PICO FAR EAST HOLDINGS LIMITED

(Incorporated in the Cayman Islands with limited liability)

(Stock Code: 752)

AUDITED FINAL RESULTS FOR THE YEAR ENDED OCTOBER 31, 2025

The Board of Directors (the "Board") of Pico Far East Holdings Limited (the "Company") is pleased to announce the audited final results of the Company and its subsidiaries (the "Group") for the year ended October 31, 2025, together with comparative figures as follows:

CONSOLIDATED INCOME STATEMENT

FOR THE YEAR ENDED OCTOBER 31, 2025

	Note	**2025** **HK$'000**	2024 HK$'000
Revenue	2	**7,207,712**	6,327,002
Cost of sales		**(4,977,559)**	(4,384,902)
Gross profit		**2,230,153**	1,942,100
Other income	3	**128,842**	187,409
Distribution costs		**(903,474)**	(818,283)
Administrative expenses		**(818,326)**	(745,872)
Impairment losses for trade and other debtors, and contract assets		**(38,656)**	(49,270)
Other operating expenses		**(6,931)**	(16,675)
Profit from core operations		**591,608**	499,409
Change in remeasurement of contingent consideration		**–**	376
Amortisation of other intangible assets arising from business combinations		**(24,175)**	(25,222)
Profit from operations		**567,433**	474,563
Finance costs	4	**(28,009)**	(33,421)
		539,424	441,142
Share of profits of associates		**7,427**	11,609
Share of profits of joint ventures		**524**	1,492
Profit before tax		**547,375**	454,243
Income tax expense	5	**(111,404)**	(86,220)
Profit for the year	6	**435,971**	368,023
Attributable to:			
Owners of the Company		**436,028**	357,568
Non-controlling interests		**(57)**	10,455
		435,971	368,023
EARNINGS PER SHARE	8		
Basic		**34.92 cents**	28.84 cents
Diluted		**34.77 cents**	28.74 cents

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED OCTOBER 31, 2025

	2025	2024
	HK$'000	*HK$'000*
Profit for the year	**435,971**	368,023
Other comprehensive income:		
Items that will not be reclassified to profit or loss:		
Exchange adjustments of financial assets at fair value through other comprehensive income ("FVTOCI")	**(478)**	–
Fair value changes of financial assets at FVTOCI	**–**	(15,379)
Remeasurement loss on defined benefit obligation	**(548)**	–
	(1,026)	(15,379)
Items that may be reclassified to profit or loss:		
Exchange differences on translating foreign operations	**20,523**	49,192
Share of other comprehensive income of associates	**617**	3,096
Exchange differences reclassified to profit or loss on dissolution/disposal of subsidiaries	**(276)**	239
Capital reserve reclassified to profit or loss on dissolution of a subsidiary	**(840)**	–
Exchange differences reclassified to profit or loss on disposal of an associate	**–**	5,457
Loss on net investment hedge	**(10,246)**	–
	9,778	57,984
Other comprehensive income for the year, net of tax	**8,752**	42,605
Total comprehensive income for the year	**444,723**	410,628
Attributable to:		
Owners of the Company	**444,596**	396,310
Non-controlling interests	**127**	14,318
	444,723	410,628

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

AT OCTOBER 31, 2025

	Note	**2025** **HK$'000**	2024 HK$'000
Non-current Assets			
Investment properties		**239,770**	245,020
Property, plant and equipment		**496,639**	503,941
Right-of-use assets		**208,826**	185,467
Intangible assets		**398,006**	432,550
Interests in associates		**98,225**	109,072
Interests in joint ventures		**42,463**	41,939
Financial assets at FVTOCI		**47,324**	–
Financial assets at fair value through profit or loss ("FVTPL")		**6,868**	4,029
Deferred tax assets		**6,457**	5,704
Loan due from a joint venture		**4,653**	–
		1,549,231	1,527,722
Current Assets			
Inventories		**8,258**	5,531
Contract assets and other contract costs		**1,174,554**	965,040
Financial assets at FVTPL		**24,834**	22,671
Debtors, deposits and prepayments	*9*	**1,184,584**	1,196,003
Amounts due from associates		**7,312**	8,353
Amounts due from joint ventures		**–**	845
Current tax assets		**5,594**	2,077
Pledged bank deposits		**60,496**	65,316
Bank and cash balances		**2,233,006**	1,913,579
		4,698,638	4,179,415
Current Liabilities			
Contract liabilities		**324,450**	458,630
Creditors and accrued charges	*10*	**2,336,759**	2,182,013
Amounts due to associates		**2,910**	4,250
Amounts due to joint ventures		**6,168**	6,539
Current tax liabilities		**77,812**	57,288
Borrowings		**589,433**	331,637
Lease liabilities		**11,617**	16,667
Derivative financial instruments		**235**	–
		3,349,384	3,057,024
Net Current Assets		**1,349,254**	1,122,391
Total Assets Less Current Liabilities		**2,898,485**	2,650,113

	2025	2024
	HK$'000	*HK$'000*
Non-current Liabilities		
Borrowings	**111,898**	135,418
Lease liabilities	**141,447**	109,339
Deferred tax liabilities	**91,278**	86,027
Retirement benefit obligation	**1,988**	1,156
	346,611	331,940
NET ASSETS	**2,551,874**	2,318,173
Capital and Reserves		
Share capital	**63,163**	62,045
Reserves	**2,484,213**	2,229,872
Equity attributable to owners of the Company	**2,547,376**	2,291,917
Non-controlling interests	**4,498**	26,256
TOTAL EQUITY	**2,551,874**	2,318,173

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED OCTOBER 31, 2025

1. ADOPTION OF NEW AND REVISED HONG KONG FINANCIAL REPORTING STANDARDS ACCOUNTING STANDARDS

Application of new and revised Hong Kong Financial Reporting Standards ("HKFRS") Accounting Standards

The Group has applied the following amendments to HKFRS Accounting Standards issued by the Hong Kong Institute of Certified Public Accountants (the "HKICPA") for the first time, which are mandatorily effective for the annual period beginning on or after November 1, 2024 for the preparation of the consolidated financial statements:

Amendments to Hong Kong Accounting Standard ("HKAS") 1	Classification of Liabilities as Current or Non-current
Amendments to HKAS 1	Non-current Liabilities with Covenants
Amendments to HKFRS 16	Lease Liability in a Sale and Leaseback
Hong Kong Interpretation 5 ("HK Int 5") (Revised)	Presentation of Financial Statements – Classification by the Borrower of a Term Loan that Contains a Repayment on Demand Clause
Amendments to HKAS 7 and HKFRS 7	Supplier Finance Arrangements

Adoption of Amendments to HKAS 1 "Classification of Liabilities as Current or Non-current" and Amendments to HKAS 1 "Non-current Liabilities with Covenants" (collectively the "HKAS 1 Amendments")

As a result of the adoption of the HKAS 1 Amendments, the Group changed its accounting policy for the classification of borrowings as below:

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

Covenants that the Group is required to comply with, on or before the end of the reporting period, are considered in classifying loan arrangements with covenants as current or non-current. Covenants that the Group is required to comply with after the reporting period do not affect the classification."

This new policy did not result in a change in the classification of the Group's borrowings. The Group did not make retrospective adjustments as a result of adopting HKAS 1 Amendments. The Group has provided additional disclosures about its non-current liabilities subject to covenants in notes to the consolidated financial statements.

