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## CNQC INTERNATIONAL HOLDINGS LIMITED

青建國際控股有限公司

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

**(Stock code: 1240)**

### FINAL RESULTS ANNOUNCEMENT FOR THE YEAR ENDED 31 DECEMBER 2025

The board (the “**Board**”) of directors (the “**Directors**”) of CNQC International Holdings Limited (the “**Company**” and its subsidiaries, collectively the “**Group**”) is pleased to present the Group’s consolidated results for the year ended 31 December 2025 (the “**Reporting Period**”), together with the comparative figures for the year ended 31 December 2024 as follows:

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

*For the year ended 31 December 2025*

	<i>Notes</i>	<b>2025</b> <i>HK\$’000</i>	<b>2024</b> <i>HK\$’000</i>
Revenue	3, 4	<b>8,977,677</b>	9,903,716
Cost of sales	5	<b>(8,500,639)</b>	(9,373,771)
<b>Gross profit</b>		<b>477,038</b>	529,945
Other income	6	<b>70,979</b>	64,777
Other (loss)/gain, net	7	<b>(21,112)</b>	63,521
Selling and marketing expenses	5	<b>(46,408)</b>	(41,276)
General and administrative expenses	5	<b>(280,667)</b>	(283,648)
Provision for impairment loss on expected credit loss	5	<b>(33,424)</b>	(27,673)
<b>Operating profit</b>		<b>166,406</b>	305,646
Finance income	8	<b>61,397</b>	51,852
Finance costs	8	<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)

	<i>Notes</i>	<b>2025</b> <i>HK\$'000</i>	2024 <i>HK\$'000</i>
<b>Profit before income tax</b>		<b>340,291</b>	92,141
Income tax expense	9	<u>(46,022)</u>	<u>(48,750)</u>
<b>Profit for the year</b>		<u><b>294,269</b></u>	<u>43,391</u>
<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		<b>127,403</b>	(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		<u>(1,118)</u>	<u>—</u>
		<u><b>126,285</b></u>	<u>(87,475)</u>
<b>Total comprehensive income/(expense) for the year</b>		<u><b>420,554</b></u>	<u>(44,084)</u>
<b>Profit/(loss) for the year attributable to:</b>			
Owners of the Company		<b>67,225</b>	45,578
Non-controlling interests		<u><b>227,044</b></u>	<u>(2,187)</u>
		<u><b>294,269</b></u>	<u>43,391</u>
<b>Total comprehensive income/(expense) for the year attributable to:</b>			
Owners of the Company		<b>191,572</b>	(41,395)
Non-controlling interests		<u><b>228,982</b></u>	<u>(2,689)</u>
		<u><b>420,554</b></u>	<u>(44,084)</u>
<b>Earning per share for profit attributable to owners of the Company</b>	<i>10</i>		
Basic (HK\$)			
— ordinary shares		<b>0.041</b>	0.028
— convertible preference shares		<u><b>0.041</b></u>	<u>0.028</u>
Diluted (HK\$)			
— ordinary shares		<b>0.041</b>	0.028
— convertible preference shares		<u><b>0.041</b></u>	<u>0.028</u>

## CONSOLIDATED STATEMENT OF FINANCIAL POSITION

*As at 31 December 2025*

		31 December 2025	31 December 2024
	<i>Notes</i>	<i>HK\$'000</i>	<i>HK\$'000</i>
<b>ASSETS</b>			
<b>Non-current assets</b>			
Property, plant and equipment		445,138	440,016
Right-of-use assets		96,223	69,159
Goodwill		580,500	563,768
Other intangible assets		54,692	58,150
Investments in associated companies		323,639	125,528
Investments in joint ventures		30,300	30,585
Deferred income tax assets		17,608	38,280
Financial assets at fair value through other comprehensive income (“FVOCI”)		347	1,395
Financial assets at fair value through profit or loss (“FVPL”)		167,380	167,380
Prepayments, other receivables and deposits	12	1,613,031	1,607,451
Derivative financial instruments		–	1,443
		3,328,858	3,103,155
<b>Current assets</b>			
Development properties for sale	13	720,889	1,055,373
Trade and other receivables, prepayments and deposits	12	1,880,747	1,377,658
Contract assets		1,331,273	2,416,446
Tax recoverable		3,336	2,636
Pledged bank deposits		–	4,009
Cash and cash equivalents		1,083,993	1,127,809
Derivative financial instruments		–	6,226
		5,020,238	5,990,157
<b>Total assets</b>		<b>8,349,096</b>	<b>9,093,312</b>

