



太興集團控股有限公司

TAI HING GROUP HOLDINGS LIMITED

(Incorporated in the Cayman Islands with limited liability)

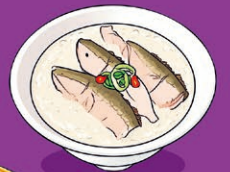
(於開曼群島註冊成立之有限公司)

Stock code 股份代號: 6811

2025

ANNUAL REPORT

年 報



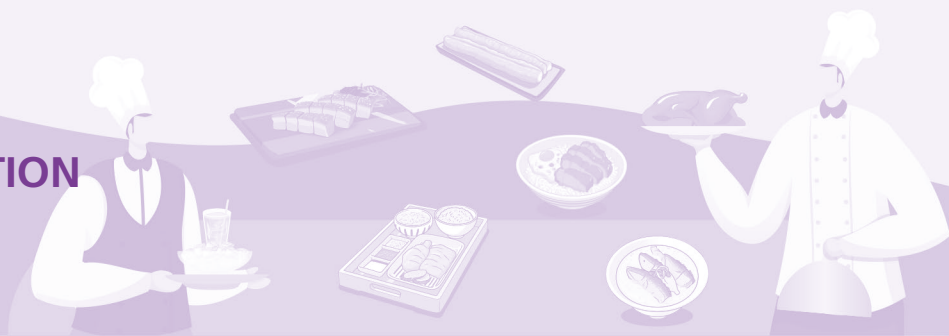
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CORPORATE INFORMATION

公司資料



BOARD OF DIRECTORS

Executive Directors

Mr. Chan Ka Keung^{#1} (Chairman^{#2})
Mr. Chan Wing On (Chairman)^{#3}
Ms. Chan Shuk Fong (Vice Chairman^{#2})
Mr. Yuen Chi Ming
Mr. Ho Siu Fung^{#4}

Non-Executive Director

Mr. Ho Ping Kee

Independent Non-Executive Directors

Mr. Mak Ping Leung (alias: Mak Wah Cheung)
Mr. Wong Shiu Hoi Peter
Dr. Sat Chui Wan

AUDIT COMMITTEE

Dr. Sat Chui Wan (Chairman)
Mr. Mak Ping Leung (alias: Mak Wah Cheung)
Mr. Wong Shiu Hoi Peter

REMUNERATION COMMITTEE

Mr. Mak Ping Leung (alias: Mak Wah Cheung) (Chairman)
Mr. Chan Ka Keung^{#2}
Mr. Chan Wing On^{#3}
Ms. Chan Shuk Fong
Mr. Wong Shiu Hoi Peter
Dr. Sat Chui Wan

NOMINATION COMMITTEE

Mr. Chan Ka Keung (Chairman)^{#2}
Mr. Chan Wing On (Chairman)^{#3}
Ms. Chan Shuk Fong
Mr. Mak Ping Leung (alias: Mak Wah Cheung)
Mr. Wong Shiu Hoi Peter
Dr. Sat Chui Wan

COMPANY SECRETARY

Mr. Chau Ching Hang

AUDITOR

Ernst & Young
Certified Public Accountants
Registered Public Interest Entity Auditor
27/F, One Taikoo Place
979 King's Road
Quarry Bay, Hong Kong

^{#1} appointed on 1 July 2025

^{#2} appointed on 25 November 2025

^{#3} ceased with effect from 24 November 2025

^{#4} appointed on 1 January 2026

董事會

執行董事

陳家強先生^{#1}(主席^{#2})
陳永安先生(主席)^{#3}
陳淑芳女士(副主席^{#2})
袁志明先生
何小鋒先生^{#4}

非執行董事

何炳基先生

獨立非執行董事

麥炳良先生(又名麥華章)
黃紹開先生
薩翠雲博士

審核委員會

薩翠雲博士(主席)
麥炳良先生(又名麥華章)
黃紹開先生

薪酬委員會

麥炳良先生(又名麥華章)(主席)
陳家強先生^{#2}
陳永安先生^{#3}
陳淑芳女士
黃紹開先生
薩翠雲博士

提名委員會

陳家強先生(主席)^{#2}
陳永安先生(主席)^{#3}
陳淑芳女士
麥炳良先生(又名麥華章)
黃紹開先生
薩翠雲博士

公司秘書

周正亨先生

核數師

安永會計師事務所
執業會計師
註冊公眾利益實體核數師
香港鰂魚涌
英皇道979號
太古坊一座27樓

^{#1} 於二零二五年七月一日獲委任

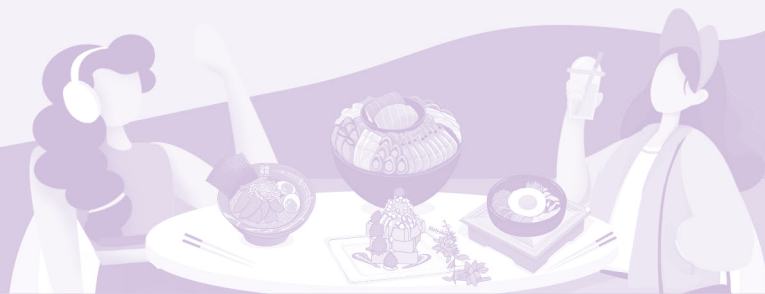
^{#2} 於二零二五年十一月二十五日獲委任

^{#3} 於二零二五年十一月二十四日停任

^{#4} 於二零二六年一月一日獲委任

CORPORATE INFORMATION

公司資料



LEGAL ADVISERS

As to Hong Kong law:

Deacons

As to Cayman Islands law:

Conyers Dill & Pearman

PRINCIPAL BANKERS

Bank of China (Hong Kong) Limited

Hang Seng Bank Limited

The Hongkong and Shanghai Banking Corporation Limited

Bank of Communications (Hong Kong) Limited

United Overseas Bank Limited

REGISTERED OFFICE

Cricket Square, Hutchins Drive

P.O. Box 2681

Grand Cayman KY1-1111

Cayman Islands

HEAD OFFICE AND PRINCIPAL PLACE OF BUSINESS IN HONG KONG

13/F, Chinachem Exchange Square

1 Hoi Wan Street

Quarry Bay

Hong Kong

PRINCIPAL SHARE REGISTRAR AND TRANSFER OFFICE IN THE CAYMAN ISLANDS

Conyers Trust Company (Cayman) Limited

Cricket Square

Hutchins Drive

P.O. Box 2681

Grand Cayman KY1-1111

Cayman Islands

HONG KONG BRANCH SHARE REGISTRAR AND TRANSFER OFFICE

Tricor Investor Services Limited

17/F, Far East Finance Centre

16 Harcourt Road

Hong Kong

STOCK CODE

6811

WEBSITE

www.taihing.com

法律顧問

有關香港法律：

的近律師行

有關開曼群島法律：

Conyers Dill & Pearman

主要往來銀行

中國銀行(香港)有限公司

恒生銀行有限公司

香港上海滙豐銀行有限公司

交通銀行(香港)有限公司

大華銀行有限公司

註冊辦事處

Cricket Square, Hutchins Drive

P.O. Box 2681

Grand Cayman KY1-1111

Cayman Islands

香港總辦事處及主要營業地點

香港

鰂魚涌

海灣街1號

華懋交易廣場13樓

開曼群島主要股份登記及過戶處

Conyers Trust Company (Cayman) Limited

Cricket Square

Hutchins Drive

P.O. Box 2681

Grand Cayman KY1-1111

Cayman Islands

香港股份登記及過戶分處

卓佳證券登記有限公司

香港

夏慤道16號

遠東金融中心17樓

股份代號

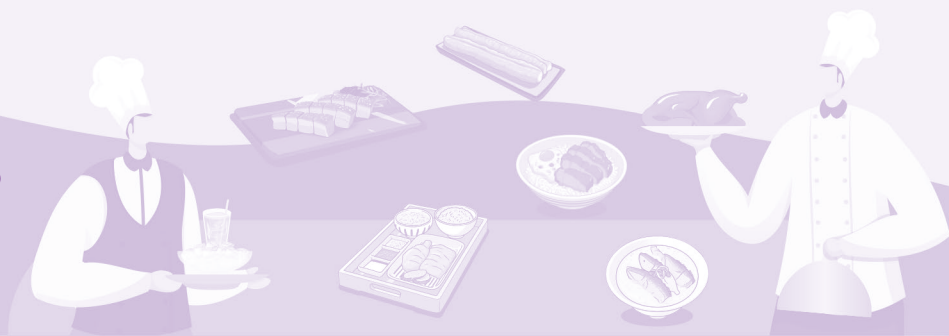
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網站

www.taihing.com

FINANCIAL HIGHLIGHTS

財務摘要



| | | 2025 二零二五年 | 2024 二零二四年 | Change 變動 |
|--|------------------------|------------------|---------------|-----------------------------------|
| Revenue (HK\$'000) | 收益(千港元) | 3,538,495 | 3,291,954 | 7.5% |
| Hong Kong and Macau | 香港及澳門 | 3,276,300 | 2,954,684 | 10.9% |
| Chinese Mainland | 中國內地 | 262,195 | 337,270 | -22.3% |
| Gross profit margin (%) | 毛利率(%) | 73.5% | 73.9% | -0.4 percentage point -0.4個百分點 |
| Profit attributable to owners of the Company (HK\$'000) | 本公司股東應佔溢利(千港元) | 108,101 | 62,749 | 72.3% |
| Earnings per share attributable to owners of the Company (HK cents) | 本公司股東應佔每股盈利(港仙) | 11.12 | 6.24 | 78.2% |
| Final dividend per share (HK cents) ^(Note 1) | 每股末期股息(附註1)(港仙) | 5.00 | 2.50 | 100.0% |
| Special dividend per share (HK cents) ^(Note 1) | 每股特別股息(附註1)(港仙) | – | 7.50 | -100.0% |
| Number of restaurants | 餐廳數目 | | | |
| Hong Kong | 香港 | 197 | 179 | 18 |
| Chinese Mainland | 中國內地 | 26 | 31 | (5) |
| Macau | 澳門 | 1 | 1 | – |
| Total ^(Note 2) | 總計(附註2) | 224 | 211 | 13 |

Notes:

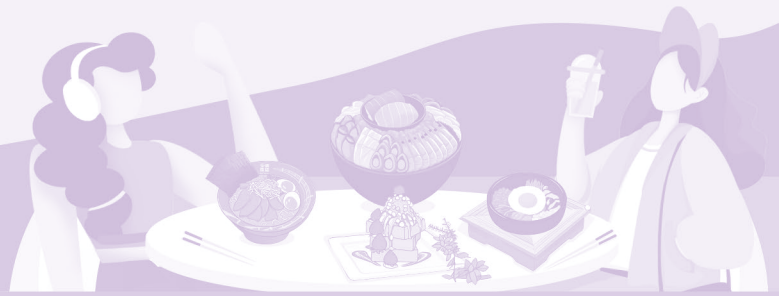
- Final dividend of HK5.00 cents per share (2024: final dividend of HK2.50 cents per share and special dividend of HK7.50 cents per share) was proposed. Together with the interim dividend of HK3.50 cents per share already paid, proposed total dividend per share for the year ended 31 December 2025 will amount to HK8.50 cents (2024: HK12.50 cents per share).
- The Group has 224 self-operated restaurants (as at 31 December 2024: 210) and no restaurant operated by its franchisee (as at 31 December 2024: 1).

