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新世界發展有限公司

New World Development Company Limited

(incorporated in Hong Kong with limited liability)

(Stock Code: 0017)

**CONTINUING CONNECTED TRANSACTIONS
THE 2026 SERVICES GROUP MASTER SERVICES AGREEMENT
AND
THE 2026 CTFE MASTER SERVICES AGREEMENT**

References are made to (i) the announcement of the Company in respect of the 2023 Services Group Master Services Agreement and the 2023 CTFE Master Services Agreement dated 28 April 2023; (ii) the circular in respect of the 2023 Services Group Master Services Agreement dated 7 June 2023; (iii) the announcement of the Company in respect of the revision of annual caps for the 2023 CTFE Master Services Agreement dated 12 October 2023; and (iv) the circular in respect of the revision of annual caps for the 2023 CTFE Master Services Agreement dated 13 October 2023.

THE 2026 SERVICES GROUP MASTER SERVICES AGREEMENT

On 28 April 2023, Mr. Doo and the Company entered into the 2023 Services Group Master Services Agreement in relation to the Services Group Transactions. The initial term of the 2023 Services Group Master Services Agreement will expire on 30 June 2026.

On 24 April 2026, Mr. Doo and the Company entered into the 2026 Services Group Master Services Agreement in relation to the Services Group Transactions and agreed to terminate the 2023 Services Group Master Services Agreement upon the 2026 Services Group Master Services Agreement becoming effective on the Services Group Effective Date.

THE 2026 CTFE MASTER SERVICES AGREEMENT

On 28 April 2023, CTFE and the Company entered into the 2023 CTFE Master Services Agreement in relation to the CTFE Transactions. The initial term of the 2023 CTFE Master Services Agreement will expire on 30 June 2026.

On 24 April 2026, CTFE and the Company entered into the 2026 CTFE Master Services Agreement in relation to the CTFE Transactions and agreed to terminate the 2023 CTFE Master Services Agreement upon the 2026 CTFE Master Services Agreement becoming effective on the CTFE Effective Date.

LISTING RULES IMPLICATIONS

As at the date of this announcement, Mr. Doo is the non-executive vice-chairman and a non-executive Director, and a director of certain subsidiaries of the Company and the beneficial owner of several corporate substantial shareholders of certain subsidiaries of the Company, and hence Mr. Doo and the Services Group (being his close associates (as defined under the Listing Rules)) are connected persons of the Company. The Services Group Transactions constitute continuing connected transactions of the Company under Chapter 14A of the Listing Rules.

Since the highest of all the applicable percentage ratios (as defined under Rule 14.07 of the Listing Rules) of the Services Group Annual Caps is more than 0.1% but less than 5%, the entering into of the 2026 Services Group Master Services Agreement, the Services Group Transactions and the Services Group Annual Caps are subject to the reporting and announcement requirements but are exempt from the independent Shareholders' approval requirement under Chapter 14A of the Listing Rules for the Company.

As at the date of this announcement, CTFE is a substantial shareholder of the Company and therefore a connected person of the Company. The CTFE Transactions constitute continuing connected transactions of the Company under Chapter 14A of the Listing Rules.

Since all the amounts and the highest of all the applicable percentage ratios (as defined under Rule 14.07 of the Listing Rules) of the CTFE Annual Caps exceed HK\$10,000,000 and is more than 5%, respectively, the entering into of the 2026 CTFE Master Services Agreement, the CTFE Transactions and the CTFE Annual Caps are subject to the reporting, announcement and independent Shareholders' approval requirements under Chapter 14A of the Listing Rules for the Company.

The Company will convene the EGM for the purpose of seeking approval from the Independent Shareholders on the entering into of the 2026 CTFE Master Services Agreement, the CTFE Transactions contemplated thereunder and the CTFE Annual Caps. The Independent Board Committee has been established to consider the entering into of the 2026 CTFE Master Services Agreement, the CTFE Transactions contemplated thereunder and the CTFE Annual Caps, and to advise the Independent Shareholders as to whether the entering into of the 2026 CTFE Master Services Agreement, the CTFE Transactions contemplated thereunder and the CTFE Annual Caps are in the interests of the Company and the Shareholders as a whole. Ballas Capital has been appointed as the independent financial adviser to advise the Independent Board Committee and the Independent Shareholders in this regard.

As additional time is required to prepare the circular containing, among other things, further details relating to (i) the entering into of the 2026 CTFE Master Services Agreement, the CTFE Transactions contemplated thereunder and the CTFE Annual Caps; (ii) a letter of recommendation from the Independent Board Committee to the Independent Shareholders; (iii) a letter of advice from the Independent Financial Adviser to the Independent Board Committee and the Independent Shareholders; and (iv) the notice of the EGM, the circular is expected to be dispatched to the Shareholders on or before 4 June 2026.

INTRODUCTION

References are made to (i) the announcement of the Company in respect of the 2023 Services Group Master Services Agreement and the 2023 CTFE Master Services Agreement dated 28 April 2023; (ii) the circular in respect of the 2023 Services Group Master Services Agreement dated 7 June 2023; (iii) the announcement of the Company in respect of the revision of annual caps for the 2023 CTFE Master Services Agreement dated 12 October 2023; and (iv) the circular in respect of the revision of annual caps for the 2023 CTFE Master Services Agreement dated 13 October 2023.

On 24 April 2026, Mr. Doo and the Company entered into the 2026 Services Group Master Services Agreement in relation to the Services Group Transactions and agreed to terminate the 2023 Services Group Master Services Agreement upon the 2026 Services Group Master Services Agreement becoming effective on the Services Group Effective Date.

On 24 April 2026, CTFE and the Company entered into the 2026 CTFE Master Services Agreement in relation to the CTFE Transactions and agreed to terminate the 2023 CTFE Master Services Agreement upon the 2026 CTFE Master Services Agreement becoming effective on the CTFE Effective Date.

THE 2026 SERVICES GROUP MASTER SERVICES AGREEMENT

Background

On 28 April 2023, Mr. Doo and the Company entered into the 2023 Services Group Master Services Agreement in relation to the Services Group Transactions. The initial term of the 2023 Services Group Master Services Agreement will expire on 30 June 2026.

On 24 April 2026, Mr. Doo and the Company entered into the 2026 Services Group Master Services Agreement in relation to the Services Group Transactions and agreed to terminate the 2023 Services Group Master Services Agreement upon the 2026 Services Group Master Services Agreement becoming effective on the Services Group Effective Date.