		<b>31 December 2025</b>	31 December 2024
	<i>Notes</i>	<b>HK\$'000</b>	<b>HK\$'000</b>
<b>EQUITY AND LIABILITIES</b>			
<b>Equity attributable to owners of the Company</b>			
Share capital — ordinary shares		15,183	15,183
Share capital — convertible preference shares		1,249	1,249
Share premium		3,261,225	3,261,225
Other reserves		(1,113,908)	(1,238,255)
Retained earnings		365,390	298,165
		<u>2,529,139</u>	<u>2,337,567</u>
<b>Non-controlling interests</b>		<b>715,142</b>	<b>459,949</b>
		<u>3,244,281</u>	<u>2,797,516</u>
<b>LIABILITIES</b>			
<b>Non-current liabilities</b>			
Borrowings	14	1,622,939	2,107,761
Lease liabilities		60,688	48,844
Deferred income tax liabilities		50,708	60,950
Derivative financial instruments		1,591	—
		<u>1,735,926</u>	<u>2,217,555</u>
<b>Current liabilities</b>			
Trade and other payables	15	2,575,788	2,819,611
Contract liabilities		28,299	23,795
Income tax payables		39,095	100,904
Borrowings	14	681,596	1,111,002
Lease liabilities		38,700	22,929
Derivative financial instruments		5,411	—
		<u>3,368,889</u>	<u>4,078,241</u>
<b>Total liabilities</b>		<b>5,104,815</b>	<b>6,295,796</b>
		<u>8,349,096</u>	<u>9,093,312</u>
<b>Total equity and liabilities</b>		<b>8,349,096</b>	<b>9,093,312</b>

# 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

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.

**(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.

### 3 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.

Information regarding the above segments is reported below.

	Foundation and construction — Hong Kong and Macau <i>HK\$'000</i>	Property development — Hong Kong <i>HK\$'000</i>	Construction — Singapore and Southeast Asia <i>HK\$'000</i>	Property development and investment — Singapore and Southeast Asia <i>HK\$'000</i>	Total <i>HK\$'000</i>
<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	<u>3,211,075</u>	<u>-</u>	<u>5,198,347</u>	<u>643,023</u>	<u>9,052,445</u>
<b>Adjusted segment profit/(loss)</b>	<b>17,437</b>	<b>(57)</b>	<b>109,457</b>	<b>121,193</b>	<b>248,030</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	<u>90</u>	<u>-</u>	<u>3,566</u>	<u>-</u>	<u>3,656</u>
	Foundation and construction — Hong Kong and Macau <i>HK\$'000</i>	Property development — Hong Kong <i>HK\$'000</i>	Construction — Singapore and Southeast Asia <i>HK\$'000</i>	Property development and investment — Singapore and Southeast Asia <i>HK\$'000</i>	Total <i>HK\$'000</i>
<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	<u>2,956,922</u>	<u>-</u>	<u>6,321,726</u>	<u>1,064,674</u>	<u>10,343,322</u>
<b>Adjusted segment profit/(loss)</b>	<b>48,220</b>	<b>(46)</b>	<b>115,527</b>	<b>183,059</b>	<b>346,760</b>
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	<u>191</u>	<u>-</u>	<u>6,068</u>	<u>-</u>	<u>6,259</u>

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

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

	2025 <i>HK\$'000</i>	2024 <i>HK\$'000</i>
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	<u><b>340,291</b></u>	<u>92,141</u>

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

	2025 <i>HK\$'000</i>	2024 <i>HK\$'000</i>
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	<u><b>8,349,096</b></u>	<u>9,093,312</u>

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

	2025 <i>HK\$'000</i>	2024 <i>HK\$'000</i>
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><u>5,104,815</u></b>	<b><u>6,295,796</u></b>

#### 4 REVENUE

	2025 <i>HK\$'000</i>	2024 <i>HK\$'000</i>
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><u>8,977,677</u></b>	<b><u>9,903,716</u></b>
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><u>8,977,677</u></b>	<b><u>9,903,716</u></b>

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

	2025 <i>HK\$'000</i>	2024 <i>HK\$'000</i>
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><u>8,977,677</u></b>	<b><u>9,903,716</u></b>

## 5 EXPENSES BY NATURE

	2025 <i>HK\$'000</i>	2024 <i>HK\$'000</i>
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	<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	<b>51,626</b>	58,408
Depreciation of right-of-use assets	<b>33,936</b>	33,036
Amortisation of other intangible assets	<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
	<hr/>	<hr/>
Total cost of sales, selling and marketing expenses, general and administrative expenses and provision for impairment loss on expected credit loss	<b><u>8,861,138</u></b>	<b><u>9,726,368</u></b>

## 6 OTHER INCOME

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

*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.