附註：

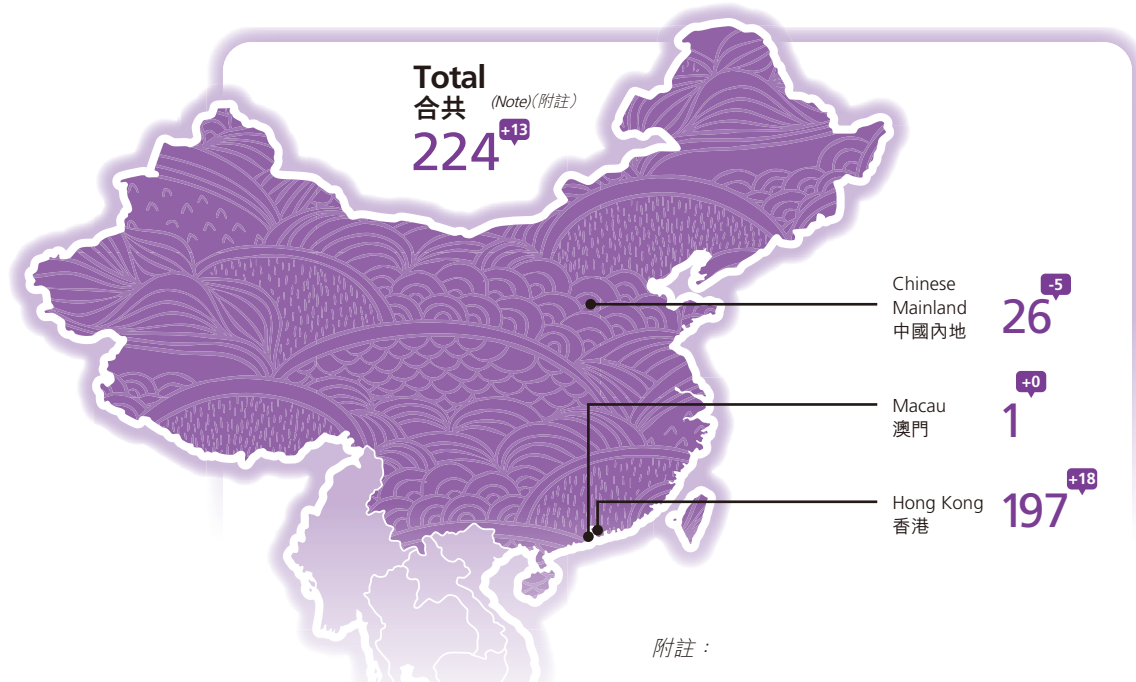
- 建議末期股息為每股5.00港仙(二零二四年：末期股息每股2.50港仙及特別股息每股7.50港仙)，連同已派發之中期股息每股3.50港仙，截至二零二五年十二月三十一日止年度之建議股息總額將為每股8.50港仙(二零二四年：每股12.50港仙)。
- 本集團擁有224間自營餐廳(於二零二四年十二月三十一日：210間)及無特許經營餐廳(於二零二四年十二月三十一日：1間)。

FINANCIAL HIGHLIGHTS

財務摘要



Restaurant Network as at 31 December 2025 截至二零二五年十二月三十一日的餐廳網絡



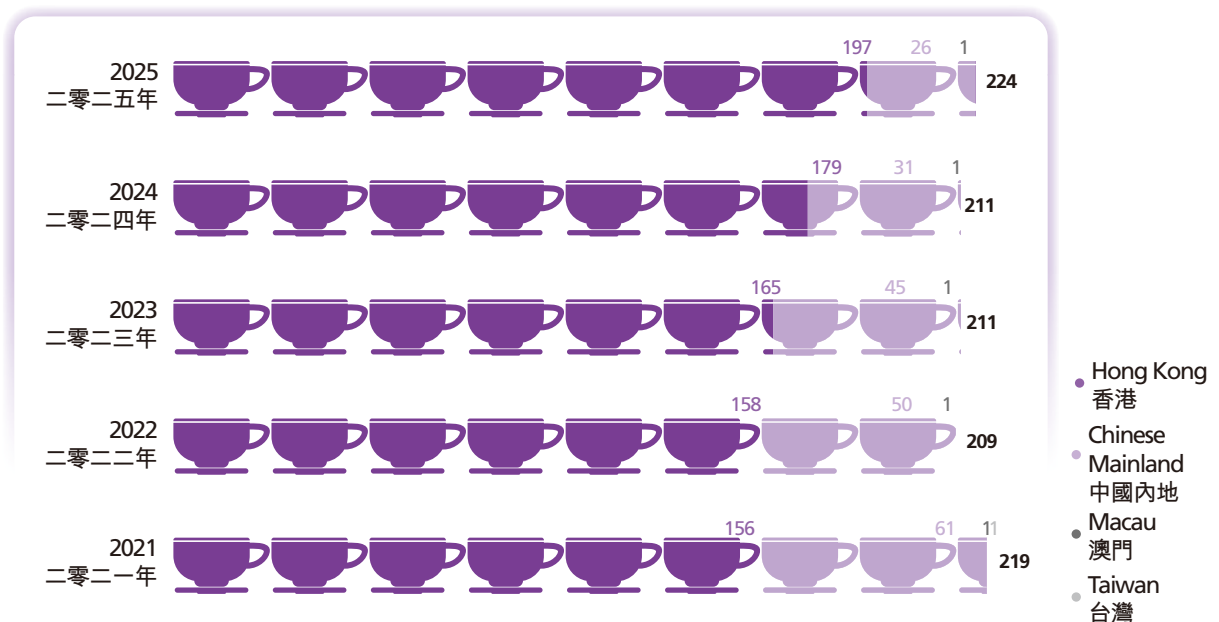
Note:

The Group has 224 self-operated restaurants (as at 31 December 2024: 210) and no restaurant operated by its franchisee (as at 31 December 2024: 1).

附註：

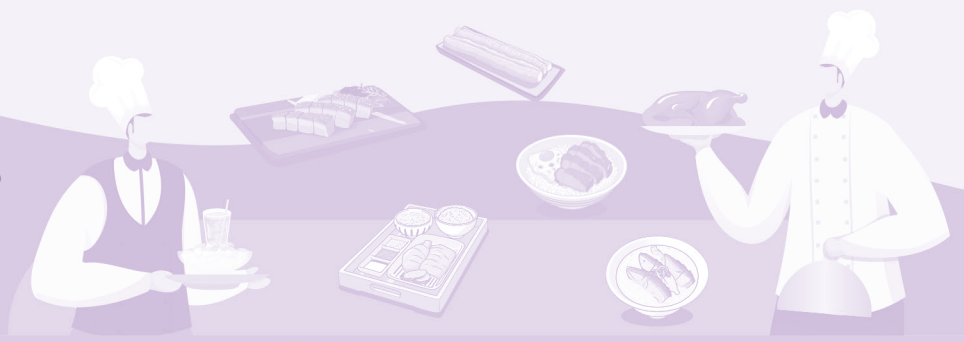
本集團擁有224間自營餐廳(於二零二四年十二月三十一日：210間)及無特許經營餐廳(於二零二四年十二月三十一日：1間)。

Number of Shops (by geographical areas) 門店數目 (按地區)



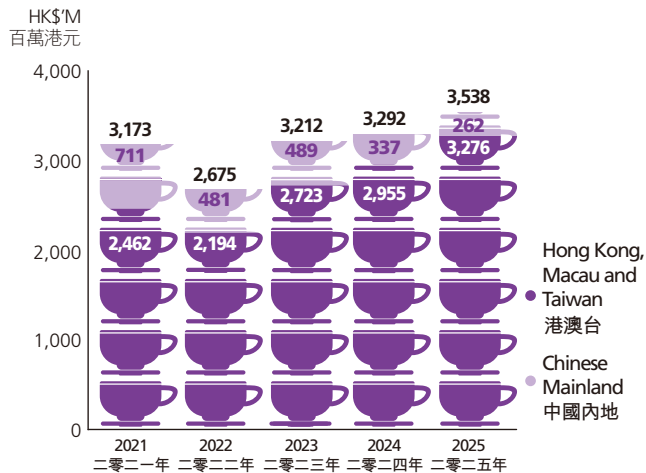
FINANCIAL HIGHLIGHTS

財務摘要



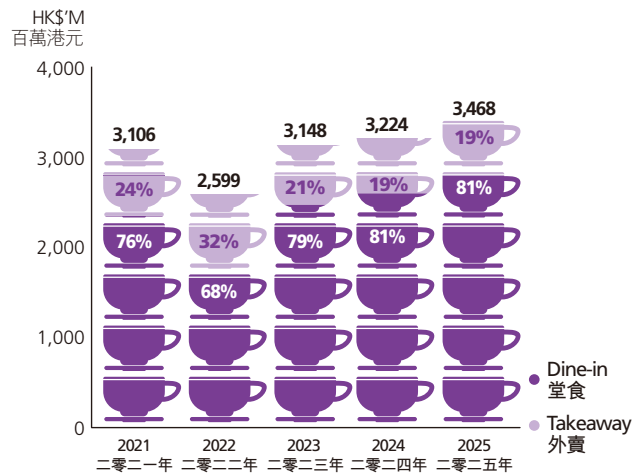
Revenue distribution (by geographical areas)

收益分佈(按地區)



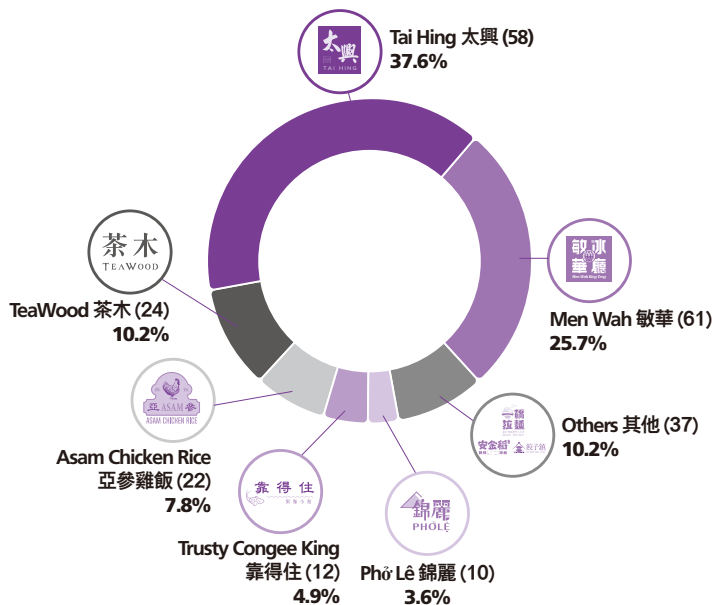
Revenue distribution for restaurant operations (by dine-in or takeaway)

餐廳營運收益分佈(按堂食或外賣)



Revenue distribution – by brands (number of restaurants)

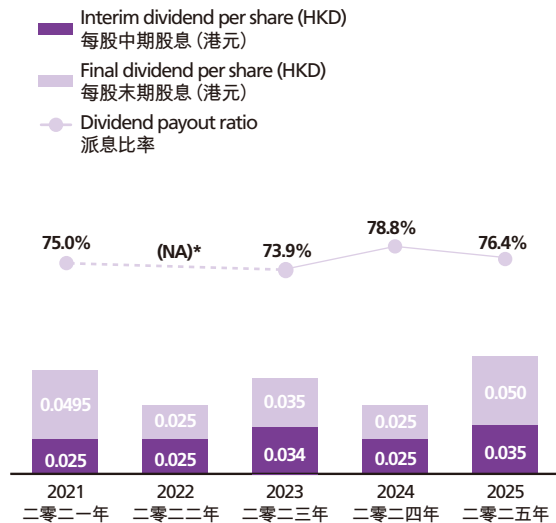
收益分佈 – 按品牌(餐廳數目)