New and revised HKFRS Accounting Standards in issue but not yet effective

Up to the date of issue of these consolidated financial statements, the HKICPA has issued a number of new standards and amendments to standards and interpretation, which are not effective for the year ended October 31, 2025 and which have not been adopted in these consolidated financial statements. The Group has not early applied the following which may be relevant to the Group:

	Effective for accounting periods beginning on or after
Amendments to HKAS 21 – Lack of Exchangeability	January 1, 2025
Amendments to HKFRS 9 and HKFRS 7 – Classification and Measurement of Financial Instruments	January 1, 2026
Annual Improvements to HKFRS Accounting Standards – Volume 11	January 1, 2026
HKFRS 18 – Presentation and Disclosure in Financial Statements	January 1, 2027
Amendments to HK Int 5 – Presentation of Financial Statements – Classification by the Borrower of a Term Loan that Contains a Repayment on Demand Clause	January 1, 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 by the HKICPA

The Group is in the process of making an assessment of what the impacts of these new or amendments to standards and interpretation are expected to be in the period of initial application. So far it has concluded that the adoption of them is unlikely to have a significant impact on the consolidated financial statements, except for following new HKFRS Accounting Standards or amendments to HKFRS Accounting Standards.

HKFRS 18 "Presentation and Disclosure in Financial Statements"

HKFRS 18 will replace HKAS 1 "Presentation of Financial Statements", introducing new requirements that will help to achieve comparability of the financial performance of similar entities and provide more relevant information and transparency to users. Even though HKFRS 18 will not impact the recognition or measurement of items in the consolidated financial statements, HKFRS 18 introduces significant changes to the presentation of financial statements, with a focus on information about financial performance present in the statement of profit or loss, which will affect how the Group present and disclose financial performance in the financial statements. The key changes introduced in HKFRS 18 relate to (i) the structure of the statement of profit or loss, (ii) required disclosures for management-defined performance measures (which are referred to alternative or non-GAAP performance measures), and (iii) enhanced requirements for aggregation and disaggregation of information.

The Group is currently assessing the impact of applying HKFRS 18 on the presentation and the disclosures of the consolidated financial statements.

Amendments to HKFRS 9 and HKFRS 7 "Classification and Measurement of Financial Instruments"

The HKICPA issued targeted amendments to HKFRS 9 and HKFRS 7 to respond to recent questions arising in practice, and to include new requirements not only for financial institutions but also for corporate entities. These amendments:

– clarify the date of recognition and derecognition of some financial assets and liabilities, with a new exception for some financial liabilities settled through an electronic cash transfer system;

– clarify and add further guidance for assessing whether a financial asset meets the solely payments of principal and interest ("SPPI") criterion;

– add new disclosures for certain instruments with contractual terms that can change cash flows (such as some financial instruments with features linked to the achievement of environment, social and governance targets); and

– update the disclosures for equity instruments designated at FVTOCI.

The application of the amendments is not expected to have significant impact on the financial position and performance of the Group.

Amendments to HKAS 21 "Lack of Exchangeability"

The amendments specify when a currency is exchangeable into another currency and when it is not and how an entity estimates the spot exchange rate when a currency is not exchangeable. In addition, the amendments require disclosure of information that enables users of its financial statements to evaluate how a currency's lack of exchangeability affects, or is expected to affect, the entity's financial performance, financial position and cash flows.

The amendments are effective for annual reporting periods beginning on or after January 1, 2025, with early application permitted. The application of the amendments is not expected to have significant impact on the financial position and performance of the Group.

Amendments to HKFRS 10 and HKAS 28 "Sale or Contribution of Assets between an Investor and its Associate or Joint Venture"

The amendments to HKFRS 10 "Consolidated Financial Statements" and HKAS 28 "Investments in Associates and Joint Ventures" deal with situations where there is a sale or contribution of assets between an investor and its associate or joint venture. Specifically, the amendments state that gains or losses resulting from the loss of control of a subsidiary that does not contain a business in a transaction with an associate or a joint venture that is accounted for using the equity method, are recognised in the parent's profit or loss only to the extent of the unrelated investors' interests in that associate or joint venture. Similarly, gains and losses resulting from the remeasurement of investments retained in any former subsidiary (that has become an associate or a joint venture that is accounted for using the equity method) to fair value are recognised in the former parent's profit or loss only to the extent of the unrelated investors' interests in the new associate or joint venture.

The application of the amendments is not expected to have significant impact on the financial position and performance of the Group.

2. REVENUE AND SEGMENT INFORMATION

(a) Disaggregation of revenue

Disaggregation of revenue from contracts with customers by major products or service lines for the year is as follows:

	2025	2024
	HK$'000	*HK$'000*
Revenue from contracts with customers within the scope of HKFRS 15		
Disaggregated by major products or service lines		
Brand experience activation (restated)	**6,148,792**	5,731,392
Meeting architecture activation	**145,690**	173,320
Museum and themed entertainment	**913,230**	422,290
	7,207,712	6,327,002

Disaggregation of revenue from contracts with customers by the timing of revenue recognition and by geographic markets is disclosed as below.

Transaction price allocated to the remaining performance obligation for contracts with customers

The transaction price allocated to the remaining performance obligations (unsatisfied or partially unsatisfied) as at October 31, 2025 and 2024 and the expected timing of recognising revenue as follows:

	Brand experience activation	**Meeting architecture activation**	**Museum and themed entertainment**
	HK$'000	***HK$'000***	***HK$'000***
At October 31, 2025			
Within one year	**24,910**	**–**	**113,625**
More than one year but not more than two years	**29,374**	**–**	**138,208**
More than two years	**10,115**	**–**	**49,724**
	64,399	**–**	**301,557**

	Brand experience activation *HK$'000* (restated)	Meeting architecture activation *HK$'000*	Museum and themed entertainment *HK$'000*
At October 31, 2024			
Within one year	101,959	–	319,780
More than one year but not more than two years	22,842	–	99,695
	124,801	–	419,475

The Group has applied the practical expedient in paragraph 121 of HKFRS 15 to its sales contracts for installation services such that the above information does not include information about revenue that the Group will be entitled to when it satisfies the remaining performance obligations under the contracts for installation services that had an original expected duration of one year or less.

(b) Segment information

The Group is principally engaged in the brand experience activation; meeting architecture activation; museum and themed entertainment; and their related business.

The Group's reportable segments are strategic business units that offer different products and services. They are managed separately because each business requires different technology and marketing strategies. During the year, the management also reviewed the assets, liabilities and share of profits or losses of associates and joint ventures separately.

During the year ended October 31, 2025, the Group reorganised its internal reporting to the Chief Operating Decision Maker (the "CODM"). The previously separate "Visual Branding Activation" and "Exhibition, Event and Brand Activation" businesses have been combined into a single reportable segment as "Brand Experience Activation". This change aligns with the management of integrated brand solution and the information provided to the CODM for the purpose of resource allocation and performance assessment.

The Group has also refined its entity-wide geographical disclosure to align with the management of geographical business units. Revenue and non-current assets are now presented across four regions: Greater China, Asia-Pacific, Europe, Middle East and Africa ("EMEA"), and the United States.

The comparative figures for both segment results and geographical analysis have been restated to conform to the current year's presentation.

The accounting policies of the operating segments are the same as those described in notes to the consolidated financial statements. Segment profits or losses do not include income tax expense, change in remeasurement of contingent consideration, amortisation of other intangible assets arising from business combinations, interest income, interest expenses, staff costs and income and expenses arising from corporate teams. Segment assets do not include certain properties, motor vehicles, financial assets at FVTPL and financial assets at FVTOCI which are used as corporate assets, goodwill and other intangible assets arising from business combinations, current tax assets and deferred tax assets. Segment liabilities do not include current tax liabilities and deferred tax liabilities.

The Group accounts for inter-segment sales and transfers as if the sales or transfers were to third parties, i.e. at current market prices.