The principal terms of the 2026 Services Group Master Services Agreement are summarised below:

Date

24 April 2026

Parties

- (a) Mr. Doo; and
- (b) the Company

General terms for the Services Group Transactions

The relevant members of the Services Group may from time to time enter into Definitive Services Group Agreement(s) with the relevant members of the Group in relation to any Services Group Transaction upon, and subject to, the terms and conditions in compliance with the 2026 Services Group Master Services Agreement as may be agreed between the relevant members of the Services Group and the relevant members of the Group. All existing agreements between relevant members of the Services Group and relevant members of the Group in respect of the Services Group Transactions (to the extent which cover the Services Group Transactions on or after the Services Group Effective Date) will be treated as Definitive Services Group Agreements made pursuant to the 2026 Services Group Master Services Agreement as from the Services Group Effective Date and shall continue to be subject to the terms of the 2026 Services Group Master Services Agreement.

With effect from the Services Group Effective Date, the Services Group Transactions shall be conducted:

- (a) in the ordinary and usual course of business of the Services Group and the Group;

- (b) on normal commercial terms or better (as defined in the Listing Rules) and based on the then prevailing market rates; and
- (c) in compliance with all applicable provisions of the Listing Rules (including the Services Group Annual Caps), the applicable laws, the 2026 Services Group Master Services Agreement and the relevant Definitive Services Group Agreement.

The consideration for each Definitive Services Group Agreement will be determined in the following manners:

- (a) in respect of the Services Group Contracting Services:
 - where a member of the Services Group is nominated as contractor designated by ultimate employer (which may or may not be a member of the Group), consideration to such member of the Services Group will be ascertained by an independent professional quantity surveyor appointed by the ultimate employer;
 - where the Group has the right to select contractor(s), consideration to such contractor(s) will be ascertained under the supervision of an in-house qualified professional quantity surveyor. The Group will, at its best endeavour, obtain two quotations from its list of pre-approved contractors (which is subject to periodic review and update by its management to ensure the contractors' quality standards). If the price and terms offered by the Services Group are equal to or better than those offered by the independent service providers, the Group may probably award the contract to the Services Group; and
 - for projects which involve consideration of a substantial amount, the member(s) of the Services Group will participate in a tender from all bidders (including independent third parties in the market). In determining the winning bid, the Group will generally take into account several factors, such as (i) the tender amount offered by the bidders; (ii) market reputation, past performance, relevant experiences and technical competencies of the bidders; (iii) quality of service terms offered by the bidders; and (iv) previous business relationship with the bidders etc. The procedures for tender and bidding will be conducted in accordance with the Group's internal tender procedure(s) on the condition that the bidder conformed to all the essential requirements (including but not limited to relevant experience, capability and historical relationship) set out in the bid invitation;
- (b) in respect of the Insurance, Medical and Health Care Services: the consideration will be fixed on the basis to meet the target profitability requirement measured by profit margin. In delivering the cost basis for the group life insurance policy to be offered, the relevant member of the Group will consider, among other things, (i) the sum assured/risk exposure; (ii) the demographic of the insured profile (including but not

limited to age, occupation and geographical location); (iii) the reinsurance terms; (iv) the expense on the insurance policy; (v) the relevant underwriting information; and (vi) the relevant insurance claims history of the insured entity;

- (c) in respect of the Property Management Services: the consideration will be fixed at cost plus a prevailing market rate which will be determined with reference to two market comparables obtained at the best endeavour of the parties from time to time. The cost element will include all direct costs incurred such as equipment costs, staff costs, public liability insurance and other indirect or common costs allocated on revenue or other equitable basis;
- (d) in respect of the Rental and Procurement Services:
- for lessor, the lessor will provide the lessee a quote after it has, at its best endeavour, obtained two market comparative quotes for similar property(ies) (with comparable conditions including but not limited to location, usable space, available facilities, quality and rental period) and/or reviewed two comparable transactions with independent third parties;
 - for lessee, the lessee will, at its best endeavour, obtain two market comparative quotes for similar property(ies) (with comparable conditions including but not limited to location, usable space, available facilities, quality and rental period) and/or review two comparable transactions with independent third parties before deciding whether to accept the quote provided by the lessor and proceed further; and
 - for the provision of procurement services: the consideration will be fixed on the basis of the member(s) of the Group performing a thorough analysis on the specific project and the related construction material requirements, including the types of materials required such as ironmongery, tiles, rebar, etc., the collection of cost and other data which includes quotations from suppliers for materials and the estimated usage of different types of materials, and make references to recent job quotations and the historical purchase price. Related market information, such as material price trend will also be retrieved from public source and database for reference; and
- (e) in respect of the other Services Group Services: the consideration will be fixed at an amount with reference to the prevailing market rate compared to the relevant immediately expired Definitive Services Group Agreement. Such prevailing market rate will be determined with reference to at least one market comparable obtained at the best endeavour of the parties from time to time.

Duration

The 2026 Services Group Master Services Agreement shall be effective up to and including 30 June 2029, unless terminated earlier in accordance with the 2026 Services Group Master Services Agreement. Subject to compliance with the then relevant requirements of the rules of any stock exchange to which any of the parties to the 2026 Services Group Master Services Agreement is subject to, including, but not limited to, the Listing Rules or, alternatively, any waivers obtained from strict compliance with such requirements, upon expiration of the initial term or subsequent renewal term, the 2026 Services Group Master Services Agreement will be automatically renewed for a successive period of three years thereafter (or such other period permitted under the Listing Rules), unless terminated earlier in accordance with the 2026 Services Group Master Services Agreement.

Payment terms

The terms in relation to the time and method of payment will be stated in the relevant Definitive Services Group Agreements and will be no less favourable to the Group than terms available to and/or from independent third parties.

Historical figures and the Services Group Annual Caps

The aggregate transaction amounts paid by the Services Group to the Group, and vice versa, under the 2023 Services Group Master Services Agreement for the two financial years ended 30 June 2024 and 2025 and the six months ended 31 December 2025 were approximately HK\$1,319.6 million, HK\$475.1 million and HK\$118.9 million, respectively.

The Services Group Annual Caps for each of the three financial years ending 30 June 2027, 2028 and 2029 are HK\$809.5 million, HK\$674.1 million and HK\$659.8 million, respectively.