(for the year ended 31 December 2025)
(截至二零二五年十二月三十一日止年度)

Dividend history

派息紀錄



Note:

1. The above chart does not include special dividends (special dividend of 2023: HKD0.035, special dividend of 2024: HKD0.075)

* No net profit was recorded in 2022

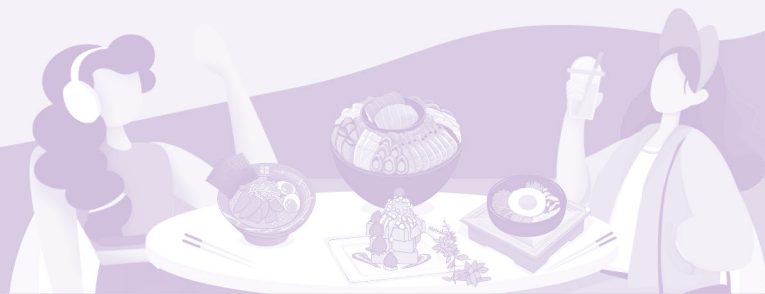
備註:

1. 以上圖表不包括特別股息(二零二三年特別股息: 0.035港元、二零二四年特別股息: 0.075港元)

* 2022年未錄得利潤

CHAIRMAN'S STATEMENT

主席報告



Dear Shareholders,

On behalf of the board of directors (the “Board”), I present the annual results of Tai Hing Group Holdings Limited together with its subsidiaries (the “Tai Hing Group” or the “Group”) for the year ended 31 December 2025 (the “Review Year” or “FY2025”). Before that, I would like to pay tribute to our founder, Mr. Chan Wing On, JP.

Our founder, Mr. Chan Wing On, JP, passed away in November 2025. As the founder of Tai Hing Group, he dedicated 36 years to building a food and beverage group with over 220 stores spanning Chinese Mainland, Hong Kong and Macau, and his diligent and pragmatic professionalism is respectable. Under his leadership, Tai Hing Group has successfully implemented the multi-brand strategy, which is not only the cornerstone of the Group’s development, but also demonstrates the distinctive edges and resilience of multi brands in the current market environment. His vision and practice set an example for and became the mainstay of the restaurant industry. With deep memory and gratitude for Mr. Chan Wing On, JP, upholding his spirit and carrying forward his legacy, I stand united with the Board and all colleagues in our commitment to perpetuating his vision, adhering to the corporate culture of “Love, Inheritance and Innovation” he founded, and inheriting and promoting the continuous development of the Group.

SEEKING PROGRESS WHILE MAINTAINING STABILITY AS STRATEGIES BRING EFFECT, GROWTH MOMENTUM SUSTAINED AMIDST MARKET TRANSFORMATION

In 2025, the consumer market in Hong Kong underwent a structural shift. During the Review Year, the Group actively deployed and responded by refining its multi-brand strategy and pursuing initiatives to reduce costs and increase efficiency, in a bid to reinforce its core and solidify the fundamentals of its business, while proactively capturing new opportunities arose from market transformation to build up resources and plan ahead for continuous development. Through ongoing process streamlining and cost control of the Group, the operating profit margins of the core brands recorded an increase during the Review Year, driving profitability performance in Hong Kong and Macau. In addition, the Group’s integration strategy in Chinese Mainland began to show results during the Review Year, further strengthening the growth momentum of revenue and profit of the Group.

各位股東：

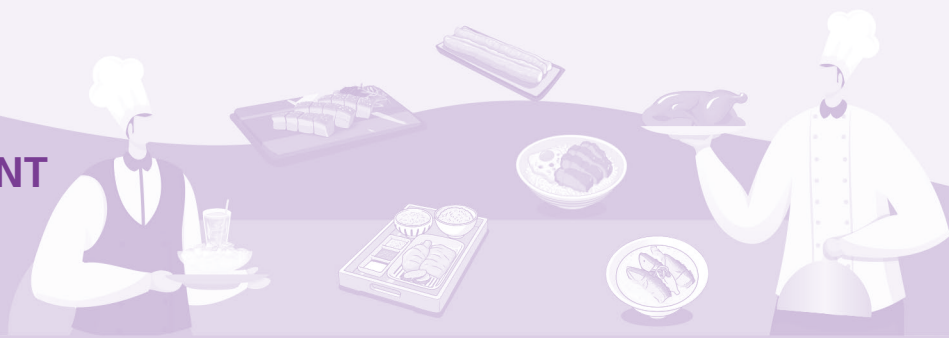
本人謹代表董事會（「董事會」）提呈太興集團控股有限公司連同其附屬公司（「太興集團」或「本集團」）截至二零二五年十二月三十一日止年度（「回顧年度」或「二零二五財年」）之全年業績。在此之前，我希望先向創辦人陳永安太平紳士致敬。

我們的創辦人陳永安太平紳士於二零二五年十一月辭世。作為太興集團的奠基人，他以三十六載的畢生心力，打造出一個跨越中港澳、擁有逾220家門店的餐飲集團，其勤勉務實的專業精神令人敬佩。在他的領導下，太興集團成功實踐了多品牌策略，這不僅是集團發展的基石，也印證了多元品牌在當前市場環境下的巨大優勢與韌性。他的遠見與實踐，為行業樹立了典範，成為餐飲界的中流砥柱。我將帶著對陳永安太平紳士的深切懷念與感激，秉承其精神、擔起其使命，與董事會及全體同仁上下一心，致力延續他的願景，堅守他創立的「愛心、傳承、創新」企業文化，傳承與推動集團持續發展。

穩中求進 策略顯效 於市場轉型中延續增長動能

二零二五年，香港消費市場正經歷結構性轉變。於回顧年度，本集團積極部署及應對，透過優化多品牌組合與推行降本增效的策略，致力固本培元以鞏固業務基礎，同時主動捕捉市場轉型中的新機遇，為持續發展蓄能佈局。通過持續的精簡流程及成本控制，主要核心品牌之經營溢利率於回顧年度錄得上升，帶動港澳地區盈利表現，加上本集團於中國內地的整合策略於回顧年度已漸見成效，進一步強化本集團的收益及溢利增長勢頭。

CHAIRMAN'S STATEMENT 主席報告



Besides, the Group is in a healthy financial position with sufficient cash flows and no bank borrowings. Such advantage not only provides it with an effective buffer against market uncertainties in the complex operating environment, but also gives it strategic flexibility, allowing the Group to continuously invest resources in optimising operations and developing new opportunities, laying a solid foundation for sustainable development.

HARNESSING BRAND SYNERGY FOR PERFORMANCE, LEVERAGING DIGITAL TOOLS FOR GROWTH

Adhering to the strategy of diversified brand development, the Group actively responded to the rapid change in food and beverage consumption patterns. Through different brand positioning and product mix, the Group covers the diverse range of food preferences and needs of various consumer groups to establish a complementary and synergistic brand layout.

As the pillars of the Group, the flagship brands “Tai Hing (太興)” and “Men Wah Bing Teng (敏華冰廳)” are contributing a stable and core income stream. Other core brands, such as “Asam Chicken Rice (亞參雞飯)” and “Trusty Congee King (靠得住)”, achieved synchronous considerable growth in revenue and profit during the year through clear brand strategies. In addition, the Group continued to optimise its brand operation strategy and nurture new brands, further enhancing its brand matrix to forge a new engine for future growth.

Under the wave of digitalisation, the Group positions “Tai Hing Group App” as the core platform for deepening customer relationships and driving business growth, and keeps on increasing value for members through constant optimisation of functions and upgrade of experience. During the Review Year, the cash coupons and self-collection functions of “Tai Hing Group App” brought healthy cash flow and business growth to the Group, further strengthening its market competitiveness. The membership size has also expanded, with the total number of members exceeded 330,000, reflecting the effectiveness of the Group’s digital construction and customer interaction strategy. Meanwhile, the Group actively introduced automation equipment to continuously promote the efficiency of corporate management and operation processes and food safety management, providing strong support for the stable operation of its business in the long run.

此外，本集團持有充足現金流且無銀行借貸，財務狀況穩健。這一優勢在複雜的經營環境中，不僅為本集團抵禦市場不確定性提供了有效緩衝，更賦予了策略上的靈活性，使本集團能夠持續投入資源優化營運、拓展新機，為可持續發展奠定堅實基礎。

品牌協同顯效能 數碼賦能促增長

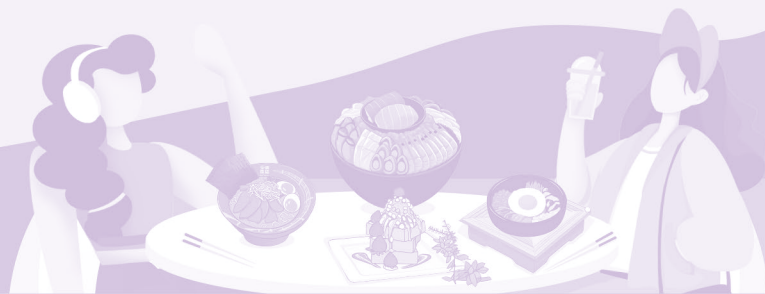
本集團秉持多元品牌發展策略，積極應對餐飲消費模式的快速轉變。透過不同品牌定位與產品組合，本集團廣泛覆蓋不同消費群的飲食喜好與需求，建立起互補協同的品牌佈局。

旗艦品牌「太興」及「敏華冰廳」作為集團的支柱，貢獻穩定而核心的收入來源。其他核心品牌，如「亞參雞飯」與「靠得住」透過清晰的品牌策略，實現了全年收入與利潤的同步可觀增長。此外，集團持續優化品牌營運策略及孕育新品牌，進一步完善品牌矩陣，以打造未來增長的新引擎。

在數碼化浪潮的推動下，本集團將「太興集團App」定位為深化顧客關係與驅動業務增長的核心平台，透過持續的功能優化與體驗升級，不斷強化會員價值。於回顧年度，「太興集團App」的現金券及外賣自取功能為集團帶來了穩健的現金流與營業增長，進一步鞏固集團的市場競爭力。會員規模亦同步擴展，會員總數目前已突破33萬，反映出集團數碼化建設與顧客互動策略的成效。與此同時，本集團積極引入自動化設備，持續推動企業管理營運流程效率提升與食品安全管理，為業務的長遠穩健營運提供有力支撐。

CHAIRMAN'S STATEMENT

主席報告



CONSOLIDATING FOUNDATION AND SEIZING OPPORTUNITIES FOR SUSTAINABLE LONG-TERM DEVELOPMENT

Facing the growing trend of cross-border consumption by Hong Kong residents, alongside a domestic environment where consumers are seeking value-for-money options, the Group continued to further its market penetration by leveraging the differentiated pricing strategies and product structure of its brands, and reduced its reliance on a single brand or consumption model through synergy and cross-brand traffic, thereby enhancing its resilience and competitiveness in such market conditions. In the Chinese Mainland market, the Group will continue to promote the integration of its store network, optimise operational efficiency and comprehensively improve the profitability of its stores.

At the same time, the Group has adopted a prudent approach in its store network expansion and continued to explore the development opportunities of new brands. In the course of expansion, the Group continued to focus its resources on increasing the value of existing brands, especially the core ones, and extending the presence in business districts. In addition, the Group continued to explore and adjust its business strategies, optimise its brand positioning in a due course, and strive to build an operating model that aligns better with the direction of sustainable development, laying the foundation for Tai Hing Group to face the future and move steadily forward.