**7 OTHER (LOSS)/GAIN, NET**

	2025 <i>HK\$'000</i>	2024 <i>HK\$'000</i>
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	–	46,808
Gain on disposal of right-of-use assets	47	1
Exchange differences	(7,695)	3,262
Others	(2,817)	1,827
	<u>          </u>	<u>          </u>
Other (loss)/gain, net	<u>(21,112)</u>	<u>63,521</u>

**8 FINANCE COSTS, NET**

	2025 <i>HK\$'000</i>	2024 <i>HK\$'000</i>
<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
	<u>          </u>	<u>          </u>
	61,397	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)
	<u>          </u>	<u>          </u>
	(147,531)	(233,165)
Interest expenses capitalised	–	209
	<u>          </u>	<u>          </u>
	(147,531)	(232,956)
Net foreign exchange gains	28,089	9,104
	<u>          </u>	<u>          </u>
	(119,442)	(223,852)
	-----	-----
Finance costs, net	<u>(58,045)</u>	<u>(172,000)</u>

## 9 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 <i>HK\$'000</i>	2024 <i>HK\$'000</i>
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
	<hr/>	<hr/>
Total current income tax expense	<b>34,805</b>	91,580
Deferred income tax	<b>11,217</b>	(42,830)
	<hr/>	<hr/>
Income tax expense	<b>46,022</b>	48,750
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## 10 EARNING PER SHARE

### Basic

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

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

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.

## Diluted

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

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.

## 11 DIVIDENDS

The directors do not recommend the payment of a final dividend for the year ended 31 December 2025 (2024: HK\$nil).

## 12 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
	<u>883,251</u>	<u>716,735</u>
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
	<u>548,279</u>	<u>462,330</u>
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
	<u>283,045</u>	<u>173,420</u>
Loans and interest receivables		
— Associated companies ( <i>Note (e)</i> )	166,172	25,173
	<u>1,880,747</u>	<u>1,377,658</u>
<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
	<u>1,613,031</u>	<u>1,607,451</u>

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 <i>HK\$'000</i>	2024 <i>HK\$'000</i>
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
	<u>883,251</u>	<u>716,735</u>

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 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 Development Pte. Ltd (“**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 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) Development Pte. Ltd (“**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 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.

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 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 Development Pte. Ltd (“**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 director 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 Development Pte. Ltd (“**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 Development Pte. Ltd (“**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.

### 13 DEVELOPMENT PROPERTIES FOR SALE

	2025 <i>HK\$'000</i>	2024 <i>HK\$'000</i>
<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
	<u>720,889</u>	<u>1,055,373</u>

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.

### 14 BORROWINGS

	2025 <i>HK\$'000</i>	2024 <i>HK\$'000</i>
<b>Current</b>		
Bank borrowings — secured	–	228,865
Bank borrowings — unsecured	679,992	866,878
Bank borrowings — mortgaged	1,604	744
Loans from non-controlling interests — unsecured	–	14,515
	<u>681,596</u>	<u>1,111,002</u>
<b>Non-current</b>		
Bank borrowings — secured	447,526	519,385
Bank borrowings — unsecured	715,178	1,051,955
Bank borrowings — mortgaged	68,971	73,831
Loans from non-controlling interests — unsecured	391,264	462,590
	<u>1,622,939</u>	<u>2,107,761</u>
Total borrowings	<u>2,304,535</u>	<u>3,218,763</u>

At 31 December 2025, the Group's borrowings were repayable as follows:

	Bank Loan		Other Loan	
	2025	2024	2025	2024
	HK\$'000	HK\$'000	HK\$'000	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><u>1,913,271</u></b>	<u>2,741,658</u>	<b><u>391,264</u></b>	<u>477,105</u>