Each of the Services Group Annual Caps has been determined by reference to:

- (a) the historical annual or annualised amounts in respect of the Services Group Services provided by the Group to the Services Group, and vice versa, during the past financial years; and
- (b) the projected annual or annualised amounts in respect of the Services Group Services to be provided by the Group to the Services Group, and vice versa, in the three financial years ending 30 June 2027, 2028 and 2029.

A significant portion of the Services Group Annual Caps for the services provided under the 2026 Services Group Master Services Agreement by members of the Services Group to members of the Group mainly relates to the provision of contracting services. The Services Group Annual Caps are determined based on the relevant historical figures, taking into account the anticipated business growth of the Services Group and the

Group, number of new property projects expected to be held by the Group (including but not limited to, the number of new projects that the Group expects to tender for), the ongoing projects of the Group, the estimated future demand, the inflation factor and adjustments for non-recurring or extraordinary items, and on the principal assumption that, for the duration of the projected period, there will not be any adverse change or disruption in market conditions, operation and business environment or government policies which may materially affect the businesses of the Services Group and/or the Group.

The Services Group Annual Caps are higher than the relevant historical transaction amounts for the financial year ended 30 June 2025 and the six months ended 31 December 2025 mainly because the Services Group Annual Caps reflect, among others, the anticipated maximum number of new property projects that will be held by the Group assuming a 100% tender success rate. As the Group may or may not be successful in tendering for such projects, the actual transaction amount may be lower than the projected figures.

Reasons for and benefits of entering into of the 2026 Services Group Master Services Agreement

The transactions contemplated under the 2026 Services Group Master Services Agreement are expected to be of a recurrent nature and will occur on a regular and continuing basis in the ordinary and usual course of business of the Services Group and the Group. The 2026 Services Group Master Services Agreement is intended to streamline the continuing connected transactions between members of the Services Group and members of the Group. The 2026 Services Group Master Services Agreement provides a single basis on which the Company will comply with the reporting and announcement requirements in compliance with the Listing Rules and thereby reduce the administrative burden and costs on the Company to comply with such requirements in relation to the execution or entering into of the agreements in respect of the provision of the Services Group Services.

The Directors (including the independent non-executive Directors) consider that the 2026 Services Group Master Services Agreement has been negotiated on an arm's length basis and within the ordinary and usual course of business of the Group, on normal commercial terms or better (as defined in the Listing Rules) and that the terms thereof are fair and reasonable and in the interests of the Group and the Shareholders as a whole and that the Services Group Annual Caps are fair and reasonable and in the interests of the Group and the Shareholders as a whole.

THE 2026 CTFE MASTER SERVICES AGREEMENT

Background

On 28 April 2023, CTFE and the Company entered into the 2023 CTFE Master Services Agreement in relation to the CTFE Transactions. The initial term of the 2023 CTFE Master Services Agreement will expire on 30 June 2026.

On 24 April 2026, CTFE and the Company entered into the 2026 CTFE Master Services Agreement in relation to the CTFE Transactions and agreed to terminate the 2023 CTFE Master Services Agreement upon the 2026 CTFE Master Services Agreement becoming effective on the CTFE Effective Date.

The principal terms of the 2026 CTFE Master Services Agreement are summarised below:

Date

24 April 2026

Parties

- (1) CTFE; and
- (2) the Company

Conditionality

The 2026 CTFE Master Services Agreement is conditional upon the approval by the Independent Shareholders of the 2026 CTFE Master Services Agreement, the CTFE Transactions and the CTFE Annual Caps at the EGM.

General terms for the CTFE Transactions

The relevant members of the CTFE Group may from time to time enter into Definitive CTFE Agreement(s) with the relevant members of the Group in respect of any CTFE Transaction upon, and subject to, the terms and conditions in compliance with the 2026 CTFE Master Services Agreement as may be agreed between the relevant members of the CTFE Group and the relevant members of the Group. All existing agreements between relevant members of the CTFE Group and relevant members of the Group in respect of the CTFE Transactions (to the extent which cover the CTFE Transactions on or after the CTFE Effective Date) will be treated as Definitive CTFE Agreements made pursuant to the 2026 CTFE Master Services Agreement as from the CTFE Effective Date and shall continue to be subject to the terms of the 2026 CTFE Master Services Agreement.

With effect from the CTFE Effective Date, the CTFE Transactions shall be conducted:

- (a) in the ordinary and usual course of business of the CTFE Group and the Group;

- (b) on normal commercial terms or better (as defined in the Listing Rules) and based on the then prevailing market rates; and
- (c) in compliance with all applicable provisions of the Listing Rules (including the CTFE Annual Caps), the applicable laws, the 2026 CTFE Master Services Agreement and the relevant Definitive CTFE Agreement.

The consideration for each Definitive CTFE Agreement will be determined in the following manners:

- (a) in respect of the CTFE Administrative Services: the consideration will be fixed at a monthly fee based on the estimated amount of work to be done. The fee will be determined with reference to at least one market comparable obtained at the best endeavour of the parties from time to time;
- (b) in respect of the CTFE Contracting Services:
 - where the member(s) of the Group participates in a tender or quotation with all bidders (including independent third parties in the market), the winning bid of which will be the one with the lowest tender amount or the recommended one with better technical knowhow and capability to complete the project in time and with quality, in accordance with the employer's tender procedure(s) on the condition that the bidder conformed to all the essential requirements (including but not limited to relevant experience, capability and historical relationship) as set out in the bid invitation;
 - where the engagement is through direct appointment by member(s) of the CTFE Group, the consideration will be on a cost-plus basis (which could be varied according to the scale or, if applicable, the unique nature of the project agreed to be undertaken by the Group) agreed with member(s) of the Group, which is in line with the basis for engagements by independent third parties for projects of similar nature and size;
 - where a member of the CTFE Group is nominated as contractor designated by ultimate employer (which may or may not be a member of the Group), consideration to such member of the CTFE Group will be ascertained by an independent professional quantity surveyor appointed by the ultimate employer; and
 - where the Group has the right to select contractor(s), consideration to such contractor(s) will be ascertained under the supervision of an in-house qualified professional quantity surveyor. The Group will, at its best endeavour, obtain two quotations from its list of preapproved contractors (which is subject to periodic review and update by its management to ensure the contractors' quality standards). If the price and terms offered by the CTFE Group are equal to or better than those offered by the independent service providers, the Group may

probably award the contract to the CTFE Group. For projects which involve consideration of a substantial amount, the member(s) of the CTFE Group will participate in a tender from all bidders (including independent third parties in the market). In determining the winning bid, the Group will generally take into account several factors, such as (i) the tender amount offered by the bidders; (ii) market reputation, past performance, relevant experiences and technical competencies of the bidders; (iii) quality of service terms offered by the bidders; and (iv) previous business relationship with the bidders etc. The procedures for tender and bidding will be conducted in accordance with the Group's internal tender procedure(s) on the condition that the bidder conformed to all the essential requirements (including but not limited to relevant experience, capability and historical relationship) set out in the bid invitation;