The sound development of the Group's business is inseparable from the outstanding leadership and unwavering dedication of its management team. Leveraging their extensive experience in the catering industry, the management team has remained steadfast in their positions over the years, guiding the Group with a forward-looking insight into market trends with a pragmatic, stable approach to operations. The stability and seamless cooperation of the management have served as the most reliable anchor in navigating various challenges, and remained the central pillar, ensuring the steady execution of the Group's strategic initiatives.

穩打穩紮 捕捉機遇 邁向可持續的長期發展

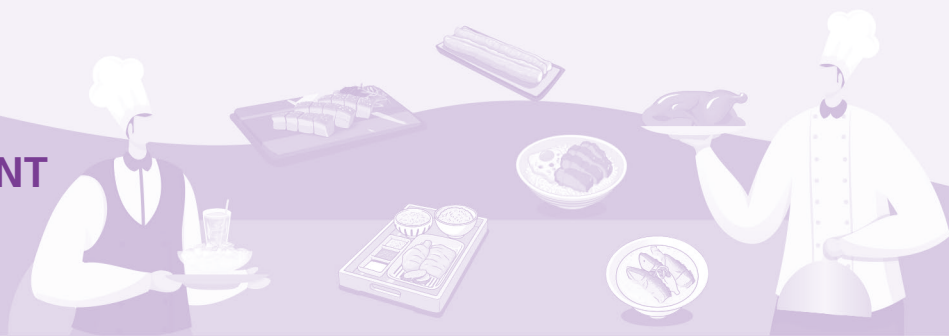
面對港人北上消費趨勢及本地市場更趨注重性價比的消費環境，本集團運用旗下品牌的差異化定價策略與菜品結構，持續強化市場滲透力，並藉由品牌之間的協同和交叉引流，降低對單一品牌或消費模式的依賴，從而提升本集團在這市況下的抗逆力及競爭韌性。在中國內地市場方面，本集團將持續推進店鋪網絡整合，優化營運效能，全面提升店鋪盈利水平。

與此同時，本集團以審慎的態度拓展店鋪網路，並持續探索新品牌的發展機遇。在拓展的過程中，集團繼續將資源集中深化現有品牌價值，尤其聚焦核心品牌，深化現有商圈佈局。此外，本集團持續探索和調整業務策略，適時優化品牌定位，致力於建構更符合可持續發展方向的營運模式，為太興集團面向未來、穩步前行奠定基礎。

集團的業務穩健推進，離不開集團管理團隊的卓越領導與穩健性。管理層團隊除了擁有豐富的餐飲行業經驗，亦擁有多方面專業技能，多年來緊守崗位，憑藉對市場趨勢的前瞻力與務實穩健的經營方針，引領集團在行業變局中靈活應對。管理層的穩定與默契協作，一直是集團面對各種挑戰時最可靠的定海神針，也是推動各項策略穩步落地的中樞支柱。

CHAIRMAN'S STATEMENT

主席報告



Entering 2026, as Chinese Mainland and Hong Kong vigorously promote diversified economic development, the Group remains cautiously optimistic about the prospects of the catering market. It will continue to capture opportunities amid the complex and changing environment through its solid business foundation and flexible market adaptability, so as to take the Group towards next level of business development.

DIVIDENDS

Despite the ongoing challenges in the operating environment, the Group will maintain a stable dividend policy. The Board proposed a final dividend of HK 5.00 cents per share for the year ended 31 December 2025. Together with the interim dividend of HK3.50 cents per share paid during the year, the proposed total dividend will be HK 8.50 cents per share.

APPRECIATION

I would like to express my sincerest gratitude to the members of the Board, the management team and all staff for their diligence and contribution. It is our concerted efforts that enable the Group to continue to move forward steadily in a challenging market environment. We would also like to extend our sincere gratitude to each customer, investor, partner and supplier for their trust and support. Looking forward to the new journey, I will lead the team to uphold the original aspirations and spare no efforts for trust we have earned to jointly create a more sustainable and valuable future for Tai Hing Group.

On behalf of the Board

Chan Ka Keung
Chairman

Hong Kong, 20 March 2026

踏入二零二六年，隨著中港兩地積極推動多元的經濟發展，本集團對餐飲市道前景保持審慎樂觀，並將繼續透過扎實的業務根基與靈活的市場應變力，在複雜多變的環境中捕捉機遇，推動集團邁向業務發展的新篇章。

股息

儘管經營環境挑戰持續，本集團仍維持穩定派息政策。董事會建議就截至二零二五年十二月三十一日止年度派發末期股息每股5.00港仙。連同年內派付之中期股息每股3.50港仙，建議總股息將為每股8.50港仙。

感謝

本人謹謹向董事會成員、管理團隊、以及全體員工的勤勉奉獻，致以最誠摯的感謝。正是大家同心協力的拼搏精神，使本集團在充滿挑戰的市場環境中持續穩健前行。我們亦衷心感謝每一位顧客、投資者、合作伙伴及供應商的信任支持。展望新程，我將帶領團隊堅守初心，以責任回饋信任，共同開創太興集團更可持續、更具價值的未來。

代表董事會

主席
陳家強

香港，二零二六年三月二十日

MANAGEMENT DISCUSSION AND ANALYSIS

管理層討論與分析



OVERALL PERFORMANCE

The Board of the Company is pleased to announce the annual results of the Group for FY2025, together with the comparative figures of FY2024.

In FY2025, the catering industry continued to face challenges from weak consumer sentiment and heightened competition, which accelerated market consolidation and the survival of the fittest. Notwithstanding such operating environment, the Group sustained its growth momentum amidst greater market volatility attributable to its strategies including multi-brand strategy, ongoing cost controls and precise brand promotion and marketing strategies. During the Review Year, the Group's overall revenue increased by 7.5% year-on-year to approximately HK\$3,538.5 million (FY2024: HK\$3,292.0 million). During the Review Year, the Group recorded a gross profit of approximately HK\$2,602.6 million (FY2024: HK\$2,433.5 million). In spite of fluctuations in raw material prices, the Group's gross profit remained at 73.5%, representing a slight decrease from 73.9% in FY2024, through measures such as continuous strengthening of procurement at source and ingredients substitution solutions. Meanwhile, the Group strictly implemented cost control measures and prudently managed staff costs and rental expenses, which drove the profit attributable to owners of the Company up by 72.3% to approximately HK\$108.1 million (FY2024: HK\$62.7 million). Basic earnings per share attributable to the owners of the Company increased by 78.2% to HK11.12 cents (FY2024: HK6.24 cents), and the return on equity increased by 5.3 percentage points from 6.5% in FY2024 to 11.8% in FY2025.

The Group maintained a healthy financial position with sufficient cash and steady operating cash flows, which gave it flexibility to navigate through market fluctuations and drive the Group's long-term development. As at 31 December 2025, the Group had no bank borrowings and had cash and cash equivalents of HK\$380.4 million (as at 31 December 2024: HK\$330.8 million).

Despite the complex global political and economic landscape at present, the Board is confident in the future development of the Group and the Group maintains a stable dividend policy to reward its shareholders. The Board has proposed a final dividend of HK5.00 cents per share (2024: HK2.50 cents per share). Together with the interim dividend of HK3.50 cents per share already paid, the proposed total dividend will amount to HK8.50 cents per share.

整體表現

本公司董事會欣然宣佈本集團二零二五財年之全年業績，連同二零二四財年之比較數字。

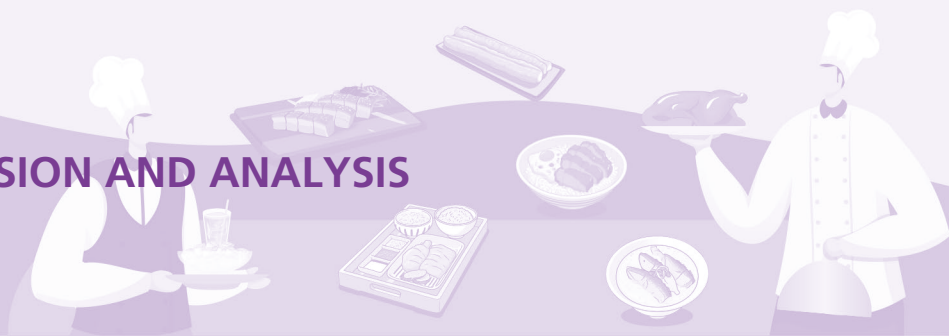
二零二五財年，在消費疲弱與競爭加劇的環境下，餐飲業持續面臨挑戰，推動行業加速整合、汰弱留強。在此經營環境下，本集團仍憑藉多元品牌布局、持續成本控制和精準的品牌推廣及市場營銷等策略，在整體市場波動中維持增長勢頭。於回顧年度，本集團整體收益按年增長7.5%至約3,538.5百萬港元（二零二四財年：3,292.0百萬港元）。於回顧年度，本集團錄得毛利約2,602.6百萬港元（二零二四財年：2,433.5百萬港元）。儘管原材料價格波動，本集團透過持續推動源頭採購及食材替代方案等措施，毛利率維持在73.5%，較二零二四財年的73.9%輕微下降。同時，本集團嚴格執行成本管控措施，審慎管理員工成本及租賃開支等，推動本公司股東應佔溢利上升72.3%至約108.1百萬港元（二零二四財年：62.7百萬港元），本公司股東應佔每股基本盈利上升78.2%至11.12港仙（二零二四財年：6.24港仙），而股東回報率亦由二零二四財年的6.5%上升5.3個百分點至二零二五財年的11.8%。

本集團財務狀況穩健，保持充裕的現金及穩定的營運現金流，能夠靈活應對市場變化，支持集團業務的長期發展。於二零二五年十二月三十一日，本集團沒有銀行借貸，其現金及現金等價物為380.4百萬港元（於二零二四年十二月三十一日：330.8百萬港元）。

雖然目前環球政經局勢錯綜複雜，董事會對本集團未來發展仍充滿信心，為回饋股東，集團維持穩定的派息政策。董事會建議派付末期股息每股5.00港仙（二零二四年：每股2.50港仙），連同已派發之中期股息每股3.50港仙，建議股息總額將為每股8.50港仙。

MANAGEMENT DISCUSSION AND ANALYSIS

管理層討論與分析



OTHER INCOME AND GAINS

Other income and gains consist mainly of bank interest income, subsidies received from utility companies for purchases of items of property, plant and equipment and rental income. During the Review Year, other income and gains was HK\$11.5 million (FY2024: HK\$17.1 million).

OPERATING COSTS

Cost of Materials Consumed

In FY2025, affected by extreme weather, inflation, and global economic uncertainties, ingredient prices generally rose. During the Review Year, the cost of materials consumed amounted to HK\$935.9 million (FY2024: HK\$858.4 million), representing 26.5% of revenue (FY2024: 26.1%). For the purposes of continuous cost control and maintaining competitiveness, the Group actively implemented various measures to optimise the supply chain, including strengthening the procurement at source for effective control over procurement costs, and fostering synergies between its factories in Hong Kong and Chinese Mainland. This involved scaling up production and refining processes to enhance overall operational efficiency. Furthermore, the Group focused on enhancing logistics and transportation efficiency and introduced automated equipment to improve management efficiency and food safety and quality.

