



青建國際控股有限公司  
CNQC International Holdings Limited

(Incorporated in the Cayman Islands with limited liability)

Stock Code: 1240



2025  
ANNUAL REPORT

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This Annual Report is printed on environmentally friendly paper



# CORPORATE INFORMATION

## DIRECTORS

### Executive Directors

Mr. Wang Congyuan (*Chairman*)  
Dr. Du Bo  
Mr. Li Jun (李軍) (*Chief Executive Officer*)  
Mr. Du Dexiang (*Co-Chief Executive Officer*)

### Non-executive Director

Mr. Liu Jiazhen

### Independent Non-executive Directors

Mr. Tam Tak Kei, Raymond  
Mr. Chan Kok Chung, Johnny  
Mr. Liu Junchun  
Ms. Liu Juan (*resigned on 28 August 2025*)  
Ms. Zhou Lu (*appointed on 21 November 2025*)

## COMPANY SECRETARY

Ms. Au Wing Sze (*resigned on 21 November 2025*)  
Ms. Kwan Lok Yan (*appointed on 21 November 2025*)

## AUDIT COMMITTEE

Mr. Tam Tak Kei, Raymond  
(*Chairman of the Audit Committee*)  
Mr. Chan Kok Chung, Johnny  
Mr. Liu Junchun

## REMUNERATION COMMITTEE

Mr. Liu Junchun (*Chairman of the Remuneration Committee*)  
Mr. Wang Congyuan  
Mr. Du Dexiang  
Mr. Chan Kok Chung, Johnny  
Mr. Tam Tak Kei, Raymond

## NOMINATION COMMITTEE

Mr. Wang Congyuan (*Chairman of the Nomination Committee*)  
Dr. Du Bo  
Mr. Tam Tak Kei, Raymond  
Mr. Chan Kok Chung, Johnny  
Mr. Liu Junchun

## STRATEGY AND INVESTMENT COMMITTEE

Mr. Li Jun (李軍)  
(*Chairman of the Strategy and Investment Committee*)  
Mr. Wang Congyuan  
Dr. Du Bo  
Mr. Chan Kok Chung, Johnny  
Mr. Du Dexiang  
Mr. Liu Jiazhen

## AUTHORIZED REPRESENTATIVES

Mr. Li Jun (李軍)  
Ms. Au Wing Sze (*resigned on 21 November 2025*)  
Ms. Kwan Lok Yan (*appointed on 21 November 2025*)

## REGISTERED OFFICE

Windward 3, Regatta Office Park  
PO Box 1350, Grand Cayman KY1-1108  
Cayman Islands

## HEAD OFFICE AND PRINCIPAL PLACE OF BUSINESS IN HONG KONG

8/F, Enterprise Square Three,  
39 Wang Chiu Road  
Kowloon Bay, Hong Kong

## LEGAL ADVISERS AS TO HONG KONG LAWS

Li & Partners

## AUDITOR

Deloitte Touche Tohmatsu  
Certified Public Accountants  
Registered Public Interest Entity Auditor

## PRINCIPAL SHARE REGISTRAR AND TRANSFER OFFICE

Ocorian Trust (Cayman) Limited  
Windward 3, Regatta Office Park  
PO Box 1350  
Grand Cayman KY1-1108  
Cayman Islands

# CORPORATE INFORMATION

## HONG KONG BRANCH SHARE REGISTRAR AND TRANSFER OFFICE

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

## PRINCIPAL BANKERS

Hang Seng Bank Limited  
United Overseas Bank  
The Export-Import Bank Of China  
China Development Bank  
The Bank of East Asia Limited  
The Hongkong and Shanghai Banking Corporation Limited

## STOCK CODE

1240

## WEBSITE

[www.cnqc.com.hk](http://www.cnqc.com.hk)

# CHAIRMAN'S STATEMENT

On behalf of the board ("**Board**") of directors ("**Directors**") of CNQC International Holdings Limited (the "**Company**"), I hereby present you with the annual report of the Company and its subsidiaries ("**Group**") for the twelve months ended 31 December 2025 (the "**Reporting Period**" or "**Year**")

## BUSINESS REVIEW

In 2025, the turnover of the Group was approximately HK\$9,000,000,000 (2024: approximately HK\$9,900,000,000). Net profit attributable to the owners of the Company was approximately HK\$67,000,000 (2024: Net profit attributable to the owners of the Company was approximately HK\$45,600,000). Earning per share for profit attributable to the shareholders was HK\$0.041 (2024: earning per share for profit attributable to the Shareholders per share was HK\$0.028).

## DIVIDENDS

The Board does not recommend the payment of any final dividend (2024: nil). No interim dividend was declared by the Board during the year ended 31 December 2025 (2024: nil).

## GLOBAL ECONOMIC BACKGROUND AND STRATEGY

In 2025, the global economy demonstrated resilience amid volatility, while overall growth momentum slowed and the landscape became increasingly divergent. Diverse monetary policy trajectories among major economies, coupled with persistent uncertainties in geopolitics and trade policy, presented complex challenges for business operations. The construction sector also faced multiple pressures, such as high financing costs, supply chain restructuring, and adjustments to local market policies. Enterprises must respond flexibly to economic and trade changes, optimize operational efficiency, and seize new development opportunities to maintain competitiveness and achieve steady business expansion.

The Group adheres to a strategy of prudent development, actively promoting business diversification to consolidate its revenue base. Its current strategic focus is on the construction markets in Hong Kong and Singapore, with participation in government-led public works projects being the core priority. The Group will continue to closely monitor the latest policies, social welfare initiatives, and market trends. By expanding its business presence in the social infrastructure sector, it aims to support community development and social advancement, thereby making a positive contribution to the urban development of both regions.

In 2025, under Singapore's clear policy direction of "Stabilising Growth and Safeguarding Livelihoods", the economy of Singapore presented structural opportunities for the construction sector. The release of the 2025 Master Plan by Singapore government set the long-term trajectory for land use and development over the next 10 to 15 years. Concurrently, construction demand grew steadily throughout the year, driven by a robust pipeline of large-scale infrastructure and public housing projects. Key developments, such as the phased commencement of the Changi Airport Terminal 5 expansion and the Marina Bay Sands integrated resort rejuvenation, provided sustained momentum for the industry. According to preliminary official estimates, nominal construction demand reached S\$50.5 billion by the end of 2025, which aligns closely with the Housing & Development Board's earlier forecast in the range of S\$47.0 billion to S\$53.0 billion, sustaining the high levels witnessed in 2024 and representing a significant recovery compared to the pre-pandemic period. Furthermore, the Singapore government's ongoing promotion of digital platforms, including the CORENET X system, has streamlined regulatory approval processes and enhanced construction productivity, supporting a stable and efficient operating environment for the industry. Having deeply rooted in the Singapore market for many years, the Company leverages its profound experience in local regulations and project management to continuously optimise project execution and operational workflows and proactively upgrades the systems and management models in line with the industry's digital transformation. Through these efforts, the Company is well-positioned to capitalise on the opportunities arising from market recovery and structural optimisation, thereby solidifying our competitive advantages.

# CHAIRMAN'S STATEMENT

During the year, Hong Kong's construction market flourished under policy guidance. In the 2025 Policy Address, the Chief Executive clearly stated that public housing supply will increase to approximately 294,000 units over the next decade. Meanwhile, the Northern Metropolis has been designated as a key development area. The government has created favorable conditions for large-scale construction projects by establishing the Committee on Development of the Northern Metropolis (北部發展委員會), streamlining approval procedures, and advancing planning implementation, so as to accelerate the development of this strategic region. These policies not only provide the market with a clear and substantial construction roadmap but also demonstrate the government's determination to address land and housing challenges. Against this backdrop, the Group seized market opportunities, actively participating in the tendering and construction of various public housing projects, and successfully secured two public housing contracts in Hong Kong during the year. Entering the new fiscal year, the government has further strengthened its policy support. According to the latest Budget, the total public housing supply over the next five years is expected to reach 196,000 units, while the annual average completion of private housing units is estimated at approximately 17,000 units, providing the construction industry with stable and well-defined market demand. At the same time, the construction of the Northern Metropolis is being accelerated across the board. In addition to injecting HK\$10 billion into each of the Hung Shui Kiu Industry Park Limited (洪水橋產業園有限公司), San Tin Technopole (新田科技城) and the Hetao Hong Kong Park (河套香港園區) to expedite infrastructure and industrial development, the Government is also breaking development bottlenecks and creating more favourable conditions for the implementation of large-scale infrastructure projects through such practical and innovative measures as introducing the "area-based" development model, specifying the timelines for processing approvals and incorporating flexible land premium arrangements. As a number of large-scale projects are rolled out successively, significant market opportunities have been created for the Group in the fields of public housing and the construction of the Northern Metropolis. The Group will continue to focus on the market demand generated by public housing and the construction of the Northern Metropolis, and steadily expand its engineering contracting and management businesses. In the future, the Group will continue to enhance its overall competitiveness in the Hong Kong construction market by optimizing construction efficiency and strengthening cost control, and seize policy opportunities to achieve long-term sustainable development.

As of the end of 2025, the contract sum of the Group's construction backlog was about HK\$20.7 billion (among which HK\$6.9 billion was for the Hong Kong segment, and HK\$13.8 billion for the Singapore and Southeast Asia segment), a record higher than last year while most of the projects were from Singapore and Hong Kong governments. With sustainable business expansions and improved gross profits of projects, the Board anticipates continuous growth over the next years.

Looking ahead, the Group will also leverage its solid financial position, forward-looking technology layout, and efficient project management capabilities to proactively adapt to environmental changes and seize market opportunities.

## ACKNOWLEDGEMENT

On behalf of the Board and management, I would like to express my sincere gratitude to all shareholders, customers, business partners for their long-standing trust and support, and to members of the Board of Directors and management and all employees of the Group for their professionalism and steadfast dedication in navigating the challenges over the past year. In the coming year, the Group will continue to move forward with determination, working hand in hand with all stakeholders to strive for even stronger performance and deliver greater rewards to our shareholders.

**CNQC International Holdings Limited**

**Wang Congyuan**

*Chairman*

31 March 2026

# MANAGEMENT DISCUSSION AND ANALYSIS

## SINGAPORE CONSTRUCTION MARKET REVIEW

In 2025, the construction industry in Singapore delivered a solid performance, with total construction output estimated to be between S\$32.0 billion and S\$38.0 billion, primarily driven by sustained government investment in infrastructure development, public housing, and urban renewal projects. The public sector continued to dominate construction demand, accounting for approximately 55% of domestic construction output and providing a stable source of projects for the industry.

In terms of infrastructure, the Singapore government maintained its priority focus on advancing major public works projects in 2025, including the expansion of the public transport network (such as MRT and LRT lines), upgrades to airport and port facilities, and smart city-related development initiatives. Among these, Changi Airport Terminal 5 (T5) remained a key project for the year, with construction activities accelerating further in 2025 amid the full recovery of international aviation and tourism.

The importance of sustainable construction grew significantly in 2025. The Singapore government imposed more stringent sustainability and environmental protection requirements on new projects. Through its Green Building Master Plan, the Building and Construction Authority (the “BCA”) continued to promote the adoption of more energy-efficient, low-carbon, and productive construction solutions. Green building standards have gradually become the norm in the industry. The Group actively participated in various innovation and productivity improvement programmes promoted by the BCA, including the adoption of robotic painting technology on our projects and collaborating with relevant agencies to explore smart hoist systems and labour-saving construction methods to enhance site efficiency.

Concurrently, the construction industry continued to face the challenge of a skilled labour shortage in 2025. Although the return of foreign workers showed some improvement, the industry still needed to adapt to evolving manpower policies and further enhance productivity. In response, the public sector actively promoted the application of construction technology and automation, including the utilization of robots for tasks such as painting, plastering, and surface finishing during construction to reduce reliance on manual labour and improve work efficiency.

In the housing sector, residential demand maintained steady growth in 2025, supported by population growth and continued inflows of foreign investment. The Singapore government remained focused on meeting the national housing needs as its core objective. In 2025, it launched approximately 19,600 Build-To-Order (BTO) units to ensure an adequate supply of public housing, thereby maintaining the long-term stability and sustainable development of the resale estate market in Singapore.

## HONG KONG CONSTRUCTION MARKET REVIEW

According to data released by the Census and Statistics Department of the Hong Kong Government, the total nominal value of construction works in 2025 is about HK\$286.6 billion, representing a year-on-year decrease of 1.4%. Among these, construction works at public sector sites performed relatively well, with a full-year total nominal value of HK\$130.1 billion, marking a year-on-year increase of 10.2%, reflecting the continued sluggishness of the private construction market. Despite the slowdown in overall market growth, the construction industry continued to benefit from the Hong Kong government support for public sector projects and maintained stable overall performance. With the gradual implementation of various development projects in the Northern Metropolis, it is expected that the number of local public sector projects will further increase, sustaining a certain level of output in the construction industry.

During the Reporting Period, the Group was granted 2 construction projects by the Hong Kong Housing Authority in Hong Kong during the year, i.e. the maintenance, improvement and vacant flat refurbishment works in Tai Po, North District and Shatin (III), as well as the public housing development project at Kai Lung Wan South, Pok Fu Lam, Southern District. In addition, the Group was awarded improvement works by the Urban Renewal Authority at Western Market, Sheung Wan. The Group was also awarded contracts for the foundation, excavation and lateral support, site formation and related works for the student dormitory project at Tat Hong Avenue, Kowloon Tong by the City University of Hong Kong, as well as a residential development project in Ho Chung, Sai Kung by New Orient Development Limited.

# MANAGEMENT DISCUSSION AND ANALYSIS

## MALAYSIA CONSTRUCTION MARKET REVIEW

In 2025, the construction industry market in Malaysia reached a scale of approximately RM178.6 billion. It is expected to grow to US\$58 billion (approximately RM273 billion) by 2029, with a compound annual growth rate (CAGR) of 8.55%. The construction market in Malaysia continued its upward trajectory in 2025, primarily driven by government infrastructure investments and private sector projects. The government persistently increased its investment in transportation, public facilities and regional development projects, thereby generating a steady demand for projects in the construction industry. Concurrently, the rising demand for data centers, industrial facilities and commercial building projects reflects the confidence of both foreign and local enterprises in Malaysia as a regional investment hub. Overall, supported by favorable government policies, sustained infrastructure investment and the impetus from emerging industries, the outlook for the construction market in Malaysia remains cautiously optimistic.

## SINGAPORE PROPERTY MARKET REVIEW

In 2025, Singapore's gross domestic product ("**GDP**") grew by 4.8%, which was higher than the growth rate of 4.4% in 2024. The overall prices of private residential properties in Singapore have been rising for nine consecutive years. In 2025, the growth in the private residential price reached 3.3%, marking the smallest annual growth in five years. However, throughout 2025, developers launched a total of 11,482 private residential units for sale, with 10,815 units sold — the highest annual sales level since 2021.

## HONG KONG PROPERTY MARKET REVIEW

Benefiting from the onset of an interest rate cut cycle, the rollout of favorable policies, and easing supply pressures, Hong Kong's property market showed a clear recovery in 2025, moving past its adjustment phase and onto a path of steady growth. Transaction activity picked up notably during 2025, hitting a multi-year high, with property prices stabilizing after earlier declines and rents continuing to climb steadily.

According to the Land Registry, private residential transaction volumes surpassed 53,000 in 2025, marking a sharp rebound from 2024 and the highest annual total since 2022. In the second half of the year, the effects of rate cuts began to take hold, lowering property acquisition costs as mortgage rates cut, which accelerated both end-users and investors to re-enter the market, thereby significantly improving liquidity. Data from the Rating and Valuation Department showed that the property price index bottomed out in the first half of 2025 before posting modest gains in the second half, resulting in a slight positive annual increase — reversing the downward trend seen in 2024. On the rental side, supported by an influx of professionals and sustained local demand, rental index rose throughout the year. The improved rental yield also attracted capital that had previously been on the sidelines. During the year, the government continued to fine-tune housing and investment immigration policies, including broadening eligible asset classes under investment immigration schemes — bringing new purchasing power into the market. On the supply side, private residential completions eased from a peak in 2024 to around 17,000 units per year, while stronger transaction activity helped absorb inventory. This gradual rebalancing of supply and demand provided fundamental support for property price stability.

In summary, Hong Kong's property market moved beyond its adjustment phase in 2025 and entered a steady recovery, driven by interest rate cuts, policy measures, and a healthier supply-demand dynamic. With transaction activity picking up significantly and both prices and rents stabilizing, market confidence gradually recovered, setting a solid stage for continued stable growth in 2026.

# MANAGEMENT DISCUSSION AND ANALYSIS

## BUSINESS REVIEW

### Construction Business

The construction projects undertaken by the Group can be broadly divided into two major geographical segments, namely "Singapore & other Southeast Asia" and "Hong Kong & Macau". In Singapore & Southeast Asia, the Group tenders for public construction works, and external private construction works and has been engaged in the Group's property development and property investment projects, whereas in Hong Kong & Macau, the Group is mainly responsible for superstructure construction, foundation works and provision of ancillary services with particular specialisation in piling works.

The Group's revenue from the Singapore and Southeast Asia construction contracts for the Reporting Period was approximately HK\$5.12 billion (2024: approximately HK\$5.88 billion). The revenue from construction contracts of the Hong Kong & Macau segment was approximately HK\$3.21 billion (2024: approximately HK\$2.96 billion).

During the Reporting Period, for the Singapore segment, the Group completed 10 external construction projects, including 6 public residential projects and 4 private residential apartment projects. In 2025, the Group obtained 2 HDB public residential projects and 3 private residential apartment projects with an aggregated contract sum of approximately HK\$4.55 billion. As at 31 December 2025, the Group had 18 external construction projects on hand and the outstanding contract sums were approximately HK\$13.06 billion.

During the Reporting Period, for the Southeast Asia construction market, the Group completed 1 private residential project. As at 31 December 2025, the Group had 6 external construction projects on hand with outstanding contract sum of approximately HK\$0.76 billion.

As for the Hong Kong & Macau segment, the Group was awarded 10 new foundation and superstructure construction business projects with aggregated contract sums of approximately HK\$2.89 billion. As at 31 December 2025, the outstanding contract sums of the 28 projects on hand were approximately HK\$6.88 billion.

### Property Development and investment Business

As of the end of 2025, the cumulative contract sales rate of the Arden (a private condominium development project of the Group at 2/2A/2B-24/24A/24B Phoenix Road, Singapore (even numbers)) was approximately 98.9%, with 104 units sold. This project obtained temporary occupation permit and started the delivery of residential units in August 2025.

As of the end of 2025, the cumulative contract sales rate of Tenet (an Executive Condominium development project of the Group at Tampines Street 62, Singapore) was approximately 99.5%, with 615 units sold. This project obtained the temporary occupation permit and started the delivery of residential units in September 2025.

As of the end of 2025, the cumulative contract sales rate of Altura (an Executive Condominium development project of the Group at Bukit Batok West Avenue 8, Singapore) was approximately 99.4%, with 358 units sold.

As of the end of 2025, the cumulative contract sales rate of Bloomsbury Residences (a private condominium development project of the Group at 61, 63, 65 Media Circle Road, Singapore) was approximately 58.68%, with 239 units sold.

# MANAGEMENT DISCUSSION AND ANALYSIS

The sales revenue and the average selling price (“ASP”) realised by the Group are set out in the table below:

Project	Sales Revenue 2025 (HK\$' million)	ASP 2025 (HK\$/sq.m.)
The Arden	637.92	113,773

The Arden is a mid-end private condominium development project. The project recognised the sales revenue based on the percentage of construction completion throughout the year of 2025. Therefore, it recognised pre-sales revenue of approximately HK\$638 million.

As at 31 December 2025, the Group’s current portfolio of property development and investment projects consisted of 2 private condominium development projects and 3 executive condominium projects across Singapore. The total salable area (“SFA”) is approximately 210,000 sq.m.. The project details are as follows:

Project	Location	Intended use	Site area sq.m.	Total SFA sq.m.	Cumulative contracted sales area sq.m.	Cumulative contracted sales amount HK\$ billion	% of completion as at 31 December 2025	Estimated year of construction completion	Ownership relationship
The Arden	2/2A/2B–24/24A/24B Phoenix Road, Singapore (even numbers)	Residential, Private and Retail Space	6,465	9,687	9,584	1.09	100%	August 2025	Subsidiary
Tenet	Tampines Street 62, Singapore	Residential	23,799	62,159	61,850	5.51	100%	September 2025	Associated company
Altura	Bukit Batok West Avenue 8, Singapore	Residential	12,499	38,951	38,716	3.68	97.3%	February 2026	Associated company
Bloomsbury Residences	61, 63, 65 Media Circle Road, Singapore	Residential, Private and Retail Space	10,632	29,434	17,273	2.79	20.9%	March 2028	Associated company
Coastal Cabana	2–32 Jalan Loyang Besar, Singapore (even numbers)	Residential	28,405	69,767	–	–	–	August 2029	Associated company

## The Arden

The Arden is a private condominium project on a leasehold land with land use right of 99 years. The project has a total land site area of 6,465 sq.m. and the SFA is 9,687 sq.m.. It is planned to be developed into 3 blocks of 5-storey with about 105 residential units, underground car parks and communal facilities. The project is located at 2/2A/2B–24/24A/24B Phoenix Road, Singapore (even numbers).

The total SFA of this project is 9,687 sq.m. and the percentage of saleable area sold was 98.9% as at 31 December 2025. The construction is completed in August 2025.

# MANAGEMENT DISCUSSION AND ANALYSIS

## **Tenet**

Tenet is an executive condominium project on a leasehold land with a lease term of 99 years, including 11 blocks of 15-storey residential buildings with 618 units, 1 block of multi-storey car park and 1 floor of underground car park. It has communal facilities and landscape views. The project is located at Tampines Street 62, Singapore.

The total SFA of this project is 62,159 sq.m. and the percentage of saleable area sold was 99.5% as at 31 December 2025. The construction is completed in September 2025.

## **Altura**

Altura is an executive condominium project on a leasehold land with a land use right of 99 years. The total land site area is 12,499 sq.m. and the SFA is estimated at 38,951 sq.m.. It is intended to be developed into 6 blocks of 15-storey residential buildings with around 360 residential units, 1 block of multi-storey car park and 1 floor of underground car park. It has communal facilities and landscape views. The project is located at Bukit Batok West Avenue 8, Singapore.

The project's total SFA is 38,951 sq.m.. As at 31 December 2025, the percentage of saleable area sold was approximately 99.4% and the construction is scheduled to be completed in February 2026.

## **Bloomsbury Residences**

Bloomsbury Residences is a private condominium project on a leasehold land with land right of 99 years. The project has a total land area of 10,632 sq.m.. It is intended to be developed into 3 blocks of (14-23)-storey residential buildings with around 358 residential units, one floor commercial space, above and underground car park. It has communal facilities and landscape views. The project is located at 61, 63, 65 Media Circle Road, Singapore.

The total SFA of this project is 29,434 sq.m. and the percentage of saleable area sold was 58.68% as at 31 December 2025. The construction is scheduled to be completed in March 2028.

## **Coastal Cabana**

Coastal Cabana is an executive condominium project on a leasehold land with land right of 99 years. The project has a total land area of 28,405 sq.m.. It is intended to be developed into 16 blocks of (11-12)-storey residential buildings with around 748 residential units, underground car park. It has communal facilities and landscape views. The project is located at 2-32 Jalan Loyang Besar, Singapore (even numbers).

The total SFA of this project is 69,767 sq.m. and sales are planned to begin in early 2026. The construction is scheduled to be completed in August 2029.

# MANAGEMENT DISCUSSION AND ANALYSIS

## Land bank status

**Media Circle Alpha project, Singapore:** As at 13 March 2025, the Group, together with a consortium comprising Forsea Residence and Hoovasun Holding, successfully tendered S\$315 million for Plot A at Media Circle, located in one-north Mediapolis, Singapore. The site is on 99-year leasehold land and is planned to be developed into a private condominium project. The project has a total land site area of 7,629.7 sq.m. with an estimated total SFA of 28,230 sq.m., and is planned to comprise approximately 325 residential units, commercial space on the ground floor, and one basement car park, along with public amenities and landscaped areas.

**Yau Tong project, Hong Kong:** The Group acquired the land parcel located at Yau Tong Marine Lot No. 58 & 59 and their extensions thereto for a total consideration of HK\$530 million. The site area for the lots and its extensions thereto are approximately 17,400 sq. ft. and 5,400 sq. ft. respectively. The maximum allowable plot ratio under the Approved Outline Zoning Plan is 5. Town Planning Board Application to redevelop the site into a residential development was approved in June 2020. Subsequently, approval was obtained in March 2022, and the general building plans were approved by the Buildings Department in February 2024. With the adjacent concrete plant ceasing operations in April 2025 to comply with the government's new environmental regulations and subsequently commencing demolition, the quality of the surrounding environment has improved significantly. The Group is currently in active negotiations with potential partners for joint development and has engaged professional consultants to refine the design scheme. It is planned to adopt the MiC (Modular Integrated Construction) method to enhance the environmental performance and efficiency of the construction process. Concurrently, benefiting from relevant government incentive policies, it is expected to increase the saleable floor area, thereby further improving the project's economic benefits. In addition, the Group is in discussions with industry partners to introduce new investors to meet the project's funding requirements and facilitate its commencement as soon as possible.

**Sham Shui Po project, Hong Kong:** In January 2023, the Group successfully acquired the entire ownership of 4 lots located at 163–169 Yee Kuk Street in Sham Shui Po. As early as October 2020, the project obtained approval for its general building plans from the Buildings Department. Demolition works for the existing buildings were completed in the fourth quarter of 2023. The project will be developed jointly with joint-venture partners. Upon completion, the initial plan is to sell residential units on selected floors individually, while leasing out the remaining portion for operation as a student apartment. When the property market rebounds to an appropriate level, these units will be converted back for sale as residential properties. The foundation works for the project commenced in October 2025 and are expected to be completed in the first quarter of 2026. Subsequently, the superstructure construction will be carried out progressively.

**Tai Po Project, Hong Kong:** The Group has collaborated with Vanke Property (Hong Kong) Company Limited. In July 2020, the Group was granted a government land grant at a land premium of HK\$3.705 billion for a site located at Ma Wo Road, Lot 243, Tai Po, New Territories, Hong Kong. The site has an area of approximately 243,353 square feet and is designated for private residential use, with a maximum gross floor area of 781,897 square feet. Named "Le Mont", the project is being developed and pre-sold in three phases by Vanke. Phase 1 and Phase 2 were launched for pre-sale in March 2025. As at the end of November 2025, a total of 1,034 units had been sold cumulatively under the project, representing approximately 63% of the available units for sale. The remaining units will be launched in phases in accordance with the plan. Construction works of the project are progressing on schedule, with completion expected in the first half of 2026 and unit handover to commence in August of the same year.

## Investment in medicine fund

In 2020, the Group entered into subscription agreements to subscribe for limited partnership interests in a fund which is engaged in the investment in healthcare and biotechnology related business at an aggregate subscription amount of up to US\$25.64 million (equivalent to HK\$200 million). As at 31 December 2025, the Group had an aggregate subscription amount of approximately US\$20.92 million (equivalent to HK\$163 million). The fund is focusing on research and development of certain new medicines, including super antibiotics against super bacteria, and new drugs for the treatment of rheumatoid arthritis, chronic obstructive pulmonary disease and atopic dermatitis. Please refer to the announcement of the Company dated 21 May 2020 for further details.

# MANAGEMENT DISCUSSION AND ANALYSIS

During the Reporting Period, the fund manager adopted prudent research and development and commercialization strategies aimed at maximizing asset value. Amid the rapidly evolving market environment for innovative drugs, the fund manager did not indiscriminately conduct capital-intensive early-stage clinical trials. Instead, it focused resources on in-depth desktop optimization and De-risking validation of the underlying data, formulation development (CMC), and clinical development pathways for the existing pipeline. Concurrently, it actively pursued opportunities for external strategic collaborations and regional out-licensing.

The highly mature status and latest progress of various core new drug candidates during the Reporting Period are set out below:

- **New drug for the treatment of chronic obstructive pulmonary disease:** This project aims to address an unmet medical need in the current market, with the potential advantages of oral administration and efficacy comparable to certain cutting-edge biological products. The first approval for Phase I clinical trial of this pipeline candidate was obtained in the first half of 2021. To align with the latest technical review guidelines and higher clinical endpoint requirements of the regulatory authorities, the fund manager comprehensively upgraded and supplemented the technical data package for this project during the year, and successfully renewed and obtained the latest approval in February 2025. This move has not only strengthened the regulatory barrier of this asset but also ensured that it is ready for clinical implementation to access top-tier industrial resources at any time.
- **New medicine for the treatment of atopic dermatitis:** Targeting the global atopic dermatitis market, valued at over tens of billions of US dollars, this non-hormonal innovative drug project obtained IND approval for Phase I clinical trial in the first half of 2022. During the Reporting Period, the fund manager conducted an in-depth technical evaluation and theoretical optimization of the cream formulation for this project during the preclinical stage, addressing pain points such as localized skin irritation observed with first-generation drugs in real-world settings. The asset is currently in a highly advanced IND-Ready state, demonstrating significant potential for Best-in-Class commercial transformation.
- **New medicine of the super antibiotics:** This pipeline directly addresses the critical challenge faced by critically ill patients in ICUs, where effective treatment options are often unavailable, by focusing on core multidrug-resistant (MDR) organisms such as carbapenem-resistant enterobacteriaceae (CRE). The project obtained IND approval for Phase I clinical trial in the second half of 2022. During the year, the fund manager continuously tracked the latest global evaluation standards in the field of anti-drug-resistant bacteria, confirming that this pipeline maintains an extremely high industry barrier in terms of its underlying screening mechanisms and process stability, so that it can be introduced as a high-quality asset to attract specialized industrial capital for joint advancement at any time.
- **New medicine for the treatment of rheumatoid arthritis:** In response to the severe metabolic side effects associated with the long-term use of traditional hormonal drugs, such as osteoporosis and obesity, this project aims to retain anti-inflammatory efficacy while eliminating metabolic side effects, striving to fill the gap in the market for safe oral anti-inflammatory medications. The project obtained IND approval for Phase I clinical trial in the second half of 2023. The fund manager is closely monitoring the latest competitive landscape to optimize its differentiated clinical positioning and is actively engaging with multiple potential pharmaceutical partners with strong capabilities and government guidance funds to explore diverse pathways for asset realization and joint development.

The fund manager will continue to leverage the high technical barriers, asset maturity, and regulatory compliance consistency of this batch of new medicines to accelerate the strategic spin-offs, introduction of specialized guidance funds, or license-out of the relevant pipelines, aiming to unlock the intrinsic fair value and commercial returns of these cutting-edge biomedical assets as soon as possible.

# MANAGEMENT DISCUSSION AND ANALYSIS

## FINANCIAL REVIEW

### Revenue

The Group's total revenue for the Reporting Period was approximately HK\$9.0 billion (2024: approximately HK\$9.9 billion), representing a decrease of 9.4% as compared with that for the year ended 31 December 2024. The decrease was mainly due to the decrease in property development revenue from Singapore during the Reporting Period.

During the Reporting Period, the revenue from the "Foundation and construction — Hong Kong and Macau" segment was approximately HK\$3.2 billion (2024: approximately HK\$3.0 billion), representing an increase of approximately 8.6% over the same period last year.

During the Reporting Period, revenue derived from the projects in Singapore and South East Asia was approximately HK\$5.8 billion (2024: approximately HK\$6.9 billion). Out of the approximately HK\$5.8 billion revenue derived from the Singapore and South East Asia segment, revenue derived from construction business was approximately HK\$5.1 billion (2024: approximately HK\$5.9 billion), representing a decrease of 12.9% over the same period last year and the aggregate contracted sales of properties amounted to approximately HK\$0.6 billion (2024: approximately HK\$1.1 billion), representing a decrease of 39.6% over the same period last year.

### Gross Profit Margin

The Group's gross profit margin during the Reporting Period was approximately 5.3% (2024: approximately 5.4%). The gross profit margin for the two years ended 31 December 2025 and 2024 remained relatively stable.

### Selling and Marketing Expenses

The Group's selling and marketing expenses for the Reporting Period were approximately HK\$46.4 million (2024: approximately HK\$41.3 million), which was approximately 0.5% (2024: approximately 0.4%) of the Group's total revenue. The increase was due to the increase in sales commissions incurred for property sales during the Reporting Period.

### General and Administrative Expenses

The Group's general and administrative expenses for the Reporting Period were approximately HK\$280.7 million (2024: approximately HK\$283.6 million), which was approximately 3.1% (2024: approximately 2.9%) of the Group's total revenue. The decrease was mainly due to the decrease in legal and professional fees recognised during the Reporting Period.

### Finance Costs

During the Reporting Period, the Group decreased its total borrowings which resulted in a decrease in the Group's finance costs to approximately HK\$119.4 million during the Reporting Period (2024: approximately HK\$223.9 million).

### Net Profit

During the Reporting Period, the Group recorded a net profit of approximately HK\$294.27 million (2024: net profit of approximately HK\$43.4 million). Profit attributable to owners of the Company amounted to approximately HK\$67.2 million (2024: profit attributable to owners of the Company of approximately HK\$45.6 million).

# MANAGEMENT DISCUSSION AND ANALYSIS

## NON-COMPETITION DEED

To minimise the potential competition, Guotsing Holding Group Co. Limited ("**Guotsing PRC**"), Guotsing Holding Company Limited ("**Guotsing BVI**") and Dr. Du Bo, an executive Director, (collectively, the "**Covenantors**") entered into a deed of non-competition dated 22 September 2015 (the "**Non-Competition Deed**") with the Company, pursuant to which the Covenantors have severally and jointly undertaken that they will not engage in property development or provision of construction services in Hong Kong, Macau and Singapore (the "**Restricted Territories**").

In addition, they have also given the right of first refusal to the Company whereby any of the Covenantors must submit a formal written application to the Company if they wish to engage in any of the above restricted businesses in the Restricted Territories, and the Company must decide within 30 days whether or not it shall participate in such business. Only the independent non-executive Directors will be involved in the decision-making process of the Group in deciding whether to exercise the aforementioned right of first refusal to avoid any potential conflicts of interest.

## PROSPECTS

Looking ahead to 2026, Singapore's economy is expected to maintain moderate growth amid global economic uncertainties and a slowdown in external demand. According to the latest forecast from Singapore's Ministry of Trade and Industry released in February 2026, driven by robust global investment in artificial intelligence, the economic growth forecast for 2026 has been revised upward to a range of 2% to 4%. Although growth momentum may soften in the near term, Singapore's economic fundamentals remain sound over the medium to long term, underpinned by strong structural competitive advantages. According to the IMD World Competitiveness Booklet 2025, Singapore ranked third globally and remained the leading economy in Asia, reflecting its long-standing competitiveness in trade, the business environment and institutional stability.

Meanwhile, under the Singapore Government Land Sales ("**GLS**") Programme for the first half of 2026, nine sites have been placed on the confirmed list, which are expected to yield approximately 4,575 private residential units, providing adequate supply to support the stable development of the housing market. To address long-term population growth and housing demand, the Singapore Government continues to advance large-scale residential development plans. According to official projections, Singapore's total population is expected to reach between 6.5 million and 6.9 million by 2030. The Government plans to develop up to 700,000 new residential units by 2030, of which approximately 200,000 units have already entered the planning or construction stage, providing a clear and sustainable foundation of medium-to long-term demand for the construction sector.

Against this macroeconomic backdrop, the Singapore market is expected to continue offering long-term growth opportunities and expansion potential for the Group in 2026. The Group will remain focused on the Singapore market, leveraging its expertise in project management, resource integration and risk control to actively identify quality partnership opportunities, further solidifying its position as a professional property investment and project management player with meaningful presence in the local market, thereby achieving steady and sustainable growth.

Looking ahead to 2026, the Malaysia construction market is expected to maintain a steady growth momentum, driven primarily by government infrastructure investments, strategic industrial projects, and demand from the private sector. According to industry forecasts, overall construction activity is set to enter a phase of stable growth after several consecutive years of expansion, with various segments continuing to demonstrate a positive development trend. It is anticipated that the government will continue to push forward with the implementation of large-scale projects, such as transportation networks, water infrastructure, and energy infrastructure. Concurrently, sustained corporate investment in data centers, industrial parks, and high-tech manufacturing facilities by entities will provide a stable engineering demand for the construction industry.

# MANAGEMENT DISCUSSION AND ANALYSIS

According to comprehensive forecasts from research institutions, Malaysia's construction industry is projected to achieve an average annual growth rate of approximately 4% between 2026 and 2029. This reflects a solid foundation for industry growth, underpinned by long-term drivers such as industrial transformation, digital infrastructure development, and manufacturing upgrades. In particular, the New Industrial Master Plan (NIMP 2030) and the Energy Transition Strategy are expected to further boost investment demand for industrial buildings and energy infrastructure, providing new impetus for industrial growth.

Nevertheless, global economic uncertainties, fluctuations in building material costs, and tensions in labor supply and demand remain risk factors that the industry needs to monitor. The management believes that against a backdrop of continued policy support and robust market demand, the Malaysia construction market will continue to show steady development overall in 2026. Industry participants should focus on cost management, technological innovation, and productivity enhancement to strengthen their market competitiveness.

According to the latest Budget announced in Hong Kong, the total supply of public housing will reach 196,000 units in the next five years, with overall supply maintaining a steady growth. In the private sector, the average annual completion volume is estimated to be approximately 17,000 units over the next five years, representing a slight decrease compared with last year's forecast, reflecting a moderation in the pace of supply. This will help establish a solid support for property prices and promote a moderate and healthy recovery momentum in the market. The Budget particularly emphasises that the Northern Metropolis will become a core development area for Hong Kong and has now entered an accelerated construction phase, which is expected to be a major driver for the growth of the construction industry. In addition, the government has allocated HK\$65 million to strengthen the training of construction industry talents in 2026, providing more stable human resources support for the industry. Meanwhile, the Airport Authority Hong Kong has launched the HK\$100 billion Airport City development plan. The Budget estimates that annual capital works expenditure will be approximately HK\$128 billion and will remain at a similar level over the next three years, reflecting sustained and stable workload in the future. With the successive implementation of several major projects, the Hong Kong construction industry market is expected to continue to expand. The Group has won a number of tenders from the Hong Kong Government for public housing construction projects. In the future, the Group will continue to focus on the public housing construction market and will certainly benefit from the rich experience of the PPVC projects in Singapore and gain more development opportunities.