Information about reportable segment revenue, profit or loss, assets and liabilities

	Brand experience activation *HK$'000*	Meeting architecture activation *HK$'000*	Museum and themed entertainment *HK$'000*	Unallocated *HK$'000*	Total *HK$'000*
For the year ended October 31, 2025					
Revenue from external customers	6,148,792	145,690	913,230		7,207,712
Timing of revenue recognition					
At a point in time	5,382,977	145,690	381,478		5,910,145
Over time	765,815	–	531,752		1,297,567
Inter-segment revenue	661,865	–	231,093		892,958
Segment profits	642,472	17,980	4,512		664,964
Share of profits of associates	7,427	–	–	–	7,427
Share of profits of joint ventures	–	–	524	–	524
Interest income	–	–	–	40,305	40,305
Interest expenses	6,988	12	436	20,217	27,653
Unwinding discount expenses	356	–	–	–	356
Depreciation and amortisation	61,178	1,767	4,831	34,443	102,219
Cost of inventories sold	282,872	10	3,039	–	285,921
Staff costs	1,061,175	32,148	195,713	32,387	1,321,423
Other material non-cash items:					
Allowance for bad and doubtful debts	76,179	1,126	2,450	–	79,755
Impairment of interests in associates	12,685	94	–	–	12,779
Additions to segment non-current assets	59,204	1,341	28,182	4,251	92,978
At October 31, 2025					
Segment assets	4,830,836	263,068	319,069		5,412,973
Segment liabilities	3,101,447	163,100	262,358		3,526,905
Interests in associates	98,225	–	–	–	98,225
Interests in joint ventures	–	–	42,463	–	42,463

	Brand experience activation *HK$'000* (restated)	Meeting architecture activation *HK$'000*	Museum and themed entertainment *HK$'000*	Unallocated *HK$'000*	Total *HK$'000*
For the year ended October 31, 2024					
Revenue from external customers	5,731,392	173,320	422,290		6,327,002
Timing of revenue recognition					
At a point in time	4,897,308	173,320	84,638		5,155,266
Over time	834,084	–	337,652		1,171,736
Inter-segment revenue	322,124	3,320	39,323		364,767
Segment profits	411,666	91,278	50,380		553,324
Share of profits of associates	11,609	–	–	–	11,609
Share of profits of joint ventures	–	–	1,492	–	1,492
Gain on disposal of an associate	–	72,152	–	–	72,152
Interest income	20,077	6,634	1,262	–	27,973
Interest expenses	32,847	14	227	–	33,088
Unwinding discount expenses	333	–	–	–	333
Depreciation and amortisation	61,918	2,120	5,798	35,620	105,456
Cost of inventories sold	334,651	511	21,907	–	357,069
Staff costs	1,182,009	28,056	153,229	37,064	1,400,358
Other material non-cash items:					
Impairment of show rights	–	2,931	–	–	2,931
Allowance for bad and doubtful debts	66,427	110	379	–	66,916
Impairment (reversal of impairment) of interests in associates	13,527	(1,556)	–	–	11,971
Additions to segment non-current assets	37,763	3,817	2,199	2,412	46,191
At October 31, 2024					
Segment assets	4,320,211	262,612	309,235		4,892,058
Segment liabilities	2,920,876	148,608	176,165		3,245,649
Interests in associates	108,978	94	–	–	109,072
Interests in joint ventures	–	–	41,939	–	41,939

Reconciliation of reportable segment revenue, profit or loss, assets and liabilities

	2025	2024
	HK$'000	*HK$'000*
Revenue		
Total revenue of reportable segments	**8,100,670**	6,691,769
Elimination of inter-segment revenue	**(892,958)**	(364,767)
Consolidated revenue	**7,207,712**	6,327,002
Profit or loss		
Total profits of reportable segments	**664,964**	553,324
Unallocated amounts:		
Change in remeasurement of contingent consideration	**–**	376
Amortisation of other intangible assets arising from business combinations	**(24,175)**	(25,222)
Interest income	**40,305**	–
Interest expenses	**(20,217)**	–
Staff costs	**(32,387)**	(37,064)
Corporate expenses	**(81,115)**	(37,171)
Consolidated profit before tax	**547,375**	454,243
Assets		
Total assets of reportable segments	**5,412,973**	4,892,058
Unallocated amounts:		
Corporate motor vehicles	**5,844**	3,144
Properties	**387,952**	400,580
Goodwill and other intangible assets arising from business combinations	**356,891**	380,903
Financial assets at FVTPL	**24,834**	22,671
Financial assets at FVTOCI	**47,324**	–
Current tax assets	**5,594**	2,077
Deferred tax assets	**6,457**	5,704
Consolidated total assets	**6,247,869**	5,707,137
Liabilities		
Total liabilities of reportable segments	**3,526,905**	3,245,649
Unallocated amounts:		
Current tax liabilities	**77,812**	57,288
Deferred tax liabilities	**91,278**	86,027
Consolidated total liabilities	**3,695,995**	3,388,964

Geographical information

	Revenue		Non-current assets	
	2025	2024	**2025**	2024
	HK$'000	*HK$'000*	***HK$'000***	*HK$'000*
		(restated)		(restated)
Greater China	**2,413,064**	2,556,357	**591,321**	608,497
Malaysia, Singapore, the Philippines and Vietnam	**1,581,131**	1,331,793	**286,053**	302,941
Other Asia-Pacific	**301,001**	237,839	**12,193**	4,150
Total Asia-Pacific	**1,882,132**	1,569,632	**298,246**	307,091
Bahrain, Oman, Qatar, Saudi Arabia and the United Arab Emirates	**1,115,451**	630,663	**43,546**	42,245
Other EMEA	**596,621**	753,107	**890**	3,203
Total EMEA	**1,712,072**	1,383,770	**44,436**	45,448
The United States	**1,200,444**	817,243	**409,238**	405,942
Consolidated total	**7,207,712**	6,327,002	**1,343,241**	1,366,978

In presenting the geographical information, revenue is based on the location of customers, and the non-current assets are based on the location of assets.

3. OTHER INCOME

	2025	2024
	HK$'000	*HK$'000*
Included in other income are:		
Dividend income from financial assets at FVTOCI	**7**	9
Gain on disposal of property, plant and equipment	**326**	102
Interest income	**40,305**	27,973
Rental income	**39,949**	42,175
Government grants	**4,661**	4,930
Bad debts written off recovery	**244**	50
Gain on lease modification	**388**	26
Fair value gain of financial assets at FVTPL	**2,171**	4,214

The gross rental income from investment properties for the year amounted to HK$14,076,000 (2024: HK$13,126,000).

Government grants mainly related to wage support, supports for technical services enterprises and grant for tourism event development. Under the grant of wage support, the government supports for wage increases for lower-wage workers. Under the supports for technical services enterprises, the government supports enterprises that meet certain targets in income from their core businesses, and under the grant for tourism event development, the Group is required to meet performance target in the projects. There is no unfulfilled conditions and other contingencies attached to government assistance that has been recognised.

4. FINANCE COSTS

	2025 *HK$'000*	2024 *HK$'000*
Interest on borrowings	**21,160**	26,804
Interest on lease liabilities	**6,493**	6,284
Unwinding discount expenses	**356**	333
	28,009	33,421

5. INCOME TAX EXPENSE

	2025 *HK$'000*	2024 *HK$'000*
The charge comprises:		
Current income tax		
Profits tax for the year		
Hong Kong	**3,762**	656
Overseas	**103,934**	81,392
(Over) under provision in prior years		
Hong Kong	**(6)**	61
Overseas	**(1,450)**	(1,989)
	106,240	80,120
Deferred tax	**5,164**	6,100
	111,404	86,220

Hong Kong profits tax is calculated at 16.5% (2024: 16.5%) on the estimated assessable profits for the year. A portion of the Group's profit is derived offshore and is not subject to Hong Kong profits tax.

Under the two-tiered profits tax regime, the first HK$2 million of profits of the qualifying group entities established in Hong Kong has been taxed at 8.25%, and profits above that amount will be subject to the tax rate of 16.5%. The profits of the group entities not qualifying for the two-tiered profits tax rate regime will continue to be taxed at a rate of 16.5%.

Under the Law of the People's Republic of China (the "PRC") on Enterprise Income Tax (the "EIT Law") and Implementation Regulations of the EIT Law, PRC enterprise income tax has been provided at the rate of 25% (2024: 25%).