Staff Costs

The Group has continued to simplify its workflows and introduce automated equipment. Concurrently, by establishing a systematic training programs and rolling out attractive staff incentive schemes, it has consistently enhanced staff service standards and operational efficiency, leading to manpower streamlining and strengthened team execution capabilities. In addition, the Group also organised a number of training courses on AI to further enhance the soft power of the application of technology and work efficiency during the Review Year. The Group's staff cost as a percentage of revenue decreased by 0.4 percentage point from 36.1% in FY2024 to 35.7% during the Review Year, and staff costs amounted to HK\$1,263.0 million (FY2024: HK\$1,188.8 million).

其他收入及收益

其他收入及收益主要為銀行利息收入、就購買物業、廠房及設備項目而自公共事業公司收取之補貼及租金收入等。於回顧年度，其他收入及收益為11.5百萬港元(二零二四財年：17.1百萬港元)。

經營成本

用料成本

二零二五財年，受極端天氣、通貨膨脹及全球不穩定經濟因素影響，食材價格普遍上漲。於回顧年度，用料成本為935.9百萬港元(二零二四財年：858.4百萬港元)，其成本佔收益比率為26.5%(二零二四財年：26.1%)。為持續控制成本並維持競爭力，本集團積極推行多項供應鏈優化措施，包括持續推動源頭採購以有效控制整體採購成本，並加強中港兩地廠房協同，透過規模化生產與流程改善，提升整體生產效率。此外，本集團亦著力提升物流運輸效能，並增設自動化設備，以提升其管理效率及食品安全和品質。

員工成本

本集團持續簡化工作流程並引入自動化設備，同時透過建立系統化的培訓課程及推出具吸引力的員工激勵政策，不斷提高員工服務水平及提升營運效率，精簡人力並強化團隊執行能力。此外，本集團亦於回顧年度舉辦了多場人工智能培訓課程，進一步提升團隊科技應用軟實力及工作效率。本集團之員工成本佔收益比率由二零二四財年的36.1%下降0.4百分點至回顧年度的35.7%，員工成本為1,263.0百萬港元(二零二四財年：1,188.8百萬港元)。

MANAGEMENT DISCUSSION AND ANALYSIS

管理層討論與分析



OPERATING COSTS (Continued)

Amortisation of Right-of-Use Assets, Rental and Related Expenses, Net

For the purpose of effective control over rental costs, the Group has dedicated an internal team responsible for analysing lease arrangements and store network layout. The Group also proactively negotiates with landlords to secure more competitive leasing terms. The ratio of the Group's amortisation of right-of-use assets, rental and related expenses to revenue decreased from 15.3% in FY2024 to 14.8% during the Review Year, with amortisation of right-of-use assets, rental and related expenses amounted to HK\$525.4 million (FY2024: HK\$504.2 million).

Other Operating Expenses

In addition to the aforementioned costs, the Group's other operating expenses for the Review Year were HK\$473.8 million (FY2024: HK\$460.6 million). As the number of stores and business volume increased, various operating expenses such as utilities and cleaning expenses, food delivery platform handling charges and payment platform handling charges increased accordingly. However, under the Group's stringent cost management measures, the ratio of other operating expenses to revenue decreased from 14.0% in FY2024 to 13.4% during the Review Year.

Impairment Losses on Property, Plant and Equipment and Right-of-Use Assets

Amid the ongoing volatility in the overall operating environment of the catering industry, the Group continued to implement integration strategies for its restaurants network, and made impairment provisions for certain underperforming branches. During the Review Year, the impairment losses on property, plant and equipment and right-of-use assets amounted to HK\$45.9 million (FY2024: HK\$47.4 million).

經營成本(續)

使用權資產攤銷、租賃及相關開支淨額

為有效控制租金成本，本集團設有內部團隊專責分析租賃安排及店鋪網絡佈局，同時本集團亦積極主動與業主磋商，以爭取更具競爭力的租賃條件。本集團之使用權資產攤銷、租賃及相關開支佔收益比率由二零二四財年的15.3%下降至回顧年度的14.8%，使用權資產攤銷、租賃及相關開支為525.4百萬港元(二零二四財年：504.2百萬港元)。

其他經營開支

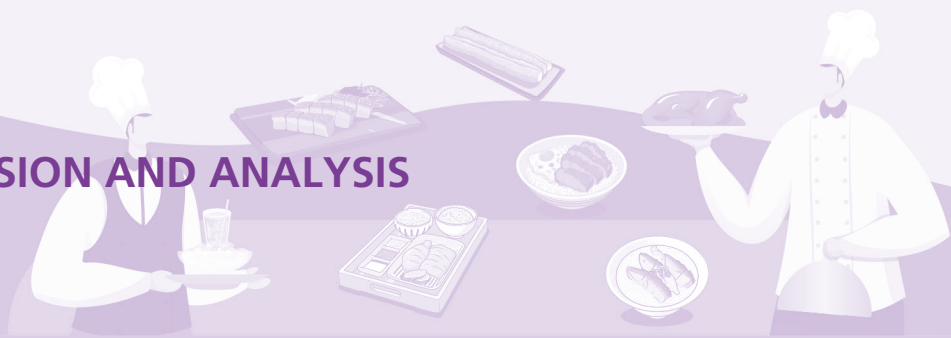
除上述成本外，本集團於回顧年度的其他經營開支為473.8百萬港元(二零二四財年：460.6百萬港元)。隨門店數量及業務量增加，各項營運支出如水電、煤氣費、清潔費、外賣平台手續費及收款平台手續費等也隨之上升。但在本集團嚴謹的成本管理措施下，其他經營開支佔收益比率由二零二四財年的14.0%下降至回顧年度的13.4%。

物業、廠房及設備以及使用權資產減值虧損

整體餐飲業經營環境持續波動，本集團繼續實施餐廳網絡整合策略，對部分表現未如理想的分店作出減值撥備。於回顧年度，物業、廠房及設備以及使用權資產減值虧損為45.9百萬港元(二零二四財年：47.4百萬港元)。

MANAGEMENT DISCUSSION AND ANALYSIS

管理層討論與分析



INDUSTRY AND GEOGRAPHICAL ANALYSIS

Benefitting from a series of policies for Hong Kong introduced by the Central Government to support Hong Kong, and the vigorous promotion of tourism and mega-events by the Government of the Hong Kong Special Administrative Region, Hong Kong's economy gained new growth momentum. In view of this market opportunity, the Group continued to integrate its restaurant network layout by leveraging its multi-brand strategy and strengthening penetration in existing business districts (including tourist areas) and attracted customer traffic through various marketing and promotional campaigns, thereby consolidating its market competitiveness.

As for Chinese Mainland, embattled with operational pressures from price wars, rising costs, and consumption downgrade, many catering brands have chosen to scale back their operations or exit the market. In the face of this situation, the Group actively responded by integrating its existing restaurants network, continuously streamlining its management structure, and strictly implementing cost controls, thereby moving forward steadily in a volatile market.

BUSINESS SEGMENT ANALYSIS

With roots and presence in Hong Kong for over 36 years, in addition to its flagship brand "Tai Hing (太興)", the Group has acquired and been licensed a number of brands, including "Trusty Congee King (靠得住)", "Pho Lê (錦麗)", "Men Wah Bing Teng (敏華冰廳)", "Sing Kee Seafood Restaurant (星記海鮮飯店)", self-developed and launched "TeaWood (茶木)", "Asam Chicken Rice (亞參雞飯)", "Dimpot (點煲)", "Dumpling City (餃子鎮)", "King Fong Bing Teng (瓊芳冰廳)", "Tommy Yummy", "Tori Yoichi (鳥世一)", "Bingle Bingle (Bingle Bingle 空中列車烤肉)", "ManShan Taipei (滿山 • 台北)", "On Kim Pot Rice (安金稻朝鮮拌飯)", "Bashi Ramen (一橋拉麵)", "TOKENYO Korean BBQ Cuisine (TOKENYO韓式烤肉料理)" and "Hing Gor Beef Brisket (興哥清湯腩)", to suit the diverse preferences of diners.

As at 31 December 2025, the Group had a network of 224 restaurants (as at 31 December 2024: 211 restaurants), of which 198 were located in Hong Kong and Macau and 26 were in Chinese Mainland, out of which 16 were in the Greater Bay Area.

行業及地理分析

受惠於中央政府推出的一系列惠港挺港政策，以及香港特區政府對旅遊業和盛事活動的積極推動，香港經濟獲得新增長動力。在此市場機遇下，本集團依託多元品牌策略，持續整合餐廳網絡佈局，重點加強現有商圈(包括旅遊區)的滲透，並透過多項營銷推廣計劃吸引客流，鞏固市場競爭力。

在中國內地方面，面對價格戰、成本攀升以及消費降級帶來的多重經營壓力，已有不少餐飲品牌選擇收縮業務或陸續離場。面對這一局面，本集團積極應對，透過重新整合現有店鋪網路、持續精簡管理架構，並嚴格執行成本管控，從而在波動市場中穩健前行。

業務分部分析

本集團於香港紮根超過三十六載，除旗艦品牌「太興」外，本集團亦已先後收購及獲授權多個品牌，包括「靠得住」、「錦麗」、「敏華冰廳」、「星記海鮮飯店」，自創及推出「茶木」、「亞參雞飯」、「點煲」、「餃子鎮」、「瓊芳冰廳」、「Tommy Yummy」、「鳥世一」、「Bingle Bingle 空中列車烤肉」、「滿山 • 台北」、「安金稻朝鮮拌飯」、「一橋拉麵」、「TOKENYO韓式烤肉料理」及「興哥清湯腩」，以迎合顧客多元化的餐飲需求。

於二零二五年十二月三十一日，本集團餐廳網絡擁有224間分店(於二零二四年十二月三十一日：211間)，其中198間位於香港及澳門、26間位於中國內地，內地分店裡有16間位於大灣區。

MANAGEMENT DISCUSSION AND ANALYSIS

管理層討論與分析



BUSINESS SEGMENT ANALYSIS (Continued)

As the Group's flagship brand, "Tai Hing" has remained the Group's largest revenue contributor. With its commitment to maintaining consistent product quality and effective marketing promotion strategies, both its revenue and profit recorded growth. During the Review Year, revenue increased by 5.7% year-on-year to HK\$1,330.6 million (FY2024: HK\$1,258.6 million), accounting for 37.6% (FY2024: 38.2%) of total revenue. "Tai Hing" continued to consolidate its market positioning of the "King of the Roast" and its brand image through diversified marketing strategies. These included the launch of siu mei promotions and collaborations with a popular broadcaster to create TV special about siu mei. The Group also capitalised on key festive seasons by offering Poon Choi (盆菜) to boost festive consumption, adding momentum to revenue growth.

"Men Wah Bing Teng", the Group's second largest revenue contributor, performed steadily during the Review Year, with revenue amounted to HK\$909.3 million (FY2024: HK\$886.3 million), accounting for 25.7% (FY2024: 26.9%) of total revenue. To strengthen the brand image, the Group launched a new "Preserving Flavours of the Past by Men Wah Since 1973 (留傳舊時風味敏華始於1973)" themed advertisement in the first half of the year while launching two "Limited-time Classic Set Menu (經典限時回味套餐)", which was well received by the market. Moreover, to cater for market demand and enhance competitiveness, the Group optimised its product portfolio by introducing healthy and value-for-money options for breakfast and afternoon tea to suit diverse customer needs. It also kept introducing special side dishes during dinner hours to drive customer traffic and revenue growth at the evening session.