For the Hong Kong property market, according to the Hong Kong Government's 2026/27 Land Sale Programme, the government will launch nine residential plots, which, together with railway property development, private development and redevelopment and Urban Renewal Authority development projects, will bring the potential residential supply in the coming year to approximately 22,000 units. Notably, the government will not offer any commercial land in the coming year to facilitate the absorption of existing market supply, reflecting the government's continued strategy of maintaining a stable supply of residential land and housing. Talent Entrant Scheme continue to attract high-quality individuals to Hong Kong, and as of the end of last year, approximately 180,000 talents had arrived in Hong Kong, further supporting underlying housing demand. At the same time, with the Education Bureau raising the cap on the proportion of non-local undergraduate admissions and the eight publicly funded universities steadily expanding their taught postgraduate enrolment, the number of non-local students at these institutions is expected to increase by approximately 35,000 by the 2027/28 academic year, thereby driving demand in the private residential leasing market. For the monetary policy, the market generally expects the U.S. Federal Reserve to enter a rate-cutting cycle, which is likely to lower mortgage costs and enhance homebuyers' purchasing power. As interest rates eased in the second half of the year and demand is gradually released, the property market is expected to stabilise. Since the comprehensive removal of stringent measures in 2024, residential transaction volumes have already shown signs of recovery, and the effects of the policy are gradually being reflected in the market. Looking ahead to 2026, Hong Kong's residential market is at a critical juncture of transitioning from adjustment towards recovery. With interest rates expected to peak and decline, the peak in new supply having passed, inventory pressures easing, and structural demand supported by inflows of talent and students, market fundamentals are gradually improving. As developers adopt pricing strategies that are increasingly aligned with market conditions, buyer confidence is also expected to recover progressively. Overall, the property market is expected to record a modest recovery in both prices and transaction volumes this year, with the market outlook remaining stable and orderly.

# MANAGEMENT DISCUSSION AND ANALYSIS

## DEBTS AND CHARGE ON ASSETS

The total interest-bearing borrowings of the Group, including bank borrowings, loan from non-controlling interests and lease liabilities, decreased from approximately HK\$3.3 billion as at 31 December 2024 to approximately HK\$2.4 billion as at 31 December 2025. Borrowings were denominated mainly in Singapore Dollar, Hong Kong Dollar and US Dollar. Interests on bank borrowings were charged at floating rates. The Group currently does not have an interest rate hedging policy and the Group monitors interest risks continuously and considers hedging any excessive risk when necessary.

These banking facilities were secured by the Group's property, plant and equipment and development properties for sale with net carrying amounts of HK\$203,394,000 (2024: HK\$201,865,000), and HK\$691,373,000 (2024: HK\$1,018,419,000), respectively.

## LIQUIDITY, FINANCIAL RESOURCES AND CAPITAL STRUCTURE

The Group has funded the liquidity and capital requirements primarily through bank borrowings and cash inflows from operating activities.

As at 31 December 2025, the Group had cash and cash equivalents of approximately HK\$1.1 billion (2024: approximately HK\$1.1 billion) of which approximately 72.0% was held in Singapore Dollar, 25.0% was held in Hong Kong Dollar and the remaining was mainly held in Malaysian Ringgit. The gearing ratio of the Group as at 31 December 2025 (defined as the net debt divided by total equity plus net debt, where net debt is defined as borrowings and lease liabilities less cash and cash equivalents and pledged bank deposits) was approximately 28.9% (2024: approximately 43.6%).

During the Reporting Period, the Group employed financial instrument for currency hedging purposes.

## FOREIGN EXCHANGE

Since the Group mainly operates in Singapore and Hong Kong and most of the revenue and transactions arising from its operations were settled in Singapore Dollar and Hong Kong Dollar, and the Group's assets and liabilities were primarily denominated in Singapore Dollar and Hong Kong Dollar, the Board believes that the Group will have sufficient foreign exchange to meet its foreign exchange requirements. The Group has not experienced any material difficulties or effects on its operations or liquidity as a result of fluctuations in currency exchange rates. During the Reporting Period, the Group minimises its foreign exchange exposure of borrowing by way of entering into forward contracts with reputable financial institutions. The hedging policies are regularly reviewed by the Group.

## SIGNIFICANT INVESTMENT, MATERIAL ACQUISITION AND DISPOSAL OF SUBSIDIARIES AND ASSOCIATED COMPANIES

During the Reporting Period, there was no significant investment, material acquisition and disposal of subsidiaries and associated companies by the Company.

## CAPITAL COMMITMENTS

As at 31 December 2025, the Group had capital commitments of approximately HK\$nil (2024: HK\$0.9 million) for development expenditure and HK\$nil (2024: HK\$1.4 million) for purchase of property, plant and equipment. Save as disclosed in this report, the Group did not have any existing plan for acquiring other material investments or capital assets.

## CONTINGENT LIABILITIES

Save as disclosed in note 33 to the consolidated financial statements, the Group had no other contingent liabilities as at 31 December 2025 and 31 December 2024.

# MANAGEMENT DISCUSSION AND ANALYSIS

## EVENT AFTER THE REPORTING PERIOD

Saved as disclosed in this report, there are no other significant events after the Reporting Period and up to the date of this annual report.

## EMPLOYEES AND REMUNERATION POLICY

As at 31 December 2025, the Group had 2,708 full-time employees (2024: 2,916 full-time employees). Most of the Group's employees were based in Singapore and Hong Kong. The remuneration policy and package of the Group's employees were periodically reviewed. Apart from provident funds and in-house training programmes, salary increments and discretionary bonuses may be awarded to employees according to the assessment of individual performance.

The total remuneration cost incurred by the Group for the Reporting Period was approximately HK\$1,030.8 million (2024: approximately HK\$918.5 million).

## PURCHASE, SALE AND REDEMPTION OF THE COMPANY'S SECURITIES

On 20 June 2025, the Company's shareholders ("**Shareholders**") granted a general mandate (the "**Repurchase Mandate**") to the Directors to repurchase shares of the Company at the annual general meeting (the "**AGM**"). Pursuant to the Repurchase Mandate, the Company is allowed to repurchase up to 151,832,003 shares, being 10% of the total number of issued shares of the Company as at the date of the AGM, on The Stock Exchange of Hong Kong Limited (the "**Stock Exchange**").

During the Reporting Period, neither the Company nor any of its subsidiaries had purchased, sold or redeemed any of the Company's listed securities (including any sale of treasury shares). As at 31 December 2025, the Company did not hold any treasury shares.

## CORPORATE GOVERNANCE

### Corporate Governance Code

The Company had complied with all the applicable code provisions as set out in the Corporate Governance Code contained in Part 2 of the Appendix C1 to the Rules Governing the Listing of Securities on the Stock Exchange (the "**Listing Rules**") during the Reporting Period.

## CODE OF CONDUCT REGARDING DIRECTORS' SECURITIES TRANSACTIONS

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 of the Company regarding Directors' transactions of the listed securities of the Company. All Directors have confirmed, following a specific enquiry by the Company, that they have complied with the required standard as set out in the Model Code throughout the Reporting Period.

## AUDIT COMMITTEE AND REVIEW OF FINANCIAL INFORMATION

The audit committee of the Company (the "**Audit Committee**") has reviewed with the Company's management the accounting principles and practices adopted by the Group and discussed internal controls and financial reporting matters in relation to the preparation of the consolidated financial statements for the Reporting Period. It has also reviewed the audited consolidated financial statements for the Reporting Period and recommended them to the Board for approval. The Audit Committee was satisfied that these consolidated financial statements were prepared in accordance with applicable accounting standards.

# REPORT OF THE DIRECTORS

## PRINCIPAL ACTIVITIES

The principal activity of the Company is investment holding and the principal activities of its subsidiaries are set out in note 12 to the financial statements.

## BUSINESS REVIEW

In compliance with Schedule 5 to the Companies Ordinance, Chapter 622, a fair review of the business of the Company, a discussion and analysis of the Group's performance during the year including analysis using financial key performance indicators, description of the principal risks and uncertainties facing the Group, further discussion and analysis of important events affecting the Group after the Reporting Period, future development of the Company's business, a discussion on the Group's environmental policies and performance and the Group's compliance with relevant laws and regulations that have a significant impact on the Group, and an account of the Group's key relationships with its stakeholders are set out in Management Discussion and Analysis in pages 6 to 17 of this report, which forms part of this Report of the Directors.

## RESULTS AND DIVIDENDS

The results of the Group for the Reporting Period are set out in the consolidated statement of profit or loss and other comprehensive income on pages 62 and 63 of this report. The Board does not recommend the payment of final dividend for the year ended 2025.

There is no arrangement under which any shareholder of the Company has waived or agreed to waive any dividends.

For further information on the dividend policy of the Group, please refer to pages 54 to 55 of this report.

## PROPERTY, PLANT AND EQUIPMENT

Details of movements in the property, plant and equipment of the Company and the Group during the Reporting Period are set out in note 17 to the financial statements.

## SHARE CAPITAL

Details of movements during the Reporting Period in the share capital of the Company are set out in note 27 to the financial statements.

## RESERVES

Details of movements in the reserves of the Group during the Reporting Period are set out in the consolidated statement of changes in equity on page 67.

As at 31 December 2025, the Company had reserves amounted to HK\$3,192.0 million available for distribution as calculated based on Company's share premium less accumulated losses under applicable provisions of the Companies Law in the Cayman Islands (2024: HK\$3,217.2 million).

## TAX RELIEF

The Company is not aware of any relief from taxation available to the shareholders of the Company by reason of their holding of its shares.

# REPORT OF THE DIRECTORS

## GROUP FINANCIAL SUMMARY

A summary of the results and the assets and liabilities of the Group for last five financial years is set out on page 150 of this report.

## DIRECTORS

The Directors who held office during the Reporting Period and up to the date of this report were:

### Executive Directors

Mr. Wang Congyuan (*Chairman*)

Mr. Li Jun (李軍) (*Chief Executive Officer*)

Dr. Du Bo

Mr. Du Dexiang (*Co- Chief Executive Officer*)

### Non-executive Director

Mr. Liu Jiazhen

### Independent Non-executive Directors

Mr. Tam Tak Kei, Raymond

Mr. Chan Kok Chung, Johnny

Mr. Liu Junchun

Ms. Liu Juan (resigned with effect from 28 August 2025)

Ms. Zhou Lu (appointed with effect from 21 November 2025)

Please refer to "Corporate Information" on page 2 for a full list of Directors during the Reporting Period and up to the date of this report.

Ms. Zhou Lu, being newly appointed independent non-executive Director, shall hold office until the forthcoming annual general meeting and, being eligible, offer herself for re-election pursuant to Article 112 of the Articles of Association of the Company (the "**Articles**").

Mr. Wang Congyuan, Mr. Liu Jiazhen, Mr. Tam Tak Kei, Raymond, and Mr. Chan Kok Chung, Johnny will retire from office as Directors at the forthcoming annual general meeting of the Company, being eligible, to offer themselves for re-election pursuant to Article 108(a) of the Articles.

On 21 November 2025, Ms. Zhou Lu obtained legal advice from a firm of solicitors qualified to advise on Hong Kong law as regards the requirements under the Listing Rules that are applicable to her as a Director and the possible consequences of making a false declaration or giving false information to the Stock Exchange. The newly appointed Director confirmed that she understood her obligations as a Director. Ms. Zhou Lu is also participating in the director training and will receive 24 hours of training within 18 months.

Ms. Liu Juan has resigned as an independent non-executive Director during the year ended 31 December 2025 and up to the date of this report and confirmed that she has no disagreement with the Board and there are no matters with respect to her resignation that needs to be brought to the attention of the shareholders of the Company and the Stock Exchange.

# REPORT OF THE DIRECTORS

## DIRECTORS' SERVICE CONTRACT

Mr. Wang Congyuan renewed a service contract as an executive Director on 26 January 2025 with the Company for a term of three years. Dr. Du Bo renewed a service contract as an executive Director on 31 March 2026 with the Company for a term of three years. Each of Mr. Li Jun and Mr. Du Dexiang renewed a service contract as an executive Director on 24 February 2026 with the Company for a term of three years. The said service contracts can be terminated by not less than three months' notice in writing served by either party on the other or otherwise in accordance with the terms of the director's service contract.

Mr. Liu Jiazhen entered a service contract as a non-executive Director on 22 July 2024 with the Company for a term of three years. The service contract can be terminated by not less than three months' notice in writing served by either party on the other or otherwise in accordance with the terms of the director's service agreement.

Mr. Tam Tak Kei, Raymond renewed a service contract as an independent non-executive Director on 12 September 2024 with the Company for a term of two years. Mr. Chan Kok Chung, Johnny renewed a service contract as an independent non-executive Director on 24 January 2026 with the Company for a term of two years. Mr. Liu Junchun renewed a service contract with the Company on 24 February 2025 for a term of two years. The said service contracts can be terminated by not less than three months' notice in writing served by either party on the other or otherwise in accordance with the terms of the director's service contract.

Ms. Zhou Lu, who was appointed as an independent non-executive Director with effect from 21 November 2025, entered a service contract as an independent non-executive Director on 21 November 2025 with the Company for a term of two years. The service contract can be terminated by not less than three months' notice in writing served by either party on the other or otherwise in accordance with the terms of the director's service agreement.

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

No Director has a service contract which is not determinable by the Company within one year without payment of compensation other than statutory compensation.

## MANAGEMENT CONTRACTS

No significant contracts concerning the management and administration of the whole or any substantial part of the business of the Company has been entered into or existed during the year.

## CHANGE IN DIRECTORS' INFORMATION

Save for Mr. Wang Congyuan, Mr. Du Dexiang, Mr. Tam Tak Kei, Raymond and Mr. Chan Kok Chung, Johnny, there is no changes in the Directors' biographical details which are required to be disclosed pursuant to Rule 13.51B(1) of the Listing Rules. The biographical details of the Directors as at the date of this report are set out in this report on pages 32 to 35.

# REPORT OF THE DIRECTORS

## DIRECTORS' AND CHIEF EXECUTIVE'S INTERESTS AND SHORT POSITIONS IN SHARES, UNDERLYING SHARES AND DEBENTURES OF THE COMPANY OR ANY OF THE ASSOCIATED CORPORATIONS

As at 31 December 2025, interests or short positions in the shares ("**Shares**"), underlying shares ("**Underlying Shares**") and debentures of the Company and any of its associated corporations (within the meaning of Part XV of the Securities and Futures Ordinance ("**SFO**") held by the Directors and chief executive of the Company which have been notified to the Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including interests and short positions which were taken or deemed to have under such provisions of the SFO) or have been entered in the register maintained by the Company pursuant to section 352 of the SFO, or otherwise have been notified to the Company and the Stock Exchange pursuant to the Model Code for Securities Transactions by Directors of Listed Issuers (the "**Model Code**") in Appendix C3 to the Listing Rules are as follows:

### Interests in the Shares and Underlying Shares of the Company

Name of director	Capacity	Number of Shares and underlying Shares held in long position	Approximate percentage of interests
Mr. Wang Congyuan	Beneficiary of a trust (note 1)	6,189,663	0.41%
	Beneficial owner	1,944,916	0.10%
Mr. Li Jun (李軍)	Beneficiary of a trust (note 1)	2,602,497	0.17%
	Beneficial owner	990,624	0.06%
Dr. Du Bo	Interest in controlled corporation (note 2 & note 3)	1,124,759,528	74.08%
	Beneficiary of a trust (note 1)	45,689,892	3.01%
	Beneficial owner	12,504,972	0.82%
Mr. Du Dexiang	Interest in controlled corporation (note 3)	100,000,000	6.59%

Notes:

- This represents long position in the underlying convertible preference shares ("**CPS**") under the Awards granted under the Management Share Scheme. Please refer to the paragraph headed "Management Share Scheme" in this report for more details.
- The 1,024,759,528 Shares are deemed to be interested by Dr. Du Bo, as the Shares are held by Guotsing BVI, which is a company wholly owned by Hao Bo Investments Limited, which in turn is held as to 48.55% by Top Elate Investments Limited and 51.45% by Bliss Wave Holding Investments Limited. Bliss Wave Holding Investments Limited is a company held as to 74.53% by Hui Long Enterprises Limited, which is a company wholly-owned by Dr. Du Bo. Top Elate Investments Limited is a company wholly-owned by Qingdao Qingjian Holdings Co. which in turn is held as to 99.98% by the Qingdao ZhiXinDa Enterprise Management Partnership (Limited Partnership). The managing partner of Qingdao ZhiXinDa Enterprise Management Partnership (Limited Partnership) is Qingdao Huizhide Management Consulting Co., Ltd.
- The 100,000,000 Shares are deemed to be interested by Dr. Du Bo and Mr. Du Dexiang, as the Shares are held by Victorious Path International Limited, which is a company wholly owned by Guotsing Group (HK) Limited, which in turn is wholly owned by Hyday (South Pacific) Investment Pte. Ltd., which in turn is wholly owned by Guotsing Holding (South Pacific) Investment Pte. Ltd., which in turn is wholly owned by Guotsing Holding Group Co. Ltd. Guotsing Holding Group Co. Ltd. is a company held as to 42.1% by Shanghai Heliyuan Investment Ltd. and 57.9% by Qingdao Qingjian Holding Co. which in turn is held as to 99.98% by the Qingdao ZhiXinDa Enterprise Management Partnership (Limited Partnership). Shanghai Heliyuan Investment Ltd. is a company held as to 59.5% by Dr. Du Bo and 40% by Mr. Du Dexiang.

# REPORT OF THE DIRECTORS

Save as disclosed above, as at 31 December 2025, none of the Directors nor chief executive of the Company had any interests or short positions in the Shares, Underlying Shares and debentures of the Company or any of its associated corporations (within the meaning of Part XV of the SFO) as recorded in the register required to be kept by the Company under section 352 of the SFO or as otherwise notified to the Company and the Stock Exchange pursuant to the Model Code.

## SUBSTANTIAL SHAREHOLDERS' AND OTHERS' INTERESTS AND SHORT POSITIONS IN SHARES AND UNDERLYING SHARES

As at 31 December 2025, the following persons (not being a Director or chief executive of the Company) had interests or short positions in the Shares or Underlying Shares which fall to be disclosed to the Company under the provisions of Divisions 2 and 3 of Part XV of the SFO as recorded in the register required to be kept by the Company pursuant to section 336 of the SFO:

### Long position in the Shares and Underlying Shares

Name of substantial shareholder	Capacity/Nature of interest	Number of Shares and underlying Shares held/interested	Approximate Shareholding Percentage
Hui Long Enterprises Limited	Interest in controlled corporation (Note 1)	1,024,759,528	67.49%
Bliss Wave Holding Investments Limited	Interest in controlled corporation (Note 1)	1,024,759,528	67.49%
Top Elate Investments Limited	Interest in controlled corporation (Note 1)	1,024,759,528	67.49%
Hao Bo Investments Limited	Interest in controlled corporation (Note 1)	1,024,759,528	67.49%
Guotsing Holding Company Limited	Beneficial owner (Note 1) Interest in controlled corporation (Notes 1, 2 and 3)	756,421,520 268,338,008	49.82% 17.67%
Trustee	Trustee (Note 5)	124,875,197	8.22%
Qingdao Huizhide Management Consulting Co., Ltd.	Interest in controlled corporation (Note 1)	1,124,759,528	74.08%
Qingdao ZhiXinDa Enterprise Management Partnership (Limited Partnership)	Interest in controlled corporation (Note 1)	1,124,759,528	74.08%
Qingdao Qingjian Holdings Co	Interest in controlled corporation (Note 1)	1,124,759,528	74.08%
CNQC Development Limited	Beneficial owner (Note 2)	224,145,000	14.76%
Guotsing Finance Holding Limited	Interest in controlled corporation (Note 3)	44,193,008	2.91%
Guotsing Asset Management Limited	Interest in controlled corporation (Note 3)	44,193,008	2.91%
Guotsing Growth Fund LP I	Beneficial owner (Note 3)	44,193,008	2.91%
China Great Wall AMC (International) Holdings Company Limited	Beneficial owner (Note 6)	142,000,000	9.35%
Shanghai Heliyuan Investment Limited	Interest in controlled corporation (Note 4)	100,000,000	6.59%
Guotsing Holding Group Company Limited	Interest in controlled corporation (Note 4)	100,000,000	6.59%
Guotsing Holding (South Pacific) Investment Pte. Ltd.	Interest in controlled corporation (Note 4)	100,000,000	6.59%
Hyday (South Pacific) Investment Pte. Ltd.	Interest in controlled corporation (Note 4)	100,000,000	6.59%
Guotsing Group (HK) Limited	Interest in controlled corporation (Note 4)	100,000,000	6.59%
Victorious Path International Limited	Beneficial owner (Note 4)	100,000,000	6.59%

# REPORT OF THE DIRECTORS

## Notes:

- (1) Guotsing BVI is a company wholly owned by Hao Bo Investments Limited, which in turn is held as to 48.55% by Top Elate Investments Limited and 51.45% by Bliss Wave Holding Investments Limited. Bliss Wave Holding Investments Limited is a company held as to 74.53% by Hui Long Enterprises Limited. Top Elate Investments Limited is a company wholly-owned by Qingdao Qingjian Holdings Co. which in turn is held as to 99.98% by the Qingdao ZhiXinDa Enterprise Management Partnership (Limited Partnership). The managing partner of Qingdao ZhiXinDa Enterprise Management Partnership (Limited Partnership) is Qingdao Huizhide Management Consulting Co., Ltd.
- (2) The 224,145,000 Shares were held by CNQC Development Limited ("**CNQC Development**") as at 31 December 2025. CNQC Development is wholly-owned by Guotsing BVI.
- (3) Guotsing Asset Management Limited is the General Partner of Guotsing Growth Fund LP I, and is in turn wholly held by Guotsing Finance Holding Limited, which is wholly-owned by Guotsing BVI.
- (4) Victorious Path International Limited is wholly-owned by Guotsing Group (HK) Ltd, and is in turn wholly held by Hyday (South Pacific) Investment Pte. Ltd., which is wholly-owned by Guotsing Holding (South Pacific) Investment Pte. Ltd. Guotsing Holding (South Pacific) Investment Pte. Ltd. is a company wholly owned by Guotsing Holding Group Limited, which in turn is held as to 57.9% by Qingdao Qingjian Holdings Co. and 42.1% by Shanghai Heliyuan Investment Limited.
- (5) This represents the CPS under the Awards held by the Trustee pursuant to the Management Share Scheme. Please refer to the paragraph headed "Management Share Scheme" in this report for more details.
- (6) China Great Wall AMC (International) Holdings Company Limited owns 142,000,000 Shares, which is a company wholly owned by China Great Wall Asset Management Co., Ltd., which in turn is held as to 73.53% by Central Huijin Investment Ltd. Central Huijin Investment Ltd is deemed to be interested in the 142,000,000 Shares held by China Great Wall AMC (International) Holdings Company Limited.

Save as disclosed above, as at 31 December 2025, to the best information, knowledge and belief of the Directors, no person (other than the Directors and chief executive of the Company), had registered an interest or short position in the Shares or underlying Shares of the Company that was required to be recorded pursuant to section 336 of the SFO.

## TRANSACTIONS, ARRANGEMENT OR CONTRACTS OF SIGNIFICANCE

Save as disclosed in the sections headed "Non-Competition Undertaking" and the material related party transactions set out in note 35 to the consolidated financial statements in this report, no transaction, arrangement or contract of significance to which the Company or any of its subsidiaries was a party and in which a Director or an entity connected with a Director is or was materially interested, either directly or indirectly, subsisted at the end of Reporting Period or at any time during the Reporting Period, and no contract of significance between the Company or any of its subsidiaries and a controlling shareholder of the Company or any of its subsidiaries subsisted at the end of the Reporting Period or at any time during the Reporting Period.

## DIRECTORS' RIGHTS TO ACQUIRE SHARES OR DEBENTURES

Apart from the section headed "Directors' and Chief Executive's Interests and Short Positions in Shares, Underlying Shares and Debentures" of the Company or any of the associated corporation above and "Management Share Scheme" below, at no time during the Reporting Period were rights to acquire benefits by means of the acquisition of Shares in or debentures of the Company granted to any Director or their respective associates nor was the Company and any of its subsidiaries a party to any arrangement to enable the Directors, or their respective associates to acquire such rights in any other body corporate.

# REPORT OF THE DIRECTORS

## MAJOR CUSTOMERS AND SUPPLIERS

The percentages of the Group's purchases and turnover attributable to major suppliers and customers are as follows:

	2025 %	2024 %
Percentage of construction material purchases:		
From the largest supplier	3.1%	4.4%
From the five largest suppliers	12.0%	13.9%
Percentage of turnover:		
From the largest customer	47.2%	40.9%
From the five largest customers	76.9%	66.5%

During the Reporting Period, there are no Directors, their close associates or any shareholders (which to the knowledge of the Directors who owned more than 5% of the Company's share capital) had any interest in the Group's five largest customers nor suppliers.

## DIRECTORS' INTEREST IN A COMPETING BUSINESS

Pursuant to Rule 8.10 of the Listing Rules, during the Reporting Period and up to the date of this report, the following Directors are considered to have business interests which are likely to compete directly or indirectly with the business of the Group.

During the Reporting Period, Mr. Wang Cougyuan, an executive Director, served as a director and chairman of Guotsing Holding Group Co. Ltd. ("**Guotsing PRC**") and Dr. Du Bo, an executive Director, served as a director and honorary chairman of Guotsing PRC. Guotsing PRC, together with its subsidiaries ("**Guotsing Group**"), is primarily engaged in (i) investments in projects in the real estate and related industries; (ii) property development in the PRC and other overseas markets; (iii) provision of construction services to both the private and public sectors in the PRC and other overseas markets; (iv) logistics and trading of steel, machinery and other raw materials related to construction business; and (v) provision of design consultation services. However, pursuant to a non-competition deed dated 22 September 2015, the Guotsing Group will not engage in the Restricted Business in competition with the Group in Hong Kong, Singapore and Macau. Therefore, the Directors are of the view that the business of Guotsing Group does not compete directly with the business of the Group. For further details of the non-competition deed, please refer to the "Non-Competition Deed" section of Management Discussion and Analysis in this report and the section headed "Non-competition undertaking" below.

Save as disclosed above, the Directors were not aware of any business or interest of the Directors and their respective associates that had competed or might compete with the business of the Group and any other conflicts of interests which any such person had or might have with the Group.

## PUBLIC FLOAT

From information publicly available to the Company and within the knowledge of the Directors, at least 25% of the Company's total issued share capital (being the minimum percentage of public float prescribed under Rule 13.32B of the Listing Rules) was held by the public as at the date of this report.

# REPORT OF THE DIRECTORS

## MANAGEMENT SHARE SCHEME

Pursuant to the Share Purchase Agreement dated 23 May 2015 entered into between the Company and Guotsing Holding (South Pacific) Investment Pte. Ltd. in respect of the Company's acquisition of the entire issued share capital of Wang Bao Development Limited ("**Acquisition**"), a management share scheme (the "**Management Share Scheme**") was set up by Guotsing Holding Company Limited ("**Guotsing BVI**") and a trust (the "**Trust**") was constituted on 15 October 2015. Part of the consideration for the Acquisition was settled by the Company issuing 304,599,273 new non-redeemable convertible preference shares (the "**CPS**") of the Company to the trustee of the Trust for the purpose of the Management Share Scheme. The Management Share Scheme had a term commencing from the completion of the Acquisition and expired on 1 April 2022 ("**Expiry Date**"). The Management Share Scheme involves only existing CPS.

### Purpose of the Management Share Scheme

The purpose of the Management Share Scheme was to reward the Selected Participants (as defined below) who have made contributions to the development of the Company and Guotsing Group over the years.

### Participants of the Management Share Scheme and number of shares available for issue under the Management Share Scheme

Under the Management Share Scheme, awards shall be conditionally granted to certain senior management and employees of Guotsing Group (including the Company) ("**Selected Participants**") to purchase from the Trust up to a total of 304,599,273 CPS in accordance with the terms and conditions of the Management Share Scheme. There is no restriction of maximum entitlement of each Selected Participant.

### Vesting period

Subject to the terms of the Management Share Scheme and fulfillment of the vesting conditions set out in the Management Share Scheme and the grant notice, the CPS granted to and accepted by Selected Participant (which are originally held by the trustee under the Trust) will become vested in Selected Participant in accordance with the vesting schedule as set out in the grant notice and the trustee of the Trust shall transfer the relevant number of CPS to the Selected Participant or a company to be established by the Selected Participants accordingly.

### The amount, if any, payable on application or acceptance of the CPS and the period within which payments must or may be made

Any offer for the grant of the CPS must be accepted within ten days inclusive of the day on which such offer was made. The amount payable by the grantee of the CPS to Guotsing BVI on acceptance of the offer for the grant of CPS is HK\$0.56 per CPS, which shall be paid as soon as practicable after the grant of the offer.

### The basis of determining the exercise price of the CPS granted

The purchase price of the CPS granted was determined based on the net asset value of CNQC (South Pacific) Holding Pte. Ltd as at 31 December 2012.

# REPORT OF THE DIRECTORS

## Remaining life of the scheme

The Management Share Scheme had expired on 1 April 2022. No further grant of CPS is allowed. However, the Trust is still valid, and the Trust Period has automatically extended quarterly until receipt of notice from Guotsing BVI. Pursuant to the rules of the Management Share Scheme, all the CPS remaining under the Trust shall be transferred to Guotsing BVI by the trustee of the Trust upon expiry of the Management Share Scheme.

As at 1 January 2025 and 31 December 2025, there was no unvested CPS under the Management Share Scheme and during the Reporting Period, no CPS was granted, converted, exercised, vested, cancelled or lapsed under the Management Share Scheme. As the Management Share Scheme has expired on the Expiry Date, no further CPS would be granted thereunder. As such, the amount of the CPS that was available for issue under the Management Share Scheme as at 1 January 2025, 31 December 2025 is nil.

There are no other information that are required to be disclosed under rule 17.07 of the Listing Rules regarding the Management Share Scheme.

## DEBENTURE ISSUED

The Group did not issue any debenture for the year ended 31 December 2025.

## CONVERTIBLE SECURITIES

Currently the Company has two classes of shares, being the ordinary Shares and the CPS.

On 15 October 2015, the acquisition of the entire issued share capital of Wang Bao Development Limited by the Company was completed and upon completion of the Acquisition, the Company issued 647,273,454 CPS to Guotsing BVI and 304,599,273 CPS to the trustee of the Trust as settlement of the consideration for the 2015 Acquisition. As at the date of this report, there are 124,875,197 CPS remained in issue.

The major terms of the CPS are as follows:

Nominal value: Non-redeemable convertible preference shares of HK\$0.01 each created as a new class of shares in the share capital of the Company.

Conversion ratio: The CPS shall be convertible at the option of its holder, without the payment of any additional consideration therefor, into such number of fully-paid Shares at the conversion ratio of one CPS for one Share.

Conversion rights: Holders of the CPS will have the right to convert all or such number of CPS into the new Shares to be issued and allotted by the Company upon the exercise of the conversion rights attaching to the CPS (the "**Conversion Shares**") at any time after the issuance of the CPS, provided that they may not exercise the conversion rights as to such number of CPS the conversion of which would result in the Company not meeting the minimum public float requirement under Rule 8.08 of the Listing Rules or any of the Shareholders having triggered any mandatory general offer obligation under Rule 26 of the Takeovers Code (unless a waiver from compliance with such requirement has otherwise been obtained).

Redemption: The CPS shall be non-redeemable by the Company or their holders.

Preferred distribution: Subject to compliance with all applicable laws and the Articles, each CPS shall confer on its holder the right to receive a preferred distribution ("**Preferred Distribution**") from the date of the issue of the CPS at a rate of 0.01% per annum on HK\$2.75 per CPS, payable annually in arrears. Each Preferred Distribution is non-cumulative.

# REPORT OF THE DIRECTORS

**Dividend:** Each CPS shall confer on its holder the right to receive, in addition to the Preferred Distribution, any dividend *pari passu* with holders of Shares on the basis of the number of Share(s) into which each CPS may be converted and on an as converted basis.

**Distribution of Assets:** The holders of the CPS shall have priority over the Shareholders on the assets and funds of the Company available for distribution in a distribution of assets on liquidation, winding-up or dissolution of the Company (but not on conversion of CPS or any repurchase by the Company of CPS).

**Voting rights:** The holders of the CPS shall be entitled to receive notices of and to attend general meetings of the Company, but the CPS shall not confer on their holders the right to vote at a general meeting of the Company, unless a resolution is to be proposed at a general meeting for the winding-up of the Company or a resolution is to be proposed which if passed would vary or abrogate the rights or privileges of the CPS or vary the restrictions to which the CPS are subject.

**Transferability:** The CPS (including the Conversion Shares once converted from the CPS) may be transferred by their holders without restriction.

**Ranking:** Save and except for the voting rights, distribution entitlements upon liquidation, winding-up or dissolution of the Company, the Preferred Distribution rights and the rights set out above, each CPS shall have the same rights as each of the Shares. The Conversion Shares will be issued as fully paid and rank *pari passu* in all respects with the Shares in issue as at the date of conversion.

**Adjustment:** If and whenever the Shares are consolidated or sub-divided into a different nominal amount, then the same consolidation or subdivision shall be effected on the CPS, in which case the conversion ratio shall remain as one CPS for one Share (as consolidated or sub-divided, as the case may be).

**Listing:** No listing has been sought for the CPS on the Stock Exchange or any other stock exchange. However, an application has been made by the Company to the Listing Committee for the listing of, and permission to deal in, the Conversion Shares.

## EQUITY-LINKED AGREEMENT

Save as disclosed in the paragraph headed "Management Share Scheme" on pages 25 to 28 and in this report, there was no other equity-linked agreement entered into by the Company during the year ended 31 December 2025.

## PRE-EMPTIVE RIGHTS

There are no provisions for pre-emptive rights under the Articles or the laws of Cayman Islands, which would oblige the Company to offer new Shares on a *pro-rata* basis to existing shareholders.

## CONNECTED TRANSACTIONS

To the best knowledge of the Directors, none of the related party transactions as disclosed in note 35 to the consolidated financial statements constituted as connected transactions or continuing connected transactions as defined in Chapter 14A of the Listing Rules, and the Company has complied with the applicable disclosure requirements under Chapter 14A of the Listing Rules.

# REPORT OF THE DIRECTORS

## DISCLOSURE PURSUANT TO RULE 13.22 OF THE LISTING RULES

As of 31 December 2025, the Group provided financial assistance to its affiliated companies in an aggregate amount of approximately HK\$4,149.3 million. The aggregate amount of the Group's financial assistance given to its affiliated companies (as defined under Rule 13.11(2)(a)) of the Listing Rules) exceeded 8% of the assets ratio under Rule 13.16 of the Listing Rules. The Group has equity interests ranging from 5% to 50% in these affiliated companies.

See note 21 to the audited consolidated financial statements for details of the financial assistance provided to the Company's affiliated companies.

A pro forma combined statement of financial position of these affiliated companies with financial assistance from the Group and the Group's attributable interests in these affiliated companies as of 31 December 2025 were as follows:

	<b>Combined statement of financial position</b> HK\$'000	<b>Group's attributable interests</b> HK\$'000
Non-current assets	234,012	80,187
Current assets	23,892,005	6,071,482
Current liabilities	(4,700,140)	(1,276,516)
Total assets less current liabilities	19,425,877	4,875,153
Non-current liabilities	(18,860,956)	(4,614,942)
Net assets	564,921	260,211

*Note:*

Significant items included are as below:

	HK\$'000	HK\$'000
<b>Current assets</b>		
Development properties for sale	20,665,318	5,160,580
Cash and cash equivalents	1,423,915	194,263
<b>Current liabilities</b>		
Trade and other payables	1,799,032	480,375
Contract liabilities	2,412,505	603,574
<b>Non-current liability</b>		
Borrowings	18,860,956	4,614,942

# REPORT OF THE DIRECTORS

## PERMITTED INDEMNITY PROVISION

A permitted indemnity provision for the benefit of the Directors is currently in force and was in force throughout the financial year. The Company has taken out and maintained appropriate insurance cover in respect of potential legal actions against its Directors and officers.

## CHARITABLE DONATIONS

Charitable donations made by the Group during the Reporting Period amounted to HK\$812,000 (2024: HK\$47,000).

## NON-COMPETITION UNDERTAKING

Reference is made to the “Non-Competition Deed” section of Management Discussion and Analysis and “Director’s interest in a competing business” in this report.

Guotsing PRC, Guotsing BVI and Dr. Du Bo (collectively, the “**Covenantors**”) and the Company entered into the non-competition deed on 22 September 2015 (the “**Non-Competition Deed**”), pursuant to which each Covenantor has undertaken in favour of the Company (for itself and on behalf of its subsidiaries) that during the term of the Non-Competition Deed, it shall not, and shall procure that none of its/his associates shall (other than through the Group), directly or indirectly, carry on, engage, invest, participate or otherwise be interested in any property development projects and provision of construction services (the “**Restricted Businesses**”) in Hong Kong, Macau and Singapore (the “**Restricted Territories**”).

The Covenantors also granted a right of first refusal to the Company (the “**Company’s Right of First Refusal**”) in respect of any new business opportunity to participate in the Restricted Businesses (the “**New Business Opportunity**”) in the Restricted Territories and in respect of any Restricted Businesses of the Covenantor which the Covenantor has intentions to sell.

Details of the terms of the Non-Competition Deed and the Company’s Right of First Refusal were set out in the circular of the Company dated 25 September 2015.

Guotsing Group has declared in writing that it has complied with the Non-competition Deed within the year under review.

## CORPORATE GOVERNANCE CODE

The Company had complied with all the applicable code provisions as set out in the Corporate Governance Code contained in Appendix C1 to the Listing Rules during the Reporting Period.

The details of the Group’s compliance with the Code are set out in the Corporate Governance Report from page 39 to page 56 of this report.

## AUDITOR

The consolidated financial statements of the Group for the year ended 31 December 2025 have been audited by Deloitte Touche Tohmatsu (“**Deloitte**”), the auditor of the Company.

# REPORT OF THE DIRECTORS

## PRINCIPAL RISKS AND UNCERTAINTIES

A considerable portion of the Group's revenue was derived from construction businesses in Singapore. The Group's business operates in an industry which may be affected by factors such as unexpected project delay, changes in government policies, changes in interest rates, construction costs, market condition, technological advancements, evolving industry standards and changing customers' preferences. Those factors may have various levels of negative impact on the results of the Group's operations. The Company has been closely monitoring the policies and regulations related to the business of the Group and will optimize its business model, adjust its operating strategies to maintain stable development.