(c) in respect of the General and Rental Services:

- for lessor, the lessor will provide the lessee a quote after it has, at its best endeavour, obtained two market comparative quotes for similar property(ies) (with comparable conditions including but not limited to location, usable space, available facilities, quality and rental period) and/or reviewed two comparable transactions with independent third parties;
- for lessee, the lessee will, at its best endeavour, obtain two market comparative quotes for similar property(ies) (with comparable conditions including but not limited to location, usable space, available facilities, quality and rental period) and/or review two comparable transactions with independent third parties before deciding whether to accept the quote provided by the lessor and proceed further; and
- for the provision of procurement services: the consideration will be fixed on the basis of the member(s) of the Group performing a thorough analysis on the specific project and the related construction material requirements, including the types of materials required such as ironmongery, tiles, rebar, etc., the collection of cost and other data which includes quotations from suppliers for materials and the estimated usage of different types of materials, and make references to recent job quotations and the historical purchase price. Related market information, such as material price trend will also be retrieved from public source and database for reference;

(d) in respect of the Insurance, Medical and Health Care Services: the consideration will be fixed on the basis to meet the target profitability requirement measured by profit margin. In delivering the cost basis for the group life insurance policy to be offered, the relevant member of the Group will consider, among other things, (i) the sum assured/risk exposure; (ii) the demographic of the insured profile (including but not

limited to age, occupation and geographical location); (iii) the reinsurance terms; (iv) the expense on the insurance policy; (v) the relevant underwriting information; and (vi) the relevant insurance claims history of the insured entity;

- (e) in respect of the Project Management and Consultancy Services: the consideration will be fixed on the basis of cost plus a prevailing market rate which could be varied according to the size or, if applicable, the unique nature of the project management project and/or the extent of services required and will be determined by conducting research on the market comparables by the parties from time to time. The cost element will include all direct costs incurred such as equipment costs, staff costs, public liability insurance and other indirect or common costs allocated on revenue or other equitable basis;
- (f) in respect of the Concessionaire and Rental Services: a quote will be provided by the relevant member(s) of the Group; the relevant member(s) of the CTFE Group may, through its operational and technical departments and based on the relevant policies and other quote(s) for similar arrangement(s) obtained from independent third parties in the market, either accept the quote and proceed with the concessionaire counter arrangement or reject the quote and decline to proceed further; and
- (g) in respect of the other CTFE Services: the consideration will be fixed at an amount with reference to the prevailing market rate compared to the relevant immediately expired Definitive CTFE Agreement(s). Such prevailing market rate will be determined with reference to at least one market comparable obtained at the best endeavour of the parties from time to time.

Duration

The 2026 CTFE Master Services Agreement shall be effective up to and including 30 June 2029, unless terminated earlier in accordance with the 2026 CTFE Master Services Agreement. Subject to compliance with the then relevant requirements of the rules of any stock exchange to which any of the parties to the 2026 CTFE Master Services Agreement is subject to, including, but not limited to, the Listing Rules or, alternatively, any waiver obtained from strict compliance with such requirements, upon expiration of the initial term or subsequent renewal term, the 2026 CTFE Master Services Agreement will be automatically renewed for a successive period of three years thereafter (or such other period permitted under the Listing Rules), unless terminated earlier in accordance with the 2026 CTFE Master Services Agreement.

Payment terms

The terms in relation to the time and method of payment will be stated in the relevant Definitive CTFE Agreements and will be no less favourable to the Group than terms available to and/or from independent third parties.

Historical figures and the CTFE Annual Caps

The aggregate transaction amounts paid by the CTFE Group to the Group, and vice versa, under the 2023 CTFE Master Services Agreement for the two financial years ended 30 June 2024 and 2025 and the six months ended 31 December 2025 are set out below:

	For the financial year ended 30 June 2024 <i>HK\$' million</i>	For the financial year ended 30 June 2025 <i>HK\$' million</i>	For the six months ended 31 December 2025 <i>HK\$' million</i>
Historical aggregate transaction amounts (approximately) (<i>Note</i>)	<u>999.4</u>	<u>1,111.5</u>	<u>979.4</u>

Note: The historical aggregate transaction amounts shown in the table above do not include the transaction amounts of the Concessionaire and Rental Services and the leasing and licensing transactions recorded under the Master Leasing and Licensing Agreement, as those services were not covered under the 2023 CTFE Master Services Agreement but contemplated under the 2026 CTFE Master Services Agreement. For the financial years ended 30 June 2024 and 2025 and the six months ended 31 December 2025, the aggregate transaction amounts relating to the Concessionaire and Rental Services paid by the CTFE Group to the Group amounted to approximately HK\$30.4 million, HK\$22.3 million and HK\$9.8 million, respectively, and the aggregate transaction amounts relating to the leasing and licensing transactions recorded under the Master Leasing and Licensing Agreement paid by the CTFE Group to the Group amounted to approximately HK\$78.5 million, HK\$79.5 million and HK\$39.9 million, respectively.

The CTFE Annual Caps for each of the three financial years ending 30 June 2027, 2028 and 2029 are set out below:

	For the financial year ending 30 June 2027 <i>HK\$' million</i>	For the financial year ending 30 June 2028 <i>HK\$' million</i>	For the financial year ending 30 June 2029 <i>HK\$' million</i>
CTFE Annual Caps	<u>3,272.2</u>	<u>4,922.4</u>	<u>4,911.4</u>

Each of the CTFE Annual Caps has been determined by reference to:

- (a) the historical annual or annualised amounts under the 2023 CTFE Master Services Agreement provided by the Group to the CTFE Group, and vice versa, for the two financial years ended 30 June 2024 and 2025 and the six months ended 31 December 2025;

- (b) the historical annual or annualised amounts relating to the Concessionaire and Rental Services and the leasing and licensing transactions recorded under the Master Leasing and Licensing Agreement for the two financial years ended 30 June 2024 and 2025 and the six months ended 31 December 2025, notwithstanding that such services were not covered under the 2023 CTFE Master Services Agreement but are contemplated under the 2026 CTFE Master Services Agreement; and
- (c) the projected annual or annualised amounts in respect of the CTFE Services to be provided by the Group to the CTFE Group, and vice versa, in the three financial years ending 30 June 2027, 2028 and 2029.