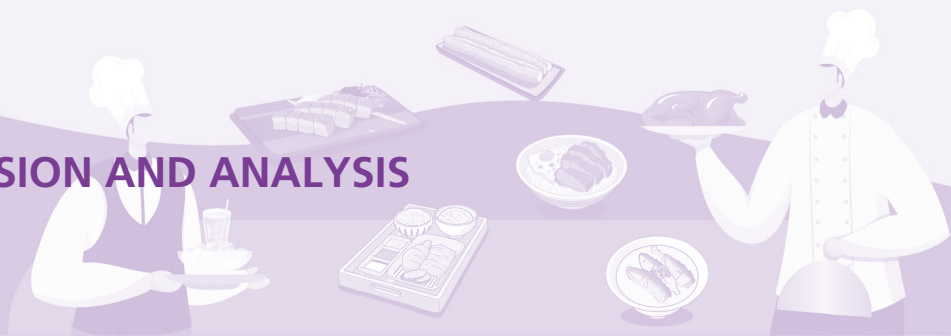
業務分部分析(續)

「太興」作為本集團的旗艦品牌，仍為本集團最主要的收益來源。憑藉持續穩定的產品品質與有效的營銷推廣策略，收入及利潤均錄得增長。於回顧年度，收益按年增長5.7%至1,330.6百萬港元(二零二四財年：1,258.6百萬港元)，佔總收益37.6%(二零二四財年：38.2%)。「太興」持續強化「燒味天王」市場定位，並透過多元營銷策略鞏固品牌形象，當中包括推出燒味主題優惠，以及與熱門電視節目合作製作燒味特輯。本集團亦把握重要節慶推出盆菜，以帶動節日消費，為收益增長加添動力。

「敏華冰廳」作為本集團第二大收益來源，於回顧年度表現穩健，其收益達909.3百萬港元(二零二四財年：886.3百萬港元)，佔總收益25.7%(二零二四財年：26.9%)。為強化品牌形象，本集團於上半年推出「留傳舊時風味敏華始於1973」主題廣告，並同步推出兩款「經典限時回味套餐」，市場反應熱烈。此外，為應對市場需求並提升競爭力，本集團優化產品組合，推出健康、高性價比的早餐及下午茶選擇，滿足顧客多元需要。晚市時段亦持續推出多款特色小菜，以帶動晚間客流及收益增長。

MANAGEMENT DISCUSSION AND ANALYSIS

管理層討論與分析



BUSINESS SEGMENT ANALYSIS (Continued)

Revenue from “Asam Chicken Rice” was approximately HK\$275.4 million (FY2024: HK\$249.5 million), representing a year-on-year increase of 10.4%, which is the key growth driver for the Group. During the Review Year, the Group continued to expand the “Asam Chicken Rice” business presence, adding three new branches in Hong Kong during the year, which brought the total number of stores to 22. Among these, the new branch at the Peak Galleria successfully drew in a substantial number of tourists and local patrons by leveraging the brand’s distinctive Singaporean-Malaysian flavours and its premium location. On the product front, following the positive reception of its popular clay pot dishes in 2024, “Asam Chicken Rice” launched new dishes under the same category and set menu for two during the dinner hours. The unique flavours and sophisticated pairings of these new items were well received by the market, driving up the average spending per customer.

“Trusty Congee King” extended its growth trend to record increases in both revenue and profit for the year. Its revenue increased by 25.8% year-on-year to HK\$174.2 million (FY2024: HK\$138.4 million), accounting for 4.9% (FY2024: 4.2%) of the total revenue of the Group. During the Review Year, “Trusty Congee King” kept a steady pace of expansion, with a total of three new branches (including one relocated store) opened during the year, bringing the total number of stores to 12. Among them, boasting scenic views and distinctive cuisine experiences, the new store located in the Peak Galleria was welcomed by tourists and local diners, further expanding its customer base. In the face of the price wars in the Hong Kong catering market, the brand adopted a prudent approach in price adjustment and offered curated promotions for its core products, while improving existing ones to enhance their appeal to customers and brand competitiveness. Notably, “Trusty Congee King” was once again awarded the Michelin Bib Gourmand recognition, marking its 16th consecutive years for the award, and cementing its reputation for exceptional culinary quality and brand influence.

業務分部分析(續)

「亞參雞飯」收益約275.4百萬港元(二零二四財年：249.5百萬港元)，按年增長10.4%，為本集團的重要增長動力。於回顧年度，本集團持續拓展「亞參雞飯」業務布局，於年內在香港新增3間分店，令品牌總店舖數量增至22間，其中進駐山頂廣場的新店，憑藉品牌的獨特星馬風味與地段優勢，吸引了不少旅客及本地顧客光顧。在產品方面，「亞參雞飯」承接二零二四年熱銷煲類產品的口碑，於晚市推出同類新品及二人套餐，憑藉其獨特風味與精心搭配，市場反應良好並提升了客單價。

「靠得住」延續增長趨勢，全年收入及利潤均實現增長，其收益按年增長25.8%至174.2百萬港元(二零二四財年：138.4百萬港元)，佔本集團總收益4.9%(二零二四財年：4.2%)。於回顧年度，「靠得住」保持穩健的擴張步伐，全年共開設3間分店(包括1間搬遷店舖)，令總店舖數量增至12間。其中，山頂廣場新店充分融合地標景觀與特色美食雙重體驗，受到遊客及本地客歡迎，進一步擴展客源。面對香港餐飲市場價格戰，品牌審慎調整定價，並推出主打產品優惠組合，同時優化現有產品，以增強顧客吸引力及品牌競爭力。值得一提的是，「靠得住」再次榮獲「米芝蓮必比登推介」殊榮，連續十六年獲此肯定，印證其餐飲品質及品牌實力。

MANAGEMENT DISCUSSION AND ANALYSIS

管理層討論與分析



BUSINESS SEGMENT ANALYSIS (Continued)

Meanwhile, to meet the market's demand for value-for-money catering, the Group launched new brands including "On Kim Pot Rice", which specialises in Korean-style bibimbap, and "Bashi Ramen", which offers high-quality ramen at an affordable price. During the Review Year, "On Kim Pot Rice" has increased number of stores to 7 whereas "Bashi Ramen" has reached 10. In addition, in the fourth quarter of the year, the Group introduced "Hing Gor Beef Brisket", a new brand featuring Hong Kong-style beef brisket. The brand has already opened two branches, advancing its regional layout in an orderly way.

In the course of market expansion, the Group continued to optimise its marketing strategies, further consolidating its market competitiveness with flexible product portfolios and targeted promotional activities. During the Review Year, the Group actively cooperated with food delivery platforms for promotion and sold electronic gift vouchers through e-commerce platforms. At the same time, it also used its own platform "Tai Hing Group App" for promotion and coupon distribution. Among them, food voucher sales campaign were launched through "Tai Hing Group App" during the year, which received a positive response from customers. The sales performance was outstanding, providing positive support to the cash flow of the Group. In addition, the Group continued to strengthen its connection with different categories of customers through social media interaction and advertisements to tap into potential markets and expand brand coverage and influence.

The Group's first integrated mobile application "Tai Hing Group App" has seen its membership surpass 330,000 since its launch over two years ago, becoming a key platform that drives the Group's business growth. Not only has the application been witnessing steady increase in the number of membership registrations, but it also has contributed to the solid growth in the turnover of self pick-up and electronic cash voucher sale, further strengthening customer loyalty to the Group's brand portfolio. During the Review Year, "Tai Hing Group App" underwent several upgrades and optimised operation process by members, further enhancing the cross-platform discount experience of multiple brands under the Group, including "Tai Hing", "Men Wah Bing Teng", "TeaWood" and other newly established brands. Meanwhile, the Group further expanded its cooperation with different enterprises to provide exclusive promotional offers for members, continuously attracting new members and increasing platform adherence.

業務分部分析(續)

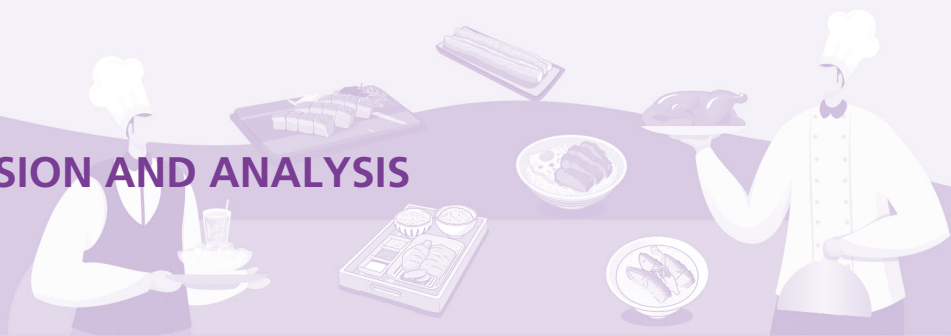
與此同時，為回應市場對高性價比餐飲的需求，旗下推出的新品牌獲得市場正面反響，其中包括主打朝鮮族風味拌飯的「安金稻朝鮮拌飯」，以及以親民價格提供優質拉麵的「一橋拉麵」。於回顧年度，「安金稻朝鮮拌飯」已拓展至7間分店，而「一橋拉麵」則達10間分店。此外，本集團於本年第四季推出港式清湯腩新品牌「興哥清湯腩」，其已開設了兩間分店，有序推進品牌地區佈局。

市場拓展過程中，本集團持續優化營銷策略，憑藉靈活的產品組合與針對性的優惠活動，進一步鞏固市場競爭力。回顧年度內，本集團積極與外賣平台合作推廣，並透過電商平台銷售電子禮券，同時運用自家平台「太興集團App」進行推廣與優惠派發。其中，於本年度透過「太興集團App」推出的現金美食券銷售活動，獲得顧客積極響應，銷售表現理想，對本集團現金流帶來正面支持。此外，本集團持續透過社交媒體互動與廣告投放，強化與不同客群的連結，以開拓潛在市場並擴大品牌覆蓋與影響力。

本集團首個綜合流動應用程式「太興集團App」自推出兩年多，會員人數已突破33萬，並成為驅動本集團業務增長的重要平台。會員註冊數量保持穩定增長，並帶動外賣自取及電子現金券銷售額穩步上揚，進一步加強顧客對本集團品牌組合的忠誠度。於回顧年度，「太興集團App」進行多項升級改版及優化會員操作流程，進一步提升旗下多個品牌，包括「太興」、「敏華冰廳」、「茶木」及其他初創品牌等跨平台優惠體驗。同時，本集團進一步拓展與不同企業的合作，為會員提供專屬推廣優惠，持續吸引新會員加入並提升平台使用黏性。

MANAGEMENT DISCUSSION AND ANALYSIS

管理層討論與分析



SUSTAINABLE DEVELOPMENT

In keeping with its “Tai Hing Care” spirit, the Group is committed to integrating sustainable development concepts into its daily operations and long-term strategies, thus it actively promotes environmental protection and green transformation. Since 2024, the Group has been collaborating with the eco-friendly living platform “Zero2”, driving employees’ ESG awareness through game tasks. As of 31 December 2025, the Group has accumulated considerable amount of carbon reductions through zero-carbon initiatives within its ecosystem with improving results. In addition, the Group was invited to participate in the Phase 2 of the “e-HKD” Pilot Programme initiated by the Hong Kong Monetary Authority as one of the ESG participating merchants, exploring the practical application in the ESG reward scenarios on the Zero2 platform. In this pilot programme, customers who completed designated ESG actions (such as environmental tasks) would receive digital vouchers issued in the form of “e-HKD”, which could be used at restaurants of designated catering brands under the Group. The transactions were immediately settled via conversion, which improved reward efficiency and process transparency, at the same time practising the environmental protection concept. During the Review Year, the Group was honored with the “Green Leadership Award ” in F&B Industry Carbon Neutral Programme founded by the Environmental and Conservation Fund and organised by the Hong Kong Federation of Restaurants & Related Trades for the Restaurant Industry in recognition of the Group’s contributions to sustainable development and carbon neutrality.