The Group's construction business in Singapore is regulated by the Building and Construction Authority ("**BCA**") and other regulatory bodies in Singapore. These regulatory bodies stipulate the various criteria that must be satisfied before permits and licenses are granted to, and/or renewed for, the construction business and the registration with the Contractors Registration System ("**CRS**") maintained by the BCA is a pre-requisite requirement for tendering construction projects in the public sector. The renewal of the permits and licenses of the Group is subject to compliance with the relevant regulations. The Group is currently operating under various construction requisite licenses, which will expire in July 2026. Any non-renewal in the existing BCA permits and licenses will result in us not being qualified to tender or participate in certain projects, therefore reducing the number of project opportunities for the Group, and this may have an adverse impact on the Group's operations and financial performance. The Group's operation units will continue to closely monitor and ensure the Group's compliance with the standards and requirement of those licenses.

Also, volatility in the securities market may affect the Company's shares investments. The Company is also subject to market risk, such as currency fluctuations, and volatility of interest rates, credit risk, and liquidity risk in the normal course of the Group's business. Particulars of financial risk management of the Company are set out in note 3 to the consolidated financial statements.

## KEY RELATIONSHIPS

### (i) Employees

The Group understands that employees are valuable assets. The Group provides competitive remuneration package to attract and motivate the employees. The Group regularly reviews the remuneration package of employees and makes necessary adjustments to conform to the market standard. The Group also places emphasis on the continuing education and training of staff. In particular, the Group focus on training management and key personnel to develop their management and decision-making abilities to enhance their work performance. The Group encourages a culture of learning and education and sponsor the employees to attend external training programmes covering areas such as construction, site safety, quality control, workplace ethics and training of other areas relevant to the industry.

### (ii) Sub-contractors and suppliers

The Group has developed long-standing relationships with a number of our sub-contractors and suppliers and takes great care to ensure that they share our commitment to quality and ethics. The Group carefully selects and requires them to satisfy certain assessment criteria including track record, experience, financial strength, reputation, ability to produce high-quality construction and quality control effectiveness. The potential risk from the sub-contractors and suppliers is that they may not always meet quality standards or provide services in a timely manner. The Group may incur additional costs in respect of remedial action, such as the replacement of such contractors, as well as potential damage to reputation and additional financial losses as a result of delay in completion. Any of the above factors could have a material adverse effect on the business, financial condition and results of operations of the Group.

## (iii) Customers

The Group's construction business serves a range of clients, including public sector entities and private developers. The Group is committed to delivering high-quality, reliable construction services that meet client expectations in terms of safety, timeliness, and workmanship. Client relationships are strengthened through close collaboration throughout the project lifecycle, from tendering to project completion. The Group maintains active communication with clients through regular progress meetings, dedicated project teams to ensure transparency and responsiveness. By continuously enhancing service delivery and operational efficiency, the Group aims to build long-term partnerships and sustain its reputation as a trusted construction contractor.

## ENVIRONMENTAL POLICIES

We are committed to building an environmentally-friendly workplace that pays close attention to conserving natural resources. We strive to minimize our environmental impact by saving water supplies, electricity and encouraging recycle of office supplies and other construction materials.

## COMPLIANCE WITH LAWS AND REGULATIONS

The Group's operations are mainly carried out by the Company's subsidiaries in Singapore and Hong Kong while the Company itself is listed on the Stock Exchange. During the Reporting Period, the Company continued to strictly comply with the applicable laws, rules and regulations such as, in relation to environment protection, construction labour, health and safety in Hong Kong and Singapore; the building control act and regulations set out the requirements for licensing of builders in Singapore; the housing developers act and rules set out the requirements for licensing of a housing developer in Singapore; the contractor licensing regime in Hong Kong and the relevant regulatory requirements of regulatory authorities such as BCA, Urban Redevelopment Authority of Singapore, Development Bureau and Housing Authority of Hong Kong, and regulatory and compliance requirements imposed by the Stock Exchange and Securities and Futures Commission in Hong Kong. During the year ended 31 December 2025 and up to the date of this report, there is no material non-compliance with any of the prevailing laws and regulations in Singapore and Hong Kong.

On behalf of the Board

**Wang Congyuan**

*Chairman*

Hong Kong, 31 March 2026

# BIOGRAPHIES OF THE DIRECTORS AND SENIOR MANAGEMENT

## DIRECTOR

### Executive Director

**Mr. Wang Congyuan (王從遠)**, aged 51, is an executive Director and Chairman of the Board. He was appointed as an executive Director and Chief Executive Officer on 26 January 2016. He was appointed as a member of the Remuneration Committee on 26 January 2016 and a member of the Strategy and Investment Committee on 22 March 2016. He was appointed as the chairman of the Strategy and Investment Committee on 31 March 2020. He was appointed as the Chairman of the Board and the chairman of the Nomination Committee on 24 February 2023. Mr. Wang is also a director of subsidiaries of the Company.

Mr. Wang has over 28 years of experience in the engineering and construction industry. He is currently a president of Guotsing Holding Group Co. Limited and Qingdao Qingjian Holding Ltd.\* (青島青建控股有限公司). He is also a director of Qingjian Group Co., Ltd.\* (青建集團股份公司), Haide Capital Investment (Shanghai) Co., Ltd.\* (海德邦和投資(上海)有限公司) and Shandong Taixun Prefabricated Building Technology Co., Ltd.\* (山東泰迅裝配式建築科技有限公司).

Mr. Wang Congyuan holds a master's degree in business administration from PBC School of Finance (“五道口金融學院”) of Tsinghua University, the People's Republic of China (the “PRC”) and holds a bachelor's degree in thermal engineering from The University of Science and Technology Beijing. He is a Professor of Engineering and a member of the Chartered Institute of Building. Mr. Wang Congyuan was accredited as 青島市最具成長性企業家 (The Entrepreneur with Highest Potential in Qingdao\*) in December 2012, and was awarded 山東省富民興魯勞動獎章 (The Award for Improvement of Living Standard in Shandong Province\*) in April 2014, and accredited as 山東省優秀企業家 (The Excellent Entrepreneur in Shandong\*) in 2021 and awarded as a model worker in Shandong Province in April 2023.

Save as disclosed above, Mr. Wang has not served in any public companies the securities of which are listed on any securities market in Hong Kong or overseas in the past three years.

**Mr. Li Jun (李軍)**, aged 49, is an executive Director and Chief Executive Officer of the Company. He was appointed as an executive Director and Chief Executive Officer on 24 February 2023. He was appointed as a chairman of the Strategy and Investment Committee on 24 February 2023. Mr. Li is also a director of subsidiaries of the Company.

Mr. Li has more than 20 years of experience in financial management and corporate finance. Prior to joining the Group, he worked at several companies as an audit manager from 1999 to 2007. He served as the deputy manager and general manager of the financial management department and deputy general manager of the capital operation department of Qingjian Group Co., Ltd.\* (青建集團股份公司) from July 2007 to December 2014. He also served as deputy chief accountant and assistant to the president and executive vice president of the financial division of Guotsing Holding Company Limited\* (國清控股集團) from December 2012 to December 2014. He is also a director of Guotsing Finance Holding Company Limited and Guotsing Asset Management Limited.

Mr. Li graduated from Qingdao University in the PRC with a bachelor's degree in accountancy and from Tianjin University of Finance and Economic in the PRC with a master's degree in accountancy. Mr. Li is a senior accountant and a certified accountant in the PRC.

Save as disclosed above, Mr. Li has not served in any public companies the securities of which are listed on any securities market in Hong Kong or overseas in the past three years.

# BIOGRAPHIES OF THE DIRECTORS AND SENIOR MANAGEMENT

**Dr. Du Bo (杜波博士)**, aged 67, is an executive Director and honorary chairman of the Company. He was appointed as an executive Director on 31 March 2020, and was at the same time appointed a member of the Nomination Committee and the Strategy and Investment Committee. Dr. Du is also a director of subsidiaries of the Company.

Dr. Du has more than 40 years of extensive experience in the engineering and construction industry both in the PRC and overseas. Dr. Du graduated from 山東建築工程學院 (Shandong Construction Engineering Institute\*), now known as Shandong Jianzhu University (山東建築大學) with a bachelor's degree in Engineering in 1982, and he obtained a doctorate in Management Science specializing in Management Science and Engineering from Tongji University (同濟大學) in the PRC in 2004.

Save as disclosed above, Dr. Du has not served in any public companies the securities of which are listed on any securities market in Hong Kong or overseas in the past three years.

**Mr. Du Dexiang (杜德祥)**, aged 30, is an executive Director and Co-Chief Executive Officer of the Company. He was appointed as an executive Director and Co-Chief Executive Officer on 24 February 2023. On the same date, he was appointed as a member of the Remuneration Committee and a member of the Strategy and Investment Committee of the Company. Mr. Du also serves as a director of subsidiaries of the Company.

Mr. Du joined the Group in May 2021 and successively served as the Assistant Chief Executive Officer of the Company and the President of CNQC (South Pacific) Holdings Pte. Ltd. Mr. Du graduated from University College London with a Bachelor of Science (Economics) degree in Economics and Statistics. He also holds a Master of Science degree in Risk Management and Financial Engineering from Imperial College London. Mr. Du is the son of Dr. Du Bo, an executive Director.

Save as disclosed above, Mr. Du has not held any directorships in public companies the securities of which are listed on any securities market in Hong Kong or overseas in the past three years.

## Non-Executive Director

**Mr. Liu Jiazhen (劉嘉臻)**, aged 38, is a non-executive Director. He was appointed as a non-executive Director and as a member of the Strategy and Investment Committee on 22 July 2024.

Mr. Liu joined China Great Wall AMC (International) Holdings Company Limited in January 2017 ("**China Great Wall AMC**"). He is currently the head of capital market department of China Great Wall AMC and had previously served as the head of Finance department of China Great Wall AMC. During the period from April 2014 to January 2017, Mr. Liu served as the company secretary and authorised representative of Capital Realm Financial Holdings Group Limited (formerly known as China Investment Development Limited), a company listed on the Main Board of the Stock Exchange (stock code: 204). Before that, Mr. Liu worked for Deloitte Touche Tohmatsu as an auditor from 2009 to 2011 and a senior auditor from 2011 to 2012.

Mr. Liu graduated from the Hong Kong University of Science and Technology with a Bachelor of Business Administration in Professional Accounting and Finance (First Class Honor) obtained in November 2009. Mr. Liu is also a member of the Hong Kong Institute of Certified Public Accountants since October 2012.

Save as disclosed above, Mr. Liu has not served in any public companies the securities of which are listed on any securities market in Hong Kong or overseas in the past three years.

# BIOGRAPHIES OF THE DIRECTORS AND SENIOR MANAGEMENT

## Independent Non-executive Director

**Mr. Tam Tak Kei, Raymond (譚德機)**, aged 63, is an independent non-executive Director. He was appointed as an independent non-executive Director, the chairman of the Audit Committee and a member of the Nomination Committee on 11 September 2012. He was appointed as a member of Remuneration Committee on 11 January 2019. Mr. Tam joined the Company on 11 September 2012.

Mr. Tam acted as the financial controller at international law firms for nine years and has over 30 years of professional accounting experience and is currently the company secretary of Tian Lun Gas Holdings Limited (stock code: 1600), which listed on the Main Board of the Stock Exchange. Mr. Tam also served as an independent non-executive director of Yunhong Guixin Group Holdings Limited (stock code: 8349), a GEM-listed company of the Stock Exchange, from December 2016 to January 2025. He also served as an independent non-executive director of two companies listed on the Main Board of the Stock Exchange, Green Economy Development Limited (stock code: 1315) from December 2011 to February 2023 and China Next-Gen Commerce and Supply Chain Limited (formerly known as China New Retail Supply Chain Group Limited) (stock code: 3928) from September 2024 to September 2025. From May 2020 until now, he is an independent non-executive director of Kingland Group Holdings Limited, a company listed on the Main Board of the Stock Exchange (stock code: 1751).

Mr. Tam obtained a Bachelor of Arts degree in Accounting with Computing from University of Kent at Canterbury, the United Kingdom in July 1985. He has been a member of The Institute of Chartered Accountants in England and Wales since August 1990 and an associate of the Hong Kong Society of Accountants since January 1995.

Save as disclosed above, Mr. Tam has not served in any public companies the securities of which are listed on any securities market in Hong Kong or overseas in the past three years.

**Mr. Chan Kok Chung, Johnny (陳覺忠)**, aged 66, is an independent non-executive Director. He was appointed as an independent non-executive Director on 26 January 2016. He was appointed as a member of the Audit Committee, a member of the Nomination Committee, a member of the Remuneration Committee and a member of Strategy and Investment Committee on 22 March 2016.

Mr. Chan has over 40 years of experience in investment banking and investment management industry. He is currently the CIO of the Cyberport Macro Fund of the Hong Kong Cyberport Management Company, and a member of the Market Misconduct Tribunal, an independent body which is established under the SFO of HKSAR. He has been appointed as a panel member of the Securities and Futures Appeals Tribunal ("SFAT") starting from April 2025. He assumed the Chairmanship of Global Venture Capital Congress ("GVCC") in 2024. He has also been appointed as a member of Exchange Fund Advisory Committee, Investment Sub Committee and Governance Sub Committee of Hong Kong Monetary Authority since September 2025.

Mr. Chan also acts as a non-executive director of Accounting and Financial Reporting Council ("AFRC") since October 2024, an independent non-executive director of Hangzhou SF Intra-city Industrial Co., Ltd. (stock code: 9699) since June 2021, an independent non-executive director of NetEase Inc. (HKEx: 9999.HK/NASDAQ: NTES) since August 2025, and an independent non-executive Director and Chairman of the Investment Committee of HSBC Provident Fund Trustee (Hong Kong) Limited, a member of HSBC Holdings.

Mr. Chan was a Member of the Listing Committee of The Stock Exchange of Hong Kong Limited from July 2020 to July 2022 and was appointed as Deputy Chairman of the Listing Committee of The Stock Exchange of Hong Kong Limited from July 2022 to July 2024. Mr. Chan is a co-founder and director of Techpacific Capital Limited which became Crosby Capital Limited and was the Chairman and CIO of Crosby Asset Management (Hong Kong) Limited from 2002 to 2016, and was Chairman and founder of Crosby Wealth Management from 2005 to 2013. He was the CIO of Softech Investment Management, the manager of the Hong Kong Government Applied Research Fund during 2000 to 2019. He was also CIO of JAIC-CROSBY Investment Management Company Limited from 2015 to 2018. Mr. Chan is the President and Executive Director of the HKVCA (as Chairman from 2007 to 2011).

# BIOGRAPHIES OF THE DIRECTORS AND SENIOR MANAGEMENT

Mr. Chan holds a Master of Business Administration degree from Bayes Business School, City, University of London in the United Kingdom, a postgraduate diploma from The Securities Institute of Australia (now FINSIA) and a Bachelor of Arts (Hons) degree in Economics from the London Metropolitan University.

Save as disclosed above, Mr. Chan has not served in any public companies the securities of which are listed on any securities market in Hong Kong or overseas in the past three years.

**Mr. Liu Junchun (劉軍春)**, aged 62, is an independent non-executive Director. He was appointed as an independent non-executive Director and a member of the Audit Committee, a member of the Nomination Committee, a chairman of the Remuneration Committee on 24 February 2023.

From 1986 to 1991, Mr. Liu worked in Qingdao Foreign Economic and Trade Commission\* (青島市對外經濟貿易委員會). From 1991 to 1993, he worked in the Department of Treaty and Law of the Ministry of Foreign Trade and Economic Cooperation\* (外經貿部條約法律司). From 1993 to 1997, he served as the deputy director and director of the China Hainan Trade Center of the Ministry of Foreign Trade and Economic Cooperation\* (外經貿部中國海南貿易中心). From 1997 to 2000, he served as the general manager of the Enterprise Management Department of the International Trade EDI Center of the Ministry of Foreign Trade and Economic Cooperation (外經貿部國際貿易EDI中心企業管理部). He joined HNA Group Company Limited\* (海航集團有限公司) in 2000 and served as assistant to the president, senior assistant to the president, executive vice president and general executive vice president successively. From 2012 to 2014, he served as the vice chairman and chief executive officer of HNA Logistics Group Co., Ltd.\* (海航物流集團有限公司). From 2014 to 2019, he served as the vice chairman of HNA Group (International) Company Limited\* (海航集團(國際)有限公司). From 2016 to 2019, he served as non-executive director, executive director and vice chairman of the board of directors of Hong Kong International Construction Investment Management Group Co., Limited (now renamed as Tysan Holdings Limited (Stock: 0687) which is listed on the Main Board of the Stock Exchange successively. From August 2024 until now, he is an independent non-executive director of Prosper Construction Holdings Limited, a company listed on the Main Board of the Stock Exchange (Stock code: 6816). Since 2021, he has served as the vice chairman of Rongfeng (Group) Holdings Co., Ltd.

Mr. Liu graduated from the East China University of Political Science and Law (international economic law department) with a bachelor of laws degree in 1982. He graduated from Peking University in 1999 with a master's degree in law.

Save as disclosed above, Mr. Liu has not served in any public companies the securities of which are listed on any securities market in Hong Kong or overseas in the past three years.

**Ms. Zhou Lu (周璐)**, aged 46, is an independent non-executive Director. She was appointed as an independent non-executive Director on 21 November 2025.

Ms. Zhou has more than 15 years of experience in the investment and asset management industry. From December 2018 to August 2025, she served as the deputy chief executive officer of Cinda International Holdings Limited ("**Cinda International**"), the shares of which are listed on the Main Board of The Stock Exchange of Hong Kong Limited (the "**Stock Exchange**") (stock code: 111), and was responsible for overseeing the asset management department, cross border business department and research department of Cinda International and its subsidiaries (the "**Cinda Group**"). She also served as a director of certain subsidiaries and associated companies of Cinda International and certain subsidiaries of China Cinda Asset Management Co., Ltd. ("**China Cinda**"), the H shares of which are listed on the Main Board of the Stock Exchange (stock code: 1359) and the controlling shareholder of Cinda International. Prior to joining Cinda Group, Ms. Zhou worked in a subsidiary of China Cinda as an investment manager.

Ms. Zhou obtained a bachelor degree in law from the Central University of Finance and Economics in 2001, and a master degree in commerce from the University of New South Wales in 2003.

Save as disclosed above, Ms. Zhou has not served in any public companies the securities of which are listed on any securities market in Hong Kong or overseas in the past three years.

# BIOGRAPHIES OF THE DIRECTORS AND SENIOR MANAGEMENT

## SENIOR MANAGEMENT

**Mr. Cheng Wing On, Michael (鄭永安)**, aged 69, is an honorary consultant of the Company and a director of subsidiaries of the Company. Mr. Cheng has over 45 years of experience in the engineering and construction industry. Prior to establishing Sunnic Engineering Limited in May 1993, he served as a structural engineer in Sun Hung Kai Engineering Company Limited, a company principally engaged in the design business and engineering, from August 1980 to January 1982 and Leung Kee Holdings Limited, now known as Up Energy Development Group Limited, a company listed on the Main Board of the Stock Exchange and principally engaged in the development and construction of coal mining and coke processing facilities from January 1983 to December 1993 with his last position serving as a managing director. Mr. Cheng obtained his bachelor's degree of Applied Science from the University of Toronto in Toronto, Canada in June 1980.

**Mr. Zhang Yuqiang (張玉強)**, aged 64, is a director of certain subsidiaries of the Company. Mr. Zhang has more than 30 years' experience in the property construction industry. Prior to joining the Group, he acted as the deputy general manager of international business division of Qingjian from 2001 to 2007. During 2007 to 2012, he consecutively acted as the assistant to president of Qingjian, vice president and general manager of 青建集團股份公司阿爾及利亞分公司 (Algeria Branch Company of Qingjian\*), and deputy president of the international business department and property department of Qingjian and the vice-president of the Guotsing Holding Group Limited. Mr. Zhang graduated from 山東建築工程學院 (Shandong Construction Engineering Institute\*), the PRC, with a Bachelor's degree in Engineering in 1984. He obtained a Master's degree in Business Administration from Nankai University (南開大學), the PRC, in June 2010. He qualified as a certified constructor of the Ministry of Construction of the PRC in November 2007.

**Mr. Wang Linxuan (王林宣)**, aged 53, director of CNQC (South Pacific) Holding Pte. Ltd. Mr. Wang has more than 20 years of experience in construction and real estate industries in Singapore and China. He holds a bachelor's degree of Science in Architectural Engineering from Shandong Institute of Architecture and Engineering (山東建築工程學院) (now known as Shandong Jianzhu University (山東建築大學)), and a master's degree in business administration from National University of Singapore. Mr. Wang is a senior engineer (高級工程師) and also a National certified first-class Constructor (一級建造師).

**Mr. Cao Jintong (曹錦桐)**, aged 39, joined the Group in March 2014. He was appointed as the Chief Financial Officer on 30 November 2023 and is the Vice President of the Company. Mr. Cao holds a master's degree of science in international banking and finance from Lingnan University, Hong Kong and a bachelor's degree of management from Shenzhen University. Mr. Cao has more than ten years of experience in corporate finance, financial management and company secretarial. He was consecutively acted as the company secretarial officer, senior investment manager and secretary of the Chairman of the Company from 2014 to 2023.

**Ms. Pu Xiaosen (蒲小森)**, aged 47, joined the Group in July 2014. She is the Assistant to CEO of the Company and the Financial Manager of several subsidiaries. Ms. Pu holds a Master of Liberal Arts of Finance degree (PT/DL) from Harvard University, the US, and a Master of Management degree from University of Worcester, the UK. She has about 20 years of international experience in financial management, corporate finance and M&A. Prior to joining the Group, she served the Group's related parties, the International Business Division of Qingjian and Qingjian International (South Pacific) Group Development Co., Pte Ltd., from 2011 to 2014. Ms. Pu is a Chartered Accountant of Singapore and a fellow member of the Association of Chartered Certified Accountants.

**Mr. Zhu Wenbo (朱文博)**, aged 40, joined the Group in September 2012. Mr. Zhu is director and the Executive President of CNQC (South Pacific) Holding Pte Ltd, Managing Director of Qingjian International (South Pacific) Group Development Co., Pte Ltd, Managing Director of CNQC Engineering & Construction Pte. Ltd., Executive Director and Chief Executive Officer of Welltech Construction Pte Ltd. Mr. Zhu holds a Bachelor's degree in Accounting from Qingdao University. Mr. Zhu has more than 18 years of experience in the engineering and construction industry. Mr. Zhu worked at Qingdao Bohai Construction Group Co., Ltd as a Manager of the finance department and at Welltech Construction Pte Ltd as a Director and Deputy General Manager during 2007 to 2016.

# BIOGRAPHIES OF THE DIRECTORS AND SENIOR MANAGEMENT

**Mr. Xu Zhengpeng (徐正鵬)**, aged 52, joined the Group in April 2008, he is the vice president of CNQC (South Pacific) Holding Pte. Ltd. Mr. Xu holds a Bachelor's degree in finance management from Qingdao University of Science & Technology, the PRC, a master's degree in management from Shanghai Jiao Tong University, the PRC. Mr. Xu has more than 20 years of experience in financial management and corporate finance. He worked at Qingdao Qingjian Holding Co\* as a director of the finance department and at Qingjian Realty Pte. Ltd as a chief accountant during 2002 to 2012. Mr. Xu is a qualified accountant .

**Mr. Yeong Chenseng (楊振聲)**, aged 52, joined the Group in September 2012, he is the chief financial officer of CNQC (South Pacific) Holding Pte. Ltd. Mr. Yeong holds a Bachelor of Accountancy degree from Nanyang Technological University, Singapore. Mr. Yeong has more than 20 years of experience in financial management and corporate finance. Prior to joining the Group, he worked at PricewaterhouseCoopers from 1997 to 2012. He was also the chief financial officer of Guotsing (South Pacific) Holding Pte Ltd from 2014 to 2015. Mr. Yeong is a Chartered Accountant of Singapore.

**Mr. Ouyang Jing (歐陽晶)**, aged 44, joined the Group in December 2011. He is the Vice President of CNQC (South Pacific) Holding Pte. Ltd and the Director and General Manager of Qingjian Realty (South Pacific) Group Pte. Ltd. Mr. Ouyang holds a Bachelor Degree in Civil Engineering from Hunan University. Having over 20 years of experience in the real estate industry, Mr. Ouyang worked as Design Manager, HOD of Business Development, Assistant General Manager, Deputy General Manager and Executive General Manager in Qingjian Realty (South Pacific) Group Pte. Ltd. since 2011.

**Mr. Li Dong (李棟)**, aged 39 , joined the Group in May 2014. He is vice president of CNQC (South Pacific) Holdings Pte. Ltd., and Director, Co-general Manager and Finance Controller of Qingjian Realty (South Pacific) Group Pte. Ltd.. Mr. Li obtained his Master's degree in Economics and Finance from the University of Essex in 2010 and his Bachelor's degree in financial Engineering from Nanjing University of Finance and Economics in 2008. In 2011, he obtained the title of intermediate economist. Since April 2014, he has successively served as senior executive, deputy chief Accountant, Finance Controller and Executive General Manager of Qingjian Realty (South Pacific) Group Pte. Ltd..

**Mr. Jia Mingjun (賈明軍)**, aged 45, he is Director and General Manager of Sunley M&E Engineering Pte. Ltd and the Vice President of CNQC (South Pacific) Holding Pte. Ltd.. Mr. Jia holds a bachelor's degree in engineering management in 2004. Besides, Mr. Jia is certified human resources professional (grade 1) and engineer in China. Since 2005, Mr. Jia has more than 20 years of experience in corporate management in the construction industry in multiple countries, and has held various positions including administrative management, human resource management, strategic management, and project director etc. He was director of Qingjian International (South Pacific) Group Development Co., Ltd..

**Mr. Ip Kwok Lam (葉國林)**, aged 59, joined our Group in January 2021. He is the Director of both Sunnic Engineering Ltd. & Woon Lee Construction Co., Ltd. He holds a Bachelor of Science Degree in Building from City University of Hong Kong (1990) and a Master Degree of Science in Construction and Real Estate from Hong Kong Polytechnic University (2007). He is a Chartered Builder, a Corporate Member of Hong Kong Institution of Construction Managers, and a Member of Hong Kong Institution of Engineers (Building Discipline). Mr. Ip is responsible for the business development and overall management for the Main Contractors' operation in Hong Kong for the Group. He has about 36 years of working experience in the construction industry. Mr. Ip joined Hsin Chong Construction Group to start his career as a graduate engineer in 1990 and was promoted to an executive member of the group in 2003 and he left the company after 18 years of service. He had participated in lots of large scale and complicated fast track construction projects including Sands Macau and Venetian Cotai Developments. Later, he joined a rising private construction group as Director and General Manager. Within 7 years, he led that company to be a qualified contractor both under the list of Development Bureau in Group C of Building Category and under the list of Hong Kong Housing Authority in NW2 Group. He also led the team's growth from the original 60 staff to an organizational structure of 600 staff.

# BIOGRAPHIES OF THE DIRECTORS AND SENIOR MANAGEMENT

**Mr. Xu Shuzheng (徐淑征)**, aged 55, joined the Group in July 1995. Mr. Xu is the Director of both Woon Lee Construction Co., Ltd. and Woon Lee Engineering Limited, also the Vice President of Construction Management Board of CNQC (South Pacific) Holding Pte. Ltd. Mr. Xu holds a Master Degree of Science in Project Management in both Nanyang Technological University (Singapore) and The University of Manchester (UK) and also a Bachelor's Degree from Shandong Jianzhu University. Mr. Xu has more than 30 years of experience in the construction industry since 1995. He has held various positions, such as general manager, executive director, and vice president, for the Group's subsidiaries in regions spanning Southeast Asia, Africa, and Singapore.

**Mr. Fung Tze Fan (馮子勳)**, aged 54, joined Sunley Engineering and Construction Company Limited in October 2010 and is now a Project Director. He graduated from the University of London with a Bachelor Degree in Civil Engineering in 1995. Frankie has 30 years of extensive experience in the engineering and construction industry, and he oversees the operations of Sunley's foundation works. Before joining Sunley in 2010, he held senior positions with major corporations in Hong Kong for 15 years and headed civil engineering and construction projects such as drainage works, foundation works, slope maintenance, water mains works and site formation works.

**Ms. Kwan Lok Yan (關樂欣)**, has been appointed as a company secretary of the Company on 21 November 2025. She is a senior manager of corporate secretarial services in TMF Hong Kong Limited, responsible for providing corporate secretarial and compliance services for clients. She has over 30 years of experience in the company secretarial field. Ms. Kwan is an associate member of both The Hong Kong Chartered Governance Institute and The Chartered Governance Institute in the United Kingdom. She obtained a bachelor degree in Business and Management Studies from University of Bradford.

# CORPORATE GOVERNANCE REPORT

The Company has been committed to maintaining a high standard of corporate governance and endeavours in applying and complying with all the applicable provisions (including the principles therein) as set out in the Corporate Governance Code (the “Code”) contained in Appendix C1 to the Listing Rules, and to devoting considerable effort to improve its practices in light of the regulatory requirements and expectation of the investors.

The Company had complied with all the applicable code provisions as set out in the Code during the Reporting Period and up to the date of this report.

The Group commits to continuously improving its corporate governance practices by periodic review to ensure that the Group continues to meet the requirements of the Code.

The key corporate governance practices of the Group are summarized as follows:

## BOARD OF DIRECTORS

### Composition

As at the date of this report, the Board comprises four executive Directors, one non-executive Director and four independent non-executive Directors.

### Executive Directors

Mr. Wang Congyuan (*Chairman*)

Mr. Li Jun (李軍) (*Chief Executive Officer*)

Dr. Du Bo

Mr. Du Dexiang (*Co-Chief Executive Officer*)

Each of Mr. Li Jun (李軍) and Mr. Du Dexiang renewed his service contract for executive directorship with the Company effective from 24 February 2026 for a term of three years, unless terminated by not less than three months’ notice in writing served by either party on the other or otherwise in accordance with the terms of the relevant director’s service contract.

Mr. Wang Congyuan renewed his service contract for executive directorship with the Company effective from 26 January 2025 for a term of three years, unless terminated by not less than three months’ notice in writing served by either party on the other or otherwise in accordance with the terms of the relevant director’s service contract. Mr. Wang Congyuan was appointed as the Chairman on 24 February 2023.

Dr. Du Bo renewed his service contract for executive directorship with the Company effective from 31 March 2026 for a term of three years, unless terminated by not less than three months’ notice in writing served by either party on the other or otherwise in accordance with the terms of the relevant director’s service contract.

### Non-executive Director

Mr. Liu Jiazhen

Mr. Liu Jiazhen entered into a service contract as a non-executive Director on 22 July 2024 with the Company for a term of three years, unless terminated by not less than three months’ notice in writing served by either party on the other or otherwise in accordance with the terms of the Director’s service contract.

# CORPORATE GOVERNANCE REPORT

## Independent Non-executive Directors

Mr. Tam Tak Kei, Raymond

Mr. Chan Kok Chung, Johnny

Mr. Liu Junchun

Ms. Liu Juan (*resigned with effect from 28 August 2025*)

Ms. Zhou Lu (*appointed with effect from 21 November 2025*)

Mr. Tam Tak Kei, Raymond renewed his service contract for independent non-executive directorship with the Company effective from 12 September 2024 for a term of two years, unless terminated by not less than three months' notice in writing served by either party on the other or otherwise in accordance with the terms of the director's service contract.

Mr. Chan Kok Chung, Johnny renewed his service contract for independent non-executive directorship with the Company effective from 24 January 2026 for a term of two years, unless terminated by not less than three months' notice in writing served by either party on the other or otherwise in accordance with the terms of the director's service contract.

Mr. Liu Junchun renewed a service contract for independent non-executive directorship with the Company effective from 24 February 2025 for a term of two years, unless terminated by not less than three months' notice in writing served by either party on the other or otherwise in accordance with the terms of the director's service contract.

Ms. Liu Juan, who has resigned as an independent non-executive Directors with effect from 28 August 2025. Ms. Zhou Lu, who was appointed as an independent non-executive Director with effect from 21 November 2025, entered into a service contract as an independent non-executive Director on 21 November 2025 with the Company for a term of two years, unless terminated by not less than three months' notice in writing served by either party on the other or otherwise in accordance with the terms of the director's service contract.

The Company has complied with rules 3.10(1) and 3.10A of the Listing Rules. During the Reporting Period, there were at least three independent non-executive Directors in the Board and the number of independent non-executive Directors represents one-third of the Board. As such, there exists a strong independent element in the Board, which can effectively exercise independent judgment. The Company has also complied with rule 3.10(2) of the Listing Rules which stipulates that one of the independent non-executive Directors must possess appropriate professional qualification or accounting or related financial management expertise. In compliance with the Code, the independent non-executive Directors are expressly identified as such in all corporate communications that disclose the names of the Directors.

The Directors are subject to retirement by rotation and re-election at the annual general meeting in accordance with the Articles of Association of the Company (the "**Articles**").

At each following annual general meeting, one-third of the Directors are required to retire from office. Each Director shall retire from office once every three years. The Directors to retire in every year shall be those appointed by the Board during the year and those who have been longest in office since their last election or re-election.

Ms. Zhou Lu, being newly appointed Directors, shall hold office until the forthcoming annual general meeting and, being eligible, offer herself for re-election pursuant to Article 112 of the Articles.

Mr. Wang Congyuan, Mr. Liu Jiazhen, Mr. Tam Tak Kei, Raymond and Mr. Chan Kok Chung, Johnny will retire from office as Directors at the forthcoming annual general meeting of the Company, being eligible, to offer themselves for re-election pursuant to Article 108(a) of the Articles. No Director proposed for re-election at the annual general meeting has a service contract with the Company, which is not determinable by the Company within one year other than statutory compensation.

# CORPORATE GOVERNANCE REPORT

Each of the independent non-executive Directors has confirmed his/her independence with reference to the factors set out in Rule 3.13 of the Listing Rules, and the Company has received annual written confirmation from each of Mr. Tam Tak Kei, Raymond, Mr. Chan Kwok Chung, Johnny, Mr. Liu Junchun and Ms. Zhou Lu on their independence in accordance with the Listing Rules. The Group considers all independent non-executive Directors to be independent under Rule 3.13 of the Listing Rules.

In determining the proposal to re-elect Mr. Tam Tak Kei, Raymond as an independent non-executive Director notwithstanding that he has served as an independent non-executive Director for more than nine years, (i) the Board and the nomination committee of the Company (the “**Nomination Committee**”) have assessed and reviewed the annual confirmation of independence of Mr. Tam Tak Kei, Raymond based on the criteria set out in Rule 3.13 of the Listing Rules, in particular given that Mr. Tam Tak Kei, Raymond is neither interested in the securities in or business of the Company nor connected with any Directors, chief executive or substantial Shareholder of the Company. The Board and the Nomination Committee consider that Mr. Tam Tak Kei, Raymond remains independent of management and free of any relationship which could materially interfere with the exercise of his independent judgment; (ii) by taking into account the nomination policy and the board diversity policy of the Company, the Nomination Committee considers that Mr. Tam Tak Kei, Raymond is a suitable candidate as an independent non-executive Director based on his background, experience and commitment to devote sufficient time to the Company; (iii) the Board considers that the respective cultural background, educational background and work experience of Mr. Tam Tak Kei, Raymond can bring further contributions to the Board’s diversity, and believes that Mr. Tam Tak Kei, Raymond would be able to devote sufficient time to the Board; and (iv) the Board is satisfied that through exercising the scrutinising and monitoring function of an independent non-executive Director, Mr. Tam Tak Kei, Raymond has continued to provide independent and objective judgment and advice to the Board to safeguard the interests of the Company and the Shareholders as a whole.

In view of the foregoing factors, and that the tenure of Mr. Tam Tak Kei, Raymond brings considerable stability and significant contribution to the Board and the Board has benefited greatly from the presence and experience of Mr. Tam Tak Kei, Raymond who has over time gained valuable insight into the Group and its markets, the Board believes that Mr. Tam Tak Kei, Raymond has the character, integrity, independence and expertise to continue to fulfill his role as an independent non-executive Director effectively and will continue to bring valuable experience, knowledge and professionalism to the Board.

In determining the proposal to re-elect Mr. Chan Kok Chung, Johnny as an independent non-executive Director notwithstanding that he has served as an independent non-executive Director for more than nine years, (i) the Board and the Nomination Committee have assessed and reviewed the annual confirmation of independence of Mr. Chan Kok Chung, Johnny based on the criteria set out in Rule 3.13 of the Listing Rules, in particular given that Mr. Chan Kok Chung, Johnny is neither interested in the securities in or business of the Company nor connected with any Directors, chief executive or substantial Shareholder of the Company. The Board and the Nomination Committee consider that Mr. Chan Kok Chung, Johnny remains independent of management and free of any relationship which could materially interfere with the exercise of his independent judgment; (ii) by taking into account the nomination policy and the board diversity policy of the Company, the Nomination Committee considers that Mr. Chan Kok Chung, Johnny is a suitable candidate as an independent non-executive Director based on his background, experience and commitment to devote sufficient time to the Company; (iii) the Board considers that the respective cultural background, educational background and work experience of Mr. Chan Kok Chung, Johnny can bring further contributions to the Board’s diversity, and believes that Mr. Chan Kok Chung, Johnny would be able to devote sufficient time to the Board; and (iv) the Board is satisfied that through exercising the scrutinising and monitoring function of an independent non-executive Director, Mr. Chan Kok Chung, Johnny has continued to provide independent and objective judgment and advice to the Board to safeguard the interests of the Company and the Shareholders as a whole.

# CORPORATE GOVERNANCE REPORT

In view of the foregoing factors, and that the tenure of Mr. Chan Kok Chung, Johnny brings considerable stability and significant contribution to the Board and the Board has benefited greatly from the presence and experience of Mr. Chan Kok Chung, Johnny who has over time gained valuable insight into the Group and its markets, the Board believes that Mr. Chan Kok Chung, Johnny has the character, integrity, independence and expertise to continue to fulfill his role as an independent non-executive Director effectively and will continue to bring valuable experience, knowledge and professionalism to the Board.