Singapore corporate income tax has been provided at the rate of 17% (2024: 17%) on the estimated assessable profit during the year.

Tax charge on profits assessable elsewhere have been calculated at the rates of tax prevailing in the countries in which the Group operates, based on existing legislation, interpretation and practices in respect thereof.

The reconciliation between the income tax expense and the product of profit before tax multiplied by the Hong Kong profits tax rate is as follows:

	2025	2024
	HK$'000	*HK$'000*
Profit before tax (excluding share of results of associates and joint ventures)	**539,424**	441,142
Tax at the domestic income tax rate of 16.5% (2024: 16.5%)	**89,005**	72,788
Effect of different taxation rates in other countries	**10,133**	15,919
Tax effect of income that is not taxable	**(34,289)**	(44,079)
Tax effect of expenses that are not deductible	**34,494**	31,721
Tax effect of utilisation of previously unrecognised tax losses	**(10,331)**	(10,577)
Tax effect of tax losses not recognised	**5,183**	4,205
Deferred taxation on withholding tax arising on undistributed earnings of subsidiaries	**798**	6,690
Over provision in prior years	**(1,456)**	(1,928)
Others	**17,867**	11,481
Income tax expense	**111,404**	86,220

In December 2021, the Organisation for Economic Co-operation and Development ("OECD") released the Pillar Two model rules, known as the Global Anti-Base Erosion ("GloBE") rules, to reform international corporate taxation.

The Group does not fall within the scope of the OECD Pillar Two model rules. Pillar Two legislation was gazetted in Hong Kong on June 6, 2025, the jurisdiction in which the Company is listed, and has come into effect retroactively from January 1, 2025. The Group applies the HKAS 12 exception to recognising and disclosing information about deferred tax assets and liabilities related to Pillar Two income taxes.

The Group is operating in certain jurisdictions where the OECD Pillar Two model rules are effective or enacted but not effective.

However, as the Group's consolidated annual revenue is expected to be less than 750 million euros in at least two of the four fiscal years preceding the tested year, the management of the Group has not made relevant disclosures of qualitative and quantitative information about the Group's exposure to the Pillar Two income taxes.

6. PROFIT FOR THE YEAR

	2025 **HK$'000**	2024 HK$'000
Profit for the year has been arrived at after charging:		
Auditors' remuneration	**7,838**	6,806
Depreciation of:		
Property, plant and equipment	**41,976**	42,506
Right-of-use assets	**21,872**	23,096
Loss on disposal of property, plant and equipment	**628**	91
Direct operating expenses of investment properties that generate rental income	**3,157**	2,303
Subcontracting costs	**2,573,575**	2,235,542
Cost of inventories sold	**285,921**	357,069
Bad debts written off	**1,579**	3,529
Allowance for bad and doubtful debts	**78,176**	63,387
Amortisation of:		
Club membership (included in administrative expenses)	**8**	8
Show rights and software (included in administrative expenses)	**14,188**	14,624
Other intangible assets arising from business combinations	**24,175**	25,222
Net exchange loss	**5,709**	7,902
Impairment of show rights (included in administrative expenses)	**–**	2,931
Impairment of interests in associates (included in administrative expenses)	**12,779**	13,527
Decrease in fair value of investment properties, net	**5,323**	15,012
Fair value loss on derivative financial instruments (included in administrative expenses)	**235**	–
Fair value loss on financial assets at FVTPL (included in administrative expenses)	**–**	1,298
Loss on expiry of derivative financial assets (included in administrative expenses)	**–**	1,137
Loss on dissolution of subsidiaries, net	**–**	641
and crediting:		
Allowance written back on bad and doubtful debts	**41,099**	17,646
Decrease in remeasurement of contingent consideration	**–**	376
Gain on dissolution of subsidiaries, net	**1,115**	–
Gain on disposal of a subsidiary	**4,629**	–
Gain on disposal of an associate	**–**	72,152
Reversal of impairment of interests in an associate	**–**	1,556

During the year ended October 31, 2024, gain on disposal of an associate represents the gain on disposal of InfocommAsia Pte Ltd. of HK$72,152,000.

7. DIVIDENDS PAID

	2025 *HK$'000*	2024 *HK$'000*
2024 final dividend paid HK7.5 cents and special dividend paid HK3.5 cents per ordinary share with a scrip dividend option (2024: 2023 final dividend paid HK7.0 cents per ordinary share)	**137,657**	86,781
2025 interim dividend paid HK5.5 cents per ordinary share (2024: 2024 interim dividend paid HK5.5 cents per ordinary share)	**69,457**	68,225
Total	**207,114**	155,006

A final dividend of HK9.0 cents and a special dividend, with a scrip dividend option, of HK4.5 cents per ordinary share, for the year ended October 31, 2025 has been proposed by the Board and is subject to approval by the shareholders in the forthcoming annual general meeting.

8. EARNINGS PER SHARE

The calculation of the basic and diluted earnings per share is based on the following data:

	2025 *HK$'000*	2024 *HK$'000*
Earnings for the purposes of calculating basic and diluted earnings per share	**436,028**	357,568

	2025	2024
Weighted average number of ordinary shares for the purpose of calculating basic earnings per share	**1,248,523,622**	1,239,984,164
Effect of dilutive potential ordinary shares in respect of options	**5,577,462**	4,204,876
Weighted average number of ordinary shares for the purpose of calculating diluted earnings per share	**1,254,101,084**	1,244,189,040

9. DEBTORS, DEPOSITS AND PREPAYMENTS

	2025 HK$'000	2024 HK$'000
Trade debtors	**1,074,787**	1,020,530
Less: Allowance for bad and doubtful debts	**(146,503)**	(119,758)
	928,284	900,772
Other debtors	**170,625**	192,701
Less: Allowance for bad and doubtful debts	**(17,523)**	(13,927)
	153,102	178,774
Prepayments and deposits	**103,198**	116,457
	256,300	295,231
	1,184,584	1,196,003

The Group allows a credit period ranged from 30 to 90 days to its customers.

The aging analysis of trade debtors, based on the invoice date, and net of allowance, is as follows:

	2025 HK$'000	2024 HK$'000
Less than 91 days	**734,631**	708,286
91 – 180 days	**107,578**	75,193
181 – 365 days	**64,621**	88,149
More than one year	**21,454**	29,144
	928,284	900,772

The carrying amounts of the Group's trade debtors are denominated in the following currencies:

	Hong Kong dollars HK$'000	Euro HK$'000	Malaysian ringgits HK$'000	Renminbi HK$'000	Singapore dollars HK$'000	United States dollars HK$'000	United Arab Emirates dirhams HK$'000	Others HK$'000	Total HK$'000
At October 31, 2025	**103,275**	**19,931**	**39,507**	**284,663**	**122,550**	**170,888**	**21,665**	**165,805**	**928,284**
At October 31, 2024	53,898	4,805	46,481	284,539	104,084	225,758	25,605	155,602	900,772

At October 31, 2025, an allowance was made for estimated irrecoverable trade debtors of HK$146,503,000 (2024: HK$119,758,000) which have either been placed under liquidation or in severe financial difficulties. The Group does not hold any collateral over these balances.