A significant portion of the CTFE Annual Caps for the services provided under the 2026 CTFE Master Services Agreement by members of the CTFE Group to members of the Group mainly relates to the provision of contracting services. The CTFE Annual Caps are determined based on the relevant historical figures, taking into account the anticipated business growth of the CTFE Group and the Group, number of new property projects expected to be held by the Group (including but not limited to, the number of new projects that the Group expects to tender for), the ongoing projects of the Group, the estimated future demand, the inflation factor and adjustments for non-recurring or extraordinary items, and on the principal assumption that, for the duration of the projected period, there will not be any adverse change or disruption in market conditions, operation and business environment or government policies which may materially affect the businesses of the CTFE Group and/or the Group.

The CTFE Annual Caps are higher than the relevant historical transaction amounts for the two financial years ended 30 June 2024 and 2025 and the six months ended 31 December 2025 mainly because the CTFE Annual Caps reflect, among others, the anticipated maximum number of new property projects that will be held by the Group assuming a 100% tender success rate. As the Group may or may not be successful in tendering for such projects, the actual transaction amount may be lower than the projected figures.

Reasons for and benefits of entering into of the 2026 CTFE Master Services Agreement

The transactions contemplated under the 2026 CTFE Master Services Agreement are expected to be of a recurrent nature and will occur on a regular and continuing basis in the ordinary and usual course of business of the CTFE Group and the Group. The 2026 CTFE Master Services Agreement is intended to streamline the continuing connected transactions between members of the CTFE Group and members of the Group. The 2026 CTFE Master Services Agreement provides a single basis on which the Company will comply with the reporting, announcement and independent Shareholders' approval requirements in compliance with the Listing Rules and thereby reduce the administrative burden and costs on the Company to comply with such requirements in relation to the execution or renewal of the agreements in respect of the provision of the CTFE Services.

The Directors (excluding the independent non-executive Directors who will provide their views after considering the opinion of the Independent Financial Adviser) consider that the 2026 CTFE Master Services Agreement has been negotiated on an arm's length basis and within the ordinary and usual course of business of the Group, on normal commercial terms or better (as defined in the Listing Rules) and that the terms thereof are fair and reasonable and in the interests of the Group and the Shareholders as a whole and that the CTFE Annual Caps are fair and reasonable and in the interests of the Group and the Shareholders as a whole.

INTERNAL CONTROL PROCEDURES

To ensure that the 2026 Master Services Agreements and the Transactions contemplated thereunder adhere to normal commercial terms or better (as defined in the Listing Rules) and the amounts of the Transactions do not exceed the related Annual Caps, the Company has implemented the following internal control procedures:

- (1) **Definitive Agreement review and assessment:** Prior to entering into any Definitive Agreement under the scope of the 2026 Master Services Agreements, the relevant personnel of the Group will review and assess the terms of the relevant Definitive Agreements to ensure that they are consistent with the principles and provisions set out in the relevant 2026 Master Services Agreements. The pricing policies and other terms of the Definitive Agreements will be determined by the relevant personnel of the Group on normal commercial terms or better (as defined in the Listing Rules), negotiated on an arm's length basis and on basis similar to that with independent third parties.
- (2) **Tendering process and quotations:** With regard to participation in tenders or provision of quotations for contracting services, members of the Group are required to follow the internal tender guidelines. These measures/procedures aim to ensure that the tender or quotation price and the terms of the tender or quotation to be offered by the Group are fair, reasonable and comparable to those offered by the Group to independent third parties.
- (3) **Transactions monitoring and reporting:** The finance department of the Group will consistently record and monitor the amounts of the Transactions to ensure that the applicable Annual Caps are not exceeded. Periodic reports, which are compiled twice a year, including lists of continuing connected transactions conducted during the reporting period and utilisation of the relevant Annual Caps will be submitted to the Audit Committee for review.
- (4) **Biannual review by internal audit function:** The group audit and management services department of the Group will perform a biannual review of the internal controls for the continuing connected transactions for the preceding financial year.

- (5) **Annual review by external auditors and independent non-executive Directors:** The Company's external auditor along with the independent non-executive Directors will perform annual review of the continuing connected transactions for the preceding financial year in accordance with the Listing Rules.

INFORMATION ON MR. DOO, THE SERVICES GROUP, CTFE AND THE GROUP

Mr. Doo is the non-executive vice-chairman and a non-executive Director of the Company, and a director of certain subsidiaries of the Company and the beneficial owner of several corporate substantial shareholders of certain subsidiaries of the Company. Mr. Doo is the brother-in-law of Dr. Cheng Kar-Shun, Henry (an executive Director) and Mr. Cheng Kar-Shing, Peter (a non-executive Director), and the uncle of Ms. Cheng Chi-Man, Sonia (an executive Director), Mr. Cheng Chi-Heng (a non-executive Director) and Mr. Cheng Chi-Ming, Brian (a non-executive Director).

To the best knowledge of the Directors, the Services Group is principally engaged in the provision of services including: (i) property investment and development, property leasing, property and facility management; (ii) security, guarding and event servicing services; (iii) cleaning; (iv) landscaping; (v) provision of environmental management services, mechanical and electrical engineering services; (vi) trading of building materials; and (vii) insurance consultancy and brokerage.

As of the date of this announcement and based on publicly available information, CTFE is a wholly-owned subsidiary of Chow Tai Fook (Holding) Limited; Chow Tai Fook (Holding) Limited is an approximately 90.52%-owned subsidiary of Chow Tai Fook Capital Limited; and Chow Tai Fook Capital Limited is owned as to approximately 48.98% and approximately 46.65% by Cheng Yu Tung Family (Holdings) Limited and Cheng Yu Tung Family (Holdings II) Limited, respectively. To the best knowledge of the Directors, CTFE is principally engaged in investment holding.