Mr. Du Dexiang, executive Director and Co-Chief Executive Officer who was appointed with effect from 24 February 2026 is the son of Mr. Du Bo, executive Director. Save as disclosed in this Report, none of the Director has any relationship (including financial, business, family or other material or relevant relationships) with another Director or chief executives.

Ms. Zhou Lu was appointed as an independent non-executive Director, with effect from 21 November 2025. She obtained the legal advice referred to in Rule 3.09D on 21 November 2025. Ms. Zhou Lu has confirmed that she understood her obligations as a director of a listed issuer.

## BOARD AND GENERAL MEETINGS

The Board meets regularly and, in addition to regular meetings, it meets as and when warranted by particular circumstances. Under code provision C.5.1 of the Code, the Board shall meet regularly and at least four times a year at approximately quarterly intervals. During the Reporting Period, four Board meetings and one general meeting were held up to the date of this report.

The Directors' attendance of the Board meetings and general meeting during the Reporting Period is set out as follows:

Name of Directors	Attendance/Number of eligible meetings during the Reporting Period	
	Board Meeting	General Meeting
<b>Executive Directors</b>		
Mr. Wang Congyuan ( <i>Chairman</i> )	4/4	1/1
Mr. Li Jun (李軍) ( <i>Chief Executive Officer</i> )	4/4	1/1
Dr. Du Bo	4/4	1/1
Mr. Du Dexiang ( <i>Co-Chief Executive Officer</i> )	4/4	1/1
<b>Non-executive Director</b>		
Mr. Liu Jiazhen	3/4	1/1
<b>Independent Non-executive Directors</b>		
Mr. Tam Tak Kei, Raymond	3/4	1/1
Mr. Chan Kok Chung, Johnny	3/4	1/1
Mr. Liu Junchun	3/4	1/1
Ms. Liu Juan ( <i>resigned with effect from 28 August 2025</i> )	1/2	1/1
Ms. Zhou Lu ( <i>appointed with effect from 21 November 2025</i> )	N/A	N/A

# CORPORATE GOVERNANCE REPORT

## BOARD RESPONSIBILITIES AND DELEGATION

The Board is responsible to the shareholders for leadership and control of the Group and is collectively responsible for promoting the success of the Group by directing and supervising the Group's affairs. The Board focuses on formulating the Group's overall strategies, approving the annual development plan and budget; monitoring financial and operating performance; reviewing the effectiveness of the internal control system and supervising and managing management's performance.

Regarding the Group's corporate governance, during the Reporting Period, the Board has in accordance with the terms of reference performed the following duties:

- determined and reviewed the policies and practices on corporate governance of the Group and make recommendations;
- reviewed and monitored the training and continuous professional development of Directors and senior management;
- reviewed and monitored the Group's policies and practices on compliance with legal and regulatory requirements;
- developed, reviewed and monitored the code of conduct applicable to Directors and employees; and
- reviewed the Company's compliance with the Code and disclosure in this corporate governance report.

The Board delegates the day-to-day management, administration and operation of the Group to the management. The delegated functions are reviewed by the Board periodically to ensure they remain appropriate to the needs of the Group. The Board gives clear directions to the management as to the matters that must be approved by the Board before decisions are made on behalf of the Group by the management.

# CORPORATE GOVERNANCE REPORT

## DIRECTORS' CONTINUING PROFESSIONAL DEVELOPMENT PROGRAMME

All Directors as at the date of this Report confirmed that they had complied with Rule 3.09F of the Listing Rule during the Reporting Period, that all Directors (save for Ms. Liu Juan who resigned with effect from 28 August 2025) had participated in continuous professional development to develop and refresh their knowledge and skills. The Company has arranged an in-house training on the Listing Rules in the form of a seminar during the Reporting Period and relevant training material has been distributed to all the Directors. The training covered topics including regulatory requirements for discloseable transactions of acquisition and disposal, the regulatory guidance on the directors' duties in the context for valuation in corporate transactions, the disclosure obligations relating to the winding-up and liquidation.

<b>Name of Directors</b>	<b>Reading seminar materials and updates relating to the latest development of the Listing Rules and other applicable regulatory requirements</b>	<b>Attending in-house training</b>
Mr. Wang Congyuan	1	1
Dr. Du Bo	1	1
Mr. Li Jun (李軍)		
Mr. Du Dexiang	1	1
Mr. Liu Jiazhen	1	1
Mr. Tam Tak Kei, Raymond	1	1
Mr. Chan Kok Chung, Johnny	1	1
Mr. Liu Junchun	1	1
Ms. Liu Juan ( <i>resigned with effect from 28 August 2025</i> )	0	0
Ms. Zhou Lu ( <i>appointed with effect from 21 November 2025</i> )	1	1

## CHAIRMAN AND CHIEF EXECUTIVE

Under code provision C.2.1 of the Code, the roles of chairman and chief executive should be separated and should not be performed by the same individual. In compliance with the Code, the Group had appointed a separate chairman and chief executive of the Company during the Reporting Period. In order to ensure that there is clear division of responsibilities between the chairman of the Board and the chief executive of the Company, the two positions are assumed by different individuals and their respective responsibilities are clearly established and set out in the Company's internal guidelines. The Chairman of the Board during the Reporting Period, Mr. Wang Congyuan, was responsible for the operation of the Board and the formulation of the Group's strategies and policies. Mr. Li Jun, the Chief Executive Officer of the Company, and Mr. Du Dexiang, the Co-Chief Executive Officer of the Company during the Reporting Period, with the assistance of other members of the Board and senior management, were responsible for the management of the Group's business, the implementation of significant policies, the daily operational decisions as well as the coordination of the overall operation. The Chairman of the Board had ensured that all Directors were properly briefed on issues arising at the Board meetings and received adequate, complete and reliable information in a timely manner.

# CORPORATE GOVERNANCE REPORT

## MODEL CODE FOR SECURITIES TRANSACTIONS BY DIRECTORS

The Company has adopted the Model Code for Securities Transactions by Directors of Listed Companies set out in Appendix C3 to the Listing Rules (the “**Model Code**”) as the code of conduct of the Company regarding directors’ transactions of the listed securities of the Company.

The Company has made specific enquiry to all Directors, and all Directors have confirmed that they had complied with the required standards set out in the Model Code and its code of conduct during the Reporting Period.

## REMUNERATION COMMITTEE

During the Reporting Period, the Remuneration Committee consisted of two executive Directors, namely, Mr. Wang Congyuan and Mr. Du Dexiang, and three independent non-executive Directors, namely Mr. Tam Tak Kei, Raymond, Mr. Chan Kok Chung, Johnny and Mr. Liu Junchun, with Mr. Liu Junchun being the chairman of the Remuneration Committee.

The written terms of reference of the Remuneration Committee adopted by the Board are in line with the Code and are available on the websites of the Company and the Stock Exchange.

The principal responsibilities of the Remuneration Committee include but not limited to making recommendations to the Board on the Group’s policy and structure for the remuneration of all Directors and senior management, reviewing and approving the management’s remuneration proposals with reference to the corporate goals and objectives of the Board from time to time. The Remuneration Committee made recommendations to the Board on the remuneration packages of individual executive Directors and senior management and the Board as a whole determined the remuneration policy and packages of the Directors. No individual Director was allowed to involve in deciding his own remuneration.

The Remuneration Committee has held two meetings during the Reporting Period to, inter alia, review the Group’s remuneration policy and structure of the Company and the remuneration and performance of duties of the executive Directors and senior management. The committee members’ attendance of the Remuneration Committee during the Reporting Period is set out as follows:

	<b>Attendance/ Number of meetings during the Reporting Period</b>
Mr. Wang Congyuan	2/2
Mr. Du Dexiang	2/2
Mr. Chan Kok Chung, Johnny	2/2
Mr. Tam Tak Kei, Raymond	2/2
Mr. Liu Junchun ( <i>Chairman</i> )	2/2

# CORPORATE GOVERNANCE REPORT

The work performed by the Remuneration Committee during the Reporting Period includes the following:

- assessed the performance of executive Directors and consulted the Chairman of the Board and the chief executive about the executive Directors' remuneration proposals and remuneration policy;
- reviewed and approved the management's remuneration proposals with reference to the Board's corporate goals and objectives;
- made recommendations to the Board on the remuneration packages of individual executive Directors and senior management;
- approved the terms of executive Directors' service contracts;
- made recommendations to the Board on the remuneration of non-executive Directors;
- considered salaries paid by comparable companies, time commitment and responsibilities and employment conditions elsewhere in the Company and its subsidiaries; and
- ensured that no Director or any of his/her associates is involved in deciding his/her own remuneration.

## DIRECTORS' REMUNERATION

Directors' emoluments are determined with reference to Directors' duties, responsibilities and performance and the results of the Group. In addition, the Directors' remuneration is reviewed by the Remuneration Committee annually. Details of the Directors' remuneration are set out in note 37 to the financial statements.

No director waived or agreed to waive any emoluments during the year.

## REMUNERATION OF THE SENIOR MANAGEMENT

For the Reporting Period, the remuneration of senior management is listed as below by band:

<b>Band of remuneration (HK\$)</b>	<b>Name of the Senior Management</b>
HK\$2,000,000 and below	Cao Jintong, Pu Xiaosen, Xu Zhengpeng, Yeong Chenseng, Jia Mingjun, Xu Shuzheng, Kwan Lok Yan
HK\$2,000,001 to HK\$3,000,000	Wang Linxuan, Fung Tze Fan
HK\$3,000,001 to HK\$4,000,000	Cheng Wing On, Michael, Zhang Yuqiang, Ouyang Jing, Li Dong
HK\$5,000,001 to HK\$6,000,000	Ip Kwok Lam
HK\$8,000,001 to HK\$9,000,000	Zhu Wenbo

Further details of the remuneration of the Directors and the 5 highest paid employees required to be disclosed under Appendix D2 to the Listing Rules have been set out in note 10 to the financial statements.

# CORPORATE GOVERNANCE REPORT

## AUDITOR'S REMUNERATION

During the Reporting Period, the fees incurred for audit service and non-audit services provided by the auditor of the Group was approximately HK\$5,600,000 and HK\$138,000 respectively. The non-audit services mainly included tax compliance services of the Group for the year ended 31 December 2025.

## AUDIT COMMITTEE

During the Reporting Period, the Audit Committee consisted of three independent non-executive Directors, namely Mr. Tam Tak Kei, Raymond, Mr. Chan Kok Chung, Johnny and Mr. Liu Junchun, with Mr. Tam Tak Kei, Raymond being the chairman of the Audit Committee. In compliance with Rule 3.21 of the Listing Rules, the chairman of the Audit Committee has possessed the appropriate professional and accounting qualifications.

The written terms of reference of the Audit Committee adopted by the Board are in line with the Code and are available on the websites of the Company and the Stock Exchange.

The Audit Committee is primarily responsible for reviewing and supervising the financial reporting process, risk management and internal control systems of the Group as well as external auditor of the Group. Policies in relation to financial controls, internal controls, risk management systems of the Group, and the reappointment of the external auditor were reviewed by the Audit Committee at the meetings. During the Reporting Period, the Audit Committee has reviewed with the management of the Group's unaudited interim and audited results. The Audit Committee also reviewed this report and confirmed that this report is complete, accurate and complies with all applicable rules and regulations, including but not limited to the Listing Rules and the Code. There is no disagreement between the Board and the Audit Committee regarding the selection, appointment, resignation or dismissal of the external auditor.

The Audit Committee has held two meetings during the Reporting Period. The committee members' attendance of the Audit Committee during the Reporting Period is set out as follows:

	<b>Attendance/ Number of meetings during the Reporting Period</b>
Mr. Tam Tak Kei, Raymond (Chairman)	2/2
Mr. Chan Kok Chung, Johnny	2/2
Mr. Liu Junchun	2/2

Under the terms of reference, members of the Audit Committee have performed the following duties during the Reporting Period:

- made recommendations to the Board on the appointment and re-appointment of the Company's external auditor, and approved the audit and terms of engagement of the Company's external auditor;
- reviewed the Company's external auditor's independence and objectivity and the effectiveness of the audit process in accordance with applicable standards;
- reviewed the integrity of the Company's financial statements and annual report and accounts, interim report and reviewed significant financial reporting judgements;
- discussed with the Company's external auditors questions and doubts arising in audit of annual accounts;

# CORPORATE GOVERNANCE REPORT

- reviewed the Group's internal control system and the statement about the Company's internal control system which is included in this report prior to submission for the Board's approval;
- reviewed the Company's financial reporting, financial controls, internal control and risk management systems;
- discussed the internal control system with the Company's management to ensure that management has performed its duty to have an effective internal control system. The discussion included the adequacy of resources, staff qualifications and experience, training programmes and budget of the Company's accounting and financial reporting function;
- reviewed the financial and accounting policies and practices of the Group; and
- reviewed material queries raised by the auditor to management about accounting records, financial accounts and management's response.

## DIRECTORS' RESPONSIBILITY FOR FINANCIAL STATEMENTS

All Directors acknowledge their responsibility for preparing the financial statements for the year ended 31 December 2025. The statement by the auditor of the Company about their responsibilities for the financial statements is set out in the independent auditor's report. The Directors are not aware of any material uncertainties relating to events or conditions that may cast significant doubt upon the Company's ability to continue as a going concern, therefore the Directors continue to adopt the going concern approach in preparing the financial statements.

## RISK MANAGEMENT AND INTERNAL CONTROLS

The Board is committed to managing business risks and maintaining a proper and effective system of internal control to safeguard the shareholders' investment and the Group's assets. Procedures have been set up for safeguarding assets against unauthorized use or disposition, controlling over capital expenditure, maintaining proper accounting records and ensuring the reliability of financial information used for business and publication. Qualified management of the Group maintains and monitors the internal control systems on an ongoing basis. The Board, through the Audit Committee, has conducted a review of the effectiveness of the internal control system of the Group covering all controls, including financial, operational and compliance controls, and risk management processes.

The processes used to identify, evaluate and manage significant risks by the Group are summarised as follows:

### Risk Identification

- Identifies risks that may potentially affect the Group's business and operations.

### Risk Assessment

- Assesses the risks identified by using the assessment criteria developed by the management; and
- Considers the impact and consequence on the business and the likelihood of their occurrence.

### Risk Response

- Prioritises the risks by comparing the results of the risk assessment; and
- Determines the risk management strategies and internal control processes to prevent, avoid or mitigate the risks.

# CORPORATE GOVERNANCE REPORT

## Risk Monitoring and Reporting

- Performs ongoing and periodic monitoring of the risk and ensures that appropriate internal control processes are in place;
- Revises the risk management strategies and internal control processes in case of any significant change of situation; and
- Reports the results of risk monitoring to the management and the Board regularly.

Control procedures have been designed to (i) safeguard assets against misappropriation and disposition; (ii) ensure compliance with relevant laws, rules and regulations; (iii) ensure proper maintenance of accounting records for provision of reliable financial information used within the business or for publication; and (iv) to provide reasonable assurance against material misstatement, loss or fraud.

The Board is responsible for the risk management and internal control systems of the Company and reviewing their effectiveness. The Board oversees the overall risk management of the Group and endeavours to identify, control impact of the identified risks and facilitate implementation of coordinated mitigating measures. The risk management and internal control systems of the Company are designed to manage rather than eliminate the risk of failures to achieve business objectives, and can only provide reasonable and not absolute assurance against material misstatement or loss.

The Company has established an internal audit department, which is composed of employees with rich experience and relevant expertise. The major job responsibilities are to formulate and revise the Company's internal audit management system; organize and implement the Company's internal financial audit work; evaluate the Company's internal control system while conducting management audits; and conduct targeted compliance audits. For the year ended 31 December 2025, some of the subsidiaries that have been randomly inspected have conducted internal audits and confirmed compliance with internal control policies, and management has reported to the Board and the Audit Committee on the effectiveness of risk management and internal control systems.

The Group has implemented internal control procedures in relation to loans granted to project entities. The Group has delegated a team responsible for determining the credit limits and approvals for new project loans. Before accepting a new project, management meetings are held to decide whether the Group should engage in the project after the team researched the market data, checked the preliminary budget and estimated the profitability of the project. Afterwards, the Group will decide the shareholding portion of the project by considering a few factors including risk taken, future cash flow estimate, project duration and rate of return, etc. After considering all factors, shareholder loans to particular project will be granted in proportion to the project company on normal commercial terms. The Group will continue to monitor and assess the financial capability of the project company to repay the shareholder loan by updating the profitability of the project, duration to completed the project, expected cost to go in order to determine the expected credit loss for those loans granted to the project company, if any. Details of the loan receivables, major terms and rationale of granting the loans are set out in note 21 of the financial statements.

In addition, the Board also engages external consultant as its risk management and internal control review adviser to conduct the annual review of the risk management and internal control systems for the year ended 31 December 2025. Such review is conducted annually and cycles reviewed are under rotation basis. The scope of review was previously determined and approved by the Board. The external consultant has reported findings and areas for improvement to the Audit Committee and the management. The Board and the Audit Committee are of the view that there are no material internal control deficiencies noted. All recommendations from the external consultant are properly followed up by the Group to ensure that they are implemented within a reasonable period of time. The Board therefore considered that the risk management and internal control systems are effective and adequate.

An information disclosure policy is in place to ensure potential inside information being captured and confidentiality of such information being maintained until consistent and timely disclosure are made in accordance with the Listing Rules.

# CORPORATE GOVERNANCE REPORT

The policy regulates the handling and dissemination of inside information, which includes:

- Designated reporting channels from different operations informing any potential inside information to designated departments;
- Designated persons and departments to determine further escalation and disclosure as required; and
- Designated persons authorized to act as spokespersons and respond to external enquiries.

The Board is satisfied that the Group has fully complied with the Code in respect of internal controls and risk management during the year ended 31 December 2025.

## WHISTLEBLOWING POLICY

In order to specify the whistle-blowing procedures and ensure the legal rights and interest of individuals reporting problems, the Company has formulated a whistleblowing policy and system for employees and those who deal with the Company. Any reports or information could be submitted in confidence to the company secretary of the Company (the **"Company Secretary"**) or the Audit Committee. Depending on the nature and materiality of the reported cases, investigation may be performed internally, or by external auditor or even regulatory bodies such as the police.

This policy is designed to encourage employees of the Group and related third parties to raise concerns, in confidence, about misconduct, malpractice or irregularities in any matters related to the Company. The policy aims to increase the awareness of maintaining internal corporate justice and serve as part of the internal control mechanism. It provides the employees with reporting channels and guidance on whistleblowing. The term "whistleblowing" refers to a situation where an employee decides to report serious concerns about any malpractice which he/she has become aware or genuinely suspects that the Group has been or may become involved in. The policy is designed to encourage employees to raise serious concerns internally, in a responsible and effective manner rather than overlooking a problem or blowing the whistle outside. All these practical actions not only win the trust of customers, but also enhance the sense of belonging and fair play among our employees.

## ANTI-CORRUPTION

The Company believes that the integrity of business is a foundation of corporate social responsibility, as well as a fundamental element of a business's competitive advantage and sustainability. For these reasons, we have systematically incorporated anti-corruption management principles into our operations, promoted a fair and just commercial competition to achieve win-win situation with external partners, and adhered to transparent and open mechanisms for internal management as stipulated in the Group's "Code of Conduct". The Group has been in strict compliance with relevant laws and regulations, such as Prevention of Bribery Ordinance in Hong Kong and Prevention of Corruption Act in Singapore. The Group engages internal and external stakeholders to strengthen our anti-corruption procedures.

## MECHANISM TO ENSURE INDEPENDENT VIEWS AND INPUT ARE AVAILABLE TO THE BOARD

The Company has adopted certain mechanisms to ensure that independent views and input are available to the Board, details of its key features are as follows:

- The Board aims to appoint at least three independent non-executive Directors and at least one-third of its members being independent non-executive Directors in accordance with the Listing Rules, and appoint independent non-executive Directors to other Board committees whenever possible, in order to ensure the inclusion of independent views;

# CORPORATE GOVERNANCE REPORT

- Independent non-executive Directors are not granted equity-based compensation with performance-related elements (such as share options or share awards) because such compensation may lead to biased decision-making and compromise their objectivity and independence;
- a written confirmation was received by the Company under Rule 3.13 of the Listing Rules from each of the independent non-executive Directors in relation to her/his independence to the Company. The Company considers all its independent non-executive Directors to be independent;
- The Nomination Committee must strictly adhere to the nomination policy and the independence assessment criteria as set out in the Listing Rules with regard to the nomination and appointment of independent non-executive Directors. Each independent non-executive Director is required to inform the Company as soon as practicable if there is any change in his/her own personal information or circumstances that may materially affect his/her independence;
- The Nomination Committee is mandated to assess annually the independence of all independent non-executive Directors by reference to the independence criteria as set out in the Listing Rules to ensure that they can continually exercise independent judgement;
- Each Director has the right to seek further information and documents from the management on the matters to be discussed at the Board meetings when fulfilling their duties and may also seek assistance from the Company Secretary and, if necessary, seek external independent professional advice, at the expenses of the Company;
- If any Director or any closely connected person of the Director has a significant interest in any contract or arrangement, the Director shall not vote on any Board resolution related to such contract or arrangement, and their presence shall not be counted in the quorum for the meeting; and
- In addition to Board meetings, the chairman of the Board schedules a meeting annually with independent non-executive Directors without the presence of other Directors to discuss the affairs of the Group.

The Board should review the implementation and effectiveness of the abovementioned mechanisms on an annual basis; and had reviewed the same for the Reporting Period and is of the opinion that those are proper, adequate and effective.

## NOMINATION COMMITTEE

During the Reporting Period, the Nomination Committee consisted of two executive Directors, namely Mr. Wang Congyuan, the chairman of the Nomination Committee and Dr. Du Bo, and three independent non-executive Directors, namely Mr. Tam Tak Kei, Raymond, Mr. Chan Kok Chung, Johnny and Mr. Liu Junchun.

The written terms of reference of the Nomination Committee adopted by the Board are in line with the Code and are available on the websites of the Company and the Stock Exchange.

# CORPORATE GOVERNANCE REPORT

The committee members' attendance of the Nomination Committee during the Reporting Period is set out as follows:

	<b>Attendance/ Number of meetings during the Reporting Period</b>
Mr. Wang Congyuan ( <i>Chairman</i> )	2/2
Dr. Du Bo	2/2
Mr. Tam Tak Kei, Raymond	2/2
Mr. Chan Kok Chung, Johnny	2/2
Mr. Liu Junchun	2/2

Under the terms of reference, the Nomination Committee had performed the following duties during the Reporting Period:

- reviewed the structure, size and composition (including the skills, knowledge and experience) of the Board and made recommendations on proposed changes if any to the Board to complement the Company's corporate strategy;
- reviewed the Company's board diversity policy and the progress on achieving the objectives set for implementing the said policy;
- determined the policy for the nomination of Directors which includes (but not limited to) the nomination procedures and the process and criteria adopted by the nomination committee to select and recommend candidates for directorship. For more details of the nomination policy of Directors, please refer to section headed "Nomination Policy" on page 53;
- assessed the independence of independent non-executive Directors; and
- made recommendations to the Board on the appointment or re-appointment of Directors and succession planning for Directors, in particular the chairman and the chief executive.

## **The Board Diversity Policy**

The board diversity policy of the Company sets out the approach to diversity on the Board. The Company recognizes and embraces the benefits of having a diverse Board to enhance the quality of its performance. All Board appointments will be based on meritocracy, and candidates will be considered against objective criteria, having due regard for the benefits of diversity on the Board. Diversity of Board members can be achieved through consideration of a number of factors, including but not limited to gender, age, cultural and educational background, ethnicity, professional experience, skills, knowledge and length of service. In designing the Board's composition, the Company will also take into account factors based on its own business model and specific needs from time to time. The ultimate decision will be based on merit and contribution that the selected candidates will bring to the board.

Having reviewed the Board composition, the Board recognised the importance and benefits of gender diversity at the Board level and took initiatives to identify female candidate(s) to enhance the gender diversity among the Board members. To enhance board diversity and comply with the Code, the Company has appointed one female Director during the Reporting Period and the Board currently has one female Director out of nine Directors. The Nomination Committee has selected, and will continue to select, appropriate candidates through multiple channels and make recommendation to the Board based on the Company's Board diversity policy and nomination policy. The Board will continue to seek opportunities to increase the proportion of female members over time as and when suitable candidates are identified.

# CORPORATE GOVERNANCE REPORT

The Board also recognises the importance of diversity at the workforce level. Over 80% of the current workforce (including senior management) of the Company is male as in general male is more willing than female to engage in the construction industry. The Company shall recruit more female management staff gradually depending on the business needs and availability of appropriate candidates. Please refer to the section headed "The Nomination Policy" below for details related to how the Board develops a pipeline of potential successor to the Board.

The Nomination Committee will monitor the implementation of the Board Diversity Policy and report annually, in the Corporate Governance Report, on the Board's composition under diversified perspectives. The Nomination Committee will review the Board Diversity Policy, as appropriate, to ensure the effectiveness of the Board Diversity Policy. The Nomination Committee will also discuss any revisions that may be required, and recommend any such revisions to the Board for consideration and approval.

## The Nomination Policy

The nomination policy of the Company sets out the criteria and procedures for nominating candidates for election as Directors. The Nomination Committee of the Company shall nominate suitable candidates to the Board for it to consider and make recommendations to shareholders of the Company for election as Directors at general meetings or appoint as Directors to fill casual vacancies.

The Nomination Committee in assessing the suitability of a proposed candidate would consider the factors, among others, reputation for integrity; experience in the industry; the perspectives and skills; commitment in respect of available time and relevant interest; diversity in all its aspects, including but not limited to gender, age, cultural and educational background, ethnicity, professional experience, skills, knowledge and length of service; and any other factors that the Board deems appropriate.

The Nomination Committee will recommend to the Board for the selection, appointment and reappointment of a Director in accordance with the following procedure and process:

The Nomination Committee:

- i. may take measures that is appropriate in identifying or selecting suitable candidates, with due consideration given to prescribed selection criteria and broad range of candidates who are in and outside of the Board's circle of contacts;
- ii. may adopt any process it considers appropriate in evaluating the suitability of the candidates, such as interviews, background checks, presentations and third-party reference check;
- iii. will provide the relevant information of the selected candidate to the Remuneration Committee for consideration of the remuneration package; and thereafter make recommendation to the Board;
- iv. the Board may arrange for the selected candidate to be interviewed by the members of the Board who are not members of the Nomination Committee and the Board will thereafter deliberate and decide the appointment as the case may be; and
- v. all appointment of Directors will be confirmed by the filing of the consent to act as Director of the relevant Director (or any other similar filings requiring the relevant Director to acknowledge or accept the appointment as Director, as the case may be) with the relevant regulatory authorities, if required.

The Nomination Committee will recommend to the Board for the re-election of a Director in accordance with the following procedure and process:

- i. the Nomination Committee will review the overall contribution and service, and the level of participation and performance of the retiring Director during the period of service;

# CORPORATE GOVERNANCE REPORT

- ii. the Nomination Committee will review and determine whether the retiring Director continues to meet the criteria as set out above;
- iii. the Nomination Committee will provide the relevant information of the selected candidate to the Remuneration Committee for consideration of the remuneration package of such candidates; and
- iv. the Board will then, on the basis of the recommendation made by the Nomination Committee and Remuneration Committee, make recommendation to Shareholders in respect of the proposed re-election of Director at the following general meeting.

Where the Board proposes a resolution to elect or re-elect a candidate as Director at the following annual general meeting, the relevant information of the candidate will be disclosed in the circular to Shareholders and/or explanatory statement accompanying the notice of the relevant following annual general meeting in accordance with the Listing Rules and/or applicable laws and regulations.

## STRATEGY AND INVESTMENT COMMITTEE

The Company has established the Strategy and Investment Committee with effect from 22 March 2016. During the Reporting Period, the Strategy and Investment Committee consisted of six members, including four executive Directors namely, Mr. Wang Congyuan, Dr. Du Bo, Mr. Li Jun (李軍) and Mr. Du Dexiang, one non-executive Director namely, Mr. Liu Jiazhen, and one independent non-executive Director, namely Mr. Chan Kok Chung, Johnny, with Mr. Li Jun (李軍) being the chairman of the Strategy and Investment Committee.

The terms of reference of the Strategy and Investment Committee has been adopted by the Company pursuant to the Board's resolutions passed on 22 March 2016 and are available on the websites of the Company and the Stock Exchange.

No Strategy and Investment Committee meeting was held during the Reporting Period.

## COMPANY SECRETARY

Ms. Au Wing Sze, an assistant manager of the listing services department of TMF Hong Kong Limited (a company secretarial service provider), resigned as the company secretary of the Company with effective from 21 November 2025. In order to uphold good corporate governance and ensure compliance with the Listing Rules and applicable Hong Kong laws, the Company engaged Ms. Kwan Lok Yan ("**Ms. Kwan**"), a senior manager of corporate secretarial services of TMF Hong Kong Limited (a company secretarial service provider), as the Company Secretary effective from 21 November 2025.

During the year ended 31 December 2025, Ms. Kwan has confirmed that she has taken not less than 15 hours of relevant professional training in compliance with Rule 3.29 of the Listing Rules. Mr. Cao Jintong, the chief financial officer of the Company, is the primary corporate contact person at the Company whom Ms. Kwan contacts.

## DIVIDEND POLICY

The Group adopted a dividend policy ("**Dividend Policy**") on 1 January 2019 which sets out the principles and guidelines to provide the shareholders with regular dividend.

# CORPORATE GOVERNANCE REPORT

Pursuant to the Dividend Policy, the Board shall endeavor to maintain a balance between meeting Shareholders' expectations and prudent capital management through a sustainable dividend policy. Provided that the Group is profitable and that normal operations are not affected, the Company may declare and pay dividends to its shareholders. The aim is to allow shareholders to participate in the Company's profits while retaining adequate reserves for future growth and providing shareholders with stable and favorable returns. In determining whether to propose or declare a dividend, as well as determining the amount and method of payment, the Board shall take into account, among other factors:

- (a) the Company and the Group's actual and expected financial performance;
- (b) retained earnings and distributable reserves of the Company and each of the members of the Group;
- (c) the level of the Group's debts to equity ratio, return on equity and the relevant financial covenants;
- (d) any restrictions on payment of dividends that may be imposed by the Group's lenders;
- (e) the Group's expected working capital requirements and future expansion plans and prospects;
- (f) general economic and financial conditions, business cycle of the Group's business and other internal or external factors that may have an impact on the business or financial performance and position of the Company; and
- (g) any other factors that the Board deem appropriate.

The Board will continually review the dividend policy and reserves the right to update, amend, modify and/or cancel the dividend policy at any time. There can be no assurance from the Company that a dividend will be proposed or declared in any particular amount for any given periods.

## COMMUNICATION WITH SHAREHOLDERS

The Board and senior management recognise the responsibility of safeguarding the interest of shareholders of the Company and provide transparent and real-time information on the Company so as to keep the shareholders and investors abreast of the Company's position and help them to make the best investment decision. In order to safeguard the shareholders' interest, information of the Company and the Group are delivered to the shareholders through a number of channels, which includes annual report, interim report, announcements and circulars. The latest information of the Company and the Group together with the published documents are also available on the Company's website.

The Company will hold annual general meeting every year as an appropriate media for direct communication between the Board and shareholders. Shareholders can raise questions directly to the Board in respect of the business performance and future development of the Group at such annual general meetings.

During the Reporting Period, the Company has received some shareholders' and stakeholders' views through emails and the constructive views have been communicated to the Board. The Company would provide feedback to the views whenever it thinks fit. The Board and senior management have performed an annual review on the implementation and effectiveness of the communication policy and consider that the communication policy remains effective.

The Company has been practising the above shareholders' communication policy to handle enquiries put to the Board. The Company has reviewed its shareholders' communication policy during the Reporting Period, and, taking into account the aforementioned, believes the shareholders' communication policy is still appropriate and effective.

# CORPORATE GOVERNANCE REPORT

## CONSTITUTIONAL DOCUMENTS

There has been no significant change in the Company's constitutional documents during the year ended 31 December 2025. The latest version of the Company's memorandum and articles of association is available on the websites of the Company and the Stock Exchange.

## PROCEDURES FOR DIRECTING SHAREHOLDERS' ENQUIRIES TO THE BOARD

Shareholders may at any time send their enquiries and concerns to the Board in writing through the Company Secretary whose contact details are as follows:

Attention: Ms. Kwan Lok Yan  
CNQC International Holdings Limited  
8/F, Enterprise Square Three, 39 Wang Chiu Road, Kowloon Bay, Hong Kong  
Email: info@cnqc.com.hk  
Fax: (852) 2560 6263

Shareholders' enquiries and concerns are forwarded to the Board and/or relevant Board committees of the Company, where appropriate, to answer the shareholders' enquiries.

## SHAREHOLDERS' RIGHTS

### Proposing a Person for Election as a Director

Pursuant to Article 113 of the Articles, no person, other than a retiring Director, shall, unless recommended by the Board for election, be eligible for election to the office of Director at any general meeting, unless notice in writing of the intention to propose that person for election as a Director and notice in writing by that person of his willingness to be elected shall have been lodged at the head office or at the registration office. The period for lodgment of the notices required under Article 113 of the Articles will commence no earlier than the day after the despatch of the notice of the general meeting appointed for such election and end no later than 7 days prior to the date of such general meeting and the minimum length of the period during which such notices to the Company may be given will be at least 7 days.

### Convening General Meetings and Putting Forward Proposals at General Meetings

Pursuant to Article 64 of the Articles, the Board may, whenever it thinks fit, convene an extraordinary general meeting. Extraordinary general meetings shall also be convened on the requisition of one or more shareholders holding, at the date of deposit of the requisition, not less than one tenth of the paid up capital of the Company having the right of voting at general meetings. Such requisition shall be made in writing to the Board or the secretary for the purpose of requiring an extraordinary general meeting to be called by the Board for the transaction of any business specified in such requisition. Such meeting shall be held within 2 months after the deposit of such requisition. If within 21 days of such deposit, the Board fails to proceed to convene such meeting, the requisitionist(s) himself (themselves) may do so in the same manner, and all reasonable expenses incurred by the requisitionist(s) as a result of the failure of the Board shall be reimbursed to the requisitionist(s) by the Company. Please refer to the paragraph headed "Procedures for Directing Shareholders' Enquiries to the Board" for the contact details of the secretary of the Board.

There are no provisions under the Articles or the Companies Act (2025 revised) of the Cayman Islands regarding procedures for Shareholders to put forward proposals at general meetings other than a proposal of a person for election as Director. Shareholders may follow the procedures set out above to convene an extraordinary general meeting for any business specified in such written requisition.

**Deloitte.**

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**TO THE SHAREHOLDERS OF CNQC INTERNATIONAL HOLDINGS LIMITED**

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

## OPINION

We have audited the consolidated financial statements of CNQC International Holdings Limited (the “**Company**”) and its subsidiaries (collectively referred to as the “**Group**”) set out on pages 62 to 149, which comprise the consolidated statement of financial position as at 31 December 2025, and the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information and other explanatory information.

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

## BASIS FOR OPINION

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

# INDEPENDENT AUDITOR'S REPORT

## KEY AUDIT MATTERS

Key audit matters are the matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Key audit matter	How our audit addressed the key audit matter
<b>Revenue recognition of construction contracts</b>	
<p>We identified the revenue recognition of construction contracts as a key audit matter due to its significant impact to the consolidated financial statements and the involvement of significant management estimations in determining the revenue of the construction projects.</p>	<p>Our procedures in relation to the revenue recognition of construction contracts included:</p> <ul style="list-style-type: none"><li>• Obtaining an understanding of the key controls over the revenue recognition of construction contracts;</li></ul>
<p>As disclosed in note 4 to the consolidated financial statements, revenue recognition of construction contracts is dependent on management's estimation of the total revenue of the construction contract, with reference to the construction works certified by independent surveyors or progress payment application submitted by the Group.</p>	<ul style="list-style-type: none"><li>• Checking the estimated revenue of the construction contracts by tracing to certificates issued by the independent surveyors or progress payment application submitted by the Group to the customers and underlying construction contracts, on a sample basis; and</li></ul>
<p>As disclosed in note 6 to the consolidated financial statements, the revenue recognised from construction contracts is of approximately HK\$8,320,212,000, which represents 92.7% of total revenue of the Group for the year ended 31 December 2025.</p>	<ul style="list-style-type: none"><li>• Assessing the reasonableness of the Group's assumptions on progress of completion of the construction contracts at the end of the year by discussing with project managers to understand the progress of construction projects and evaluating whether their progress was consistent with the stage of completion of construction projects estimated by the management on a sample basis.</li></ul>

# INDEPENDENT AUDITOR'S REPORT

## OTHER INFORMATION

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

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

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

## RESPONSIBILITIES OF DIRECTORS AND THOSE CHARGED WITH GOVERNANCE FOR THE CONSOLIDATED FINANCIAL STATEMENTS

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

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

Those charged with governance are responsible for overseeing the Group's financial reporting process.

# INDEPENDENT AUDITOR'S REPORT

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

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion 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. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with HKSAAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with HKSAAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

# INDEPENDENT AUDITOR'S REPORT

## AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purpose of the group audit. We remain solely responsible for our audit opinion.

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

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

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

The engagement partner on the audit resulting in this independent auditor's report is Lee, Po Chi (practising certificate number: P05288).