10. CREDITORS AND ACCRUED CHARGES

	2025	2024
	HK$'000	*HK$'000*
Trade creditors	**377,825**	354,145
Accrued charges	**1,939,863**	1,808,456
Other creditors	**11,926**	12,731
Provision for reinstatement costs	**7,145**	6,681
	2,336,759	2,182,013

The aging analysis of trade creditors, based on the date of receipt of goods or services, is as follows:

	2025	2024
	HK$'000	*HK$'000*
Less than 91 days	**301,530**	270,106
91 – 180 days	**29,211**	37,527
181 – 365 days	**27,978**	22,813
More than one year	**19,106**	23,699
	377,825	354,145

The carrying amounts of the Group's trade creditors are denominated in the following currencies:

	Hong Kong dollars	**Euro**	**Malaysian ringgits**	**Renminbi**	**Singapore dollars**	**United States dollars**	**United Arab Emirates dirhams**	**Others**	**Total**
	HK$'000	*HK$'000*	*HK$'000*	*HK$'000*	*HK$'000*	*HK$'000*	*HK$'000*	*HK$'000*	*HK$'000*
At October 31, 2025	**29,635**	**9,738**	**18,156**	**130,573**	**60,498**	**31,388**	**36,661**	**61,176**	**377,825**
At October 31, 2024	40,743	2,701	13,952	152,872	26,762	46,769	26,659	43,687	354,145

BUSINESS REVIEW AND PROSPECTS

Financial Results

During the financial year under review, the Group continued to push forward its strategies to build a resilient and growth-sustaining business. As a Total Brand Activation ("TBA") company, the Group deploys Content, Community, Creative, Technology and Data strategies ("3C+D") to deliver Integrated Brand Experience ("IBE") solutions to clients globally. This helped to continuously increase the Group's market share of a revitalised global economy. The following results are a testament to the Group's strategy and manner of continually capitalising on business opportunities.

During the financial year under review, the Group reported total revenue of HK$7,208 million (2024: HK$6,327 million), representing a 13.9% increase on a year-over-year basis.

Earnings before interest, taxes, depreciation, amortisation and a change in remeasurement of contingent consideration ("EBITDA") was HK$636.9 million (2024: HK$564.4 million), representing a 12.8% increase on a year-over-year basis.

Profit from core operations was HK$591.6 million (2024: HK$499.4 million), representing an 18.5% increase on a year-over-year basis.

Profit attributable to owners of the Company was HK$436.0 million (2024: HK$357.6 million), representing a 21.9% increase on a year-over-year basis.

Dividend

The Board recommends payment of a final dividend of HK9.0 cents ("Final Dividend") (2024: a final dividend of HK7.5 cents), and a special dividend ("Special Dividend", together with the Final Dividend, "Dividends") of HK4.5 cents (2024: a special dividend of HK3.5 cents), per ordinary share. Together with an interim dividend of HK5.5 cents (2024: HK5.5 cents) per ordinary share, the total dividend for the year ended October 31, 2025 amounts to HK19.0 cents (2024: HK16.5 cents) per ordinary share. Shareholders of the Company will be given the option to receive the Special Dividend of HK4.5 cents per ordinary share in cash or wholly or partly in new and fully paid shares ("Scrip Shares") in lieu of cash (the "Scrip Dividend Scheme"), and the Final Dividend of HK9.0 cents per ordinary share will be paid in the form of cash.

The payment of the Dividends is conditional upon the approval of the Company's shareholders at the forthcoming annual general meeting to be held on Friday, March 27, 2026. Further, payment of the Special Dividend is subject to the Listing Committee of The Stock Exchange of Hong Kong Limited granting the listing of and permission to deal in Scrip Shares. It is expected that cash entitlements will be paid (by way of cheques or bank transfers) and/or share certificates for Scrip Shares will be dispatched on Tuesday, May 26, 2026 to the shareholders on the register of members of the Company on Friday, April 10, 2026.

A circular containing, inter alia, full details of the Scrip Dividend Scheme is expected to be dispatched together with a form of election for scrip dividend to shareholders of the Company on or around Tuesday, April 21, 2026.

Business Review

As of October 31, 2025, the Group employed over 2,300 full-time staff and operated across 37 cities in 23 countries globally. Pico is a Total Brand Activation company utilising Content, Community, Creative, Technology and Data strategy to create Integrated Brand Experience solutions for clients' marketing events around the world.

We continue to operate in a very complex world, with rising geopolitical tensions testing the Group's resilience and existing growth strategies as a global organisation. Geopolitical conflicts and continued US-China trade tensions have resulted in a decline in global trade cooperation, causing the world to move from global to geopolitically aligned trade. As US-China trade has declined, the Middle East and Asia-Pacific countries such as Singapore, Malaysia, South Korea, Thailand and Vietnam have emerged as major beneficiaries. Consequently, many of our offices in these regions have experienced an increase in business volume and new clients, particularly those in Southeast Asia and the Middle East.

Overall, the Group continues to solidify its position as a global leader in the brand and event experiential market. Our expertise allows us to deliver event marketing which integrates a broad range of channels, platforms and touchpoints to develop holistic integrated experiential brand marketing campaigns. With a sustained focus on retaining key accounts, maximising market share and supporting growth, Pico has continued its major effort to nurture a loyal and recurring client base and audience community.

In the USA, our continued effective delivery of Integrated Brand Experience has not only allowed the Group to strengthen existing client collaborations, but to transform its business from creating bespoke experiential marketing to creating award winning, industry-changing brand campaigns. Our proven ability to create brand campaigns that resonate with audiences across a variety of demographics and regions has helped the Group to foster robust long-term partnerships with clients.

Building a Resilient and Growth-sustaining Business

While global growth remains uneven amid policy uncertainties and trade realignment, the Group has maintained its focus on resilience and sustained growth.

The post-COVID pandemic period marked a fundamental shift in the marketing needs of our clients. Demand for brand activation activities is shifting towards more fully integrated brand experiences, which is in keeping with the Group's strategy. With the market increasingly demanding strategic brand thinking beyond basic execution, brands require comprehensive integration to build lasting consumer connections and relationships. In response to this gap, Pico is already positioned to become a Total Brand Activation company deploying Content, Community, Creative, Technology and Data strategies to create Integrated Brand Experience solutions that fulfill all client marketing needs.

In today's connected world, isolated activations fall short for every brand experience. Ecosystems drive sustainable growth by turning every interaction into first-party data, trust and lasting value. Our value creation results in measurable revenue gains, boosted retention, and deeper engagement for clients. Clients' targeted consumers evolve from one-time attendees to loyal advocates who connect, return and promote. These are the results the Group delivers: connected, impactful and future-proof.

Towards its aim of building a data-driven enterprise to drive growth and achieve operational excellence and greater efficiency, the Group continued to focus on digital transformation via implementation of data tools and the AI-embedded Pico PowerOne system. Our growing expertise in this area has enabled us to turn data into assets and value: using data aggregated from our massive portfolio, we can generate insights that allow us to identify high-quality clients and cross-selling opportunities, aiding us in enhancing sales conversion rates. The same expertise can also be applied to providing clients with proprietary data services.

Responding to the changing market, the Group has refined its business segments to better reflect our business as we deliver IBE solutions and further develop as a Total Brand Activation company. As such, the business segments will be as follows:

A. Brand Experience Activation: Focusing on all brand activations including exhibitions, brand events, brand campaigns, brand visual activations and IBE activations.

B. Meeting Architecture Activation: Focusing on event management and developing intellectual property meetings, events, exhibitions and festivals.

C. Museums and Themed Entertainment: Focusing on brand activation in the cultural, educational and entertainment markets.

To enhance operational efficiency and improve productivity for our business across the world, the Group has been building a global partner platform comprising a localised network of efficient, robust production and supply chains to facilitate better vendor and resource management. Our experience in data diagnostics has helped us develop customised evaluations and solutions for business units and individual projects, potentially assisting in cost control and enhancing gross margins.

With an eye on fostering future growth, the Group has continued to cultivate its "apprenticeship" model of talent development and upskilling. To foster an "everybody learns and everybody teaches" workplace culture, the Group has developed an AI search tool to match employees with complementary skills and project experience to the appropriate knowledge-sharing, training and development opportunities.

The Group has long prioritised building a resilient financial foundation to protect the value of the organisation. Being acutely aware of the financial and operational risks we face, we have further strengthened our credit control policy. Prudent working capital and cashflow management continues to be in place to ensure smooth and continuous short- and long-term operation.