The Group is principally engaged in property development, property investment, and investment in and/or operation of hotels and other strategic businesses.

LISTING RULES IMPLICATIONS

The 2026 Services Group Master Services Agreement

As at the date of this announcement, Mr. Doo is the non-executive vice-chairman and a non-executive Director, and a director of certain subsidiaries of the Company and the beneficial owner of several corporate substantial shareholders of certain subsidiaries of the Company, and hence Mr. Doo and the Services Group (being his close associates (as defined under the Listing Rules)) are connected persons of the Company. The Services Group Transactions constitute continuing connected transactions of the Company under Chapter 14A of the Listing Rules.

Since the highest of all the applicable percentage ratios (as defined under Rule 14.07 of the Listing Rules) of the Services Group Annual Caps is more than 0.1% but less than 5%, the entering into of the 2026 Services Group Master Services Agreement, the Services Group Transactions and the Services Group Annual Caps are subject to the reporting and announcement requirements but are exempt from the independent Shareholders' approval requirement under Chapter 14A of the Listing Rules for the Company.

The 2026 CTFE Master Services Agreement

As at the date of this announcement, CTFE is a substantial shareholder of the Company and therefore a connected person of the Company. The CTFE Transactions constitute continuing connected transactions of the Company under Chapter 14A of the Listing Rules.

Since all the amounts and the highest of all the applicable percentage ratios (as defined under Rule 14.07 of the Listing Rules) of the CTFE Annual Caps exceed HK\$10,000,000 and is more than 5%, respectively, the entering into of the 2026 CTFE Master Services Agreement, the CTFE Transactions and the CTFE Annual Caps are subject to the reporting, announcement and independent Shareholders' approval requirements under Chapter 14A of the Listing Rules for the Company.

APPROVAL BY THE BOARD

The 2026 Services Group Master Services Agreement

Mr. Doo has a material interest in the entering into of the 2026 Services Group Master Services Agreement. Mrs. Doo beneficially owns 75% of the issued ordinary shares of FSE Lifestyle, which is a member of the Services Group. Having regard to their family relationship, Dr. Cheng Kar-Shun, Henry, Ms. Cheng Chi-Man, Sonia, Mr. Cheng Kar-Shing, Peter, Mr. Cheng Chi-Heng and Mr. Cheng Chi-Ming, Brian were considered to have material interests in the entering into of the 2026 Services Group Master Services Agreement. As such, all of them (except for Mr. Doo who was not present at the relevant meeting of the Board) have abstained from voting on the resolutions approving the entering into of the 2026 Services Group Master Services Agreement at the meeting of the Board.

The 2026 CTFE Master Services Agreement

Each of Dr. Cheng Kar-Shun, Henry, Mr. Ho Gilbert Chi-Hang, Mr. Cheng Kar-Shing, Peter and Mr. Cheng Chi-Heng is a director of CTFE. Dr. Cheng Kar-Shun, Henry, Mr. Cheng Kar Shing, Peter, Mrs. Sun Cheng Lai Ha, Cecilia and Mrs. Doo, collectively hold a majority interest in each of Cheng Yu Tung Family (Holdings) Limited and Cheng Yu Tung Family (Holdings II) Limited. Having regard to their family relationship and/or their directorships in CTFE, each of Dr. Cheng Kar-Shun, Henry, Ms. Cheng Chi-Man, Sonia, Mr. Ho Gilbert Chi-Hang, Mr. Doo, Mr. Cheng Kar-Shing, Peter, Mr. Cheng

Chi-Heng and Mr. Cheng Chi-Ming, Brian were considered to have material interests in the entering into of the 2026 CTFE Master Services Agreement. As such, all of them (except for Mr. Doo who was not present at the relevant meeting of the Board) have abstained from voting on the resolutions approving the entering into of the 2026 CTFE Master Services Agreement at the meeting of the Board.

Save as disclosed, no other Director is regarded as having a material interest in the entering into of the 2026 Services Group Master Services Agreement and/or the 2026 CTFE Master Services Agreement and hence no other Director is required under the Listing Rules to abstain from voting on the resolutions approving the entering into of the 2026 Services Group Master Services Agreement and/or the 2026 CTFE Master Services Agreement at the meeting of the Board.

GENERAL

The Company will convene the EGM for the purpose of seeking approval from the Independent Shareholders on the entering into of the 2026 CTFE Master Services Agreement, the CTFE Transactions contemplated thereunder and the CTFE Annual Caps. The Independent Board Committee has been established to consider the entering into of the 2026 CTFE Master Services Agreement, the CTFE Transactions contemplated thereunder and the CTFE Annual Caps, and to advise the Independent Shareholders as to whether the entering into of the 2026 CTFE Master Services Agreement, the CTFE Transactions contemplated thereunder and the CTFE Annual Caps are in the interests of the Company and the Shareholders as a whole. Ballas Capital has been appointed as the independent financial adviser to advise the Independent Board Committee and the Independent Shareholders in this regard.

As additional time is required to prepare the circular containing, among other things, further details relating to (i) the entering into of the 2026 CTFE Master Services Agreement, the CTFE Transactions contemplated thereunder and the CTFE Annual Caps; (ii) a letter of recommendation from the Independent Board Committee to the Independent Shareholders; (iii) a letter of advice from the Independent Financial Adviser to the Independent Board Committee and the Independent Shareholders; and (iv) the notice of the EGM, the circular is expected to be dispatched to the Shareholders on or before 4 June 2026.