**Deloitte Touche Tohmatsu**

*Certified Public Accountants*

Hong Kong, 31 March 2026

# CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

For the year ended 31 December 2025

	Notes	2025 HK\$'000	2024 HK\$'000
Revenue	5, 6	8,977,677	9,903,716
Cost of sales	9	(8,500,639)	(9,373,771)
<b>Gross profit</b>		<b>477,038</b>	529,945
Other income	7	70,979	64,777
Other (loss)/gain, net	8	(21,112)	63,521
Selling and marketing expenses	9	(46,408)	(41,276)
General and administrative expenses	9	(280,667)	(283,648)
Provision for impairment loss on expected credit loss	3(b)(i), 9	(33,424)	(27,673)
<b>Operating profit</b>		<b>166,406</b>	305,646
Finance income	11	61,397	51,852
Finance costs	11	(119,442)	(223,852)
Share of results of associated companies	13	229,732	(33,807)
Share of results of joint ventures	14	2,198	(7,698)
<b>Profit before income tax</b>		<b>340,291</b>	92,141
Income tax expense	15	(46,022)	(48,750)
<b>Profit for the year</b>		<b>294,269</b>	43,391
<b>Other comprehensive income/(expense)</b>			
<i>Items that may be reclassified subsequently to profit or loss</i>			
— Exchange differences arising from translation of foreign operations		127,403	(67,492)
— Reclassification of cumulative translation reserve upon disposal of subsidiaries		—	(19,983)
<i>Items that will not be reclassified to profit or loss</i>			
— Fair value changes on financial asset at fair value through other comprehensive income		(1,118)	—
		<b>126,285</b>	(87,475)
<b>Total comprehensive income/(expense) for the year</b>		<b>420,554</b>	(44,084)

# CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

For the year ended 31 December 2025

<i>Notes</i>	<b>2025</b> <b>HK\$'000</b>	2024 HK\$'000
<b>Profit/(loss) for the year attributable to:</b>		
Owners of the Company	<b>67,225</b>	45,578
Non-controlling interests	<b>227,044</b>	(2,187)
	<b>294,269</b>	43,391
<b>Total comprehensive income/(expense) for the year attributable to:</b>		
Owners of the Company	<b>191,572</b>	(41,395)
Non-controlling interests	<b>228,982</b>	(2,689)
	<b>420,554</b>	(44,084)
<b>Earning per share for profit attributable to owners of the Company</b>		
	16	
Basic (HK\$)		
— ordinary shares	<b>0.041</b>	0.028
— convertible preference shares	<b>0.041</b>	0.028
Diluted (HK\$)		
— ordinary shares	<b>0.041</b>	0.028
— convertible preference shares	<b>0.041</b>	0.028

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

# CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at 31 December 2025

	Notes	<b>31 December 2025 HK\$'000</b>	31 December 2024 HK\$'000
<b>ASSETS</b>			
<b>Non-current assets</b>			
Property, plant and equipment	17	<b>445,138</b>	440,016
Right-of-use assets	17	<b>96,223</b>	69,159
Goodwill	18	<b>580,500</b>	563,768
Other intangible assets	19	<b>54,692</b>	58,150
Investments in associated companies	13	<b>323,639</b>	125,528
Investments in joint ventures	14	<b>30,300</b>	30,585
Deferred income tax assets	22	<b>17,608</b>	38,280
Financial assets at fair value through other comprehensive income ("FVOCI")	23	<b>347</b>	1,395
Financial assets at fair value through profit or loss ("FVPL")	20	<b>167,380</b>	167,380
Prepayments, other receivables and deposits	21	<b>1,613,031</b>	1,607,451
Derivative financial instruments	24	–	1,443
		<b>3,328,858</b>	3,103,155
<b>Current assets</b>			
Development properties for sale	25	<b>720,889</b>	1,055,373
Trade and other receivables, prepayments and deposits	21	<b>1,880,747</b>	1,377,658
Contract assets	5(a)	<b>1,331,273</b>	2,416,446
Tax recoverable		<b>3,336</b>	2,636
Pledged bank deposits	26(b)	–	4,009
Cash and cash equivalents	26(a)	<b>1,083,993</b>	1,127,809
Derivative financial instruments	24	–	6,226
		<b>5,020,238</b>	5,990,157
<b>Total assets</b>		<b>8,349,096</b>	9,093,312
<b>EQUITY AND LIABILITIES</b>			
<b>Equity attributable to owners of the Company</b>			
Share capital — ordinary shares	27	<b>15,183</b>	15,183
Share capital — convertible preference shares	27	<b>1,249</b>	1,249
Share premium		<b>3,261,225</b>	3,261,225
Other reserves	28	<b>(1,113,908)</b>	(1,238,255)
Retained earnings		<b>365,390</b>	298,165
		<b>2,529,139</b>	2,337,567
<b>Non-controlling interests</b>		<b>715,142</b>	459,949
<b>Total equity</b>		<b>3,244,281</b>	2,797,516

# CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at 31 December 2025

	Notes	31 December 2025 HK\$'000	31 December 2024 HK\$'000
<b>LIABILITIES</b>			
<b>Non-current liabilities</b>			
Borrowings	29	1,622,939	2,107,761
Lease liabilities	17(a)	60,688	48,844
Deferred income tax liabilities	22	50,708	60,950
Derivative financial instruments		1,591	–
		<b>1,735,926</b>	2,217,555
<b>Current liabilities</b>			
Trade and other payables	30	2,575,788	2,819,611
Contract liabilities	5(a)	28,299	23,795
Income tax payables		39,095	100,904
Borrowings	29	681,596	1,111,002
Lease liabilities	17(a)	38,700	22,929
Derivative financial instruments	24	5,411	–
		<b>3,368,889</b>	4,078,241
<b>Total liabilities</b>		<b>5,104,815</b>	6,295,796
<b>Total equity and liabilities</b>		<b>8,349,096</b>	9,093,312

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

The consolidated financial statements on pages 62 to 149 were approved and authorised for issue by the Board of Directors on 31 March 2026 and were signed on its behalf by

**Li Jun (李軍)**  
Director

**Wang Congyuan**  
Director

# CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

For the year ended 31 December 2025

	Share capital — ordinary shares HK\$'000 (Note 27)	Share capital — convertible preference shares HK\$'000 (Note 27)	Share premium HK\$'000	Other reserves HK\$'000 (Note 28)	Retained earnings HK\$'000	Total HK\$'000	Non-controlling interests HK\$'000	Total equity HK\$'000
<b>Balance at 1 January 2024</b>	15,183	1,249	3,261,225	(1,151,282)	252,587	2,378,962	448,000	2,826,962
<b>Profit/(loss)</b>								
Profit/(loss) for the year	-	-	-	-	45,578	45,578	(2,187)	43,391
<b>Other comprehensive expense</b>								
Currency translation differences	-	-	-	(86,973)	-	(86,973)	(502)	(87,475)
<b>Total comprehensive (expense)/income</b>	-	-	-	(86,973)	45,578	(41,395)	(2,689)	(44,084)
<b>Transactions with owners in their capacity as owners</b>								
Disposal of subsidiaries (Note 38)	-	-	-	-	-	-	19,291	19,291
Dividends paid to non-controlling interests	-	-	-	-	-	-	(5,108)	(5,108)
Contributions from non-controlling interests of the subsidiaries	-	-	-	-	-	-	455	455
<b>Total transactions with owners in their capacity as owners</b>	-	-	-	-	-	-	14,638	14,638
<b>Balance as at 31 December 2024</b>	15,183	1,249	3,261,225	(1,238,255)	298,165	2,337,567	459,949	2,797,516

# CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

For the year ended 31 December 2025

	Share capital — ordinary shares HK\$'000 (Note 27)	Share capital — convertible preference shares HK\$'000 (Note 27)	Share premium HK\$'000	Other reserves HK\$'000 (Note 28)	Retained earnings HK\$'000	Total HK\$'000	Non-controlling interests HK\$'000	Total equity HK\$'000
<b>Balance at 1 January 2025</b>	15,183	1,249	3,261,225	(1,238,255)	298,165	2,337,567	459,949	2,797,516
<b>Profit</b>								
Profit for the year	-	-	-	-	67,225	67,225	227,044	294,269
<b>Other comprehensive expense</b>								
Currency translation differences	-	-	-	125,465	-	125,465	1,938	127,403
Fair value changes on FVOCI	-	-	-	(1,118)	-	(1,118)	-	(1,118)
<b>Total comprehensive income/(expense)</b>	-	-	-	124,347	67,225	191,572	228,982	420,554
<b>Transactions with owners in their capacity as owners</b>								
Capital injection from non-controlling interests	-	-	-	-	-	-	242,959	242,959
Disposal of subsidiaries	-	-	-	-	-	-	(7,353)	(7,353)
Dividends paid to non-controlling interests	-	-	-	-	-	-	(209,395)	(209,395)
<b>Total transactions with owners in their capacity as owners</b>	-	-	-	-	-	-	26,211	26,211
<b>Balance as at 31 December 2025</b>	15,183	1,249	3,261,225	(1,113,908)	365,390	2,529,139	715,142	3,244,281

The above consolidated statement of changes in equity should be read in conjunction with the accompanying notes.

# CONSOLIDATED STATEMENT OF CASH FLOWS

For the year ended 31 December 2025

	Notes	2025 HK\$'000	2024 HK\$'000
<b>Cash flows from operating activities</b>			
Net cash generated from operations	32(a)	<b>1,289,783</b>	1,874,792
Interest paid		<b>(116,050)</b>	(219,623)
Income tax paid		<b>(102,246)</b>	(4,336)
Net cash generated from operating activities		<b>1,071,481</b>	1,650,833
<b>Cash flows from investing activities</b>			
Proceeds from disposal of financial assets at FVPL	20	–	20,000
Purchase of property, plant and equipment		<b>(54,175)</b>	(58,837)
Capital injection into joint ventures	14	–	(22,826)
Investments in associated companies	13	–	(14,301)
Partial disposal of investment in an associated company	13	<b>1,196</b>	–
Proceeds from disposal of property, plant and equipment	32(a)	<b>13,787</b>	25,089
Proceeds from disposal of right-of-use assets		–	34
Repayment of loan receivables from associated companies		<b>276,333</b>	–
Loans to associated companies		<b>(312,914)</b>	(651,799)
Interest received from bank deposits		<b>922</b>	6,645
Dividend received from financial assets at FVOCI		–	42
Dividends received from associated companies	13	<b>22,178</b>	119,705
Net cash outflow from disposal of subsidiaries	38	–	(7,387)
Decrease in pledged bank deposits for derivative financial instruments		<b>4,198</b>	10,928
Net cash used in investing activities		<b>(48,475)</b>	(572,707)
<b>Cash flows from financing activities</b>			
Drawdown on borrowings		<b>959,500</b>	1,579,494
Repayment of borrowings		<b>(1,845,178)</b>	(3,360,834)
Proceeds from non-controlling interests		<b>132,103</b>	98,367
Proceeds from related parties		<b>47,151</b>	190,316
Repayment to non-controlling interest		<b>(402,768)</b>	–
Repayment on principal element of lease liabilities		<b>(33,490)</b>	(34,370)
Repayment on interest element of lease liabilities		<b>(3,392)</b>	(4,229)
Contribution from non-controlling interests		<b>242,959</b>	455
Dividends paid to non-controlling interests		<b>(209,395)</b>	(5,108)
Net cash used in financing activities		<b>(1,112,510)</b>	(1,535,909)
Net decrease in cash and cash equivalents		<b>(89,498)</b>	(457,783)
Cash and cash equivalents at beginning of the financial year		<b>1,127,809</b>	1,604,091
Exchange gain/(loss) on cash and cash equivalents		<b>45,682</b>	(18,499)
Cash and cash equivalents at end of the financial year	26(a)	<b>1,083,993</b>	1,127,809

The above consolidated statement of cash flows should be read in conjunction with the accompanying notes.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 1 GENERAL INFORMATION

CNQC International Holdings Limited (the “**Company**”) is an investment holding company. The Company and its subsidiaries (together, the “**Group**”) are principally engaged in property development and property investment, foundation and construction business in Singapore and Southeast Asia, Hong Kong and Macau.

The Company is a limited liability company incorporated in the Cayman Islands. The address of the Company’s registered office is Windward 3, Regatta Office Park, PO Box 1350, Grand Cayman KY1-1108, Cayman Islands.

The Company has its primary listing on the Main Board of The Stock Exchange of Hong Kong Limited (the “**Stock Exchange**”).

These consolidated financial statements are presented in Hong Kong dollars (“**HK\$**”), unless otherwise stated.

## 2 BASIS OF PREPARATION AND MATERIAL ACCOUNTING POLICY INFORMATION

### (a) Basis of preparation

(i) **Compliance with HKFRS Accounting Standards and the disclosure requirements of the Hong Kong Companies Ordinance (“HKCO”)**

The consolidated financial statements of the Group have been prepared in accordance with HKFRS Accounting Standards and the disclosure requirements of HKCO Cap. 622.

(ii) **Historical cost convention**

The consolidated financial statements have been prepared on a historical cost basis, except for the financial assets at FVPL, financial assets at FVOCI and derivative financial instruments, which are measured at fair value.

(iii) **Amendments to HKFRS Accounting Standards that are mandatorily effective for the current year**

In the current year, the Group has applied the following amendments to HKFRS Accounting Standards issued by the Hong Kong Institute of Certified Public Accountants (“**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 consolidated financial statements:

Amendments to HKAS 21 and HKFRS 1	Lack of Exchangeability
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The application of the amendments to HKFRS Accounting Standards in the current year has had no material impact on the Group’s financial positions and performance for the current and prior years and/or on the disclosures set out in these consolidated financial statements.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 2 BASIS OF PREPARATION AND MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

### (a) Basis of preparation (Continued)

#### (iv) New and amendments to HKFRS Accounting Standards in issue but not yet effective

The Group has not early applied the following new and amendments to HKFRS Accounting Standards that have been issued but are not yet effective:

		<b>Effective for annual periods beginning on or after</b>
Amendments to HKFRS Accounting Standards	Annual Improvements to HKFRS Accounting Standards — Volume 11	1 January 2026
Amendments to HKFRS 9 and HKFRS 7	Amendments to the Classification and Measurement of Financial Instruments	1 January 2026
Amendments to HKFRS 9 and HKFRS 7	Contracts Referencing Nature-dependent Electricity	1 January 2026
HKFRS 18	Presentation and Disclosure in Financial Statements	1 January 2027
Amendments to HKAS 21	Translation to Hyperinflationary Presentation Currency	1 January 2027
Amendments to HK Int 5	Hong Kong Interpretation 5 Presentation of Financial Statements — Classification by the Borrower of a Term Loan that Contains a Repayment on Demand Clause	1 January 2027
Amendments to HKFRS 10 and HKAS 28	Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	To be determined

Except for the new HKFRS Accounting Standard mentioned below, the directors of the Company anticipate that the application of all the amendments to HKFRS Accounting Standards will have no material impact on the consolidated financial statements in the foreseeable future.

#### HKFRS 18 Presentation and Disclosure in Financial Statements (“HKFRS 18”)

HKFRS 18, which sets out requirements on presentation and disclosures in financial statements, will replace HKAS 1 Presentation of Financial Statements (“HKAS 1”). This new HKFRS Accounting Standard, while carrying forward many of the requirements in HKAS 1, introduces new requirements to present specified categories and defined subtotals in the statement of profit or loss; provide disclosures on management-defined performance measures in the notes to the financial statements and improve aggregation and disaggregation of information to be disclosed in the financial statements. In addition, some HKAS 1 paragraphs have been moved to HKAS 8 Accounting Policies, Changes in Accounting Estimates and Errors and HKFRS 7 Financial Instruments: Disclosures. Minor amendments to HKAS 7 Statement of Cash Flows and HKAS 33 Earnings per Share are also made. HKFRS 18 will be effective for annual periods beginning on or after 1 January 2027, with early application permitted.

The application of the new standard is expected to affect the presentation of the statement of profit or loss and disclosures in the future financial statements. The Group is in the process of assessing the detailed impact of HKFRS 18 on the Group’s consolidated financial statements.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 2 BASIS OF PREPARATION AND MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

### (b) Material accounting policy information

#### (i) Property, plant and equipment

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

Depreciation is calculated using the straight-line method to allocate depreciable amounts over their estimated useful lives. The estimated useful lives are as follows:

Office equipment	3 to 5 years
Motor vehicles	3 to 5 years
Plant and machinery	3 to 10 years
Furniture and fixtures	5 years
Leasehold improvements	Shorter of 10 years or over the lease terms
Leasehold land and buildings	Shorter of 60 years or over the lease terms

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

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

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposal are determined by comparing the proceeds with the carrying amount and are included in profit or loss.

#### (ii) Trade and retention receivables, and deposits and other receivables

Trade receivables are amounts due from customers for goods sold or services performed in the ordinary course of business. They are generally due for settlement within 30 days and therefore are all classified as current.

Trade receivables are recognised initially at the amount of the unconditional consideration unless they contain significant financing components, when they are recognised at fair value. The Group holds these financial assets with the objective to collect the contractual cash flows and therefore measures them subsequently at amortised cost using the effective interest method. Retention receivables are included in current assets as the Group expects to realise these within its normal operating cycle.

See note 2(b)(viii) for a description of the Group's impairment policies.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 2 BASIS OF PREPARATION AND MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

### (b) Material accounting policy information (Continued)

#### (iii) Contract assets and liabilities

Upon entering into a contract with a customer, the Group obtains rights to receive consideration from the customer and assumes performance obligations to transfer goods or provide services to the customer.

The combination of those rights and performance obligations gives rise to a net contract asset or a net contract liability depending on the relationship between the remaining rights and the performance obligations. The contract is an asset and recognised as contract asset if the cumulative revenue recognised in profit and loss exceeds cumulative billings to customer. Conversely, the contract is a liability and recognised as contract liability if the cumulative billings to customer exceeds the revenue recognised in profit or loss.

Contract assets are assessed for impairment under the same approach adopted for impairment assessment of financial assets carried at amortised cost. Contract liabilities are recognised as revenue when the Group transfers the goods or services to the customers and therefore satisfies its performance obligation.

The incremental costs of obtaining a contract with a customer are capitalised and presented as contract related assets, if the Group expects to recover those costs, and are subsequently amortised on a systematic basis that is consistent with the transfer to the customers of the goods or services to which the assets relate. The Group recognises an impairment loss in profit and loss to the extent that the carrying amount of the contract related assets recognised exceeds the remaining amounts of consideration that the Group expects to receive less the costs that directly relate to those goods or services and have not been recognised as expenses. Details of impairment of contract assets are disclosed in note 3(b)(i).

#### (iv) Revenue recognition

Revenue is recognised when or as the control of the assets is transferred to the customers. Depending on the terms of the contract and the laws that apply to the contract, control of the asset may be transferred over time or at a point in time. Control of the assets is transferred over time if the Group's performance:

- Provides all of the benefits received and consumed simultaneously by the customer;
- Creates or enhances an asset that the customer controls as the Group performs;
- Does not create an asset with an alternative use to the Group and the Group has an enforceable right to payment for performance completed to date.

In control of the asset transfers over time, revenue is recognised over the period of the contract by reference to the progress towards complete satisfaction of that performance obligation. Otherwise, revenue is recognised at a point in time when the customer obtains control of the asset.

The progress towards complete satisfaction of the performance obligation is measured based on value transferred by the Group to the customer.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 2 BASIS OF PREPARATION AND MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

### (b) Material accounting policy information (Continued)

#### (iv) Revenue recognition (Continued)

##### (1) *Property development*

When property development and sales contracts for which the control of the property is transferred at a point in time, revenue is recognised when the customer obtains the physical possession, the legal title of the completed property and the Group has present right to payment and the collection of the consideration is probable. Sales of development properties in respect of sale and purchase agreements entered into prior to completion of construction are recognised when the development properties are delivered to the customers.

For property development which has no alternative use to the Group due to contractual reasons and when the Group has an enforceable right to payment from the customers for performance completed to date, the Group recognises revenue as the performance obligation is satisfied over time in accordance with the output method for measuring progress.

##### (2) *Construction contract*

For construction contract which works directly on the customers' land, being eligible for recognition of revenue over time with creation or enhancement for the asset that customers controlled as the Group performs its performance obligation. The Group measures the progress of the project with reference to construction works certified by independent surveyors.

The Group constructs buildings for customers and provides builder related services (structural, architecture and alteration works) through fixed-price contracts. Revenue is recognised when the control over the contract works has been transferred to the customer or the services has been provided to the customer. At contract inception, the Group assesses whether the Group transfers control of the contract work over time or at a point in time by determining if (a) its performance does not create an asset with an alternative use to the Group; and (b) the Group has an enforceable right to payment for performance completed to date.

The contract work has no alternative use for the Group due to contractual restriction, and the Group has enforceable rights to payment arising from the contractual terms. For these contracts, revenue is recognised over time by reference to the Group's progress towards completing the construction of the building or completing the builder related services. The measure of progress is determined based on the proportion of construction contract works certified by independent surveyors to date to the total contract price. When the result of a performance obligation cannot be reasonably measured, but the Group expects to recover the costs incurred in satisfying the performance obligation, the Group shall recognise revenue only to the extent of the costs incurred until such time that it can reasonably measure the result of the performance obligation.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 2 BASIS OF PREPARATION AND MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

### (b) Material accounting policy information (Continued)

#### (v) Principles of consolidation and equity accounting

##### (1) Subsidiaries

Subsidiaries are all entities over which the Group has control. The Group controls an entity where the Group has power over the entity, is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the activities of the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date that control ceases.

Inter-company transactions, balances, cash flow and unrealised gains on transactions between group companies are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the transferred asset. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

Non-controlling interests in the results and equity of subsidiaries are shown separately in the consolidated statement of profit or loss and other comprehensive income, statement of changes in equity and statement of financial position respectively.

##### (2) Associates

Associates are all entities over which the Group has significant influence but not control or joint control. This is generally the case where the Group holds between 20% and 50% of the voting rights. Investments in associates are accounted for using the equity method of accounting (see (4) below), after initially being recognised at cost in the consolidated statements of financial position.

##### (3) Joint arrangements

Under HKFRS 11 Joint Arrangements investments in joint arrangements are classified as either joint operations or joint ventures. The classification depends on the contractual rights and obligations of each investor, rather than the legal structure of the joint arrangement. The Group has both joint operations and joint ventures.

##### Joint operations

The Group recognises its direct right to the assets, liabilities, revenues and expenses of joint operations and its share of any jointly held or incurred assets, liabilities, revenues and expenses. These have been incorporated in the financial statements under the appropriate headings. Details of the joint operation are set out in note 14(b).

##### Joint ventures

Interests in joint ventures are accounted for using the equity method (see (4) below), after initially being recognised at cost in the consolidated statement of financial position.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 2 BASIS OF PREPARATION AND MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

### (b) Material accounting policy information (Continued)

#### (v) Principles of consolidation and equity accounting (Continued)

##### (4) *Equity method*

Under the equity method of accounting, the investments are initially recognised at cost and adjusted thereafter to recognise the Group's share of the post-acquisition profits or losses of the investee in profit or loss, and the Group's share of movements in other comprehensive income of the investee in other comprehensive income. Dividends received or receivable from associates and joint ventures are recognised as a reduction in the carrying amount of the investment.

Where the Group's share of losses in an equity-accounted investment equals or exceeds its interest in the entity, including any other unsecured long-term receivables, the Group does not recognise further losses, unless it has incurred obligations or made payments on behalf of the other entity.

Unrealised gains on transactions between the Group and its associates and joint ventures are eliminated to the extent of the Group's interest in these entities. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of equity-accounted investees have been changed where necessary to ensure consistency with the policies adopted by the Group.

The carrying amount of equity-accounted investments is tested for impairment in accordance with the policy described in note 2(b)(viii).

##### (5) *Changes in ownership interests*

The Group treats transactions with non-controlling interests that do not result in a loss of control as transactions with equity owners of the Group. A change in ownership interest results in an adjustment between the carrying amounts of the controlling and non-controlling interests to reflect their relative interests in the subsidiary. Any difference between the amount of the adjustment to non-controlling interests and any consideration paid or received is recognised in a separate reserve within equity attributable to owners of the Group.

When the Group ceases to consolidate or equity account for an investment because of a loss of control, joint control or significant influence, any retained interest in the entity is remeasured to its fair value with the change in carrying amount recognised in profit or loss. This fair value becomes the initial carrying amount for the purposes of subsequently accounting for the retained interest as an associate, joint venture or financial asset. In addition, any amounts previously recognised in other comprehensive income in respect of that entity are accounted for as if the group had directly disposed of the related assets or liabilities. This may mean that amounts previously recognised in other comprehensive income are reclassified to profit or loss.

If the ownership interest in a joint venture or an associate is reduced but joint control or significant influence is retained, only a proportionate share of the amounts previously recognised in other comprehensive income are reclassified to profit or loss where appropriate.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 2 BASIS OF PREPARATION AND MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

### (b) Material accounting policy information (Continued)

#### (vi) Goodwill

Goodwill arises on the acquisition of subsidiaries represents the excess of the consideration transferred, the amount of any non-controlling interest in the acquiree and the acquisition-date fair value of any previous equity interest in the acquiree over the fair value of the identified net assets acquired.

#### (vii) Development properties for sale

Development properties refer to properties developed for sale.

Development properties that are unsold are carried at the lower of cost and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business less cost to complete the development and selling expenses.

Development cost of property comprises cost of leasehold land, construction costs, depreciation of machinery and equipment, borrowing costs capitalised for qualifying assets and professional fees incurred during the development period.

#### (viii) Financial assets

##### (1) Classification

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

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

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

For assets measured at fair value, gains and losses will either be recorded in profit or loss or other comprehensive income. For financial assets that are not held for trading, this will depend on whether the Company and its subsidiaries have made an irrevocable election at the time of initial recognition to account for the equity investment at FVOCI.

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

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 2 BASIS OF PREPARATION AND MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

### (b) Material accounting policy information (Continued)

#### (viii) Financial assets (Continued)

##### (2) *Recognition and derecognition*

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

##### (3) *Measurement*

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of a financial asset not at FVPL, transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVPL are expensed in profit or loss.

##### *Equity instrument*

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

Changes in the fair value of financial assets at FVPL are recognised in “other gain, net” as applicable. Impairment losses (and reversal of impairment losses) on equity investment measured at FVOCI are not presented separately from other changes in fair value.

##### *Debt instruments*

Subsequent measurement of debt instruments depends on the Groups business model for managing the asset and the cash flow characteristics of the asset. The Group classifies its debt instruments as amortised cost.

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

##### (4) *Impairment*

The Group assesses on a forward-looking basis the expected credit losses associated with its debt instruments carried at amortised cost and FVOCI. The impairment methodology applied depends on whether there has been a significant increase in credit risk. For trade and retention receivables and contract assets, the Group applies the simplified approach permitted by HKFRS 9, which requires expected lifetime losses to be recognised from initial recognition of the receivables, see note 3(b)(i) for further details.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 2 BASIS OF PREPARATION AND MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

### (b) Material accounting policy information (Continued)

#### (ix) Borrowings

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

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

#### (x) Borrowing costs

General and specific borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale.

Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalisation.

All other borrowings costs are recognised in profit or loss in the period which they are incurred.

#### (xi) Foreign currency translation

##### (1) Functional and presentation currency

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

##### (2) Transactions and balances

Transactions in a currency other than the functional currency ("foreign currency") are translated into functional currency using the exchange rates prevailing at the dates of the transactions or valuation where items are re-measured. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in profit or loss.

Foreign exchange gains and losses that relate to borrowings and cash and cash equivalents are presented within "finance cost, net". All other foreign exchange gains and losses impacting profit or loss are presented within "other gains, net".

Translation differences on non-monetary financial assets and liabilities such as equities held at FVPL are recognised in profit or loss as part of the fair value gain or loss. Translation differences on non-monetary financial assets such as equities held at FVOCI, are included in other comprehensive income.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 2 BASIS OF PREPARATION AND MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

### (b) Material accounting policy information (Continued)

#### (xi) Foreign currency translation (Continued)

##### (3) Group companies

The results and financial position of the group entities (none of which has the currency of a hyperinflationary economy) that have a functional currency different from the presentation currency are translated into the presentation currency as follows:

- (a) assets and liabilities for each statement of financial position presented are translated at the closing rate at the date of the statement of financial position;
- (b) income and expenses for each statement of comprehensive income are translated at average exchange rates (unless this average is not a reasonable approximation of the cumulative effect of the rates prevailing on the transaction dates, in which case income and expenses are translated at the rate on the dates of the transactions); and
- (c) all resulting currency translation differences are recognised in other comprehensive income.

Goodwill and fair value adjustments arising on the acquisition of a foreign entity are treated as assets and liabilities of the foreign entity and translated at the closing rate. Currency translation differences arising are recognised in other comprehensive income.

#### (xii) Impairment of non-financial assets

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

For the purpose of impairment testing, goodwill acquired in a business combination is allocated to each of the CGUs, or groups of CGUs, that is expected to benefit from the synergies of the combination. Each unit or group of units to which the goodwill is allocated represents the lowest level within the entity at which the goodwill is monitored for internal management purposes. Goodwill is monitored at the operating segment level.

Goodwill impairment reviews are undertaken annually or more frequently if events or changes in circumstances indicate a potential impairment. The carrying value of goodwill is compared to the recoverable amount, which is the higher of value in use and the fair value less costs of disposal. Any impairment is recognised immediately as an expense and is not subsequently reversed.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 2 BASIS OF PREPARATION AND MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

### (b) Material accounting policy information (Continued)

#### (xiii) Provisions

Provisions are recognised when: the Group has a present legal or constructive obligation as a result of past events; it is probable that an outflow of resources will be required to settle the obligation; and the amounts have been reliably estimated. Provisions are not recognised for future operating losses.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of the expenditure expected to be required to settle the obligation using a pre-tax discount rate that reflects the current market assessment of the time value of money and the risks specific to the obligation. The increase in the provision due to the passage of time is recognised in profit or loss as finance costs.

#### (xiv) Employee compensation

##### (1) Retirement benefits

The Group's companies in Hong Kong operate a Mandatory Provident Fund retirement benefit scheme (the "MPF Scheme") under the Mandatory Provident Fund Schemes Ordinance (Chapter 485 of the Laws of Hong Kong) for its employees. Under the MPF Scheme, each of the Group and the employees are required to make contributions to the MPF Scheme at 5% of the employees' relevant income, subject to a cap of monthly relevant income of HK\$30,000. The assets of the MPF Scheme are held separately from those of the Group in trustee administered funds independently. There are no forfeited contributions for the MPF Scheme as the Group's employer contributions vest fully with the employees when contributed into the MPF Scheme.

The Group's companies in Singapore participate in the Central Provident Fund Scheme (the "CPF Scheme") which is registered under Central Provident Fund Act in Singapore for all qualifying employees in Singapore. The Group contributes to the CPF Scheme based on certain percentages (ranging from 12.5% to 37%) of relevant monthly salaries of employees, subject to a certain ceiling of SGD6,000 (approximately HK\$34,700), as stipulated by the relevant regulations. The Group has no further payment obligation once the contributions have been paid. The Group's contributions to the CPF Scheme vest fully and immediately with the employees. Accordingly, there were no forfeited contributions available for the Group to reduce its existing level of contributions to the CPF Scheme.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 2 BASIS OF PREPARATION AND MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

### (b) Material accounting policy information (Continued)

#### (xiv) Employee compensation (Continued)

##### (2) Termination benefits

Termination benefits are payable when employment is terminated by the Group before the normal retirement date, or whenever an employee accepts voluntary redundancy in exchange for these benefits. The Group recognises termination benefits at the earlier of the following dates: (a) when the Group can no longer withdraw the offer of those benefits; and (b) when the entity recognises costs for a restructuring that is within the scope of HKAS 37 and involves the payment of termination benefits. In the case of an offer made to encourage voluntary redundancy, the termination benefits are measured based on the number of employees expected to accept the offer. Benefits falling due more than 12 months after the end of the reporting period are discounted to their present value.

##### (3) Bonus plans

The Group recognises a liability and an expense for bonuses when the Group has a contractual or constructive obligation as a result of services rendered by employees and a reliable estimate of such obligation can be made.

#### (xv) Cash and cash equivalents

In the consolidated statement of cash flows, cash and cash equivalents include cash on hand, deposits with financial institutions which are subject to an insignificant risk of change in value. For cash subject to restriction, assessment is made on the economic substance of the restriction and whether they meet the definition of cash and cash equivalents.

#### (xvi) Trade and other payables

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

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

#### (xvii) Current and deferred income tax

The tax expense for the period comprise current and deferred tax. Tax is recognised in profit or loss, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case the tax is also recognised in other comprehensive income or directly in equity, respectively.

##### (1) Current income tax

The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the end of each reporting period in the countries where the Group operates and generates taxable income. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities. The Group accounts for investment tax credits (for example, productivity and innovative credit) similar to accounting for other tax credit.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 2 BASIS OF PREPARATION AND MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

### (b) Material accounting policy information (Continued)

#### (xvii) Current and deferred income tax (Continued)

##### (2) *Deferred income tax*

###### Inside basis differences

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

Deferred income tax assets are recognised to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised. Deferred income tax liabilities are generally recognised for all taxable temporary differences.

###### Outside basis differences

Deferred income tax liabilities are provided on taxable temporary differences arising from investments in subsidiaries and associated companies, except for deferred income tax liability where the timing of the reversal of the temporary difference is controlled by the Group and it is probable that the temporary difference will not reverse in the foreseeable future. Generally the Group is unable to control the reversal of the temporary difference for associated companies. Only where there is an agreement in place that gives the Group the ability to control the reversal of the temporary difference in the foreseeable future, deferred tax liability in relation to taxable temporary differences arising from the associated companies' undistributed profits (if any) is not recognised.

Deferred income tax assets are recognised on deductible temporary differences arising from investments in subsidiaries and associated companies only to the extent that it is probable the temporary difference will reverse in the future and there is sufficient taxable profit available against which the temporary difference can be utilised.

Deferred income tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when the deferred income tax assets and liabilities relate to income taxes levied by the same taxation authority on either the taxable entity or different taxable entities where there is an intention to settle the balances on a net basis.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 2 BASIS OF PREPARATION AND MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

### (b) Material accounting policy information (Continued)

#### (xviii) Contingent liabilities and contingent assets

A contingent liability is a possible obligation that arises from past events and whose existence will only be confirmed by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group. It can also be a present obligation arising from past events that is not recognised because it is not probable that outflow of economic resource will be required or the amount of obligation cannot be measured reliably.

A contingent liability is not recognised but is disclosed in the notes to the financial statements. When a change in the probability of an outflow occurs so that outflow is probable, it will then be recognised as a provision.

A contingent asset is a possible asset that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain events not wholly within the control of the Group.

Contingent assets are not recognised but are disclosed in the notes to the financial statements when an inflow of economic benefits is probable. When inflow is virtually certain, an asset is recognised.

## 3 FINANCIAL RISK MANAGEMENT

### Financial risk factors

The Group's activities expose it to market risk (including currency risk, interest rate risk and price risk), credit risk, liquidity risk and capital risk. The Group's overall risk management strategy seeks to minimise any adverse effects from the unpredictability of financial markets on the Group's financial performance.

The Board of Directors is responsible for setting the objectives and underlying principles of financial risk management for the Group. The finance personnel measures actual exposures against the limits set and prepares regular reports for the review of the management team and the Board of Directors. The information presented below is based on information received by the management team.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 3 FINANCIAL RISK MANAGEMENT (CONTINUED)

### Financial risk factors (Continued)

#### (a) Market risk

##### (i) Currency risk

The Group operates in Asia with dominant operations in Hong Kong and Singapore.

Currency risk arises within entities in the Group when transactions are denominated in currencies other than their respective functional currencies.

The Group's currency exposure based on the information provided to key management is as follows:

	Hong Kong dollars HK\$'000	Singapore dollars HK\$'000	United States dollars HK\$'000
At 31 December 2025			
<b>Non-derivative financial assets</b>			
Financial assets at FVOCI	–	347	–
Cash and cash equivalents	270,990	780,672	5,537
Financial assets at FVPL	167,380	–	–
Trade and other receivables excluding non-financial assets	1,035,057	2,201,822	35,923
	<b>1,473,427</b>	<b>2,982,841</b>	<b>41,460</b>
<b>Non-derivative financial liabilities</b>			
Trade and other payables excluding non-financial liabilities	639,649	1,362,085	21,920
Lease liabilities	34,430	64,958	–
Borrowings	959,612	776,832	568,091
	<b>1,633,691</b>	<b>2,203,875</b>	<b>590,011</b>
<b>Net non-derivative financial liabilities</b>	<b>(160,264)</b>	<b>778,966</b>	<b>(548,551)</b>
<b>Currency exposure of non-derivative financial (liabilities)/assets net of those denominated in the functional currencies of the respective group entities</b>	<b>20,639</b>	<b>2,046</b>	<b>(548,551)</b>

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 3 FINANCIAL RISK MANAGEMENT (CONTINUED)

### Financial risk factors (Continued)

#### (a) Market risk (Continued)

##### (i) Currency risk (Continued)

	Hong Kong dollars HK\$'000	Singapore dollars HK\$'000	United States dollars HK\$'000
At 31 December 2024			
<b>Non-derivative financial assets</b>			
Financial assets at FVOCI	–	1,395	–
Cash and cash equivalents	169,881	893,830	44,672
Pledged bank deposits	–	4,009	–
Financial assets at FVPL	167,380	–	–
Trade and other receivables excluding non-financial assets	1,020,016	1,700,066	37,864
	<u>1,357,277</u>	<u>2,599,300</u>	<u>82,536</u>
<b>Non-derivative financial liabilities</b>			
Trade and other payables excluding non-financial liabilities	654,396	1,262,551	28,997
Lease liabilities	34,034	37,739	–
Borrowings	1,029,005	1,745,194	444,564
	<u>1,717,435</u>	<u>3,045,484</u>	<u>473,561</u>
<b>Net non-derivative financial liabilities</b>	<u>(360,158)</u>	<u>(446,184)</u>	<u>(391,025)</u>
<b>Currency exposure of non-derivative financial (liabilities)/assets net of those denominated in the functional currencies of the respective group entities</b>			
	<u>(197,075)</u>	<u>2,019</u>	<u>(391,025)</u>

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 3 FINANCIAL RISK MANAGEMENT (CONTINUED)

### Financial risk factors (Continued)

#### (a) Market risk (Continued)

##### (i) Currency risk (Continued)

If each of HK\$ and United States dollars (“**US\$**”) fluctuate against Singapore dollars (“**SGD**”) by 5% respectively, with all other variables including tax rate being held constant, the effects on profit after income tax will be as follows:

	<b>Increase/ (decrease) in profit after income tax</b>	<b>(Decrease)/ increase in profit after income tax</b>
	<b>2025 HK\$'000</b>	2024 HK\$'000
HK\$ against SGD		
— Strengthened	<b>770</b>	(8,228)
— Weakened	<b>(770)</b>	8,228
US\$ against SGD		
— Strengthened	<b>(7,301)</b>	(16,228)
— Weakened	<b>7,301</b>	16,228

Note:

As at 31 December 2025, the Group had certain foreign currency forward contracts in respect of SGD against US\$ with total notional principal amount of US\$33,471,000, respectively (2024: SGD against HK\$ and SGD against US\$ with total notional principal amount of HK\$120,000,000 and US\$47,300,000). Details of which have been disclosed in Note 24.