可持續發展

本集團秉承「太興關愛」精神，致力將可持續發展理念融入日常營運與長遠策略，積極推動環境保護與綠色轉型。自二零二四年起，本集團與環保生活平台靈活易(「Zero2」)合作，透過遊戲任務推動員工的ESG意識。截至二零二五年十二月三十一日，本集團生態圈內透過零碳任務實現可觀的累計減碳量，且成效持續提升。此外，本集團獲邀參與香港金融管理局「數碼港元」先導計劃第二階段，成為ESG參與商戶之一，探索於靈活易平台ESG獎賞場景中的實際應用。在是次試點中，顧客完成指定ESG行動(如環保任務)後，可獲發以「數碼港元」形式發放的數碼代用券，並於本集團旗下指定餐飲品牌使用；相關交易可即時完成兌換及結算，提升獎賞運作效率及流程透明度，同時共同實踐環保理念。於回顧年度，本集團榮獲由環境及自然保育基金資助，香港餐飲聯業協會主辦的「餐飲業碳中和計劃」頒發「綠色驅動卓越獎」，以表彰集團對可持續發展與碳中和的貢獻。

MANAGEMENT DISCUSSION AND ANALYSIS

管理層討論與分析



SUSTAINABLE DEVELOPMENT (Continued)

During the Review Year, the Group also actively fulfilled its corporate social responsibility and cooperated with 23 social welfare organisations to organise or sponsor more than 36 community and fundraising activities, responding to needs of various groups in the society. In addition, the Group also participated in a number of activities such as blood donation, tree-planting, donation and visits, including donating, through social workers under the Social Welfare Department, food vouchers with a total value of HK\$2.0 million at the beginning of 2026 to the affected residents of Wang Fuk Court to support the residents to overcome the difficult times, benefiting nearly 2,000 families, which not only promoted community communications and care, but also demonstrated the Group's active participation and continuous contribution to social development. During the Review Year, in addition to the launch of various exclusive discounts for the elderly in response to the "828 JoyYou Fest (828樂悠節)" organised by Octopus Cards Limited, at the same time, the Group participated in a number of "Caring Food Coupon Programme (愛心食肆賞你惠食)", which were campaigns promoted by the Government of the Hong Kong Special Administrative Region, sponsoring a total of 160,000 food and beverage coupons to the elderly, with a discount of over HK\$4.0 million, so as to further connect with the silver generation and embody the spirit of a caring community.

Talent is the core driving force for business development. The Group has signed the Equal Opportunities Commission's "The Racial Diversity and Inclusion Charter for Employers", and in line with the spirit of the Charter, the Group is committed to creating an equal, diverse and inclusive working environment and has been promoting workplace inclusion. During the Review Year, the Group was awarded once again with the Employees Retraining Board's "2024/25 ERB Merit Awards for Employers" and acknowledged as the "Super MD", marking the 16th consecutive year of recognition under the "ERB Manpower Developer Award Scheme", recognising the Group's continuous efforts in staff training, talent development, and course promotion. In addition, five employees of the Group were awarded the "2025 Outstanding QTS Merchant Service Staff Awards (2025傑出優質商戶員工服務獎)," from the Hong Kong Tourism Board, acknowledging the outstanding service quality of the Group's employees.

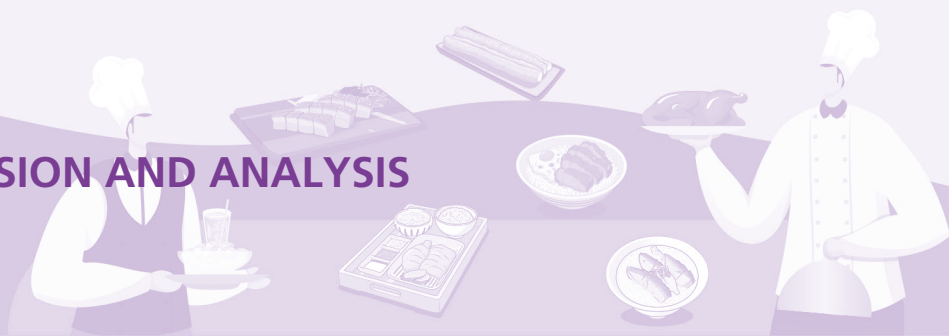
可持續發展(續)

於回顧年度，本集團積極履行企業社會責任，與23間社福機構合作，共合辦或贊助超過36項社區及籌款活動，以回應不同社會需求。此外，本集團亦參與多項捐血活動、種植活動、捐贈及探訪等活動，包括於2026年初經社會福利署社工向宏福苑受災居民捐出總值2.0百萬港元的現金美食券，以支持居民渡過難關，受惠家庭近2,000戶，這不僅促進了社區間的互動與關懷，也體現了本集團對社會發展的積極參與和持續貢獻。本集團於回顧年度響應八達通公司舉辦的「828樂悠節」，推出多項長者專享優惠，同時亦多次參與由香港特別行政區政府推動的「愛心食肆賞你惠食」活動，合共贊助16萬張餐飲優惠券予長者，折扣優惠超過4.0百萬港元，進一步連繫銀髮一族，實踐關愛社區精神。

人才是業務發展的核心動力，本集團已簽署平等機會委員會的《種族多元共融僱主約章》，並按約章精神致力營造平等、多元且包容的工作環境，持續推動職場共融。此外，本集團於回顧年度再度榮獲僱員再培訓局頒發「2024/25優異僱主獎」及獲評為人才企業「Super MD」，是本集團連續第16年於「ERB人才企業嘉許計劃」下再獲嘉許，印證了本集團在員工培訓、人才發展及課程推廣上的持續投入。此外，本集團共有五位員工獲得由香港旅遊發展局頒發的「2025傑出優質商戶員工服務獎」，肯定了本集團員工卓越的服務水平。

MANAGEMENT DISCUSSION AND ANALYSIS

管理層討論與分析



PROSPECTS

As it enters 2026, confronting structural challenges such as the normalisation of northbound spending trends of Hong Kong residents, intensified industry competition and changes in consumer preferences, the Group will adhere to the philosophy of management excellence, focusing on product innovation, brand image upgrade and precision marketing to comprehensively increase operational efficiency and resilience, thereby laying a solid foundation for the sustainable growth of the Group.

The Group will focus on consolidating its core brands. It will return to major commercial areas and penetrate deeper in existing areas such as Tseung Kwan O and Tsim Sha Tsui and other core living areas and tourist areas, so as to expand customer base, and carefully select locations by studying various aspects such as foot traffic and spending habits to ensure the development potential of new locations. Meanwhile, the Group will carefully advance the store renovation plans for different brands based on the progress of lease renewals, with an aim to elevating brand images and meeting market demands with a refreshed look and customer experience.

In terms of product promotion and marketing strategies, the Group continues to develop new products and optimise menu sets, launch traffic-driving and seasonal products in a timely manner and strengthen the promotion for dinner session to create a sense of novelty in dining experience in line with festival and seasonal themes and boost consumer sentiment. At the same time, the Group improves usage efficiency and reduces consumption through flexible use of food ingredients. In terms of pricing, it adopts prudent price adjustment and promotional offer in parallel to enhance the attraction to customers. The Group also actively carries out tourism-related promotional activities and cooperates with shopping malls, electronic payment platforms and media to increase brand exposure and boost revenue growth.

前景

踏入2026年，面對港人北上消費常態化、行業競爭加劇以及消費偏好轉變等結構性挑戰，本集團將秉承優良的管理理念，聚焦產品創新、形象升級及精準營銷，以全面提升營運效率和抗逆能力，為本集團實現可持續增長奠定堅實基礎。

本集團將以鞏固核心品牌為重心，重返主要商圈並加強現有區域如將軍澳、尖沙咀等生活核心區及旅遊區的滲透以拓展客源，並透過對人流與消費習慣等多方面進行分析，審慎選址以確保新據點具備發展潛力。同時，本集團會根據租約續簽的進展，謹慎地推進店面翻新計劃，提升品牌形象及顧客體驗，以嶄新面貌迎合市場需求。

在產品推廣與營銷策略方面，本集團持續研發新產品及優化餐牌組合，並適時推出引流和時令產品及加強晚市推廣，配合節慶及季節主題營造用餐新鮮感，刺激消費意欲。同時，本集團透過靈活食材運用提升使用效率、減少損耗。定價上採取審慎調價與優惠推廣並行，增強顧客吸引力。本集團亦積極開展與旅遊相關的推廣活動，並與各商場、電子支付平台及媒體等合作，擴大品牌曝光，促進收益增長。

MANAGEMENT DISCUSSION AND ANALYSIS

管理層討論與分析



PROSPECTS (Continued)

As technology is driving the transformation of the catering industry, in order to seize the opportunity, the Group will continue to invest in digital construction, focusing on improving both customer experience and operational efficiency. For customers, the Group will upgrade the “Tai Hing Group App” by integrating one-stop ordering services for multiple brands to improve the smoothness of use and customer satisfaction and optimise user experience, thereby bolstering customer loyalty and revenue from digital orders. As for enterprise management and operational process, the Group will further invest in advanced technology and artificial intelligence-assisted tools, and strive to increase the application scenarios for employees. What is more, it will strengthen risk management, reduce manual work, so as to lower labour and other operating costs, while improving data processing and analysis capabilities. In addition, the Group will continue to promote the construction of various automated systems and optimise internal processes to support the Group’s sustainable development with digital capabilities.

As the silver economy emerges, the Group is actively responding to social needs and seizing new market opportunities. The Group was once again invited in late February 2026 to participate in the “Caring Food Coupon Programme”, taking concrete actions to build a connection between its brand and the community and transforming social care into sustainable brand value. The Group also cooperated with The Project Futurus, an elderly-friendly social enterprise, and “Captain Softmeal (《軟餐俠》)” to launch a menu specifically designed for the elderly and patients suffering from swallowing difficulties or dysphagia through “Trusty Congee King”, the Michelin Bib Gourmand recognised restaurant, in accordance with International Dysphagia Diet Standardisation Initiative (IDDSI) in February 2026. As the first Michelin Bib Gourmand-recommended restaurant in Hong Kong offering freshly made soft meal congee, “Trusty Congee King” has opened up new opportunities in the soft-meal market and demonstrated the Group’s focus on the dining needs of different parties. The Group is currently studying the feasibility of promoting soft meals to other brands, so as to continuously promote an inclusive dining culture and furthering the practice of socially friendly catering.