Operations Review

By Geographical Region

Geographically, Greater China (including mainland China, Hong Kong, Macau and Taiwan) accounted for 33.5% (2024: 40.4%) of the Group's total revenue of HK$7,208 million (2024: HK$6,327 million).

Asia-Pacific (including Australia, Indonesia, Japan, South Korea, Malaysia, Myanmar, Singapore, the Philippines and Vietnam) accounted for 26.1% (2024: 24.8%); EMEA (including Azerbaijan, Bahrain, Italy, Oman, Qatar, Saudi Arabia, the United Arab Emirates and UK) accounted for 23.7% (2024: 21.9%); while the United States accounted for 16.7% (2024: 12.9%).

By Business Segment

Brand Experience Activation

During the financial year under review, revenue in this segment was HK$6,149 million (2024: HK$5,732 million) or 85.3% (2024: 90.6%) of the Group's total revenue. Profit in this segment was HK$642.5 million (2024: HK$411.6 million).

The strategic deployment of our Content, Community, Creative, Technology and Data framework, together with strengthened project management, contributed significantly to the Group's improved financial performance.

Significant achievements in this segment included continued profit recognition from COP29, held from 11-22 November 2024 in Baku, Azerbaijan, for which we were appointed as main official contractor for the 215,000 sq. m. Blue Zone. Other significant achievements are described below:

The activation of SG60 Heart&Soul Experience, created in celebration of Singapore's 60th anniversary, was held in Singapore for three and a half months. At the heart of the showcase was a groundbreaking use of generative AI, which personalised each visitor's experience in real time.

The activation also featured a network of intelligent tracking sensors and an interactive multi-language audio guide app, which worked together to deliver a seamless experience that was responsive to visitors' movements, interests and emotional cues. The experience culminated in a breathtaking real-time 60 fps presentation on a giant LED wall, powered by the Unreal Engine. Flying windows glided across the display, each revealing a personalised 20-second AI-generated trailer, capturing visitors' unique journeys in cinematic style.

Through adaptive design, intelligent prompts and responsive content, every visit became a one-of-a-kind adventure co-created by technology and the individual. It marked the first large-scale application of generative AI in a national showcase within Singapore and the region and redefined how audiences engage with culture, storytelling and identity.

Following our successful engagement with Tencent at the Tencent Global Digital Ecosystem Summit in Shenzhen in 2024, the exhibition area for the 2025 event was doubled to 6,000 sq. m. By offering high-quality content and interactive experiences, it catered to the needs of diverse audiences, providing a carefully considered and integrated brand experience that curated key brand narratives around AI innovation, practical industry use cases, and the impressive ecosystem of Tencent partners. Seventy-nine traffic monitoring cameras collected data in the main event area, providing a foundation for optimising subsequent events.

Gamification – including incentivised check-in, gifts and lucky draws – effectively motivated visitors to explore the entire activation. Through these gamified experiences and content tailored to their scenarios, visitors found it fun and easy to learn about Tencent's technologies. Eleven content-pieces from Tencent's IMA knowledge base were embedded onto NFC chips, enabling visitors to simply tap their phones to be redirected to the relevant IMA knowledge base page corresponding to the interactive installation.

Visitors could also enter the venue using ID cards or QR codes, eliminating the need to print paper tickets or name badges. The long-term accumulated real-name data can be analysed to understand visitors' behavioural preferences, providing organisers with a basis for optimising future events while fostering a virtuous cycle of "data – improvement – value addition".

The Noor Riyadh Festival 2024, delivered via the Riyadh Art programme of the Royal Commission of Riyadh City, was executed and managed end-to-end by Pico. The world's largest light art festival and anchored by the theme "Light Years Apart", the event transformed five strategic locations across Riyadh into a city-wide open art gallery. It showcased 63 large-scale light artworks and attracted over 3.4 million visitors over 17 days – the highest footfall in the Festival's history.

Pico led curatorial collaboration, artist engagement, technical production, communications strategy and production of assets across all channels, as well as the design and delivery of extensive public and community programmes. Ultimately we delivered more than 300 structured engagement sessions that reached over 53,000 participants through talks, workshops, guided tours, creative hubs and apprenticeship initiatives.

Sustainability was embedded as a core design and operational principle, aligning delivery to ISO 20121 sustainable event management standards and supported by low impact production practices, solar powered lighting, energy efficient LED and motion sensor systems, circular resource management, and reuse strategies for equipment and furnishings. This commitment extended to the curatorial content itself, with selected artworks integrating themes of renewable energy, material reuse, climate awareness and environmentally responsible design, reinforcing sustainability as both an operational and creative principle.

The 2024 edition achieved multiple Guinness World Records, including titles for "the longest distance covered by a laser light in a laser show" and "the largest illuminated recyclable sculpture of a pyramid", demonstrating how large-scale artistic ambition can be delivered with environmental responsibility. The programme ensured inclusive access to art, strengthened local creative capacity, and reinforced Riyadh's cultural identity in alignment with Saudi Arabia's Vision 2030 objectives. The successful delivery and measurable community impact of Noor Riyadh 2024 were recognised with the Best Community Event award at the 2025 Saudi Event Show Awards, reinforcing Pico's position as a trusted partner for complex, city-wide cultural mega-projects.

Below is a list of notable brand experience activations the Group successfully executed in this financial year:

Brand Experience Activation	**Location**
34th Arab League Summit	Baghdad, Iraq
The 29th Conference of the Parties to the United Nations Framework Convention on Climate Change (COP29)	Baku, Azerbaijan
Ethereum Devcon	Bangkok
MHESI Fair	
29th World Gas Conference	Beijing
Snapdragon Summit China	
Qatar Creates Week	Doha
Lenovo project at Belt and Road Software Pavilion (Hong Kong)	Hong Kong
HP Level Reforge	Los Angeles
Halloween in Studio City Macau	Macau
Archer Aviation at Paris Air Show	Paris
Noor Riyadh Festival	Riyadh, Saudi Arabia
P&G at China International Import Expo	Shanghai
For Real Fest	Singapore
SG60 Heart&Soul Experience	
Singapore Global Network's National Day Celebration Programme	
Audi A3 Launch Roadshow and Media Experience Event	Taipei
ETHGlobal Taipei	

Meeting Architecture Activation

This segment accounted for HK$146 million (2024: HK$173 million) or 2.0% (2024: 2.7%) of total Group revenue. Segment profit was HK$18.0 million (2024: HK$91.3 million). The decrease in profit was primarily attributable to the one-off gain from the disposal of the Group's associated company, InfocommAsia Pte Ltd. in Singapore, which was recognised in the last financial year.

Generally, economic recovery and favourable government incentives in 2025 drove up demand for large-scale events, leading to a strong performance by our Group. Our Content, Community, Creative, Technology and Data strategies were particularly instrumental in positioning this segment at the forefront of innovation and customer engagement.

Despite a challenging global economic environment and rising operating expenses, we recognise the potential for long-term growth in this segment, supported by our ecosystem strategies for digital transformation and sectoral and market diversification.

This year, digital transformation remains a defining growth driver for our Meeting Architecture business. The adoption of AI-powered engagement tools, data analytics and immersive technologies are adding value to our delivery of attendee experiences at conferences and exhibitions.

Industry-focused exhibitions and conferences in high-growth and innovation-driven sectors such as AI, medical, the low-altitude economy (including drones and advanced air mobility) and urban mobility infrastructure had a favourable impact on our growth in 2025. The rapid development of these industries is likely to increase demand for our events in these sectors.

Globally, there appears to be a growing shift towards hosting events in secondary and emerging cities. These destinations have provided cost advantages for us to launch and incubate new exhibitions and conferences in 2025 and beyond.

During the financial year, we delivered Sibos in Frankfurt, leveraging cutting-edge digital technology, sustainability and interactivity to optimise the delegates' conference experience.