The aggregate net foreign exchange gains recognised in profit or loss were:

	<b>2025 HK\$'000</b>	2024 HK\$'000
Net foreign exchange (losses)/gain included in other (loss)/gain, net (Note 8)	<b>(7,695)</b>	3,262
Exchange gains on foreign currency borrowing included in finance costs, net (Note 11)	<b>28,089</b>	9,104
Total net foreign exchange gains recognised in profit before income tax for the year	<b>20,394</b>	12,366

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 3 FINANCIAL RISK MANAGEMENT (CONTINUED)

### Financial risk factors (Continued)

#### (a) Market risk (Continued)

(ii) *Price risk*

The Group has insignificant exposure to equity price risk.

(iii) *Interest rate risk*

The Group is exposed to fair value interest rate risk in relation to fixed-rate loan receivables (note 21). Other than bank balances and loan receivables which are carried at variable interest rates, the Group has no other significant interest-bearing assets. Management does not anticipate significant impact to interest-bearing assets resulted from the changes in interest rates, because the interest rates of bank balances are not expected to change significantly.

The Group's interest rate risk arises from borrowings. Borrowings carried at variable rates expose the Group to cash flow interest rate risk which is partially offset by cash held at variable rates. The Group has not hedged its cash flow interest rate risk.

As at 31 December 2025, the Group's borrowings at variable rates are denominated mainly in HK\$, US\$ and SGD. If the interest rates had increased/decreased by 50 basis points with all other variables including tax rate being held constant, profit after income tax (2024: profit after income tax) would have been HK\$9,566,000 (2024: HK\$13,708,000) lower/higher (2024: lower/higher) as a result of higher/lower interest expense on these borrowings.

#### (b) Credit risk

Credit risk refers to the risk that the counterparty to a financial instrument would fail to discharge its obligation under the terms of the financial instrument and cause a financial loss to the Group. The credit risk of the Group mainly arises from cash and cash equivalents, pledged bank deposits, trade and retention receivables, contract assets, deposits, loan receivables and other receivables. The carrying amounts of these balances in the consolidated statement of financial position represents the Group's maximum exposure to credit risk in relation to its financial assets.

The Group has three types of financial assets that are subject to the expected credit loss model:

- Trade receivables, retention receivables and contract assets;
- Other financial assets at amortised cost; and
- Cash and cash equivalents and pledged bank deposits

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 3 FINANCIAL RISK MANAGEMENT (CONTINUED)

### Financial risk factors (Continued)

#### (b) Credit risk (Continued)

##### (i) Trade receivables, retention receivables and contract assets

Credit exposure to an individual customer is restricted by the credit limit approved by the credit controller. Customers' payment profile and credit exposure are continuously monitored by the credit controller and reported to the management and the Board of Directors.

Customers from the Group's Construction — Singapore and Southeast Asia business segment are primarily Singaporean Government's related entities and financially sound properties developers, the directors consider that the expected credit risk is minimal. Customers from the Foundation and construction — Hong Kong and Macau business segment are primarily Hong Kong Government's related entities, financially sound local properties developers and construction companies which the Group established long-term and stable business relationship.

The Group applies the simplified approach to provide for expected credit losses prescribed by HKFRS 9, which permits the use of the lifetime expected credit loss provision for all trade receivables, retention receivables and contract assets. To measure the expected credit losses, trade and retention receivables and contract assets have been collectively or individually, assessed for likelihood of recovery. The Group categorises its trade and retention receivables and contract assets, except those individually assessed, based on shared credit risk characteristics and the days past due. The expected credit loss rates are based on the payment profiles of sales over a period of 12 months before the financial reporting date and the corresponding historical credit losses experienced within this period. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables.

Given the track record of regular repayment of trade and retention receivables and contract assets, the directors are of the opinion that the risk of default by these counterparties is not significant, taking into account forward-looking information on macroeconomics factors. Therefore, expected credit loss rates of trade and retention receivables and contract assets are assessed to be insignificant.

For trade and retention receivables and contract assets relating to accounts in which there are objective evidence that the debtors face significant financial difficulties or significant doubt on the collectability, they are assessed individually for impairment allowance.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 3 FINANCIAL RISK MANAGEMENT (CONTINUED)

### Financial risk factors (Continued)

#### (b) Credit risk (Continued)

(i) Trade receivables, retention receivables and contract assets (Continued)

On that basis, the loss allowances as at 31 December 2025 and 2024 were determined as follows for trade and retention receivables and contract assets:

	Current HK\$'000	1-30 days HK\$'000	31-60 days HK\$'000	61-90 days HK\$'000	More than 90 days HK\$'000	Total HK\$'000
<b>31 December 2025</b>						
Expected loss rate	0%	0%	0%	0%	10.4%	
Gross carrying amount — trade and retention receivables	–	761,901	53,484	17,033	668,861	1,501,279
Gross carrying amount — contract assets	1,331,273	–	–	–	–	1,331,273
<b>Loss allowances</b>	–	–	–	–	69,749	69,749
<b>31 December 2024</b>						
Expected loss rate	0%	0%	0%	0%	9.1%	
Gross carrying amount — trade and retention receivables	–	487,781	126,489	2,749	618,371	1,235,390
Gross carrying amount — contract assets	2,416,446	–	–	–	–	2,416,446
<b>Loss allowances</b>	–	–	–	–	56,325	56,325

The loss allowances for trade and retention receivables and contract assets as at 31 December reconcile to the opening loss allowances as follows:

	Trade and retention receivables and contract assets	
	2025 HK\$'000	2024 HK\$'000
<b>Opening loss allowances at 1 January</b>	<b>56,325</b>	28,652
Changes in loss allowances recognised in profit or loss during the year	<b>13,424</b>	27,673
<b>Closing loss allowances at 31 December</b>	<b>69,749</b>	56,325

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 3 FINANCIAL RISK MANAGEMENT (CONTINUED)

### Financial risk factors (Continued)

#### (b) Credit risk (Continued)

(i) *Trade receivables, retention receivables and contract assets (Continued)*

The Group has maintained a defined credit policy with tightened risk profile and applied prudent policies to manage its credit risk with its trade receivables that includes an ageing analysis of trade receivables is prepared on a regular basis and is closely monitored to minimise any credit risk associated with receivables. On an on-going basis, payment pattern of customers were monitored regularly to see if there is any increase in credit risk.

Trade receivables, retention receivables and contract assets are written off when there is no reasonable expectation of recovery. Impairment losses on trade and retention receivables and contract assets are presented as credit impairment losses within operating profit. Subsequent recoveries of amounts previously written off are credited against the same line item.

(ii) *Other financial assets at amortised cost*

Other financial assets at amortised cost include deposits, loan receivables and other receivables due from associated companies, joint ventures, related parties and third parties. They are closely monitored for recoverability and collectability and the Group maintains close communications with the counterparties. Based on historical experience, the associated credit risk is minimal. Management considered that the identified credit impairment loss under expected credit loss model was immaterial, except for the amount disclosed in note 21(e).

(iii) *Cash and cash equivalents and pledged bank deposits*

While cash and cash equivalents and pledged bank deposits are also subject to the impairment requirements of HKFRS 9, the identified credit impairment loss was immaterial.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 3 FINANCIAL RISK MANAGEMENT (CONTINUED)

### Financial risk factors (Continued)

#### (c) Liquidity risk

The Group's policy is to regularly monitor current and expected liquidity requirements and its compliance with debt covenants, to ensure that it maintains sufficient reserves of cash and adequate committed lines of funding from banks and other financial institutions to meet their liquidity requirements in the shorter and longer term. Management believes there is no significant liquidity risk as the Group has sufficient committed facilities to fund their operations.

The following table details the remaining contractual maturities at the year end date of the Group's financial liabilities, which are based on contractual undiscounted cash flows (including interest payments computed using contractual rates or, if floating, based on rates current at the year end date), borrowings considered as default and cross-default and the earliest date the Group may be required to pay:

	On demand HK\$'000	Within one year HK\$'000	Between one and two years HK\$'000	Between two and five years HK\$'000	Over five years HK\$'000	Total HK\$'000
At 31 December 2025						
Trade and other payables excluding non-financial liabilities	-	2,066,400	-	-	-	2,066,400
Borrowings	-	819,848	1,215,969	346,640	41,166	2,423,623
Lease liabilities	-	41,219	23,845	20,778	20,239	106,081
	-	2,927,467	1,239,814	367,418	61,405	4,596,104
At 31 December 2024						
Trade and other payables excluding non-financial liabilities	-	2,155,170	-	-	-	2,155,170
Borrowings	29,715	1,287,255	877,381	1,444,261	84,374	3,722,986
Lease liabilities	-	24,118	18,573	27,887	4,479	75,057
	29,715	3,466,543	895,954	1,472,148	88,853	5,953,213

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 3 FINANCIAL RISK MANAGEMENT (CONTINUED)

### Financial risk factors (Continued)

#### (d) Capital risk

The Group's primary objectives when managing capital are to safeguard the Group's ability to continue as a going concern, so that it can continue to provide returns for shareholders, to support the Group's stability and growth; to earn a margin commensurate with the level of business and market risks in the Group's operation and to maintain an optimal capital structure to reduce the cost of capital.

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

The Board of Directors monitors the Group's capital based on net debt and total equity. Net debt is calculated as borrowings and lease liabilities less cash and cash equivalents and pledged bank deposits. Total capital is calculated as total equity plus net debt. The Group monitors capital on the basis of the net debt to total capital ratio. This ratio is calculated as the net debt as at each year end divided by the total capital as at each year end.

The net debt to total capital ratios at the year end dates are as follows:

	<b>2025</b>	2024
	<b>HK\$'000</b>	HK\$'000
Borrowings (Note 29)	<b>2,304,535</b>	3,218,763
Lease liabilities (Note 17(a))	<b>99,388</b>	71,773
	<b>2,403,923</b>	3,290,536
Less: Cash and cash equivalents (Note 26(a))	<b>(1,083,993)</b>	(1,127,809)
Pledged bank deposits (Note 26(b))	–	(4,009)
Net debt	<b>1,319,930</b>	2,158,718
Total equity	<b>3,244,281</b>	2,797,516
Total capital	<b>4,564,211</b>	4,956,234
Net debt to total capital ratio	<b>29%</b>	44%

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 3 FINANCIAL RISK MANAGEMENT (CONTINUED)

### Financial risk factors (Continued)

#### (e) Fair value measurements

The table below analyses the Group's financial instruments carried at fair value as at 31 December 2025 by level of the inputs to valuation techniques used to measure fair value. Such inputs are categorised into three levels within a fair value hierarchy 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).

(i) The following table shows an analysis of financial instruments carried at fair value by level of fair value hierarchy.

	Level 1 HK\$'000	Level 2 HK\$'000	Level 3 HK\$'000	Total HK\$'000
<b>At 31 December 2025</b>				
<b>Assets</b>				
Financial assets at FVOCI				
— Unlisted equity investments	–	–	347	347
Financial assets at FVPL				
— Unlisted fund investments	–	–	167,380	167,380
<b>Liability</b>				
Financial liabilities at FVPL				
— Derivative financial instruments	–	7,002	–	–
<b>At 31 December 2024</b>				
<b>Assets</b>				
Financial assets at FVOCI				
— Unlisted equity investments	–	–	1,395	1,395
Financial assets at FVPL				
— Unlisted fund investments	–	–	167,380	167,380
— Derivative financial instruments	–	7,669	–	7,669

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 3 FINANCIAL RISK MANAGEMENT (CONTINUED)

### Financial risk factors (Continued)

#### (e) Fair value measurements (Continued)

- (i) The following table shows an analysis of financial instruments carried at fair value by level of fair value hierarchy. (Continued)

The fair values of derivative financial instruments that are not traded in an active market are determined by using valuation techniques. These valuation techniques maximise the use of observable market data where it is available and rely as little as possible on entity specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in Level 2. The fair value of forward foreign exchange contracts is determined using forward exchange rates at the consolidated statement of financial position date, with the resulting value discounted back to present value.

The investments in unquoted financial assets at FVOCI held by the Group as at 31 December 2025 are equity investments in property development companies that are not traded in an active market. The fair value of these investments is determined by using a dividend discount model for which the assumptions are based on the estimated future dividend plans of the underlying investments. These investments are classified as Level 3.

Financial assets at FVPL held by the Group as at 31 December 2025 are investment funds established for investment in healthcare and biotechnology related business and investments in an investment collective scheme that are not traded in an active market. These investments are classified as Level 3.

- (ii) The following table presents the changes in Level 3 instruments:

	<b>Financial assets at FVOCI</b>	<b>Financial assets at FVPL</b>
	HK\$'000	HK\$'000
<b>At 1 January 2024</b>	1,425	185,335
Fair value changes recognised in profit or loss	–	2,045
Disposal	–	(20,000)
Exchange differences	(30)	–
<b>At 31 December 2024</b>	1,395	167,380
Fair value changes recognised in other comprehensive income	<b>(1,118)</b>	–
Exchange differences	<b>70</b>	–
<b>At 31 December 2025</b>	<b>347</b>	<b>167,380</b>

During the year ended 31 December 2025, there were no transfers of financial assets and liabilities between level 1, level 2 and level 3.

The fair value of financial assets at FVOCI is determined by using a dividend discount model. The unobservable inputs used in the fair value measurement include forecast dividend earnings and discount rate.

The fair value of financial assets at FVPL is determined by using a discounted cash flow model and the adjusted net assets value method. The unobservable inputs used in the fair value measurement include discount rate. Should the discount rate be increased/decreased by 1%, profit for the year would have been HK\$10,435,000 (2024: profit for the year would have been HK\$10,011,000) lower/higher (2024: lower/higher).

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 3 FINANCIAL RISK MANAGEMENT (CONTINUED)

### Financial risk factors (Continued)

#### (e) Fair value measurements (Continued)

- (iii) Fair value of financial instruments by classes that are not carried at fair value and whose carrying amounts are at reasonable approximation of fair value.

Management has determined that the carrying amount of cash and cash equivalents, pledged bank deposits, trade and retention receivables, other receivables, loan receivables, trade and other payables and borrowings, reasonably approximate their fair values because these are mostly short-term in nature or are re-priced frequently.

#### (f) Financial instruments by category

	Financial assets at amortised cost HK\$'000	Financial assets at FVPL HK\$'000	Financial assets at FVOCI HK\$'000	Total HK\$'000
<b>At 31 December 2025</b>				
<b>Assets as per consolidated statement of financial position</b>				
Financial assets at FVOCI	–	–	347	347
Financial assets at FVPL	–	167,380	–	167,380
Trade and other receivables excluding non-financial assets	3,415,649	–	–	3,415,649
Cash and cash equivalents	1,083,993	–	–	1,083,993
<b>Total</b>	<b>4,499,642</b>	<b>167,380</b>	<b>347</b>	<b>4,667,369</b>

	Financial liabilities at amortised cost HK\$'000	Financial liabilities at FVPL HK\$'000	Total HK\$'000
<b>At 31 December 2025</b>			
<b>Liabilities as per consolidated statement of financial position</b>			
Trade and other payables excluding non-financial liabilities	2,066,400	–	2,066,400
Borrowings	2,304,535	–	2,304,535
Lease liabilities	99,388	–	99,388
Derivative financial instrument	–	7,002	7,002
<b>Total</b>	<b>4,470,323</b>	<b>7,002</b>	<b>4,477,325</b>

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 3 FINANCIAL RISK MANAGEMENT (CONTINUED)

### Financial risk factors (Continued)

#### (f) Financial instruments by category (Continued)

	Financial assets at amortised cost HK\$'000	Financial assets at FVPL HK\$'000	Financial assets at FVOCI HK\$'000	Total HK\$'000
<b>At 31 December 2024</b>				
<b>Assets as per consolidated statement of financial position</b>				
Financial assets at FVOCI	–	–	1,395	1,395
Financial assets at FVPL	–	167,380	–	167,380
Trade and other receivables excluding non-financial assets	2,919,858	–	–	2,919,858
Derivative financial instrument	–	7,669	–	7,669
Pledged bank deposits	4,009	–	–	4,009
Cash and cash equivalents	1,127,809	–	–	1,127,809
<b>Total</b>	<b>4,051,676</b>	<b>175,049</b>	<b>1,395</b>	<b>4,228,120</b>

Financial  
liabilities at  
amortised  
cost  
HK\$'000

<b>At 31 December 2024</b>	
<b>Liabilities as per consolidated statement of financial position</b>	
Trade and other payables excluding non-financial liabilities	2,155,170
Borrowings	3,218,763
Lease liabilities	71,773
<b>Total</b>	<b>5,445,706</b>

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 4 CRITICAL ACCOUNTING ESTIMATES AND ASSUMPTIONS AND JUDGMENTS

The preparation of the consolidated financial statement requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets and liabilities, income and expense. Actual results may differ from these estimates.

Estimates and judgements used in preparing the financial statements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are described below.

### (a) Construction contracts

Revenue recognition on a project is dependent on management's estimation of the progress of the construction contracts, which is determined by output method. The stage of completion is determined based on surveys of construction works completed by the Group to date as certified by surveyors or estimated with reference to the progress payment application submitted by the Group to the customers in relation to the works completed by the Group. The measurement of progress is determined based on the proportion of construction contract works certified by independent surveyors or progress payment application submitted by the Group to date to the total contract price. Estimated construction revenue is determined in accordance with the terms set out in the relevant contract. Notwithstanding that management reviews and revises the estimates of the contract progresses, the actual result may be higher or lower and this may have significant impact on the revenue and profit recognised.

### (b) Revenue recognition for sales of development properties

The Group develops and sells residential and mixed-use development properties in Singapore. Revenue is recognised over time when the Group's performance does not create an asset with an alternative use to the Group and the Group has an enforceable right to payment for performance completed to date. Otherwise, revenue is recognised at a point in time when the purchaser obtains control of the completed property. The properties have generally no alternative use for the Group due to the contractual restrictions. However, whether there is an enforceable right to payment and hence the related contract revenue is recognised over time, depends on the terms of each contract and the relevant laws that apply to that contract. To assess the enforceability of the right to payment, the Group has reviewed the terms of its contracts, the relevant local law, the local regulators' views and obtained legal advice, when necessary.

The Group recognised property development revenue over time by reference to the progress towards complete satisfaction of that performance obligation at the reporting date with reference to work of contractor certified by an independent surveyor.

For property development and sales contracts for which the control of the property is transferred at a point in time, revenue is recognised when the purchaser obtains the legal title of the completed properties and the consideration is collected.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 4 CRITICAL ACCOUNTING ESTIMATES AND ASSUMPTIONS AND JUDGMENTS (CONTINUED)

### (c) Impairment of goodwill

The Group tests annually whether goodwill has suffered any impairment. For the purpose of impairment reviews, the recoverable amount of goodwill is determined based on value-in-use calculations. The value-in-use calculations primarily use cash flow projections based on five-year financial budgets approved by management and estimated terminal value at the end of the five-year period. There are a number of assumptions and estimates involved in the preparation of cash flow projections for the period covered by the approved budgets. Key assumptions include the revenue growth rates, terminal revenue growth rate, gross profit margin and selection of discount rates to reflect the risks involved. Management prepares the financial budgets reflecting actual and prior year performance and market development expectations. Judgement is required to determine key assumptions adopted in the cash flow projections and changes to key assumptions could affect these cash flow projections and therefore the results of the impairment reviews.

### (d) Net realisable value of development properties for sale

The Group writes down development properties for sale based on assessment of the realisability of the development properties for sale which takes into account costs to completion based on management's experience and net sales value based on prevailing market conditions. If there is an increase in costs to completion or a decrease in net sales value, the net realisable value will decrease which may result in writing down development properties for sale to net realisable value. Write-downs are recorded where events or changes in circumstances indicate that the balance may not be realised. The identification of write-downs requires the use of judgment and estimates. Where the expectation is different from the original estimate, the carrying amounts of the development properties for sale are adjusted in the period in which such estimate is changed.

### (e) Provision for impairment of trade, other receivables and contract assets

The Group makes provision for impairment of trade and other receivables and contract assets based on an assessment of the recoverability of trade and other receivables and contract assets. The loss allowances for financial assets are based on assumptions about risk of default and expected loss rates. The identification of doubtful debts requires the use of judgement and estimates. Where the expectation is different from the original estimate, such difference will impact the carrying amounts of trade and other receivables and contract assets and impairment is recognised in the period in which such estimate has been changed.

The loss allowances for financial assets are based on assumptions about risk of default and expected loss rates. The Group uses judgment in making these assumptions and selecting the inputs to the impairment calculation, based on the past history, existing market conditions as well as forward looking estimates of the Group at the end of each reporting period.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 4 CRITICAL ACCOUNTING ESTIMATES AND ASSUMPTIONS AND JUDGMENTS (CONTINUED)

### (f) Deferred income tax assets

The Group recognises deferred income tax assets on carried forward tax losses to the extent there are sufficient estimated future taxable profits and/or taxable temporary differences against which the tax losses can be utilised and that the Group is able to satisfy the continuing ownership test in Singapore, on unrealised profit arising from transactions among companies within the Group, and on certain accrued operating expenses.

As at 31 December 2025, the Group recognised such deferred income tax assets amounting to approximately HK\$14,494,000 (2024: HK\$38,280,000) substantially related to entities incorporated and operating in Hong Kong and Singapore based on the anticipated future use of tax losses and other timing differences carried forward by those entities. If the tax authority regards these group entities as not satisfying the continuing ownership test, the deferred income tax asset will have to be written off as income tax expense.

## 5 SEGMENT INFORMATION

The chief operating decision-maker (“**CODM**”) has been identified as the executive directors of the Company.

The CODM reviews the performance of the Group’s operations mainly from a business operation perspective. The Group is organised into four main business segments, namely (i) Foundation and construction — Hong Kong and Macau; (ii) Property development — Hong Kong; (iii) Construction — Singapore and Southeast Asia and (iv) Property development and investment — Singapore and Southeast Asia.

The “Foundation and construction — Hong Kong and Macau” segment mainly represents provision of foundation and construction work to property developers, loaning of labour and rental of equipment in Hong Kong and Macau. The “Property development and investment — Singapore and Southeast Asia” and “Property development — Hong Kong” segment represent the sales of completed property units in Singapore and Southeast Asia and Hong Kong. The “Construction — Singapore and Southeast Asia” segment mainly represents provision of construction work to property developers, sales of goods, loaning of labour and rental of equipment in Singapore and Southeast Asia.

Segment performance is evaluated based on reportable segment results, which is a measure of adjusted profit/(loss) before income tax. The adjusted profit/(loss) before income tax is measured consistently with the Group’s profit/(loss) before income tax except that finance income, finance costs, share of results of associated companies and joint ventures, inter-segment transactions as well as the head office and corporate expenses are excluded from such measurement.

Segment assets and liabilities exclude inter-segment balances and other unallocated head office and corporate assets and liabilities as these assets and liabilities are managed on a group basis.

Inter-segment sales and transfers are transacted with reference to the selling prices used for sales made to third parties at the then prevailing market prices.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 5 SEGMENT INFORMATION (CONTINUED)

Information regarding the above segments is reported below.

	Foundation and construction — Hong Kong and Macau HK\$'000	Property development — Hong Kong HK\$'000	Construction — Singapore and Southeast Asia HK\$'000	Property development and investment — Singapore and Southeast Asia HK\$'000	Total HK\$'000
<b>Year ended 31 December 2025</b>					
<b>Sales</b>					
Sales to external parties	3,211,075	-	5,123,579	643,023	8,977,677
Inter-segment sales	-	-	74,768	-	74,768
Total segment sales	3,211,075	-	5,198,347	643,023	9,052,445
<b>Adjusted segment profit/(loss)</b>					
Depreciation of property, plant and equipment	36,281	-	14,212	924	51,417
Depreciation of right-of-use assets	21,334	-	10,208	2,394	33,936
Amortisation of other intangible assets	90	-	3,566	-	3,656

	Foundation and construction — Hong Kong and Macau HK\$'000	Property development — Hong Kong HK\$'000	Construction — Singapore and Southeast Asia HK\$'000	Property development and investment — Singapore and Southeast Asia HK\$'000	Total HK\$'000
<b>Year ended 31 December 2024</b>					
<b>Sales</b>					
Sales to external parties	2,956,922	-	5,882,120	1,064,674	9,903,716
Inter-segment sales	-	-	439,606	-	439,606
Total segment sales	2,956,922	-	6,321,726	1,064,674	10,343,322
<b>Adjusted segment profit/(loss)</b>					
Depreciation of property, plant and equipment	48,220	(46)	115,527	183,059	346,760
Depreciation of property, plant and equipment	41,257	-	16,871	280	58,408
Depreciation of right-of-use assets	13,086	-	19,139	811	33,036
Amortisation of other intangible assets	191	-	6,068	-	6,259

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 5 SEGMENT INFORMATION (CONTINUED)

During the year ended 31 December 2025, revenue of approximately HK\$4,236,595,000 (2024: HK\$4,047,196,000) representing 47% (2024: 41%) of the Group's total revenue was derived from a single external customer within the "Construction — Singapore and Southeast Asia" segment and approximately HK\$1,817,155,000 (2024: HK\$996,850,000) representing 20% (2024: 10%) of the Group's total revenue was derived from a single external customer within the "Foundation and construction — Hong Kong and Macau" segment.

The following tables present segment assets and liabilities as at 31 December 2025 and 2024 respectively.

	Foundation and construction — Hong Kong and Macau HK\$'000	Property development — Hong Kong HK\$'000	Construction — Singapore and Southeast Asia HK\$'000	Property development and investment — Singapore and Southeast Asia HK\$'000	Total HK\$'000
<b>As at 31 December 2025</b>					
Segment assets	2,891,945	678,353	4,297,074	2,981,523	10,848,895
Segment liabilities	2,295,420	684,031	3,409,869	1,821,328	8,210,648
	Foundation and construction — Hong Kong and Macau HK\$'000	Property development — Hong Kong HK\$'000	Construction — Singapore and Southeast Asia HK\$'000	Property development and investment — Singapore and Southeast Asia HK\$'000	Total HK\$'000
<b>As at 31 December 2024</b>					
Segment assets	2,074,237	666,877	4,311,408	4,019,523	11,072,045
Segment liabilities	1,630,216	672,497	3,509,165	2,776,053	8,587,931

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 5 SEGMENT INFORMATION (CONTINUED)

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

	2025 HK\$'000	2024 HK\$'000
Adjusted segment profit for reportable segments	<b>248,030</b>	346,760
Unallocated expenses	<b>(63,426)</b>	(40,229)
Elimination	<b>(18,198)</b>	(885)
Finance income	<b>61,397</b>	51,852
Finance costs	<b>(119,442)</b>	(223,852)
Share of results of associated companies	<b>229,732</b>	(33,807)
Share of results of joint ventures	<b>2,198</b>	(7,698)
Profit before income tax	<b>340,291</b>	92,141

A reconciliation of segment assets to total assets is as follows:

	2025 HK\$'000	2024 HK\$'000
Segment assets	<b>10,848,895</b>	11,072,045
Unallocated	<b>5,562,657</b>	5,118,356
Elimination	<b>(8,062,456)</b>	(7,097,089)
Total assets	<b>8,349,096</b>	9,093,312

A reconciliation of segment liabilities to total liabilities is as follows:

	2025 HK\$'000	2024 HK\$'000
Segment liabilities	<b>8,210,648</b>	8,587,931
Unallocated	<b>5,027,891</b>	4,804,954
Elimination	<b>(8,133,724)</b>	(7,097,089)
Total liabilities	<b>5,104,815</b>	6,295,796

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 5 SEGMENT INFORMATION (CONTINUED)

### (a) Assets and liabilities related to contracts with customers

The Group receives payments from customers based on billing schedules as established in contracts. Payments under sales of development properties are usually received in advance of the performance.

Details of contract assets are as follows:

	2025 HK\$'000	2024 HK\$'000
Contract assets related to sales of development properties	169,509	938,027
Contract assets related to construction projects	1,161,764	1,478,419
Total contract assets	1,331,273	2,416,446

Details of contract liabilities:

	2025 HK\$'000	2024 HK\$'000
Contract liabilities related to construction projects	28,299	23,795

### (i) Revenue recognised in relation to contract liabilities

	2025 HK\$'000	2024 HK\$'000
Revenue recognised that was included in contract liabilities balance at the beginning of the year		
— sales of development properties	—	42,652
— construction projects	23,795	2,979

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 5 SEGMENT INFORMATION (CONTINUED)

### (a) Assets and liabilities related to contracts with customers (Continued)

#### (ii) Unsatisfied contracts

	2025 HK\$'000	2024 HK\$'000
Aggregate amount of the transaction price of sales of development properties that was unsatisfied as at 31 December	–	216,941
Aggregate amount of the transaction price of long-term construction contract that was unsatisfied as at 31 December	<b>20,699,633</b>	20,385,867

Management expects that the transaction prices regarding the unsatisfied contracts as at 31 December 2025 and 2024 will be recognised as revenue by referencing to the progress towards completion of the contract activity.

## 6 REVENUE

	2025 HK\$'000	2024 HK\$'000
Construction contracts income	<b>8,320,212</b>	8,835,550
Sales of development properties	<b>637,921</b>	1,064,674
Income from loaning labour to other contractors	<b>13,705</b>	3,492
Service income	<b>5,839</b>	–
	<b>8,977,677</b>	9,903,716
Revenues from contracts with customers		
— recognised at a point in time	<b>13,705</b>	3,492
— recognised over time	<b>8,963,972</b>	9,900,224
	<b>8,977,677</b>	9,903,716

The Group primarily operates in Singapore, Southeast Asia, Hong Kong and Macau, and its revenue by geographical area is as follows:

	2025 HK\$'000	2024 HK\$'000
Singapore	<b>5,308,201</b>	6,532,347
Hong Kong and Macau	<b>3,211,075</b>	2,956,922
Southeast Asia	<b>458,401</b>	414,447
	<b>8,977,677</b>	9,903,716

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 7 OTHER INCOME

	2025 HK\$'000	2024 HK\$'000
Government grants ( <i>Note</i> )	3,508	1,869
Management fee income	34,911	20,516
Rental income	18,053	21,815
Scrap sales	10,235	12,436
Dividend income from financial assets at FVOCI	–	42
Forfeited customer deposits	1,223	–
Others	3,049	8,099
	<b>70,979</b>	64,777

*Note:*

Government grants primarily represent subsidies granted by local governments for foreign worker levy rebates. These subsidies were granted in the form of cash payment. There were no unfulfilled condition and other contingencies attached to the receipts of those subsidies.

## 8 OTHER (LOSS)/GAIN, NET

	2025 HK\$'000	2024 HK\$'000
Gain on disposals of property, plant and equipment	6,319	890
Derivative financial instruments fair value (loss)/gain	(16,966)	8,688
Financial assets at FVPL fair value gain	–	2,045
Gain on disposal of subsidiaries ( <i>Note 38</i> )	–	46,808
Gain on disposal of right-of-use assets	47	1
Exchange differences	(7,695)	3,262
Others	(2,817)	1,827
Other (loss)/gain, net	<b>(21,112)</b>	63,521

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 9 EXPENSES BY NATURE

	2025 HK\$'000	2024 HK\$'000
Contractor and material costs included in "Cost of sales"	<b>6,909,875</b>	7,495,811
Property development costs included in "Cost of sales"	<b>456,056</b>	829,492
Staff costs, including directors' emoluments (Note 10)	<b>1,030,802</b>	918,533
Sales commissions	<b>43,801</b>	34,907
Marketing expenses	<b>2,922</b>	6,252
Travelling and entertainment expenses	<b>8,269</b>	8,997
Depreciation of property, plant and equipment (Note 17)	<b>51,626</b>	58,408
Depreciation of right-of-use assets (Note 17)	<b>33,936</b>	33,036
Amortisation of other intangible assets (Note 19)	<b>3,656</b>	6,259
Rental expenses on operating leases	<b>218,085</b>	221,458
Auditors' remuneration		
— audit and audit related services	<b>5,951</b>	5,228
— non-audit services	<b>164</b>	815
Other legal and professional fees	<b>26,334</b>	38,784
Provision for impairment loss on expected credit loss	<b>33,424</b>	27,673
Provision for foreseeable losses on construction contracts	<b>7,407</b>	389
Other expenses	<b>28,830</b>	40,326
Total cost of sales, selling and marketing expenses, general and administrative expenses and provision for impairment loss on expected credit loss	<b>8,861,138</b>	9,726,368

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 10 EMPLOYEE BENEFIT EXPENSES

	2025 HK\$'000	2024 HK\$'000
Directors' fees, employees' salaries, wages and allowances	940,100	839,260
Employers' contributions to defined contribution plans ( <i>Note</i> )	39,140	37,030
Other staff benefits	51,562	42,243
	<b>1,030,802</b>	918,533

*Note:* The amount represents contributions paid and payable by the Group to the schemes without any forfeited contributions.

### Five highest paid individuals

During the year, the five individuals whose emoluments were the highest in the Group include three directors (2024: three), whose emoluments are reflected in the analysis shown in Note 37. The emoluments payable to the remaining two individuals during the years ended 31 December 2025 and 2024 were as follows:

	2025 HK\$'000	2024 HK\$'000
Salaries, wages and allowances	14,224	10,425
Other staff benefits	143	181
Employers' contributions to defined contribution plans	299	293
	<b>14,666</b>	10,899

The emoluments of the individuals fell within the following bands:

	Number of individuals 2025	Number of individuals 2024
Emolument bands (in HK\$)		
HK\$4,500,001–HK\$5,000,000	–	1
HK\$5,500,001–HK\$6,000,000	1	–
HK\$6,000,001–HK\$6,500,000	–	1
HK\$8,500,001–HK\$9,000,000	1	–

During the year ended 31 December 2025, no emoluments were paid by the Group to the five highest paid individuals as an inducement to join or upon joining the Group or as compensation for loss of office (2024: Nil).

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 11 FINANCE COSTS, NET

	2025 HK\$'000	2024 HK\$'000
<b>Finance income</b>		
Interest income from bank deposits	922	6,645
Interest income from loans to associated companies	57,385	41,629
Interest income from loans to an investment company accounted for as financial assets at FVOCI	3,090	3,578
	<b>61,397</b>	51,852
<b>Finance costs</b>		
Interest expenses on lease liabilities	(3,392)	(4,229)
Interest expenses on bank borrowings and arrangement fee amortised in respect of bank facilities	(124,892)	(190,231)
Interest expenses on loans from non-controlling interests in subsidiaries	(19,247)	(38,705)
	<b>(147,531)</b>	(233,165)
Interest expenses capitalised	–	209
	<b>(147,531)</b>	(232,956)
Net foreign exchange gains	28,089	9,104
	<b>(119,442)</b>	(223,852)
Finance costs, net	<b>(58,045)</b>	(172,000)

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 12 SUBSIDIARIES

The following is a list of the material subsidiaries as at 31 December 2025 and 2024:

Name of companies	Principal activities	Country of operation/ incorporation	Particulars of share capital/ paid-up capital	Effective interest held as at 31 December 2025	Effective interest held as at 31 December 2024
<b>Directly held by the Company:</b>					
One Million International Limited	Investment holding	The British Virgin Islands	US\$3	100%	100%
Wang Bao Development Limited	Investment holding	The British Virgin Islands	US\$0.02	100%	100%
New Chic International Limited	Investment holding	The British Virgin Islands	US\$100	100%	100%
CNQC International Asset Management Limited	Investment Holding	Cayman Islands	US\$1	100%	100%
<b>Indirectly held by the Company:</b>					
Sunley Engineering & Construction Company Limited	General contracting, building and civil engineering and rental of machinery in Hong Kong	Hong Kong	HK\$39,193,000	100%	100%
Sunnic Engineering Limited	General contracting, building and civil engineering and rental of machinery in Hong Kong	Hong Kong	HK\$13,900,000	100%	100%
Full Gain Engineering Limited	General contracting, building and civil engineering and rental of machinery in Hong Kong	Hong Kong	HK\$100	100%	100%
Woon Lee Construction Company Limited	General contracting, building and civil engineering in Hong Kong	Hong Kong	HK\$150,000,000	100%	100%
Global Glory Development & Property Limited	Property development	Hong Kong	HK\$1	99.75%	99.75%
CNQC (South Pacific) Holding Pte. Ltd.	Investment holding	Singapore	SGD25,500,000	100%	100%
Qingjian International (South Pacific) Group Development Co., Pte. Ltd.	General construction	Singapore	SGD45,000,000	100%	100%
Qingjian Engineering & Construction Pte. Ltd.	General construction	Singapore	SGD15,000,000	100%	100%
Qingjian Realty (South Pacific) Group Pte. Ltd.	Investment holding	Singapore	SGD2,000,000	100%	100%
Sunley M&E Engineering Pte. Ltd.	General construction	Singapore	SGD7,300,000	100%	100%
CNQC Realty (Phoenix) Pte. Ltd.	Property development	Singapore	SGD2,000,000	63%	63%
Bai Chuan Engineering Pte. Ltd.	General construction and interior design	Singapore	SGD300,000	61%	61%
Welltech Construction Pte. Ltd.	General construction	Singapore	SGD35,000,000	100%	100%
CNQC International B&R (SG) Development Fund L.P. — TQS Development Pte. Limited	Property development investment	Cayman Islands	Not applicable	28%	28%
CNQC International B&R (SG) Development Fund L.P. — TQS (2) Development Pte. Limited	Property development investment	Cayman Islands	Not applicable	44%	44%
CNQC International B&R (SG) Development Fund L.P. — Media Circle Development Pte. Limited	Property development investment	Cayman Islands	Not applicable	66%	66%
CNQC International B&R (SG) Development Fund L.P. — Pasir Ris Development Pte. Limited	Property development investment	Cayman Islands	Not applicable	55%	55%
CNQC International B&R (SG) Development Fund L.P. — Media Circle Alpha Development Pte. Limited	Property development investment	Cayman Islands	Not applicable	33%	–
Qingjian Perennial (Bukit Timah) Pte. Ltd.	Property development	Singapore	SGD100	51%	51%
CNQC Engineering & Construction (Malaysia) Sdn Bhd	General contracting, building and civil engineering in Malaysia	Malaysia	MYR1,000,000	100%	100%

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 12 SUBSIDIARIES (CONTINUED)

Note: The Group is the general partner of CNQC International B&R (SG) Development Fund L.P. (the "CNQC Development Fund L.P.") and has provided seed capital for the set up of the CNQC Development Fund L.P. The Group considered the level of its aggregate economic interests in the CNQC Development Fund L.P. is significant and the level of investors' rights to remove the general partner is limited. The Group determines that it has control over the CNQC Development Fund L.P. and has consolidated it.