DEFINITIONS

The following terms have the following meanings in this announcement, unless the context otherwise requires:

“2023 CTFE Master Services Agreement”	the master services agreement in relation to the CTFE Transactions entered into between CTFE and the Company on 28 April 2023 as disclosed in the announcement of the Company dated 28 April 2023
“2023 Services Group Master Services Agreement”	the master services agreement dated 28 April 2023 entered into between Mr. Doo and the Company as disclosed in the announcement of the Company dated 28 April 2023 and the circular of the Company dated 7 June 2023
“2026 CTFE Master Services Agreement”	the master services agreement in relation to the CTFE Transactions entered into between CTFE and the Company on 24 April 2026
“2026 Master Services Agreements”	the 2026 CTFE Master Services Agreement and/or the 2026 Services Group Master Services Agreement (as the case may be)
“2026 Services Group Master Services Agreement”	the master services agreement in relation to the Services Group Transactions entered into between Mr. Doo and the Company on 24 April 2026
“Annual Cap(s)”	the CTFE Annual Caps and/or the Services Group Annual Caps (as the case may be)
“associate”	has the meaning ascribed to it under the Listing Rules
“Audit Committee”	the audit committee of the Company
“Ballas Capital” or “Independent Financial Adviser”	Ballas Capital Limited, a corporation licensed to carry on Type 1 (dealing in securities) and Type 6 (advising on corporate finance) regulated activities under the Securities and Futures Ordinance (Chapter 571 of the Laws of Hong Kong), being the independent financial adviser to the Independent Board Committee and the Independent Shareholders in respect of the entering into of the 2026 CTFE Master Services Agreement, the CTFE Transactions contemplated thereunder and the CTFE Annual Caps
“Board”	the board of Directors

“Cleaning and Landscaping Services”	general cleaning and housekeeping, waste management and disposal, external wall and window cleaning, clinical waste management, office and facility cleaning, pest control, recycling and environmental services, landscaping and plant maintenance, supply of plants and related services
“Company”	New World Development Company Limited (新世界發展有限公司), a company incorporated in Hong Kong with limited liability, the shares of which are listed on the Main Board of the Stock Exchange (Stock Code: 0017)
“Concessionaire and Rental Services”	the provision of concessionaire counter and rental-related services in respect of retailing counters for the sale of jewellery products and watches by relevant members of the Group to members of the CTFE Group at PRC properties owned by, leased to or operated by the Group from time to time
“connected person”	has the meaning ascribed to it under the Listing Rules
“CTFE”	Chow Tai Fook Enterprises Limited, a company incorporated in Hong Kong with limited liability, being a substantial shareholder of the Company
“CTFE Administrative Services”	the provision of office facilities, staff secondment, utilities and equipment support, administrative support and information technology system and other ancillary administrative services
“CTFE Annual Caps”	the annual cap amounts payable by the CTFE Group to the Group, and vice versa, in respect of the CTFE Transactions for each of the three financial years ending 30 June 2027, 2028 and 2029
“CTFE Contracting Services”	the provision of services as main contractors, contractors, management contractors, project managers, subcontractors, suppliers or agents, building and general construction, civil engineering, building exterior and interior design, building maintenance and repair, renovation, maintenance consultancy and other services, demolition, piling and foundation, building and property fitting out and decoration work, construction management, electrical and mechanical engineering works, supply and installation of air conditioning, heating and ventilation systems, fire services systems, plumbing and drainage systems, lift repair and maintenance services, electrical systems and system design and consultancy, computer aided drafting services and related services

“CTFE Effective Date”	1 July 2026, which is conditional upon the 2026 CTFE Master Services Agreement becoming unconditional as set out in the sub-paragraph headed “Conditionality” under the paragraph headed “The 2026 CTFE Master Services Agreement” in this announcement
“CTFE Group”	CTFE, (a) any other company which is its subsidiary or holding company or is a fellow subsidiary of any such holding company, and/or (b) any other company in the equity capital of which CTFE and such other companies referred to in (a) above taken together are directly or indirectly interested so as to exercise or control the exercise of 30% (or such other amount as may from time to time be specified in The Code on Takeovers and Mergers as being the level for triggering a mandatory general offer) or more of the voting power at general meetings, or to control the composition of a majority of the board of directors and any other company which is its subsidiary, and for the purpose of the 2026 CTFE Master Services Agreement and this announcement, such term shall exclude members of the Group
“CTFE Services”	the CTFE Administrative Services, CTFE Contracting Services, General and Rental Services, Insurance, Medical and Health Care Services, Project Management and Consultancy Services, Concessionaire and Rental Services and such other types of services as the CTFE Group and the Group may agree upon from time to time in writing
“CTFE Transactions”	all existing and future transactions between members of the CTFE Group and members of the Group in respect of provision of CTFE Services
“Definitive Agreement(s)”	the Definitive CTFE Agreement(s) and/or the Definitive Services Group Agreement(s) (as the case may be)
“Definitive CTFE Agreement(s)”	definitive agreement(s) which may be entered into between any member(s) of the CTFE Group and any member(s) of the Group from time to time in relation to any of the CTFE Transactions at any time during the term of the 2026 CTFE Master Services Agreement
“Definitive Services Group Agreement(s)”	definitive agreement(s) which may be entered into between any member(s) of the Services Group and any member(s) of the Group from time to time in relation to any of the Services Group Transactions at any time during the term of the 2026 Services Group Master Services Agreement

“Directors”	the directors of the Company
“EGM”	an extraordinary general meeting of the Company to be held to, among other things, consider and, if thought fit, approve the entering into of the 2026 CTFE Master Services Agreement, the CTFE Transactions contemplated thereunder and the CTFE Annual Caps
“Facility Management Services”	provision of information technology services, provision of convention and exhibition facilities, hospitality and related functions and services, food and beverage catering services, food processing, trading and supply, merchandise sourcing and related services
“FSE Lifestyle”	FSE Lifestyle Services Limited, a company incorporated in the Cayman Islands with limited liability and is a member of the Services Group, the shares of which are listed on the Main Board of the Stock Exchange (Stock Code: 0331)
“General and Rental Services”	the provision of information technology, provision of convention and exhibition facilities, related functions and services, food and beverage catering services, food processing, hiring, procurement and supply of plant, machinery, equipment and materials, property management and related accounting services, property sales and letting agency services, provision of services in relation to the leasing, tenancy, licensing, concession arrangements and any other similar collaboration agreements for real properties (including without limitation retail shops, shops-in-shops and counters), provision of car parking management and related services and rental and licensing of the rights to use properties, spare spaces, other spaces and car-parking spaces, buying and procurement services for sourcing goods, provision of supply chain management and consultancy services, sample production and import and export trading services, wholesaling, provision of freight forwarding and packaging and other logistics services, storage and warehousing services, design, marketing and sourcing services, merchandising agent services, general trading of merchandise, advertising, branding, marketing, loyalty and rewards program and promotion-related services and related services
“Group”	the Company and its subsidiaries from time to time
“HK\$”	Hong Kong dollars, the lawful currency of Hong Kong