Notable events in this segment include:

<table>
<tr><th>Meeting Architecture Activation</th><th>Location</th></tr>
<tr><td>Philconstruct</td><td>Cebu, Davao, Luzon, Manila</td></tr>
<tr><td>Sibos</td><td>Frankfurt, Germany</td></tr>
<tr><td>41st IAHR World Congress and SIWW Spotlight</td><td rowspan="5">Singapore</td></tr>
<tr><td>PetExpo</td></tr>
<tr><td>Singapore International Transport Congress and Exhibition (SITCE)</td></tr>
<tr><td>Singapore Week of Innovation and Technology (SWITCH)</td></tr>
<tr><td>TechInnovation</td></tr>
</table>

Museum and Themed Entertainment

This segment accounted for HK$913 million (2024: HK$422 million) or 12.7% (2024: 6.7%) of total Group revenue and was its fastest-growing segment, particularly in Saudi Arabia. Segment profit was HK$4.5 million (2024: HK$50.4 million). Its decline in profit was mainly due to project timeline adjustments, which necessitated the Group to prudently recognise project costs incurred before the related revenue to be recognised. Also, the Group incurred one-off set-up expenses as it expanded its operational capacity and supported new business opportunities in Saudi Arabia during the financial year.

In Saudi Arabia, the Group made good progress in partnership with Saudi Entertainment Ventures to deliver multiple indoor entertainment centres in the Kingdom. Themed fit-out elements for the centres are being produced at our fabrication facilities in Malaysia and Vietnam, and the Group has established an additional facility in Al Kharj, Kingdom of Saudi Arabia, to meet increased demand. The first two centres will be completed in the first half of 2026.

Known as "Hong Kong Story", the Hong Kong Museum of History's revamp of its permanent exhibition galleries comprise ground-floor Chronological Galleries covering prehistoric times to post-1997, and second-floor Thematic Galleries offering deeper exploration. The project includes modifications to the base building (demolition, structural, fire, mechanical, electrical, plumbing, heating, ventilation, and air conditioning), installing lifts, fit-out work (partitions, truss systems, raised floors), exhibition elements (set works, furniture, lighting, showcases), graphics production, and provision of props and replicas for the Chronological Galleries.

Notable projects in this business segment include:

<table>
<tr><th>Museum and Themed Entertainment</th><th>Location</th></tr>
<tr><td>Hanwha Momentum Experience Centre</td><td>Changwon-si, South Korea</td></tr>
<tr><td>Sun Tzu Cultural Park</td><td>Dongying, China</td></tr>
<tr><td>The Wizard of Oz at Warner Bros. Movie World</td><td>Gold Coast, Australia</td></tr>
<tr><td>Hong Kong Museum of History</td><td>Hong Kong</td></tr>
<tr><td>Yuguang Gold and Lead Technology Museum and Control Centre</td><td>Jiyuan, China</td></tr>
<tr><td>Qiddiya projects</td><td>Saudi Arabia (nationwide)</td></tr>
<tr><td>AWS Innovation Hub</td><td rowspan="5">Singapore</td></tr>
<tr><td>FM Building Materials Lab</td></tr>
<tr><td>Housing and Development Board’s MyNiceHome Gallery</td></tr>
<tr><td>People’s Association: Our Community Gallery</td></tr>
<tr><td>SMRT Kaizen Centre</td></tr>
</table>

Financial Position

As at year end date, the total net tangible assets of the Group increased by 15.6% to about HK$2,149 million (2024: HK$1,859 million).

Bank and cash balances amounted to HK$2,293 million (2024: HK$1,979 million), with HK$60 million pledged bank deposits (2024: HK$65 million). Deducting interest bearing external borrowings from bank and cash balances, the net cash balance was HK$1,592 million (2024: HK$1,512 million).

Total borrowings were HK$701 million at October 31, 2025 (2024: HK$467 million). Borrowings are mainly denominated in New Taiwan dollars, Renminbi and United States dollars, and the interest is charged on fixed and floating rate basis. The Group’s bank loans of HK$157.1 million (2024: HK$0.07 million) carry fixed interest rate.

	2025	2024
	HK$’ million	*HK$’ million*
Bank and cash balances	**2,233**	1,914
Pledged bank deposits	**60**	65
Less: Borrowings	**(701)**	(467)
Net cash balance	**1,592**	1,512

For the year ended October 31, 2025, the Group invested HK$43 million (2024: HK$22 million) in property, plant and equipment, and HK$4 million (2024: HK$10 million) in intangible assets. All these were financed from internal resources and bank borrowings.

The Group has HK$112 million (2024: HK$135 million) long-term borrowings and HK$141 million (2024: HK$109 million) long-term lease liabilities at October 31, 2025. The current ratio was 1.40 times (2024: 1.37 times); the liquidity ratio was 1.40 times (2024: 1.37 times); and the gearing ratio was 4.05% (2024: 4.29%).

	2025	2024
Current ratio (current assets/current liabilities)	**1.40 times**	1.37 times
Liquidity ratio (current assets excluding inventories/ current liabilities)	**1.40 times**	1.37 times
Gearing ratio (long-term borrowings including long-term lease liabilities/total assets)	**4.05%**	4.29%

Although our subsidiaries are located in many different countries of the world, over 65% of the Group's sales and purchases were denominated in Hong Kong dollars, Renminbi, Singapore dollars and United States dollars, and the remaining 35% were denominated in other Asian currencies and European currencies. We are already diversified in many different currencies, and the major Asian currencies have been quite stable throughout the year. Except for the Renminbi borrowings hedge as mentioned below, the Group currently does not have a foreign currency hedge in respect of other foreign currency transactions, assets and liabilities. The Group monitors its foreign currency exposure closely and will consider hedging significant foreign currency exposure should the need arise.

The Group has designated its Renminbi denominated borrowings outside mainland China as a hedging instrument for the changes in the value of the net investment in mainland China attributable to changes in the Hong Kong dollars/Renminbi spot rate.

The Group's risk management objective is to manage impact of foreign exchange fluctuations on our financial results, specifically focusing on the potential risks associated with the Renminbi/Hong Kong dollars exposure due to significant assets and liabilities located in mainland China and dominated in Renminbi. The Group's policy is not to enter forward contracts for speculative purposes.

Employees and Emoluments Policies

At October 31, 2025, the Group employs some 2,300 full-time staff engaged in project management, design, production, sales and marketing and administration, and is supported by a large pool of subcontractors and suppliers. The staff costs incurred in the year was about HK$1,321 million (2024: HK$1,400 million).

The Group's emolument policies are formulated on the performance of individual employees and on the basis of the trends of salaries in various regions, which will be reviewed regularly every year. Apart from provident fund scheme and medical insurance, discretionary bonuses and employee share options are also awarded to employees according to the assessment of individual performance.

Pledge of Assets

At October 31, 2025, the following assets were pledged as collaterals for credit facilities granted to the Group by certain banks.

	2025	2024
	HK$'000	*HK$'000*
Freehold land and buildings	**41,132**	51,071
Leasehold land and buildings	**87,360**	91,851
Pledged bank deposits	**60,496**	65,316
	188,988	208,238

Contingent Liabilities

At October 31, 2025, the Group has issued the following guarantees:

	2025	2024
	HK$'000	*HK$'000*
Performance guarantees		
– secured	**59,990**	151,542
– unsecured	**24,428**	24,146
	84,418	175,688
Other guarantees		
– secured	**28,588**	6,036

At October 31, 2025, the Executive Directors do not consider it is probable that a claim will be made against the Group under any of the above guarantees.

Capital Commitments

	2025	2024
	HK$'000	*HK$'000*
Capital expenditures in respect of property, plant and equipment and other investment		
– contracted but not provided for	**11,654**	5,675
– authorised but not contracted for	**10,459**	5,298
	22,113	10,973

Outlook

The year 2026 will continue to be a period of challenges, with new trade uncertainties that will continue to pose new threats to the global economy and fuel a shift to geopolitically aligned trade. However, with China continuing its "One Belt and One Road" initiative, further growth is possible globally, especially in the Southeast Asia and Middle East markets where the Group has a well-established presence.