The above table lists the subsidiaries of the Company which, in the opinion of the directors of the Company, principally affected the results or assets of the Group. To give details of other subsidiaries would, in the opinion of the directors of the Company, result in particulars of excessive length.

### Material non-controlling interests

The total non-controlling interests as at 31 December 2025 represent net aggregate non-controlling interests of HK\$715,142,000 (2024: HK\$459,949,000), of which non-controlling interests of HK\$17,463,000 (2024: HK\$213,529,000), HK\$60,310,000 (2024: HK\$20,760,000) and HK\$532,723,000 (2024: HK\$103,561,000) were attributable to Qingjian Perennial (Bukit Timah) Pte. Ltd., CNQC Realty (Phoenix) Pte. Ltd. and CNQC International B&R (SG) Development Fund L.P., respectively. The directors are of the opinion that other non-controlling interests are not material to the Group as at 31 December 2025.

### Summarised financial information on subsidiaries with material non-controlling interests

Set out below are the summarised financial information of each subsidiary that has non-controlling interests that are material to the Group.

#### Summarised statement of financial position

	Qingjian Perennial (Bukit Timah) Pte. Ltd.		CNQC International B&R (SG) Development Fund L.P.		CNQC Realty (Phoenix) Pte. Ltd.	
	2025 HK\$'000	2024 HK\$'000	2025 HK\$'000	2024 HK\$'000	2025 HK\$'000	2024 HK\$'000
Current						
Assets	63,608	942,176	231,373	229,099	258,799	582,100
Liabilities	(27,969)	(507,053)	(1,105,888)	(917,843)	(95,798)	(317,022)
Total current net assets/(liabilities)	35,639	435,123	(874,515)	(688,744)	163,001	265,078
Non-current						
Assets	-	-	1,440,218	1,146,390	-	-
Liabilities	-	-	(374,675)	(554,227)	-	(208,970)
Total non-current net (liabilities)/assets	-	-	1,065,543	592,163	-	(208,970)
Net assets/(liabilities)	35,639	435,123	191,028	(96,581)	163,001	56,108

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 12 SUBSIDIARIES (CONTINUED)

### Summarised financial information on subsidiaries with material non-controlling interests (Continued)

#### Summarised statement of comprehensive income/(loss)

	Qingjian Perennial (Bukit Timah) Pte. Ltd.		CNQC International B&R (SG) Development Fund L.P.		CNQC Realty (Phoenix) Pte. Ltd.	
	2025 HK\$'000	2024 HK\$'000	2025 HK\$'000	2024 HK\$'000	2025 HK\$'000	2024 HK\$'000
Revenue	–	650,226	–	–	637,921	412,135
Profit/(loss) before income tax	(2,274)	28,675	256,096	(41,844)	122,872	78,326
Income tax (expense)/credit	313	(5,024)	(1,202)	(3,059)	(20,784)	(13,315)
Net profit/(loss)	(1,961)	23,651	254,894	(44,903)	102,088	65,011
Total comprehensive income/(expense)	(1,961)	23,651	254,894	(44,903)	102,088	65,011
Total comprehensive income/(expense) allocated to non-controlling interests	(961)	11,589	186,880	(30,470)	37,773	24,054

#### Summarised statement of cash flows

	Qingjian Perennial (Bukit Timah) Pte. Ltd.		CNQC International B&R (SG) Development Fund L.P.		CNQC Realty (Phoenix) Pte. Ltd.	
	2025 HK\$'000	2024 HK\$'000	2025 HK\$'000	2024 HK\$'000	2025 HK\$'000	2024 HK\$'000
<b>Cash flows from operating activities</b>						
Cash generated from operations	678,482	1,801,925	158,690	428,870	503,481	55,515
Interest paid	(355,382)	(37,347)	(7,586)	(2,961)	(22,486)	(13,068)
Net cash generated from operating activities	323,100	1,764,578	151,104	425,909	480,995	42,447
Net cash generated from/(used in) investing activities	–	2,164	(23,119)	(557,023)	–	–
Net cash (used in)/generated from financing activities	(418,460)	(1,971,766)	(204,314)	273,476	(448,858)	(22,989)
<b>Net (decrease)/increase in cash and cash equivalents</b>	(95,360)	(205,024)	(76,329)	142,362	32,137	19,458
Cash and cash equivalents at beginning of year	135,156	342,894	139,619	320	37,885	19,244
Exchange gains/(losses) on cash and cash equivalents	6,978	(2,714)	7,506	(3,063)	2,748	(817)
Cash and cash equivalents at end of year	46,774	135,156	70,796	139,619	72,770	37,885

The information above is the amount before inter-company eliminations.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 13 INVESTMENTS IN ASSOCIATED COMPANIES

The movements of the carrying amounts of associated companies are as follows:

	2025 HK\$'000	2024 HK\$'000
At 1 January	125,528	541,267
Additions	–	14,301
Partial disposal	(1,196)	–
Share of results of associated companies	203,507	(8,253)
Dividend received	(22,178)	(406,394)
Exchange difference	17,978	(15,393)
At 31 December	<b>323,639</b>	125,528

The amounts recognised in profit or loss are as follows:

	2025 HK\$'000	2024 HK\$'000
Share of results of associated companies	203,507	(8,253)
Unrealised gains on downstream transactions with associated companies	(65,430)	(25,554)
Realised gains on downstream transactions with associated companies	91,655	–
<b>Share of net results of associated companies recognised in profit or loss</b>	<b>229,732</b>	(33,807)

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 13 INVESTMENTS IN ASSOCIATED COMPANIES (CONTINUED)

The particulars of the Group's principal associated companies as at 31 December 2025 and 2024 are as follows:

### **TQS Development Pte. Ltd (“TQS”)**

TQS is a property development company incorporated and operating in Singapore with share capital of SGD4,000,000. The Group holds 27.77% equity interests of CNQC International B&R (SG) Development Fund L.P. — TQS which holds 52% equity interests in QJ-OS Pte. Ltd., and QJ-OS Pte. Ltd. holds 43% equity interests in TQS, therefore effectively, the Group holds 6.20% equity interests in TQS as at 31 December 2024 and 2025.

### **TQS (2) Development Pte. Ltd (“TQS (2)”)**

TQS (2) is a property development company incorporated and operating in Singapore with share capital of SGD3,000,000. The Group holds 43.84% equity interests of CNQC International B&R (SG) Development Fund L.P. — TQS (2) which holds 52% equity interests in CNQC-OS (2) Pte. Ltd., and CNQC-OS (2) Pte. Ltd. holds 44% equity interests in TQS (2), therefore effectively, the Group holds 10.03% equity interests in TQS (2) as at 31 December 2024 and 2025.

### **Media Circle Development Pte. Ltd (“Media Circle”)**

Media Circle is a property development company incorporated and operating in Singapore with share capital of SGD3,000,000. The Group holds 66.14% equity interests of CNQC International B&R (SG) Development Fund L.P. — Media Circle which holds 31% equity interests in Media Circle, therefore effectively, the Group holds 20.50% equity interests in Media Circle as at 31 December 2024 and 2025.

### **Pasir Ris Development Pte. Ltd (“Pasir Ris”)**

Pasir Ris is a property development company incorporated and operating in Singapore with share capital of SGD4,000,000. The Group holds 55.26% equity interests of CNQC International B&R (SG) Development Fund L.P. — Pasir Ris which holds 77% equity interests in CNQC Realty (Progressive) Pte. Ltd., and CNQC Realty (Progressive) Pte. Ltd. holds 38% equity interests in Pasir Ris, therefore effectively, the Group holds 16.17% equity interests in Pasir Ris as at 31 December 2024 and 2025.

### **Media Circle Alpha Development Pte. Ltd (“Media Circle Alpha”)**

Media Circle Alpha is a property development company incorporated and operating in Singapore with share capital of SGD3,000,000. The Group holds 31.33% equity interests of CNQC International B&R (SG) Development Fund L.P. — Media Circle Alpha which holds 30% equity interests in Media Circle Alpha, therefore effectively, the Group holds 9.40% equity interests in Media Circle Alpha as at 31 December 2025.

### **Jubilant Castle Limited**

Jubilant Castle Limited is an investment holding company incorporated and operating in the British Virgin Islands with share capital of USD1,000. The Group held 5% effective interest as at 31 December 2024 and 2025.

### **Wealth Honour Limited**

Wealth Honour Limited is a property development company incorporated and operating in Hong Kong with share capital of HK\$1. The Group held 5% effective interest as at 31 December 2024 and 2025.

The Group holds 5% equity interest in Jubilant Castle Limited, which hold 100% equity interest of Wealth Honour Limited. The directors determine the Group has significant influence over Jubilant Castle Limited by way of representation on the Board of Directors and participation in the policy-making process, although the Group's equity interests in Jubilant Castle Limited is lower than 20%.

Contingent liabilities relating to the Group's interests in associated companies as at 31 December 2025 and 2024 were disclosed in Note 33.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 13 INVESTMENTS IN ASSOCIATED COMPANIES (CONTINUED)

### Summarised financial information for associates

Set out below are the summarised financial information for associates which, in the opinion of directors, are material to the Group and are accounted for using the equity method.

	TQS		TQS (2)		Media Circle		Pasir Ris		Media Circle Alpha	
	2025 HK\$'000	2024 HK\$'000	2025 HK\$'000	2024 HK\$'000	2025 HK\$'000	2024 HK\$'000	2025 HK\$'000	2024 HK\$'000	2025 HK\$'000	2024 HK\$'000
Current assets										
Cash and cash equivalents	92,699	94,216	62,710	94,147	166,563	5,068	6,846	10,254	9,223	-
Development properties at sales	24,227	4,204,958	3,149,213	2,530,088	2,753,368	2,933,315	4,352,213	3,571,644	2,270,401	-
Other current assets	958,235	87,071	74,866	58,755	119,645	825	344	-	172,958	-
Total current assets	1,075,161	4,386,245	3,286,789	2,682,990	3,039,576	2,939,208	4,359,403	3,581,898	2,452,582	-
Non-current assets	-	5,855	10,186	8,703	-	-	-	-	-	-
Current liabilities										
Financial liabilities (excluding trade payables)	(464,899)	(1,938,107)	(103,965)	(689)	(140,654)	(203,121)	(101,168)	-	(14,537)	-
Other current liabilities	(100,923)	(1,639,818)	(1,096,520)	(949,804)	(272,848)	(39,860)	(24,151)	(35,221)	(8,462)	-
Total current liabilities	(565,822)	(3,577,925)	(1,200,485)	(950,493)	(413,502)	(242,981)	(125,319)	(35,221)	(22,999)	-
Total non-current liabilities	-	(819,313)	(2,127,627)	(1,761,468)	(2,622,153)	(2,691,678)	(4,262,453)	(3,529,668)	(2,421,518)	-
Net (liabilities)/assets	509,339	(5,138)	(31,137)	(20,268)	3,921	4,549	(28,369)	17,009	8,065	-
<b>Net (liabilities)/assets attributable to equity owners</b>	<b>509,339</b>	<b>(5,138)</b>	<b>(31,137)</b>	<b>(20,268)</b>	<b>3,921</b>	<b>4,549</b>	<b>(28,369)</b>	<b>17,009</b>	<b>8,065</b>	<b>-</b>
<b>Direct equity interest held</b>	<b>43%</b>	<b>43%</b>	<b>44%</b>	<b>44%</b>	<b>31%</b>	<b>31%</b>	<b>38%</b>	<b>38%</b>	<b>30%</b>	<b>-</b>
<b>Share of interest held by Group</b>	<b>219,016</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,216</b>	<b>1,410</b>	<b>-</b>	<b>6,463</b>	<b>2,420</b>	<b>-</b>

The interests in TQS, TQS (2), Media Circle, Pasir Ris and Media Circle Alpha were initially measured at fair value. The carrying amount was increased or decreased to recognise the Group's share of profits or losses of the interests in TQS, TQS (2), Media Circle, Pasir Ris and Media Circle Alpha to the extent the carrying amount of the interests in TQS, TQS (2), Media Circle, Pasir Ris and Media Circle Alpha reduced to nil due to losses, after the initial recognition.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 13 INVESTMENTS IN ASSOCIATED COMPANIES (CONTINUED)

### Summarised financial information for associates (Continued)

	TQS		TQS (2)		Media Circle		Pasir Ris		Media Circle Alpha	
	2025 HK\$'000	2024 HK\$'000	2025 HK\$'000	2024 HK\$'000	2025 HK\$'000	2024 HK\$'000	2025 HK\$'000	2024 HK\$'000	2025 HK\$'000	2024 HK\$'000
<b>Reconciliation to carrying amounts of the Group's interests in associated companies:</b>										
Opening net (liabilities)/assets	(5,138)	(3,355)	(20,268)	(14,264)	4,549	-	17,009	-	-	-
Capital injection	-	-	-	-	-	17,504	-	23,339	17,934	-
Profit/(loss) for the year	507,951	(1,895)	(9,502)	(6,437)	(894)	(12,856)	(51,904)	(5,958)	(9,977)	-
Other comprehensive income/(loss)	6,526	112	(1,367)	433	266	(99)	6,526	(372)	108	-
<b>Closing net (liabilities)/assets</b>	<b>509,339</b>	<b>(5,138)</b>	<b>(31,137)</b>	<b>(20,268)</b>	<b>3,921</b>	<b>4,549</b>	<b>(28,369)</b>	<b>17,009</b>	<b>8,065</b>	<b>-</b>
Revenue	5,511,797	-	-	-	572,042	-	-	-	-	-
Profit/(loss) after tax attributable to the equity owners	507,951	(1,895)	(9,502)	(6,437)	(894)	(12,856)	(51,904)	(5,958)	(9,977)	-
Other comprehensive income/(loss) attributable to the equity owners	6,526	112	(1,367)	433	266	(99)	6,526	(372)	108	-
Total comprehensive income/(loss) attributable to the equity owners	514,477	(1,783)	(10,869)	(6,004)	(628)	(12,955)	(45,378)	(6,330)	(9,869)	-

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 14 INVESTMENTS IN JOINT VENTURES

### (a) Investments in joint ventures

The movements of the carrying amounts of joint ventures are as follows:

	2025 HK\$'000	2024 HK\$'000
At 1 January	30,585	16,307
Capital injection	–	22,826
Partial disposal	(404)	–
Share of results of joint ventures	2,198	(7,698)
Exchange difference	(2,079)	(850)
At 31 December	30,300	30,585

The particulars of the Group's investments in principal joint ventures as at 31 December 2025 and 2024 are as follows:

Name of companies	Principal activities	Country of operation/ Incorporation	Measurement method	Effective interest held as at 31 December 2025	Effective interest held as at 31 December 2024
CNQC & Sambo Company Limited	Investment holding in property development	Hong Kong	Equity method	50%	50%
Apex Intelligence Limited	Property development	Hong Kong	Equity method	35%	35%

The directors are of the opinion that the investments in joint ventures are not material to the Group as at 31 December 2025 (2024: same).

### (b) Investments in joint operations

The particulars of the Group's joint operation as at 31 December 2025 and 2024 are as:

Name of company	Principal activities	Country of operation/ Incorporation	Measurement method	Effective interest held as at 31 December 2025	Effective interest held as at 31 December 2024
Santarli-Grandtech Joint Venture	Building Construction	Singapore	Proportionate consolidation	50%	50%

The directors are of the opinion that the Group's investments in joint operations are not significant to the Group as at 31 December 2025 (2024: same).

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 15 INCOME TAX EXPENSE

Hong Kong profits tax, Macau complementary tax, Singapore corporate income tax, Malaysia corporate income tax, Indonesia corporate income tax and Cambodia corporate income tax have been provided for at the rate of 16.5%, 12%, 17%, 24%, 22% and 20% respectively for the years ended 31 December 2025 and 2024 on the estimated assessable profit in the respective jurisdictions, adjusted for those items which are not assessable or deductible for income tax purpose.

	2025 HK\$'000	2024 HK\$'000
Current income tax		
— Hong Kong profits tax	–	4,371
— Singapore corporate income tax	<b>33,830</b>	82,157
— Malaysia corporate income tax	<b>2,969</b>	–
— Others	–	24
(Over)/under-provision in prior years		
— Hong Kong profits tax	–	438
— Singapore corporate income tax	<b>(2,218)</b>	–
— Indonesia corporate income tax	–	3,227
— Others	<b>224</b>	1,363
Total current income tax expense	<b>34,805</b>	91,580
Deferred income tax (Note 22)	<b>11,217</b>	(42,830)
Income tax expense	<b>46,022</b>	48,750

The tax on profit before income tax differs from the theoretical amount that would arise using domestic tax rates applicable to profits in the respective countries as follows:

	2025 HK\$'000	2024 HK\$'000
Profit before income tax	<b>340,291</b>	92,141
Tax calculated at domestic tax rates applicable to profit in the respective jurisdictions	<b>59,720</b>	15,841
Effects of:		
— Associates' and joint ventures' results reported net of tax	<b>(39,216)</b>	7,049
— Statutory stepped income exemption in Singapore	<b>(104)</b>	(102)
— Income not subject to tax	<b>(6,796)</b>	(4,519)
— Expenses not deductible for tax purposes	<b>40,498</b>	18,062
— Utilisation of tax loss previously not recognised	<b>(10,412)</b>	(13,338)
— Tax losses and other temporary difference not recognised	<b>4,326</b>	20,729
— (Over)/under-provision in prior years	<b>(1,994)</b>	5,028
Income tax expense	<b>46,022</b>	48,750

Deferred income tax assets are recognised for tax loss carry-forwards to the extent that the realisation of the related tax benefit through future taxable profits is probable. At 31 December 2025, the Company has unrecognised tax losses to be carried forward against future taxable income amounting to approximate HK\$757,686,000 (2024: HK\$778,610,000). The deferred income tax assets in respect of the unrecognised tax losses amounted to approximate HK\$128,807,000 (2024: HK\$132,364,000). All tax losses have no expiry date.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 15 INCOME TAX EXPENSE (CONTINUED)

The Group is within the scope of the Pillar Two Global Anti-Base Erosion Model Rules (the “Rules”) published by the Organisation for Economic Co-operation and Development with income arising in low-tax jurisdictions being to a minimum effective tax rate of 15%. All major operating entities within the Group have an effective tax rate that exceeds 15%.

The respective legislation was come into effect from 2025 in Hong Kong, Singapore and Malaysia, where the Company’s tax residency is located. Based on the assessment for the year, the Group has insignificant related top up tax exposure arising in the jurisdictions in which the Group operates. The Group applies the exception to recognising and disclosing information about deferred tax assets and liabilities related to the Rules income taxes, as provided in HKAS 12 “International Tax Reform — Pillar Two Model Rules”.

## 16 EARNING PER SHARE

### Basic

	2025 HK\$'000	2024 HK\$'000
Profit attributable to ordinary shares	62,116	42,114
Profit attributable to convertible preference shares (“CPS”)	5,109	3,464
Profit attributable to owners of the Company	67,225	45,578

	2025		2024	
	Ordinary shares	CPS	Ordinary shares	CPS
Weighted average number of issued shares for the purpose of calculating basic earning per share (in thousands)	1,518,320	124,876	1,518,320	124,876
Basic earning per share (HK\$)	0.041	0.041	0.028	0.028

Basic earning per share is calculated by dividing the profit attributable to owners of the Company by the weighted average number of ordinary shares and CPS outstanding for each of the years presented.

In addition to a non-cumulative and discretionary preferred distribution from the date of the issue of the CPS at a rate of 0.01% per annum on the issue price of HK\$2.75 per CPS payable annually in arrears, each CPS is entitled to any dividend pari passu with the holders of the ordinary shares. In addition, the holders of the CPS shall have priority over the holders of ordinary shares on the assets and funds of the Company available for distribution in a distribution of assets on liquidation, winding-up or dissolution of the Company up to an amount equal to the aggregate nominal amounts of the CPS issued (i.e. HK\$9,519,000). Distributions beyond this amount are to be made on a pari passu basis among the holders of any class of shares including the CPS. Hence, the rights of the CPS to the entitlements of dividend and distribution of assets are substantially the same as those of the ordinary shares of the Company. Accordingly, the CPS is accounted for as an equity instrument and is included in the calculation of earning per share.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 16 EARNING PER SHARE (CONTINUED)

### Diluted

	2025		2024	
	Ordinary shares	CPS	Ordinary shares	CPS
Weighted average number of issued shares for the purpose of calculating diluted earning per share (in thousands)	<b>1,518,320</b>	<b>124,876</b>	1,518,320	124,876
Diluted earning per share (HK\$)	<b>0.041</b>	<b>0.041</b>	0.028	0.028

Diluted earning per share is calculated by adjusting the weighted average number of ordinary shares and CPS outstanding to assume conversion of all dilutive potential ordinary shares relating to the outstanding share options issued by the Company as at year end dates. The number of shares that would have been issued assuming the exercise of the share options less the number of shares that could have been issued at fair value (determined as the average market price of the Company's share for the year) for the same total proceeds is the number of shares issued for no consideration. The resulting number of shares issued for no consideration is included in the weighted average number of ordinary shares as the denominator for calculating diluted earning per share. For the years ended 31 December 2025 and 2024, no diluted earnings per share were presented as there were no potential ordinary shares in issue.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 17 PROPERTY, PLANT AND EQUIPMENT AND RIGHT-OF-USE ASSETS

	Leasehold land and buildings HK\$'000	Leasehold improvements HK\$'000	Plant and Machinery HK\$'000	Office equipment, Furniture & Fixtures HK\$'000	Motor vehicles HK\$'000	Property, plant and equipment total HK\$'000	Right-of-use assets HK\$'000
At 1 January 2024							
Cost	408,509	32,598	628,507	30,873	16,249	1,116,736	163,702
Accumulated depreciation and impairment	(100,119)	(25,600)	(486,105)	(21,315)	(9,019)	(642,158)	(98,712)
Net book value	308,390	6,998	142,402	9,558	7,230	474,578	64,990
Year ended 31 December 2024							
Opening net book amount	308,390	6,998	142,402	9,558	7,230	474,578	64,990
Additions	–	–	54,366	3,230	1,241	58,837	37,876
Disposals	–	–	(28,619)	(21)	–	(28,640)	(33)
Disposal of subsidiaries (Note 38)	–	(130)	(2,555)	(1,224)	–	(3,909)	–
Depreciation	(20,977)	(2,001)	(30,527)	(2,487)	(2,416)	(58,408)	(33,036)
Exchange difference	(2,306)	(6)	38	(90)	(78)	(2,442)	(638)
Closing net book amount	285,107	4,861	135,105	8,966	5,977	440,016	69,159
At 31 December 2024							
Cost	404,604	31,908	637,399	31,878	17,333	1,123,122	174,042
Accumulated depreciation and impairment	(119,497)	(27,047)	(502,294)	(22,912)	(11,356)	(683,106)	(104,883)
Net book value	285,107	4,861	135,105	8,966	5,977	440,016	69,159

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 17 PROPERTY, PLANT AND EQUIPMENT AND RIGHT-OF-USE ASSETS (CONTINUED)

	Leasehold land and buildings HK\$'000	Leasehold improvements HK\$'000	Plant and Machinery HK\$'000	Office equipment, Furniture & Fixtures HK\$'000	Motor vehicles HK\$'000	Construction in progress HK\$'000	Property, plant and equipment total HK\$'000	Right-of-use assets HK\$'000
At 1 January 2025								
Cost	404,604	31,908	637,399	31,878	17,333	-	1,123,122	174,042
Accumulated depreciation and impairment	(119,497)	(27,047)	(502,294)	(22,912)	(11,356)	-	(683,106)	(104,883)
Net book value	285,107	4,861	135,105	8,966	5,977	-	440,016	69,159
Year ended 31 December 2025								
Opening net book amount	285,107	4,861	135,105	8,966	5,977	-	440,016	69,159
Additions	4,696	62	39,716	113	7,047	2,541	54,175	59,237
Disposals	(6,667)	(51)	(570)	(19)	(161)	-	(7,468)	(469)
Reversal of impairment loss recognised in profit or loss	2,443	-	-	-	-	-	2,443	-
Depreciation	(17,662)	(1,452)	(26,217)	(3,285)	(3,010)	-	(51,626)	(33,936)
Exchange difference	6,716	-	235	393	220	34	7,598	2,232
Closing net book amount	274,633	3,420	148,269	6,168	10,073	2,575	445,138	96,223
At 31 December 2025								
Cost	397,645	31,994	676,313	32,036	24,436	2,575	1,164,999	179,956
Accumulated depreciation and impairment	(123,012)	(28,574)	(528,044)	(25,868)	(14,363)	-	(719,861)	(83,733)
Net book value	274,633	3,420	148,269	6,168	10,073	2,575	445,138	96,223

Notes:

- Depreciation expense of property, plant and equipment of HK\$36,503,000 (2024: HK\$44,934,000) and HK\$15,123,000 (2024: HK\$13,474,000) has been charged in "cost of sales" and "general and administrative expenses" respectively.
- As at 31 December 2025, the Group's leasehold land and buildings with an aggregate net book value of HK\$203,394,000 (2024: HK\$201,865,000) were pledged as securities for bank borrowings (Note 29(c)).

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 17(a) LEASES

This note provides information for leases where the Group is a lessee.

### (i) Amounts recognised in the consolidated statement of financial position

The consolidated statement of financial position shows the following amounts relating to leases:

	2025 HK\$'000	2024 HK\$'000
<b>Right-of-use assets</b>		
Properties	68,168	44,865
Machinery	28,055	24,294
	<b>96,223</b>	69,159
<b>Lease liabilities</b>		
Within 1 year	38,700	22,929
Between 1 and 2 years	22,801	18,029
Between 2 and 5 years	18,639	26,394
Later than 5 years	19,248	4,421
	<b>99,388</b>	71,773

Additions to the right-of-use assets during the year ended 31 December 2025 were HK\$59,237,000 (2024: HK\$37,876,000).

### (ii) Amounts recognised in the consolidated statement of profit or loss and other comprehensive income

The consolidated statement of profit or loss and other comprehensive income shows the following amounts relating to leases:

	Note	2025 HK\$'000	2024 HK\$'000
<b>Depreciation charge of right-of-use assets</b>			
Properties		22,220	19,043
Machinery		11,716	13,957
Vehicles		–	36
	9	<b>33,936</b>	33,036
Interest expense (included in finance costs, net)	11	<b>3,392</b>	4,229
Expenses relating to short-term leases (included in cost of sales and general and administrative expenses)	9	<b>218,085</b>	221,458

The total cash outflow for leases during the year ended 31 December 2025 was HK\$254,967,000 (2024: HK\$260,057,000).

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 18 GOODWILL

	<b>Foundation and construction — Hong Kong and Macau</b> <i>(Note (a))</i> HK\$'000	<b>Construction — Singapore and Southeast Asia</b> <i>(Note (b))</i> HK\$'000	<b>Total</b> HK\$'000
At 1 January 2024	290,043	279,526	569,569
Exchange differences	–	(5,801)	(5,801)
At 31 December 2024 and 1 January 2025	290,043	273,725	563,768
Exchange differences	–	<b>16,732</b>	<b>16,732</b>
At 31 December 2025	<b>290,043</b>	<b>290,457</b>	<b>580,500</b>

*Notes:*

- (a) The amount represents goodwill arising from the acquisition of the “Foundation and construction — Hong Kong and Macau” segment deemed to be completed on 17 March 2014 as a result of the reverse acquisition completed on 15 October 2015 and the acquisition of Woon Lee Construction Company Limited (“**Woon Lee**”), a company incorporated in Hong Kong, which is primarily engaged in the provision of foundation and construction services in Hong Kong, completed on 11 November 2021. The acquisition is expected to create synergy from combining the capabilities of the Group’s other foundation and construction business in Hong Kong.
- (b) The amount represents goodwill arising from the acquisition of New Chic International Limited (“**New Chic**”) which is primarily engaged in the provision of construction services as main contractor in Singapore. The acquisition is expected to create synergy from combining the capabilities of the Group’s other construction business in Singapore as a result of major acquisition completed on 13 July 2016.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 18 GOODWILL (CONTINUED)

### Impairment test for goodwill

The recoverable amount of the CGU is determined based on value-in-use calculations. These calculations use pre-tax cash flow projections based on financial budgets approved by management covering a five-year period. Cash flows beyond the five-year period are extrapolated using the estimated growth rates. Management estimates the pre-tax discount rate that reflects market assessment of the time value of money and specific risk relating to the industry.

### Goodwill of Foundation and construction — Hong Kong and Macau

Key assumptions used in the valuation included average revenue growth rate of 4.1% (2024: 7.8%), terminal revenue growth rate of 2.5% (2024: 2.5%), average gross margin of 6.8% (2024: 7.6%) and pre-tax discount rate of 18.0% (2024: 16.5%).

### Goodwill of Construction — Singapore and Southeast Asia

Key assumptions used in the valuation included average revenue growth rate of 3.0% (2024: 2.9%), terminal revenue growth rate of 2.5% (2024: 2.5%), average gross margin of 5.0% (2024: 4.8%) and pre-tax discount rate of 8.7% (2024: 9.3%).

The Group does not have to recognise any impairment loss as at 31 December 2025 and 2024 based on the impairment assessment performed.

Management has undertaken sensitivity analysis on the impairment test of goodwill. Hypothetically, if the average gross profit margin decreases by 0.5% or the discount rate increases by 2.1% (2024: average gross profit margin decreases by 0.1% or the discount rate increases by 0.4%) in isolation, would have removed the remaining headroom of "Foundation and construction — Hong Kong and Macau" segment as at 31 December 2025. If the average revenue growth rate decreases by 9.3% or the discount rate increases by 6.5% (2024: average revenue growth rate decreased by 8.9% or the discount rate increases by 4.7%) in isolation, would have removed the remaining headroom of "Construction — Singapore and Southeast Asia" segment as at 31 December 2025.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 19 OTHER INTANGIBLE ASSETS

	Construction licenses HK\$'000	Computer software, licenses and club membership HK\$'000	Total HK\$'000
<b>Year ended 31 December 2024</b>			
Opening net book amount	63,162	1,413	64,575
Amortisation charge ( <i>Note 9</i> )	(5,835)	(424)	(6,259)
Exchange difference	(148)	(18)	(166)
Closing net book amount	57,179	971	58,150
<b>At 31 December 2024</b>			
Cost	112,136	2,603	114,739
Accumulated amortisation	(54,957)	(1,632)	(56,589)
	57,179	971	58,150
	Construction licenses HK\$'000	Computer software, licenses and club membership HK\$'000	Total HK\$'000
<b>Year ended 31 December 2025</b>			
Opening net book amount	57,179	971	58,150
Amortisation charge ( <i>Note 9</i> )	(3,328)	(328)	(3,656)
Exchange difference	149	49	198
Closing net book amount	54,000	692	54,692
<b>At 31 December 2025</b>			
Cost	112,285	2,652	114,937
Accumulated amortisation	(58,285)	(1,960)	(60,245)
	54,000	692	54,692

Amortisation of HK\$3,328,000 (2024: HK\$5,835,000) was included in "Cost of sales" and HK\$328,000 (2024: HK\$424,000) was included in "General and administrative expenses".

The Group amortises intangible assets with a limited useful life using the straight-line method over the following periods:

Construction licenses	5 to 10 years
Computer software licenses	3 to 5 years
Club membership	26 years

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 20 FINANCIAL ASSETS AT FVPL

Financial assets at FVPL are all held for capital appreciation and include the following:

	2025 HK\$'000	2024 HK\$'000
At 1 January	167,380	185,335
Disposal	–	(20,000)
Fair value gain recognised in profit or loss	–	2,045
At 31 December	167,380	167,380

As at 31 December 2025 and 2024, the balance of financial assets at FVPL represents the Group's unlisted fund investments as follows:

	2025 HK\$'000	2024 HK\$'000
Unlisted fund investments:		
— Medicine Fund ( <i>Note</i> )	167,380	167,380

*Note:* On 21 May 2020, a direct wholly owned subsidiary of the Company entered into a subscription agreement pursuant to which it agreed to subscribe for the limited partnership interests of Blissful Jade Medicine Fund LP (the "**Medicine Fund**"). The Medicine Fund is primarily engaged in the investment in healthcare and biotechnology related business. The fair value of the Group's investment in the Medicine Fund as at 31 December 2025 is determined based on the valuation prepared by CHFT Advisory and Appraisal Ltd., an independent professionally qualified valuer engaged by the Group. No fair value gain or loss was recognised in profit or loss arisen from the Medicine Fund during the years ended 31 December 2025 and 2024.

Movement in financial assets at FVPL are presented within "investing activities" in the consolidated statement of cash flows.

Changes in fair values of financial assets at FVPL are recorded in "other gain, net" in the consolidated statement of profit or loss and other comprehensive income.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 21 TRADE AND OTHER RECEIVABLES, PREPAYMENTS AND DEPOSITS

	2025 HK\$'000	2024 HK\$'000
<b>Current</b>		
Trade receivables ( <i>Note (b)</i> )		
— Associated companies	38,091	89,624
— Related parties	5,678	5,135
— A joint operation	2,345	6,804
— An investment company accounted for as financial assets at FVOCI	57,639	7,452
— Third parties	779,498	607,720
	<b>883,251</b>	716,735
Retention receivables from customers for construction contract work ( <i>Note (c)</i> )		
— Associated companies	605	570
— A joint operation	5,911	5,263
— An investment company accounted for as financial assets at FVOCI	3,037	245
— Third parties	538,726	456,252
	<b>548,279</b>	462,330
Other receivables ( <i>Note (d)</i> )		
— Associated companies	47,003	29,197
— Related parties	17,332	24,673
— A joint venture	4,496	–
— Third parties	88,047	11,671
Prepayments	72,597	55,469
Deposits	48,038	44,189
Staff advances	3,325	2,952
Goods and services tax receivable	2,207	5,269
	<b>283,045</b>	173,420
Loans and interest receivables		
— Associated companies ( <i>Note (e)</i> )	166,172	25,173
	<b>1,880,747</b>	1,377,658
<b>Non-current</b>		
Loans and interest receivables		
— Associated companies ( <i>Note (e)</i> )	1,424,745	1,430,398
— A joint venture ( <i>Note (f)</i> )	111,450	111,450
— An investment company accounted for as financial assets at FVOCI ( <i>Note (g)</i> )	73,511	64,042
Prepayments and other receivables	3,325	1,561
	<b>1,613,031</b>	1,607,451

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 21 TRADE AND OTHER RECEIVABLES, PREPAYMENTS AND DEPOSITS (CONTINUED)

Notes:

- (a) The credit periods granted to customers were in general 30 days. No interest was charged on the outstanding balance.
- (b) The aging analysis of the trade receivables based on invoice date is as follows:

	2025 HK\$'000	2024 HK\$'000
1–30 days	761,901	487,781
31–60 days	53,484	126,489
61–90 days	17,033	2,749
Over 90 days	50,833	99,716
	<b>883,251</b>	716,735

As at 1 January 2024, trade receivables from contracts with customers amounted to HK\$1,710,476,000. Out of the past due balances, HK\$50,833,000 (2024: HK\$99,716,000) has been past due 90 days or more and is not considered as in default because those debtors are with continuous settlements and no default history noted.

- (c) Retention receivables in respect of the construction and foundation businesses are settled in accordance with the terms of the respective contracts. Retention receivables held by customers for construction and foundation work amounting to approximately HK\$335,937,000 (2024: HK\$303,890,000) are expected to be recovered in more than twelve months from 31 December 2025.
- (d) Other receivables due from associated companies, related parties, and third parties were unsecured, interest-free and repayable on demand.
- (e) Loans receivables to associated companies of HK\$1,590,917,000 (2024: HK\$1,455,571,000) represent shareholders' loans provided by the Group to various associated companies that engage in property development in Singapore and Hong Kong.

In accordance with the shareholders' agreements, the Group and the other shareholders contributed minimal amount of capital and substantially all portion of the associates' capital expenditures and working capital were funded through shareholders' loans and other external financings. The shareholders' loans were provided pursuant to the commitments set out in the respective shareholders' agreements entered into when the property development companies were established and were made in proportion to the percentages of the Group's shareholdings in these property development companies. Loans receivables to associated companies are unsecured and have no fixed repayment terms. The shareholders' loans are repayable in part or in full on any date to be agreed between the associated companies and its shareholders and are interest-bearing at a fixed rate of 4% to 5% or at a floating rate of 1% over Singapore Overnight Rate Average ("SORA") (2024: fixed rate 4% to 5% or at a floating rate of 1% over SORA) per annum as at 31 December 2025.

The directors of Company assessed the impairment of loans receivables to the associated companies on a regular basis with reference to the financial position, the financial budget and the estimated future cash flows of the associated companies, which the Group has full access to the financial statements and the complete books and records of the associated companies. Factors including the pre-sale of the relevant development properties (for property development projects in Singapore), progress of construction of the development properties and other current market conditions are considered in the impairment assessment. Based on the assessment performed by the directors, HK\$20,000,000 (2024: HK\$nil) impairment was recognised against the loans receivables, interest receivables and other receivables to associated companies as at 31 December 2025.

Details of the material loans and interest receivables to associated companies of the Group as at 31 December 2025 are as follows:

As at 31 December 2025, loan and interest receivable of HK\$159,724,000 (2024: HK\$399,934,000) represent shareholders' loan to TQS, an associated company of the Group that engage in property development in Singapore. The loan receivable is unsecured and interest-bearing at a fixed rate of 4% per annum. The directors of the Company consider that the loan and interest receivable from TQS will be settled after the development properties are delivered to the customers and the issuance of by the Building and Construction Authority of Singapore which was done in 2025, hence, it is classified as current asset in the consolidated statement of financial position.

As at 31 December 2025, loan and interest receivable of HK\$277,197,000 (2024: HK\$252,142,000) represent shareholders' loan to TQS(2), an associated company of the Group that engage in property development in Singapore. The loan receivable is unsecured and interest-bearing at a fixed rate of 4% per annum. The directors of the Company consider that the loan and interest receivable from TQS(2) will be settled after the development properties are delivered to the customers and the issuance of TOP by the Building and Construction Authority of Singapore, hence, it is classified as non-current asset in the consolidated statement of financial position.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 21 TRADE AND OTHER RECEIVABLES, PREPAYMENTS AND DEPOSITS (CONTINUED)

Notes: (Continued)

(e) (Continued)

As at 31 December 2025, loan and interest receivable of HK\$171,427,000 (2024: HK\$179,798,000) represent shareholders' loan to Jubilant Castle Limited, an associated company of the Group that engage in property development in Hong Kong through its subsidiary, Wealth Honour Limited. The loan receivable is unsecured and interest-bearing at a fixed rate of 5% per annum. The directors of the Company consider that the loan and interest receivable from Jubilant Castle Limited will not be repayable within one year from the end of the reporting period, hence, it is classified as non-current asset in the consolidated statement of financial position accordingly.