“Hong Kong”	the Hong Kong Special Administrative Region of the People’s Republic of China
“Independent Board Committee”	an independent committee of the Board, comprising all of the independent non-executive Directors
“Independent Shareholders”	in respect of the entering into of the 2026 CTFE Master Services Agreement, the CTFE Transactions contemplated thereunder and the CTFE Annual Caps, the Shareholders, other than CTFE and its associates, who do not have any material interest in the 2026 CTFE Master Services Agreement and are not required to abstain from voting at the EGM to consider and approve the 2026 CTFE Master Services Agreement, the CTFE Transactions contemplated thereunder and the CTFE Annual Caps
“Insurance, Medical and Health Care Services”	the provision of insurance and related services, insurance underwriting services, insurance consultancy and advisory services, policy underwriting services, medical and health care services, rehabilitation and wellness enhancement and related services
“Listing Rules”	the Rules Governing the Listing of Securities on the Stock Exchange
“Master Leasing and Licensing Agreement”	the master leasing and licensing agreement in relation to the Transactions entered into between the Company and Chow Tai Fook Jewellery Group Limited, a company incorporated in the Cayman Islands with limited liability, the shares of which are listed on the Main Board of the Stock Exchange (Stock code: 1929) on 28 April 2023
“Mr. Doo”	Mr. Doo Wai-Hoi, William, the non-executive vice-chairman and a non-executive Director and a director of certain subsidiaries of the Company and the beneficial owner of several corporate substantial shareholders of certain subsidiaries of the Company
“Mrs. Doo”	Mrs. Doo Cheng Sau-Ha, Amy, the spouse of Mr. Doo

“Project Management and Consultancy Services”	the provision of project management and consultancy services by the relevant members of the Group to members of the CTFE Group in relation to the planning, design and construction of property projects developed or owned by members of the CTFE Group from time to time, including but not limited to (a) the provision of advices on design plans and development schedules; co-ordination with architects and consultants on the preparation of tender documents and drawings; monitoring the approval of necessary construction permits and certificates; (b) overseeing the overall construction including the construction progress and managing the daily operation of construction sites; certifying periodic payments to suppliers and contractors; preparation of cash flow projection; and (c) arranging for hand-over of the completed works complete with full technical documentation for future maintenance and operation; approving final payments to consultants; and co-ordination with consultants on the compilation of final accounts
“Property Management Services”	property management and related consultancy and accounting services, property sales and letting agency services, pre-marketing consultancy services, technical services, provision of car parking management and related services
“Rental and Procurement Services”	rental and licensing of the rights to use properties including, without limitation, spare spaces, office spaces and car parking spaces, buying and procurement services for sourcing goods, provision of supply chain management and consultancy services, sample production and import and export trading services, wholesaling, provision of freight forwarding and packaging and other logistics services, storage and warehousing services, design, marketing and sourcing services, merchandising agent services, general trading of merchandise, advertising and promotion-related services and related services
“Security, Guarding and Event Servicing Services”	provision of services of security guards, event servicing, security services, security systems and technology (including installation and maintenance) services, security consultancy, armoured transit and vaulting security services, escort and surveillance security services, supply of security products and related services

“Services Group”	(1) Mr. Doo and his immediate family members (as defined under the Listing Rules) and (2) any company in the equity capital of which Mr. Doo and/or his immediate family member(s) (individually or together) is/are or will be directly or indirectly interested so as to exercise or control the exercise of 30% (or such other amount as may from time to time be specified in the Code on Takeovers and Mergers as being the level for triggering a mandatory general offer) or more of the voting power at general meetings, or to control the composition of a majority of the board of directors and any other company which is its subsidiary
“Services Group Annual Caps”	the annual cap amounts payable by the Group to the Services Group, and vice versa, in respect of the Services Group Transactions for each of the three financial years ending 30 June 2027, 2028 and 2029
“Services Group Contracting Services”	provision of services as main contractors, contractors, management contractors, project managers, subcontractors, suppliers or agents, building and general construction, civil engineering, building exterior and interior design, building maintenance and repair, renovation, maintenance consultancy and other services, demolition, piling and foundation, building and property fitting out and decoration work, construction management, hiring, procurement and supply of plant, machinery, equipment and materials, electrical and mechanical engineering works, environmental engineering works, supply and installation of air-conditioning, heating and ventilation systems, fire services systems, plumbing and drainage systems, lift repair and maintenance services, sundry services, information technology support services, electrical systems and system design and consultancy, computer aided drafting services and related services
“Services Group Effective Date”	1 July 2026
“Services Group Services”	the Services Group Contracting Services, Cleaning and Landscaping Services, Facility Management Services, Insurance, Medical and Health Care Services, Property Management Services, Security, Guarding and Event Servicing Services, Rental and Procurement Services, and such other types of services as members of the Services Group and members of the Group may agree upon from time to time in writing

“Services Group Transactions”	all existing and future transactions between members of the Services Group and members of the Group in respect of provision of Services Group Services
“Shareholders”	shareholders of the Company
“Stock Exchange”	The Stock Exchange of Hong Kong Limited
“subsidiary”	any entity which falls within the definition of “subsidiary” under the Listing Rules or the Companies Ordinance (Chapter 622 of the Laws of Hong Kong)
“substantial shareholder”	has the meaning ascribed to it under the Listing Rules
“Transactions”	the CTFE Transactions and/or the Services Group Transactions (as the case may be)
“%”	per cent.

By order of the Board of
New World Development Company Limited
(新世界發展有限公司)
Lau Fu-Keung Hui Ka-Wai
Joint Company Secretaries

Hong Kong, 24 April 2026

As at the date of this announcement, (a) the executive directors of the Company are Dr. Cheng Kar-Shun, Henry; Ms. Huang Shaomei, Echo; Ms. Cheng Chi-Man, Sonia; Mr. Sitt Nam-Hoi; Ms. Chiu Wai-Han, Jenny; Mr. Ho Gilbert Chi-Hang; Mr. Lau Fu-Keung and Mr. Chan Yiu-Ho; (b) the non-executive directors of the Company are Mr. Doo Wai-Hoi, William; Mr. Cheng Kar-Shing, Peter; Mr. Cheng Chi-Heng; and Mr. Cheng Chi-Ming, Brian; and (c) the independent non-executive directors of the Company are Mr. Lee Luen-Wai, John; Mr. Ip Yuk-Keung, Albert; Mr. Chan Johnson Ow; Mrs. Law Fan Chiu-Fun, Fanny; Ms. Lo Wing-Sze, Anthea; and Ms. Wong Yeung-Fong, Fonia.