As a Total Brand Activation company, the Group will continue its strategy of delivering effective Integrated Brand Experience solutions. This will enable us to continue our business transformation not only delivering operational excellence but to deliver experiential excellence and bring value creation to clients.

In the Brand Experience Activation segment, our focus has enabled us to maintain a trajectory of sustainable growth and resilience. We have already received various awards for our delivery of Integrated Brand Experience solutions to major clients.

Notable brand experience activations include:

Brand Experience Activation	Location
HPE President's Club	Algarve, Portugal
ZGC Group Showroom	Beijing
Azerbaijan and Singapore Pavilion at the 30th Conference of the Parties to the United Nations Framework Convention on Climate Change (COP30)	Belém, Brazil
Mercedes-Benz projects	China (nationwide)
YONEX projects	
Hangzhou Yuanda Biopharmaceutical Exhibition Centre	Hangzhou, China
Lenovo Visitor Gallery	Riyadh, Saudi Arabia
ITMA ASIA + CITME	Shanghai
CSPC Pharmaceutical Group Intelligent Manufacturing Lighthouse Factory	Shijiazhuang, China
Singapore Airshow	Singapore
Changi Airport Group Exhibition	
Singapore-Global Firefighters and Paramedics Challenge	
State Farm Always on Digital Campaign	USA (nationwide)
State Farm Gamerhood Season 5	
State Farm Good Neighbor Crew	

In the Meeting Architecture Activation segment, the Group continues to use data-driven tactics to obtain a significant and solid competitive edge. The Group has enhanced its ability to capitalise on emerging opportunities and sustain growth for the years to come.

Notable meeting architecture activations include:

Meeting Architecture Activation	**Location**
Sibos	Miami, USA
AIMX Network	Singapore
PetExpo	
Singapore International Water Week	
Singapore Urban Mobility Week	

In the Museum and Themed Entertainment segment, the Group is currently engaged in several pivotal contracts. Notably, we are delivering projects for the Hong Kong Wetland Park – slated for completion in 2026 – and a Hollywood-themed amusement park in Japan, with completion anticipated in 2027.

Museum and Themed Entertainment	**Location**
Abha Discovery Adventures	Abha, Saudi Arabia
Integrated Waste Management Facilities Visitor Centre	Hong Kong
Merdeka Textile Museum	Kuala Lumpur
Exit 10 Al Hamra projects	Riyadh, Saudi Arabia
Army Museum	Singapore
SkillsFuture's Place Gallery	
The Albatross File: Singapore's Independence Declassified	

The Group's consistent dedication to expanding its market share and increasing value while improving operational efficiency and productivity, continuing its evolution and building resilience, has enabled it to thrive during the past few years of geopolitical and economic uncertainty, and should continue to do so amidst the challenges of the years to come.

The Group's strategic outlook is based on our capacity to swiftly adapt to current and anticipated market realities. Hence our willingness to embrace technological advances, such as AI and data tools, both to enhance operational efficiency and add value to our client services. This has and will continue to set us apart from industry peers. Culturally, the Group fosters continued excellence by supporting an internal environment of learning, innovation, professional achievement and career advancement. Meanwhile, our careful credit control and cashflow management are intended to function together to ensure a sufficient working capital basis for robust short- and long-term operations. We will continue to focus on delivering profitable growth to the benefit of all of our stakeholders.

The Group's commitment to sustainability, as outlined in its annual Environmental, Social and Governance ("ESG") report, remains at the forefront of operations. Pico's activities consistently demonstrated a strong commitment to environmental stewardship, employee well-being, responsible business practices and community support.

CLOSURE OF REGISTER

The register of members of the Company will be closed from Tuesday, March 24, 2026 to Friday, March 27, 2026, both days inclusive, during which period no transfer of shares will be effected. All transfers, accompanied by the relevant share certificates, must be lodged with the Company's Hong Kong branch share registrar, Union Registrars Limited, at Suites 3301-04, 33/F., Two Chinachem Exchange Square, 338 King's Road, North Point, Hong Kong, no later than 4:00 p.m. on Monday, March 23, 2026 in order to establish the identity of the shareholders who are entitled to attend and vote at the annual general meeting of the Company (the "Entitlement to AGM"). The record date for the Entitlement to AGM will be on Friday, March 27, 2026.

The register of members of the Company will be closed from Thursday, April 2, 2026 to Friday, April 10, 2026, both days inclusive, during which period no transfer of shares will be effected. All transfers, accompanied by the relevant share certificates, must be lodged with the Company's Hong Kong branch share registrar, Union Registrars Limited, at Suites 3301-04, 33/F., Two Chinachem Exchange Square, 338 King's Road, North Point, Hong Kong, no later than 4:00 p.m. on Wednesday, April 1, 2026 in order to establish the identity of the shareholders who are entitled to qualify for the Dividends (the "Entitlement to Dividends"). The record date for the Entitlement to Dividends will be on Friday, April 10, 2026. The payment date for the Dividends will be on Tuesday, May 26, 2026.

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

During the year 2025, neither the Company nor any of its subsidiaries has purchased, sold or redeemed any of the Company's listed securities (including treasury shares of the Company).

CORPORATE GOVERNANCE

The Board is always committed to maintaining high standards of corporate governance. During the year ended October 31, 2025, the Company has complied with the code provision (the "CG Code") as set out in the Corporate Governance Code contained in Appendix C1 of the Rules Governing the Listing of Securities (the "Listing Rules") on The Stock Exchange of Hong Kong Limited except for the following deviation:

CG Code C.2.1 stipulates that the roles of the chairman and the chief executive officer should be separated and should not be performed by the same individual. Given the corporate structure for the year ended October 31, 2025, there is no separation between the roles of the chairman and the chief executive officer. Although the responsibilities of the chairman and the chief executive officer are vested in one person, all major decisions are made in consultation with the Board members and the senior management of the Company. There are five Independent Non-Executive Directors in the Board for the year ended October 31, 2025. The Board considers that there is sufficient balance of power and the current arrangement maintains a strong management position of the Company.

With effect from January 1, 2026, Mr. Lawrence Chia Song Huat retired as the chief executive officer of the Company. Following his retirement, Ms. Jean Chia Yuan Jiun, an Executive Director, was appointed as the chief executive officer with effect from January 1, 2026. Since then, no deviation from the CG Code.

MODEL CODE FOR SECURITIES TRANSACTIONS BY DIRECTORS

The Company has adopted the Model Code for Securities Transactions by Directors of Listed Issuers (the "Model Code") as set out in Appendix C3 of the Listing Rules as the code of conduct regarding securities transactions by the Directors. Having made specific enquiry, the Company confirms that the Directors complied with the required standard set out in the Model Code for the year ended October 31, 2025.

AUDIT COMMITTEE

The Audit Committee has reviewed with management the accounting principles and practices adopted by the Group and discussed internal control and financial reporting matters including the review of the audited consolidated financial statements.

DISCLOSURE OF INFORMATION ON WEBSITES

This results announcement is available for viewing on the website of Hong Kong Exchanges and Clearing Limited at http://www.hkexnews.hk under "Listed Company Information" and at the Company's website http://www.pico.com.

The 2025 annual report of the Company containing financial statements and notes to the financial statements will be published on the above websites in due course.

By Order of the Board
Lawrence Chia Song Huat
Chairman

Hong Kong, January 30, 2026

As of the date of this announcement, the Executive Directors of the Company are Mr. Lawrence Chia Song Huat, Ms. Jean Chia Yuan Jiun and Mr. Mok Pui Keung; the Independent Non-Executive Directors are Mr. Gregory Robert Scott Crichton, Mr. James Patrick Cunningham, Mr. Kenneth Kent Ho, Mr. Frank Lee Kee Wai and Mr. Charlie Yucheng Shi.