As at 31 December 2025, loan and interest receivable of HK\$282,403,000 (2024: HK\$232,420,000) represent shareholders' loan to Media Circle, an associated company of the Group that engage in property development in Singapore. The loan receivable is unsecured and interest-bearing at a floating rate of 1% over SORA per annum. The directors of the Company consider that the loan and interest receivable from Media Circle will be settled after the development properties are delivered to the customers and the issuance of TOP by the Building and Construction Authority of Singapore, hence, it is classified as non-current assets in the consolidated statement of financial position.

As at 31 December 2025, loan and interest receivable of HK\$470,026,000 (2024: HK\$341,232,000) represent shareholders' loan to Pasir Ris, an associated company of the Group that engage in property development in Singapore. The loan receivable is unsecured and interest-bearing at a floating rate of 1% over SORA per annum. The directors of the Company consider that the loan and interest receivable from Pasir Ris will be settled after the development properties are delivered to the customers and the issuance of TOP by the Building and Construction Authority of Singapore, hence, it is classified as non-current assets in the consolidated statement of financial position.

As at 31 December 2025, loan and interest receivable of HK\$184,635,000 (2024: HK\$nil) represent shareholders' loan to Media Circle Alpha, an associated company of the Group that engage in property development in Singapore. The loan receivable is unsecured and interest-bearing at a floating rate of 1% over SORA per annum. The directors of the Company consider that the loan and interest receivable from Media Circle Alpha will be settled after the development properties are delivered to the customers and the issuance of TOP by the Building and Construction Authority of Singapore, hence, it is classified as non-current assets in the consolidated statement of financial position.

(f) As at 31 December 2025, loan receivable of HK\$111,450,000 (31 December 2024: HK\$111,450,000) represents shareholders' loan to CNQC & SAMBO Co. Ltd., a joint venture of the Group that engages in property development in Hong Kong through its non-wholly owned subsidiary, Apex Intelligence Limited. The loan receivable is unsecured, interest-free and repayable on demand. The directors of the Company consider that the loan and interest receivable from CNQC & SAMBO Co. Ltd. will not be repayable within one year from the end of the reporting period, hence, it is classified as non-current asset in the consolidated statement of financial position accordingly. Shareholders' loan was granted on same basis in note (e). Based on assessment performed by the directors with same basis in note (e), no provision for impairment was recognised against the loans receivables and interest receivables to a joint venture as at 31 December 2025 (2024: same).

(g) As at 31 December 2025, loan and interest receivable of HK\$73,511,000 (2024: HK\$64,042,000) represents shareholders' loan to ZACD LV Development Pte. Ltd., an investment company that engages in property development in Singapore. The investment company is accounted for as financial assets at FVOCI. The loan is unsecured and interest bearing at a fixed rate of 5% per annum. The directors of the Company consider that the loan and interest receivable from ZACD LV Development Pte. Ltd. will not be repayable within one year from the end of the reporting period, hence, it is classified as non-current asset in the consolidated statement of financial position accordingly. Shareholders' loan was granted on same basis in note (e). Based on assessment performed by the directors with same basis in note (e), no provision for impairment was recognised against the loans and interest receivables to an investment company accounted for as financial assets at FVOCI as at 31 December 2025 and 2024.

The carrying amounts of the Group's trade and other receivables (excluding prepayments) approximate their fair values. The Group did not hold any collateral as security for its trade and other receivables.

## 22 DEFERRED INCOME TAX (LIABILITIES)/ASSETS

Deferred income tax assets and liabilities are offset when there is a legal enforceable right to offset current income tax assets against current income tax liabilities and when the deferred income taxes related to the same fiscal authority. The amounts, determined after appropriate offsetting, are set out as follows:

	2025 HK\$'000	2024 HK\$'000
<b>Deferred income tax assets</b>	<b>17,608</b>	38,280

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 22 DEFERRED INCOME TAX (LIABILITIES)/ASSETS (CONTINUED)

	2025 HK\$'000	2024 HK\$'000
<b>Deferred income tax liabilities</b>	<b>(50,708)</b>	(60,950)

The movements in the net deferred income tax (liabilities)/assets are as follows:

	2025 HK\$'000	2024 HK\$'000
1 January	<b>(22,670)</b>	(65,097)
(Charged)/credited to profit or loss (Note 15)	<b>(11,217)</b>	42,830
Exchange difference	<b>787</b>	(403)
31 December	<b>(33,100)</b>	(22,670)

	Fair value adjustments of identifiable assets arising from business combination HK\$'000	Accelerated tax depreciation HK\$'000	Unrealised profit HK\$'000	Tax losses HK\$'000	Accrued operating expenses HK\$'000	Realised profit HK\$'000	Total HK\$'000
Year ended 31 December 2024							
At 1 January 2024	(25,683)	(21,931)	3,422	60,509	484	(81,898)	(65,097)
(Charged)/credited to profit or loss	-	(688)	(1,110)	(27,495)	-	72,123	42,830
Exchange difference	-	(11)	(41)	(421)	(45)	115	(403)
At 31 December 2024	(25,683)	(22,630)	2,271	32,593	439	(9,660)	(22,670)
Year ended 31 December 2025							
At 1 January 2025	<b>(25,683)</b>	<b>(22,630)</b>	<b>2,271</b>	<b>32,593</b>	<b>439</b>	<b>(9,660)</b>	<b>(22,670)</b>
(Charged)/credited to profit or loss	-	<b>248</b>	<b>(2,011)</b>	<b>(18,822)</b>	<b>(450)</b>	<b>9,818</b>	<b>(11,217)</b>
Exchange difference	-	<b>(20)</b>	<b>225</b>	<b>729</b>	<b>11</b>	<b>(158)</b>	<b>787</b>
At 31 December 2025	<b>(25,683)</b>	<b>(22,402)</b>	<b>485</b>	<b>14,500</b>	-	-	<b>(33,100)</b>

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 23 FINANCIAL ASSETS AT FVOCI

	2025 HK\$'000	2024 HK\$'000
At 1 January	1,395	1,425
Fair value loss recognised in other comprehensive income	(1,118)	–
Exchange differences	70	(30)
At 31 December	347	1,395
	2025 HK\$'000	2024 HK\$'000
Unlisted equity investments	347	1,395

Unquoted investments which comprise equity investments in certain property development companies are carried at fair value at the end of each reporting period unless it cannot be reliably measured.

## 24 DERIVATIVE FINANCIAL INSTRUMENTS

	2025 HK\$'000	2024 HK\$'000
Assets		
Non-current portion:		
Foreign exchange forward contract	–	1,443
Current portion:		
Foreign exchange forward contract	–	6,226
Liability		
Non-current portion:		
Foreign exchange forward contract	1,591	–
Current portion:		
Foreign exchange forward contract	5,411	–

Notes:

- (a) The derivative financial instruments mainly consist of the following contracts:

	2025	2024
<i>Foreign exchange forward contracts (HK\$):</i>		
— Notional principal amounts	–	HK\$20,000,000 & HK\$100,000,000
— Maturities as at year end	–	6 months & 12 months
<i>Foreign exchange forward contracts (US\$):</i>		
— Notional principal amounts	<b>US\$33,471,000</b>	US\$47,300,000
— Maturities as at year end	<b>From 3 months to 15 months</b>	From 6 months to 30 months

- (b) Derivative financial instruments are carried at fair values.
- (c) As at 31 December 2025, the derivative financial instruments were secured by pledged bank deposits of HK\$nil (2024: HK\$4,009,000) (Note 26(b)).

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 25 DEVELOPMENT PROPERTIES FOR SALE

	2025 HK\$'000	2024 HK\$'000
<b>Properties in the course of development</b>		
Leasehold land at cost	587,759	841,308
Development costs	94,066	148,730
Overheads expenditure capitalised	736	6,583
Interest expenses capitalised	38,328	58,752
	<b>720,889</b>	1,055,373

As at 31 December 2025, development properties for sale with net carrying amounts of HK\$691,373,000 (2024: HK\$1,018,419,000) were pledged as securities for certain bank borrowings of the Group (Note 29(a)).

## 26 CASH AND CASH EQUIVALENTS AND PLEDGED BANK DEPOSITS

### (a) Cash and cash equivalents

	2025 HK\$'000	2024 HK\$'000
Cash at banks and on hand (Note (c))	1,082,968	999,606
Short term bank deposits	1,025	6,077
Maintenance fund accounts (Note (a))	–	4,390
Project accounts (Note (b))	–	117,736
	<b>1,083,993</b>	1,127,809

Notes:

- (a) The funds in the maintenance fund accounts can only be applied for the upkeep of the completed development properties.
- (b) The funds in the project accounts can only be applied in accordance with the Housing Developers (Project Account) Rules (1997 Ed.) in Singapore.
- (c) Cash at banks earned interest at floating rates based on daily bank deposit rates.

### (b) Pledged bank deposits

The deposits of HK\$4,009,000 was held at banks as pledge for the Group's derivative financial instruments (Note 24) as at 31 December 2024. The carrying amounts of pledged bank deposits approximated their fair values.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 27 SHARE CAPITAL

	Number of shares (thousands)	Share capital HK\$'000
<b>Authorised:</b>		
<i>Ordinary shares</i>		
At 1 January 2024, 31 December 2024 and 31 December 2025	6,000,000	60,000
<i>CPS</i>		
At 1 January 2024, 31 December 2024 and 31 December 2025 (Note (a))	1,000,000	10,000
<b>Issued and fully paid:</b>		
<i>Ordinary shares</i>		
At 1 January 2024, 31 December 2024 and 31 December 2025	1,518,320	15,183
<i>CPS</i>		
At 1 January 2024, 31 December 2024 and 31 December 2025	124,876	1,249

Note:

(a) The authorised share capital of the Company was HK\$70,000,000 divided into (i) 6,000,000,000 ordinary shares of HK\$0.01 each and (ii) 1,000,000,000 CPS of HK\$0.01 each. Save for the rights set out below, each CPS has the same rights as each of the ordinary shares:

- CPS are convertible into fully-paid ordinary shares at the option of the CPS holders at any time after the issue date according to a fixed conversion ratio of one CPS for one ordinary share, subject to the condition that the Company is able to meet the requirement of public float under the relevant listing rules of the Stock Exchange and no shareholders of the Company trigger any mandatory general offer obligation under Rule 26 of the Takeovers Code (unless a waiver from compliance with such requirement has otherwise been obtained).
- The CPS are non-redeemable by the Company or their holders.
- Each CPS shall confer on its holder the right to receive a non-cumulative preferred distribution from the date of the issue of the CPS at a rate of 0.01% per annum on the issue price of HK\$2.75 per CPS, payable annually in arrears. The Company may, in its sole discretion, elect to defer or not pay a preferred distribution. No interest accrues on any unpaid preferred distribution. However, the Company shall not pay any dividends or distributions to the holders of ordinary shares of the Company unless at the same time it pays to the holders of the CPS any deferred or unpaid preferred distribution which was scheduled to be paid during the same financial year as such dividends or distributions were scheduled.
- Each CPS shall confer on its holder the right to receive, in addition to the above preferred distribution, any dividend pari passu with the holders of the ordinary shares.
- The holders of the CPS shall have priority over the holders of ordinary shares on the assets and funds of the Company available for distribution in a distribution of assets on liquidation, winding-up or dissolution of the Company up to an amount equal to the aggregate nominal amounts of the CPS issued (i.e. HK\$9,519,000). Distributions beyond this amount are to be made on a pari passu basis among the holders of any class of shares including the CPS.
- The CPS do not confer on their holders the right to vote at a general meeting of the Company, unless a resolution is to be proposed at a general meeting for the winding-up of the Company or a resolution is to be proposed which if passed would vary or abrogate the rights or privileges of the CPS or vary the restrictions to which the CPS are subject.

Based on the terms of the CPS, it is accounted for as an equity instrument of the Company.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 28 OTHER RESERVES

	<b>Merger reserves</b> HK\$'000	<b>Capital reserve</b> HK\$'000 (Note 1)	<b>Exchange reserve</b> HK\$'000	<b>Financial assets at FVOCI reserve</b> HK\$'000	<b>Total</b> HK\$'000
<b>Balance as at 1 January 2024</b>	(10,771)	(1,173,373)	73,047	(40,185)	(1,151,282)
<b>Other comprehensive expense</b>					
Currency translation differences	–	–	(86,973)	–	(86,973)
Total comprehensive expense	–	–	(86,973)	–	(86,973)
<b>Balance as at 31 December 2024</b>	(10,771)	(1,173,373)	(13,926)	(40,185)	(1,238,255)
<b>Other comprehensive expense</b>					
Fair value changes on FVOCI	–	–	–	<b>(1,118)</b>	<b>(1,118)</b>
Currency translation differences	–	–	<b>125,465</b>	–	<b>125,465</b>
Total comprehensive expense	–	–	<b>125,465</b>	<b>(1,118)</b>	<b>124,347</b>
<b>Balance as at 31 December 2025</b>	<b>(10,771)</b>	<b>(1,173,373)</b>	<b>111,539</b>	<b>(41,303)</b>	<b>(1,113,908)</b>

Note 1:

The amounts represent the share capital of CNQC (South Pacific) Holdings Pte. Ltd., the fair value of the CPS issued in connection with the reverse acquisition, and the difference between (i) the fair value of the cash consideration and the 25% non-controlling interests of the Company at the date of the reverse acquisition in exchange for the entire equity interests in the Company and (ii) the issued share capital of the Company prior to the date of the reverse acquisition.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 29 BORROWINGS

	2025 HK\$'000	2024 HK\$'000
<b>Current</b>		
Bank borrowings — secured (Note (a))	–	228,865
Bank borrowings — unsecured (Note (b))	<b>679,992</b>	866,878
Bank borrowings — mortgaged (Note (c))	<b>1,604</b>	744
Loans from non-controlling interests — unsecured (Note (d))	–	14,515
	<b>681,596</b>	1,111,002
<b>Non-current</b>		
Bank borrowings — secured (Note (a))	<b>447,526</b>	519,385
Bank borrowings — unsecured (Note (b))	<b>715,178</b>	1,051,955
Bank borrowings — mortgaged (Note (c))	<b>68,971</b>	73,831
Loans from non-controlling interests — unsecured (Note (d))	<b>391,264</b>	462,590
	<b>1,622,939</b>	2,107,761
Total borrowings	<b>2,304,535</b>	3,218,763

At 31 December 2025, the Group's borrowings were repayable as follows:

	Bank Loan		Other Loan	
	2025 HK\$'000	2024 HK\$'000	2025 HK\$'000	2024 HK\$'000
Within 1 year (on demand and within 1 year)	<b>681,598</b>	1,096,487	–	14,515
Between 1 and 2 years	<b>1,063,571</b>	515,503	<b>186,418</b>	247,907
Between 2 and 5 years	<b>102,602</b>	1,062,020	<b>204,846</b>	214,683
Later than 5 years	<b>65,500</b>	67,648	–	–
Total	<b>1,913,271</b>	2,741,658	<b>391,264</b>	477,105

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 29 BORROWINGS (CONTINUED)

- (a) As at 31 December 2025, the amounts comprise loans which bore interest at 1.56% over one-month Hong Kong Inter-bank Offered Rate ("**HIBOR**") (2024: 1.56% over one-month HIBOR, 1.56% over one-month SORA and 1.35% over one-month Singapore Swap Offer Rate ("**SIBOR**") per annum. The loans were secured by mortgages over the Group's development properties for sale (Note 25) and legal assignment of all rights, title and interests in the construction contracts, insurance policies, property, plant and equipment, shares of a subsidiary, sale and purchase agreements in respect of the development properties for sale, personal and joint guarantee of the directors of certain subsidiaries and shareholder of a joint venture.
- (b) As at 31 December 2025, unsecured bank borrowings were guaranteed by the Group which bore interest at 1.3%–1.75% over one month HIBOR (2024: 1.3%–1.8% over one-month HIBOR).
- (c) As at 31 December 2025, bank borrowings of HK\$70,575,000 (2024: HK\$74,575,000) were secured by mortgages over part of the Group's leasehold land and buildings (Note 17). The effective interest rates of the loans were between 4.0% to 4.2% (2024: 4.6% to 5.9%) per annum as at 31 December 2025. The loans will be repaid by fixed monthly payment over 6 to 17 years (2024: 7 to 18 years).
- (d) The loans from non-controlling interests of subsidiaries were unsecured. The loans of HK\$nil (2024: HK\$14,515,000) are classified as current liabilities due to repayable on demand clause and the remaining loans which will be repaid in more than twelve months from 31 December 2025 are classified as non-current liabilities. The effective interest rate was 3.4% to 5.0% as at 31 December 2025 (2024: 4.0% to 5.0%).
- (e) The fair values of the bank borrowings and the loans from non-controlling interests approximated their respective carrying values as at 31 December 2025 and 2024, as these borrowings were charged at market interest rates.
- (f) The Group's uncommitted banking facilities are subject to annual review. As at 31 December 2025, the unutilised banking facilities amounted to HK\$46,100,000 (2024: HK\$525,665,000).

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 30 TRADE AND OTHER PAYABLES

	2025 HK\$'000	2024 HK\$'000
<b>Current</b>		
Trade payables ( <i>Note (b)</i> )		
— Related parties	1,733	1,282
— An associated company	143	151
— Third parties	1,658,403	1,644,259
	<b>1,660,279</b>	1,645,692
Other payables:		
— Non-controlling interests	66,152	210,338
— Related parties	282,303	235,152
— Associated companies	956	278
— Third parties	53,689	53,172
— Goods and services tax payable	25,134	29,895
	<b>428,234</b>	528,835
Accruals for operating expenses	135,886	126,879
Accruals for construction costs	262,717	399,854
Deposits received from customers	3,020	10,538
Deferred gain	75,101	104,944
Provision for foreseeable losses on construction contracts	10,551	2,869
	<b>487,275</b>	645,084
	<b>2,575,788</b>	2,819,611

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 30 TRADE AND OTHER PAYABLES (CONTINUED)

Notes:

- (a) The credit terms granted by the suppliers were usually within 14 to 60 days.
- (b) The aging analysis of trade payables (including amounts due to related parties and an associated company of trading in nature) based on invoice date was as follows:

	2025 HK\$'000	2024 HK\$'000
1–30 days	<b>635,068</b>	1,029,423
31–60 days	<b>364,696</b>	334,389
61–90 days	<b>121,027</b>	109,709
Over 90 days	<b>539,488</b>	172,171
	<b>1,660,279</b>	1,645,692

Included in other payables, the amounts due to non-controlling interests, associated companies, related parties and third parties were unsecured, interest-free and repayable on demand. The carrying amounts of trade and other payables approximated their fair values.

## 31 DIVIDENDS

The directors do not recommend the payment of a final dividend for the year ended 31 December 2025 (2024: HK\$nil).

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 32 NOTES TO CONSOLIDATED STATEMENT OF CASH FLOWS

### (a) Reconciliation of profit before income tax to net cash generated from operations

	Note	2025 HK\$'000	2024 HK\$'000
Profit before income tax		<b>340,291</b>	92,141
Adjustments for:			
Depreciation of property, plant and equipment	17	<b>51,626</b>	58,408
Depreciation of right-of-use assets	17	<b>33,936</b>	33,036
Amortisation of other intangible assets	19	<b>3,656</b>	6,259
Gain on disposal of property, plant and equipment	8	<b>(6,319)</b>	(890)
Gain on disposal of right-of-use assets	8	<b>(47)</b>	(1)
Gain on disposal of subsidiaries	38	–	(46,808)
Dividend income from financial assets at FVOCI	7	–	(42)
Interest income	11	<b>(61,397)</b>	(51,852)
Interest expenses	11	<b>119,442</b>	223,852
Fair value loss/(gain) on derivative financial instruments	8	<b>16,966</b>	(8,688)
Fair value gain on financial assets at FVPL	8	–	(2,045)
Provision for impairment loss on expected credit loss	9	<b>33,424</b>	27,673
Provision for foreseeable losses on construction contracts	9	<b>7,407</b>	389
Reversal of impairment loss on property, plant and equipment		<b>(2,441)</b>	–
Share of results of associated companies		<b>(229,732)</b>	33,807
Share of results of joint ventures		<b>(2,198)</b>	7,698
Operating profit before working capital changes		<b>304,614</b>	372,937
Decrease in development properties for sale		<b>336,916</b>	514,860
Decrease in inventories		–	8,903
(Increase)/decrease in trade and other receivables		<b>(300,849)</b>	1,036,018
Decrease in contract assets		<b>1,193,857</b>	11,262
Increase/(decrease) in contract liabilities		<b>3,138</b>	(21,346)
Decrease in trade and other payables		<b>(247,893)</b>	(47,842)
Net cash generated from operations		<b>1,289,783</b>	1,874,792

In the consolidated statement of cash flow, proceeds from disposal of property, plant and equipment comprise:

	2025 HK\$'000	2024 HK\$'000
Net book amount (Note 17)	<b>7,468</b>	28,640
Gain on disposal of property, plant and equipment (Note 8)	<b>6,319</b>	890
Sale and leaseback arrangement	–	(4,441)
Proceeds from disposal of property, plant and equipment	<b>13,787</b>	25,089

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 32 NOTES TO CONSOLIDATED STATEMENT OF CASH FLOWS (CONTINUED)

### (b) Major non-cash transactions

During the year ended 31 December 2024, an associated company declared a final dividend of HK\$377,909,000 to the Group, of which HK\$286,689,000 was used to offset the balance with associated companies.

During the year ended 31 December 2025, there were no significant non-cash transactions.

### (c) The reconciliation of liabilities arising from financing activities is as follows:

	Liabilities from financing activities				Total HK\$'000
	Other payables to non-controlling interests HK\$'000 (Note 30)	Other payables to related parties HK\$'000 (Note 30)	Bank and other borrowings HK\$'000 (Note 29)	Lease liabilities HK\$'000 (Note 17(a))	
As at 1 January 2025	210,338	235,152	3,218,763	71,773	3,736,026
Cash flows:					
Financing activities					
— Proceeds from non-controlling interests	15,103	–	117,000	–	132,103
— Repayment to non-controlling interests	(171,120)	–	(231,648)	–	(402,768)
— Proceeds from related parties	–	47,151	–	–	47,151
— Drawdown on borrowings	–	–	959,500	–	959,500
— Repayment of borrowings	–	–	(1,845,178)	–	(1,845,178)
— Repayment on principal element of lease liabilities	–	–	–	(33,490)	(33,490)
— Repayment on interest element of lease liabilities	–	–	–	(3,392)	(3,392)
Other non-cash movements					
— Additions of right-of-use assets	–	–	–	59,237	59,237
— Disposal of right-of-use assets	–	–	–	(516)	(516)
— Finance costs	–	–	–	3,392	3,392
— Foreign exchange adjustments	11,831	–	86,098	2,384	100,313
As at 31 December 2025	66,152	282,303	2,304,535	99,388	2,752,378

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 32 NOTES TO CONSOLIDATED STATEMENT OF CASH FLOWS (CONTINUED)

### (c) The reconciliation of liabilities arising from financing activities is as follows: (Continued)

	Liabilities from financing activities					Total HK\$'000
	Other payables to non- controlling interests HK\$'000 (Note 30)	Other payables to related parties HK\$'000 (Note 30)	Other payables to associated companies HK\$'000 (Note 30)	Bank and other borrowings HK\$'000 (Note 29)	Lease liabilities HK\$'000 (Note 17(a))	
As at 1 January 2024	116,501	44,836	288,679	5,048,518	73,464	5,571,998
Cash flows:						
Financing activities						
— Proceeds from non-controlling interests	98,367	—	—	—	—	98,367
— Proceeds from related parties	—	190,316	—	—	—	190,316
— Drawdown on borrowings	—	—	—	1,579,494	—	1,579,494
— Repayment of borrowings	—	—	—	(3,360,834)	—	(3,360,834)
— Repayment on principal element of lease liabilities	—	—	—	—	(34,370)	(34,370)
— Repayment on interest element of lease liabilities	—	—	—	—	(4,229)	(4,229)
Investing activities						
— Disposal of subsidiaries	—	—	—	(25,222)	—	(25,222)
Other non-cash movements						
— Dividend declared	—	—	(286,689)	—	—	(286,689)
— Additions of right-of-use assets	—	—	—	—	33,435	33,435
— Finance costs	—	—	—	—	4,229	4,229
— Foreign exchange adjustments	(4,530)	—	(1,712)	(23,193)	(756)	(30,191)
As at 31 December 2024	210,338	235,152	278	3,218,763	71,773	3,736,304

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 33 PERFORMANCE BONDS AND CONTINGENT LIABILITIES

At each consolidated statement of financial position date, the Group had the following performance bonds:

	2025 HK\$'000	2024 HK\$'000
Guarantees on performance bonds in respect of construction contracts	<b>1,536,378</b>	1,350,928

The Company also issued corporate guarantees to banks for borrowings of the Group's associated companies, a shareholder of the joint venture and a related party of which the subsidiaries of the Company are non-controlling shareholders. As at 31 December 2025, corporate guarantees issued in relation to these bank borrowings amounted to HK\$2,461,913,000 (2024: HK\$1,596,630,000). The directors of the Company considers the fair value of the guarantees is not significant.

## 34 COMMITMENTS

### Capital commitments

Capital expenditures contracted but not recognised in the consolidated financial statements as at 31 December 2025 and 2024, excluding those relating to investments in associated companies and joint ventures, were as follows:

	2025 HK\$'000	2024 HK\$'000
Contracted but not provided for:		
Development expenditure	–	932
Machinery	–	1,400
	–	2,332

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 35 RELATED PARTY TRANSACTIONS

Related parties are those parties that have the ability to control, jointly control or exert significant influence over the other party in making financial or operational decisions. Parties are also considered to be related if they are subject to common control or joint control. The ultimate holding company of the Company is Qingdao Qingjian Holdings Company, which is a company incorporated in the PRC.

- (a) During the years ended 31 December 2025 and 2024, the related parties that had material transactions or balances with the Group were as follows:

Name of related parties	Relationship with the Group
Firmus Opportunity Fund VCC	A non-controlling interest of a subsidiary
GW&CNQC (Singapore) Holding Pte. Ltd.	A related company controlled by a controlling shareholder of the ultimate holding company
HFM (Media Circle A) Pte. Ltd.	A non-controlling interest of a subsidiary
Media Circle Development Pte. Ltd	An associated company
Media Circle Alpha Development Pte. Ltd.	An associated company
MG Ventures Pte. Ltd.	A non-controlling interest of a subsidiary
Octava(s) Property Investments 2 Pte. Ltd.	A non-controlling interest of a subsidiary
Octava(s) Property Investments 3 Pte. Ltd.	A non-controlling interest of a subsidiary
Octava Phoenix Investments Pte. Ltd.	A non-controlling interest of a subsidiary
Pasir Ris Development Pte. Ltd	An associated company
Qingjian Holding Group (M) Sdn. Bhd.	A related company in which a controlling shareholder of the ultimate holding company has an interest
Sanctuary City Pte. Ltd.	An associated company
Santarli-Grandtech Joint Venture	A joint operation
TQS Development Pte. Ltd	An associated company
TQS (2) Development Pte. Ltd	An associated company

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 35 RELATED PARTY TRANSACTIONS (CONTINUED)

- (b) The following is a summary of significant related party transactions, in addition to those disclosed elsewhere in the consolidated financial statements, which were carried out in accordance with the terms agreed between the Group and the related parties and in the ordinary and usual course of business:

	2025 HK\$'000	2024 HK\$'000
Construction revenue from associated company	345,278	351,305
Construction revenue from a joint operation	23,640	–
Construction service provided by related parties	–	1,167
Interest income from associated companies	57,385	41,629
Dividend income received from associated companies	22,178	406,394
Interest charged by non-controlling interests in subsidiaries	19,247	38,705
Management fee income from associated companies	33,275	17,931
Rental income from a joint operation	–	3,803

Outstanding balances as at the year-end dates arising from sale/purchase of goods and services were unsecured and were disclosed in Note 21 and 30.

### (c) Key management compensation

Key management includes directors and senior management personnel of the Company and five key operating subsidiaries, Sunley Engineering & Construction Company Limited, Sunnic Engineering Limited, Woon Lee Construction Company Limited, CNQC (South Pacific) Holding Pte. Ltd. and Welltech Construction Pte. Ltd.. The compensation paid or payable to key management for employee services is shown below:

	2025 HK\$'000	2024 HK\$'000
Salaries and other short-term employee benefits	80,468	54,117
Contribution to retirement benefit scheme	1,109	1,156
<b>Total</b>	<b>81,577</b>	55,273

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 36 STATEMENT OF FINANCIAL POSITION AND RESERVES MOVEMENT OF THE COMPANY

	2025 HK\$'000	2024 HK\$'000
<b>ASSETS</b>		
<b>Non-current assets</b>		
Investments in subsidiaries	3,112,166	3,112,166
Loan to subsidiaries	169,600	66,632
	<b>3,281,766</b>	3,178,798
<b>Current assets</b>		
Other receivables	3,832	11,773
Amounts due from subsidiaries	1,640,708	1,533,421
Cash and cash equivalents	3,995	4,956
	<b>1,648,535</b>	1,550,150
<b>Total assets</b>	<b>4,930,301</b>	4,728,948
<b>EQUITY</b>		
<b>Capital and reserves</b>		
Share capital — ordinary shares	15,183	15,183
Share capital — convertible preference shares	1,249	1,249
Share premium	3,314,085	3,314,085
Reserves ( <i>Note (a)</i> )	(137,438)	(99,897)
<b>Total equity</b>	<b>3,193,079</b>	3,230,620
<b>LIABILITIES</b>		
<b>Non-current liability</b>		
Borrowings	447,525	519,385
<b>Current liabilities</b>		
Other payables	2,044	1,370
Amounts due to subsidiaries	1,287,653	977,573
	<b>1,289,697</b>	978,943
<b>Total liabilities</b>	<b>1,737,222</b>	1,498,328
<b>Total equity and liabilities</b>	<b>4,930,301</b>	4,728,948

The statement of financial position was approved and authorised for issue by the Board of Directors on 31 March 2026 and was signed on its behalf by

**Li Jun (李軍)**  
Director

**Wang Congyuan**  
Director

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 36 STATEMENT OF FINANCIAL POSITION AND RESERVES MOVEMENT OF THE COMPANY (CONTINUED)

Note:

### (a) Reserves movement of the Company

	Other reserve HK\$'000	Accumulated losses HK\$'000	Total HK\$'000
<b>As at 1 January 2024</b>	(2,988)	(60,410)	(63,398)
Loss for the year	–	(36,499)	(36,499)
<b>As at 31 December 2024</b>	(2,988)	(96,909)	(99,897)
<b>As at 1 January 2025</b>	<b>(2,988)</b>	<b>(96,909)</b>	<b>(99,897)</b>
Loss for the year	–	<b>(35,148)</b>	<b>(35,148)</b>
Deemed distribution raised from interest-free loan to subsidiaries	<b>(2,393)</b>	–	<b>(2,393)</b>
<b>As at 31 December 2025</b>	<b>(5,381)</b>	<b>(132,057)</b>	<b>(137,438)</b>

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 37 BENEFITS AND INTEREST OF DIRECTORS

### (a) Directors' emoluments

For the year ended 31 December 2025

	As director (Note (i))					Total HK\$'000
	Directors' fees HK\$'000	Salaries HK\$'000	Discretionary bonuses HK\$'000	Housing allowance HK\$'000	Employers' contributions to retirement benefit schemes HK\$'000	
<b>Executive directors</b>						
Mr. Wang Congyuan	574	3,501	3,971	–	18	8,064
Dr. Du Bo	215	5,938	11,327	–	106	17,586
Mr. Li Jun (李軍)	72	2,373	1,046	204	18	3,713
Mr. Du Dexiang	502	2,695	5,037	179	18	8,431
<b>Independent non-executive directors</b>						
Mr. Tam Tak Kei, Raymond	288	–	–	–	–	288
Mr. Chan Kok Chung, Johnny	288	–	–	–	–	288
Mr. Liu Junchun	288	–	–	–	–	288
Ms. Liu Juan (resigned on 28 August 2025)	190	–	–	–	–	190
Ms. Zhou Lu (appointed on 21 November 2025)	32	–	–	–	–	32
<b>Non-executive directors</b>						
Mr. Liu Jiazhen	240	–	–	–	–	240
	<b>2,689</b>	<b>14,507</b>	<b>21,381</b>	<b>383</b>	<b>160</b>	<b>39,120</b>

For the year ended 31 December 2024

	As director (Note (i))					Total HK\$'000
	Directors' fees HK\$'000	Salaries HK\$'000	Discretionary bonuses HK\$'000	Housing allowance HK\$'000	Employers' contributions to retirement benefit schemes HK\$'000	
<b>Executive directors</b>						
Mr. Wang Congyuan	560	3,655	1,289	–	18	5,522
Dr. Du Bo	210	6,049	2,735	–	87	9,081
Mr. Li Jun (李軍)	70	2,353	644	204	18	3,289
Mr. Du Dexiang	490	2,655	924	175	18	4,262
<b>Independent non-executive directors</b>						
Mr. Tam Tak Kei, Raymond	288	–	–	–	–	288
Mr. Chan Kok Chung, Johnny	288	–	–	–	–	288
Mr. Liu Junchun (appointed on 24 February 2023)	288	–	–	–	–	288
Ms. Liu Juan (appointed on 12 December 2024)	15	–	–	–	–	15
<b>Non-executive directors</b>						
Mr. Ren Zhiqiang (appointed on 24 February 2023 and resigned on 22 July 2024)	134	–	–	–	–	134
Mr. Liu Jiazhen (appointed on 22 July 2024)	106	–	–	–	–	106
	<b>2,449</b>	<b>14,712</b>	<b>5,592</b>	<b>379</b>	<b>141</b>	<b>23,273</b>

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 37 BENEFITS AND INTEREST OF DIRECTORS (CONTINUED)

### (a) Directors' emoluments (Continued)

Notes:

- (i) The amounts represented emoluments paid or receivable in respect of a person's services as a director, whether of the Company or subsidiary undertaking of the Company.
- (ii) During the year, no emoluments were paid by the Group to the directors as an inducement to join or upon joining the Group or as compensation for loss of office.

### (b) Directors' retirement benefits and termination benefits

None of the directors received or will receive any retirement benefits or termination benefits for the years ended 31 December 2025 and 2024.

### (c) Consideration provided to third parties for making available directors' services

During the years ended 31 December 2025 and 2024, the Company did not pay consideration to any third parties for making available directors' services.

### (d) Information about loans, quasi-loans and other dealings entered into by the Company or subsidiary undertaking of the Company

No loans, quasi-loans and other dealings made available in favour of directors, controlled bodies corporate by and connected entities with such directors subsisted at the end of the year or at any time during the year.

### (e) Directors materials interests in transactions, arrangements or contracts

Save as disclosed in Note 35, no significant transactions, arrangements and contracts in relation to the Group's business to which the Company was a party and in which a director of the Company had a material interest, whether directly or indirectly, subsisted at the end of the year or at any time during the year.

## 38 DISPOSAL OF SUBSIDIARIES

- (i) During the year ended 31 December 2024, the Group entered into a shares transfer agreement with an independent third party to dispose of its entire 66.7% equity interest in CNQC Intelligent Construction (HK) Limited and its subsidiaries (collectively referred as with "CIC Group") which are engaged in modular integrated construction business. The disposal was completed in June 2024, on which date the Group lost control over CIC Group.

Analysis of assets and liabilities over which control was lost:

	HK\$'000
Property, plant and equipment	3,909
Trade and other receivables, prepayments and deposits	16,352
Inventories	2,565
Cash and cash equivalents	7,387
Trade and other payables	(69,522)
Borrowings	(25,222)
Net liabilities disposed of	(64,531)

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 38 DISPOSAL OF SUBSIDIARIES (CONTINUED)

(i) (Continued)

Gain on disposal of subsidiaries:

	HK\$'000
Consideration received and receivable	–
Net liabilities disposed of	<b>64,531</b>
Non-controlling interests	<b>(21,295)</b>
Reclassification of cumulative translation reserve upon disposal	<b>(11)</b>
	<b>43,225</b>
Gain on disposal	<b>43,225</b>
Net cash outflow arising on disposal:	
Total cash consideration received	–
Less: cash and cash equivalents disposed of	<b>(7,387)</b>
	<b>(7,387)</b>

(ii) During the year ended 31 December 2024, the Group disposed all equity interest of BH-ZACD (Tuas Bay) Development Pte. Ltd. and Qingjian Realty (Chao Chu Kong) Pte. Ltd. due to deregistration of both companies. The gain on disposal was approximately HK\$3,583,000 with net assets disposed of HK\$18,415,000, non-controlling interests of HK\$2,004,000 and reclassification of cumulative translation reserve upon disposal approximately of HK\$19,994,000.

# FIVE YEAR FINANCIAL SUMMARY

	<b>1.1.2025 to 31.12.2025</b>	1.1.2024 to 31.12.2024	1.1.2023 to 31.12.2023	1.1.2022 to 31.12.2022	1.1.2021 to 31.12.2021
	<b>HK\$'000</b>	HK\$'000	HK\$'000	HK\$'000	HK\$'000
<b>Consolidated results</b>					
Revenue	<b>8,977,677</b>	9,903,716	10,422,620	8,272,122	6,098,655
Profit/(loss) before income tax	<b>340,291</b>	92,141	(326,634)	(483,712)	260,719
Income tax expense	<b>(46,022)</b>	(48,750)	(44,617)	(29,328)	(7,074)
Profit/(loss) for the year	<b>294,269</b>	43,391	(371,251)	(513,040)	253,645
Profit/(loss) for the year attributable to Owners of the Company	<b>67,225</b>	45,578	(490,335)	(587,983)	259,051
<b>Consolidated assets and liabilities</b>					
Total assets	<b>8,349,096</b>	9,093,312	11,121,372	12,179,430	11,973,887
Total liabilities	<b>(5,104,815)</b>	(6,295,796)	(8,294,410)	(9,011,179)	(8,245,118)
Net assets	<b>3,244,281</b>	2,797,516	2,826,962	3,168,251	3,728,769