## 15 TRADE AND OTHER PAYABLES

	2025	2024
	HK\$'000	HK\$'000
<b>Current</b>		
Trade payables ( <i>Note (b)</i> )		
— Related parties	<b>1,733</b>	1,282
— An associated company	<b>143</b>	151
— Third parties	<b>1,658,403</b>	1,644,259
	<b><u>1,660,279</u></b>	<u>1,645,692</u>
Other payables:		
— Non-controlling interests	<b>66,152</b>	210,338
— Related parties	<b>282,303</b>	235,152
— Associated companies	<b>956</b>	278
— Third parties	<b>53,689</b>	53,172
— Goods and services tax payable	<b>25,134</b>	29,895
	<b><u>428,234</u></b>	<u>528,835</u>
Accruals for operating expenses	<b>135,886</b>	126,879
Accruals for construction costs	<b>262,717</b>	399,854
Deposits received from customers	<b>3,020</b>	10,538
Deferred gain	<b>75,101</b>	104,944
Provision for foreseeable losses on construction contracts	<b>10,551</b>	2,869
	<b><u>487,275</u></b>	<u>645,084</u>
	<b><u>2,575,788</u></b>	<u>2,819,611</u>

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 <i>HK\$'000</i>	2024 <i>HK\$'000</i>
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><u>1,660,279</u></b>	<b><u>1,645,692</u></b>

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.

## 16 PERFORMANCE BONDS AND CONTINGENT LIABILITIES

At each consolidated statement of financial position date, the Group had the following performance bonds:

	2025 <i>HK\$'000</i>	2024 <i>HK\$'000</i>
Guarantees on performance bonds in respect of construction contracts	<b><u>1,536,378</u></b>	<b><u>1,350,928</u></b>

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.

## **FINAL DIVIDEND**

The Board does not recommend the payment of dividend for the year ended 31 December 2025 (2024: Nil).

For the purpose of ascertaining the entitlement of shareholders of the Company to attend and vote at the forthcoming annual general meeting on Thursday, 11 June 2026, the register of members of the Company will be closed from Friday, 5 June 2026 to Thursday, 11 June 2026, both days inclusive, during which period no transfer of Shares will be registered. In order to qualify for attending and voting at the forthcoming annual general meeting, all transfers accompanied by the relevant share certificates must be lodged with the Company's Hong Kong branch share registrar and transfer office, Tricor Investor Services Limited, at 17/F, Far East Finance Centre, 16 Harcourt Road, Hong Kong for registration no later than 4:30 p.m. on Thursday, 4 June 2026. The record date for the forthcoming annual general meeting is Thursday, 11 June 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.

## **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.

## **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.

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

<b>Project</b>	<b>Sales Revenue 2025</b> <i>(HK\$’ million)</i>	<b>ASP 2025</b> <i>(HK\$/sq.m.)</i>
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 <i>sq.m.</i>	Total SFA <i>sq.m.</i>	Cumulative contracted sales area <i>sq.m.</i>	Cumulative contracted sales amount <i>HK\$ billion</i>	% 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.

### *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.

### **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.

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.

## **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).

## **NON-COMPETITION DEED**

To minimise the potential competition, Guotsing Holding Group Co. Limited, Guotsing Holding Company Limited and Dr. Du Bo, an executive Director, (collectively, the “**Covenantors**”) entered into a deed of non-competition dated 22 September 2015 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.

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.

## **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 announcement, the Group did not have any existing plan for acquiring other material investments or capital assets.

## **CONTINGENT LIABILITIES**

Save as disclosed in note 16 to the consolidated financial statements, the Group had no other contingent liabilities as at 31 December 2025 and 31 December 2024.

## **EVENT AFTER THE REPORTING PERIOD**

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

## **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 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.

### **Scope of work of Messrs. Deloitte Touche Tohmatsu**

The figures in respect of the Group’s consolidated statement of financial position, consolidated statement of profit or loss and other comprehensive income and the related notes thereto for the year ended 31 December 2025 as set out in the preliminary announcement have been agreed by the Group’s auditor, Messrs. Deloitte Touche Tohmatsu, to the amounts set out in the audited consolidated financial statements of the Group for the year as approved by the Board on 31 March 2026. The work performed by Messrs. Deloitte Touche Tohmatsu in this respect did not constitute an assurance engagement and consequently no opinion or assurance conclusion has been expressed by Messrs. Deloitte Touche Tohmatsu on the preliminary announcement.

By Order of the Board  
**CNQC International Holdings Limited**  
**Wang Congyuan**  
*Chairman*

Hong Kong, 31 March 2026

*As at the date of this announcement, the Board comprises (i) four executive directors, namely Mr. Wang Congyuan (Chairman), Dr. Du Bo, Mr. Li Jun (Chief Executive Officer), and Mr. Du Dexiang (Co-Chief Executive Officer); (ii) one non-executive director, namely Mr. Liu Jiazhen; and (iii) four independent non-executive directors, namely Mr. Tam Tak Kei, Raymond, Mr. Chan Kok Chung, Johnny, Mr. Liu Junchun and Ms. Zhou Lu.*