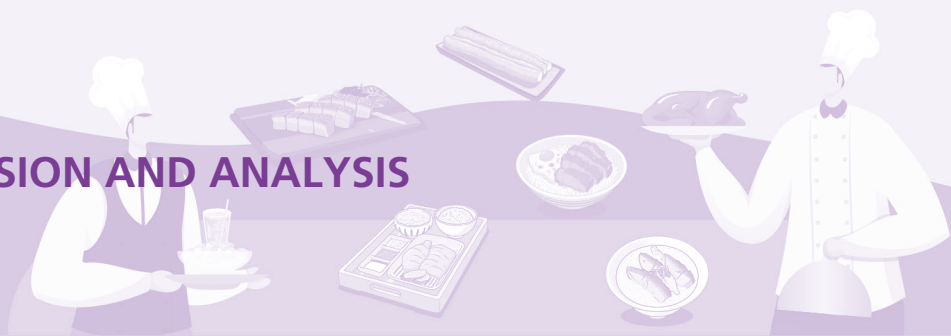
前景(續)

科技正持續推動餐飲業轉型，為把握機遇，本集團將持續投入數碼化建設，聚焦顧客體驗與營運效率雙向提升。在顧客層面，本集團將升級「太興集團App」，透過整合多品牌一站式點餐服務，提升使用流暢度與滿意度以優化用戶體驗，從而加強顧客忠誠度及數碼訂單的收入。在企業管理及營運流程層面，本集團將進一步投資於先進的科技與人工智能輔助工具，同時致力增加員工的應用場景，強化風險管理，減少手工工作，以降低人力及其他營運成本，同時提升數據處理與分析能力。此外，本集團將持續推動各種自動化系統建設，優化內部流程，以數碼化能力支持本集團可持續發展。

隨著銀髮經濟崛起，本集團積極回應社會需求，迎接市場新機遇。本集團於2026年2月底再度獲邀參與「愛心食肆賞你惠食」活動，以實際行動建立品牌與社區的連結，將社會關懷轉化為可持續的品牌價值。本集團亦與樂齡社企The Project Futurus x《軟餐俠》合作，於2026年2月在本集團旗下獲米芝蓮必比登推介的「靠得住」，推出根據國際吞嚥障礙飲食標準(IDDSI)設計的軟餐餐目，為長者及有咀嚼或吞嚥困難人士提供更多元化的餐飲選擇。作為全港首間推出鮮製軟餐粥品的米芝蓮必比登推介食肆，「靠得住」開拓了軟餐市場新機遇，展現本集團對不同人士飲食需求的關注。本集團現正研究將軟餐推廣至旗下不同品牌的可行性，以持續推動共融飲食文化，深化社會友善餐飲的實踐。

MANAGEMENT DISCUSSION AND ANALYSIS

管理層討論與分析



PROSPECTS (Continued)

The Group continues to promote green and low-carbon transformation and reduces its operational carbon footprint through building a green logistics network in a multi-pronged way. On the one hand, the Group continues to introduce electric vehicles and gradually replace large trucks to improve the environmental efficiency of the fleet at source. On the other hand, the Group optimises distribution arrangements and shortens routes to improve transportation efficiency for saving fuel, in a bid to effectively reduce the environmental impact of operations while expanding its business.

The year 2026 is full of challenges and a crucial period for rebuilding competitiveness. Amidst the ongoing industry transformation, the Group will uphold the principle of “seeking progress while maintaining stability”, continuously optimising its brand and store network and be prudent in its expansion pace. On top of consolidating financial stability, the Group will promote resource integration and value enhancement among its brands to fully unleash their potential, in a bid to build a more sustainable path for long term development.

FINANCIAL RESOURCES, BORROWINGS, CAPITAL STRUCTURE, EXPOSURES TO FLUCTUATIONS IN EXCHANGE RATES AND OTHERS

Liquidity and Financial Resources

The principal sources of fund for the Group is internally generated cash flows. As at 31 December 2025, the Group's cash and cash equivalents were approximately HK\$380.4 million (as at 31 December 2024: approximately HK\$330.8 million), representing an increase of approximately 15.0%, which mainly came from the positive operating cash flow from restaurant operation and sale of food products. Such fund was used for the purposes of opening new restaurants, enhancement and expansion of food factories in Hong Kong and Chinese Mainland, renovation of existing restaurants, and shares repurchase during the Review Year. The majority of the bank deposits and cash were denominated in Hong Kong dollars and Renminbi.

前景(續)

本集團持續深化綠色低碳轉型進程，透過建設綠色物流網絡，多管齊下降低營運碳足跡。一方面，本集團持續引入電動車並逐步更換大型貨車，從源頭提升車隊的環保效能；另一方面，本集團優化配送安排及縮短路線，提升運輸效率以節省燃油，務求在拓展業務的同時，有效降低營運對環境的影響。

2026年既充滿挑戰，更是重塑競爭力的關鍵時期。面對行業持續變革，本集團將秉持「穩中求進」的方針，持續優化品牌與店舖網絡，審慎把握拓展節奏。本集團將在鞏固財務穩健的基礎上，推動品牌間的資源整合與價值深化，以充分釋放各品牌潛力，冀為長期發展構建更可持續的長期發展路徑。

財務資源、借款、股本結構、匯率波動風險及其他

流動資金與財務資源

本集團主要資金來源為內部產生的現金流量。於二零二五年十二月三十一日，本集團的現金及現金等價物約為380.4百萬港元（於二零二四年十二月三十一日：約330.8百萬港元），增加約15.0%，主要源於餐廳營運及食品銷售帶來的經營活動正現金流。有關資金於回顧年度內用於開設新餐廳、加強及擴展香港及中國內地食品廠房、翻新現有餐廳以及回購股份。大部分銀行存款及現金以港元及人民幣計值。

MANAGEMENT DISCUSSION AND ANALYSIS

管理層討論與分析



FINANCIAL RESOURCES, BORROWINGS, CAPITAL STRUCTURE, EXPOSURES TO FLUCTUATIONS IN EXCHANGE RATES AND OTHERS (Continued)

Liquidity and Financial Resources (Continued)

As at 31 December 2025, the Group's total current assets and current liabilities were approximately HK\$604.6 million (as at 31 December 2024: approximately HK\$532.1 million) and approximately HK\$804.9 million (as at 31 December 2024: approximately HK\$756.6 million), respectively, while the current ratio of the Group (calculated by dividing total current assets by total current liabilities at the end of respective periods) was approximately 0.8 times (as at 31 December 2024: approximately 0.7 times). After excluding current portion of lease liabilities and contract liabilities, the adjusted net current assets (Non-HKFRS measures) were approximately HK\$245.5 million as at 31 December 2025 (as at 31 December 2024: HK\$204.4 million), while the adjusted current ratio (Non-HKFRS measures) (calculated by dividing total current assets by total current liabilities excluding current portion of lease liabilities and contract liabilities at the end of respective periods) was approximately 1.7 times (as at 31 December 2024: approximately 1.6 times). The Group monitors its financial position using adjusted net current assets and the adjusted current ratio, given that the corresponding right-of-use assets related to the current portion of lease liabilities are classified as non-current assets, and that contract liabilities represent advances received from customers which will be settled through the transfer of goods or services to customers.

The Group did not have any interest-bearing bank borrowings as at 31 December 2025 (as at 31 December 2024: Nil). During the year ended 31 December 2025, there were no financial instruments used for hedging purposes.

As at 31 December 2025, the gearing ratio of the Group was 55.6% (as at 31 December 2024: 56.0%). The gearing ratio is calculated by dividing net debt by capital plus net debt. Net debt includes contract liabilities, lease liabilities, trade payables, other payables and accruals, less cash and cash equivalents. Capital represents the equity attributable to owners of the Company.

財務資源、借款、股本結構、匯率波動風險及其他(續)

流動資金與財務資源(續)

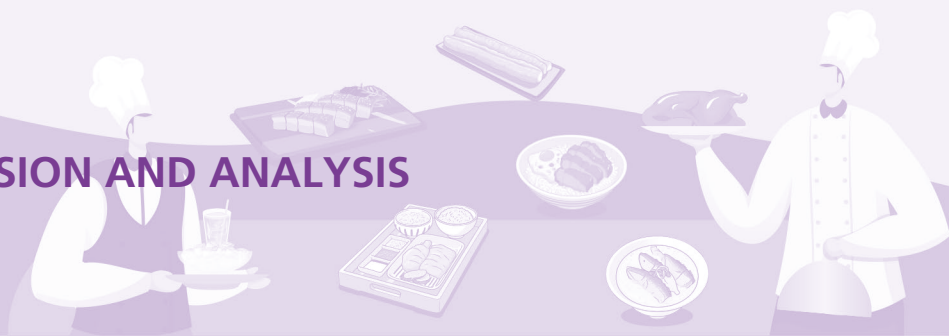
於二零二五年十二月三十一日，本集團的流動資產總額及流動負債總額分別約為604.6百萬港元(於二零二四年十二月三十一日：約532.1百萬港元)及約為804.9百萬港元(於二零二四年十二月三十一日：約756.6百萬港元)，而本集團流動比率(按各期末流動資產總額除以對應流動負債總額計算)約為0.8倍(於二零二四年十二月三十一日：約0.7倍)。剔除流動租賃負債及合約負債後，於二零二五年十二月三十一日之經調整流動資產淨額(非香港財務報告準則指標)約為245.5百萬港元(於二零二四年十二月三十一日：204.4百萬港元)，而經調整流動比率(非香港財務報告準則指標)(按各期末流動資產總額除以對應流動負債剔除流動租賃負債及合約負債後總額計算)約為1.7倍(於二零二四年十二月三十一日：約1.6倍)。鑑於與租賃負債之流動部分相關的使用權資產被分類為非流動資產，以及合約負債是代表從客戶預收的款項並將會透過向客戶轉讓貨品或服務方式來結算，本集團以經調整流動資產淨額及經調整流動比率來監察其財務狀況。

於二零二五年十二月三十一日，本集團並無任何計息銀行借款(於二零二四年十二月三十一日：無)。截至二零二五年十二月三十一日止年度，概無使用金融工具作對沖。

於二零二五年十二月三十一日，本集團的資產負債比率為55.6%(於二零二四年十二月三十一日：56.0%)。資產負債比率以淨債務除以資本加淨債務計算。淨債務包括合約負債、租賃負債、貿易應付款項、其他應付款項及應計費用，扣除現金及現金等價物。資本指本公司股東應佔權益。

MANAGEMENT DISCUSSION AND ANALYSIS

管理層討論與分析



FINANCIAL RESOURCES, BORROWINGS, CAPITAL STRUCTURE, EXPOSURES TO FLUCTUATIONS IN EXCHANGE RATES AND OTHERS (Continued)

Foreign Currency Risk

The Group's revenue and costs are mostly denominated in Hong Kong dollars and Renminbi. The change in value of the Renminbi against the Hong Kong dollars may fluctuate and is affected by changes in China's political and economic conditions. The appreciation or devaluation of the Renminbi against Hong Kong dollars may affect the Group's results. The Group does not have any currency hedging policy and has not entered into any hedging or other instrument to reduce currency risks. The Group will continue to closely monitor the foreign currency exposure and take appropriate measures to minimise the risk when necessary.

Capital Expenditure and Commitment

During the Review Year, the Group's capital expenditure (excluding right-of-use assets) was HK\$102.9 million (FY2024: HK\$127.4 million). As at 31 December 2025, the Group's outstanding contractual commitments were HK\$6.6 million (as at 31 December 2024: HK\$3.5 million). The outstanding contractual commitments consist of leasehold improvements and equipment which are contracted, but not provided for, and will be fulfilled by the operating cash flow generated from ordinary business of the Group.

Contingent Liabilities

As at 31 December 2025, the Group had contingent liabilities of approximately HK\$78.5 million (as at 31 December 2024: approximately HK\$62.1 million) in respect of bank guarantees given in favour of the landlords and utility companies in lieu of deposits.

財務資源、借款、股本結構、匯率波動風險及其他(續)

外幣風險

本集團的收益及成本主要以港元及人民幣計值。人民幣兌港元的價值變動可能會出現波動，並受中國政治及經濟狀況變動的影響。人民幣兌港元升值或貶值可能會影響本集團的業績。本集團並無任何貨幣對沖政策，且並無訂立任何對沖或其他工具以降低貨幣風險。本集團將繼續密切監察外幣風險，並採取適當措施以在有需要時將風險降至最低。

資本開支和承擔

本集團於回顧年度內的資本開支(撇除使用權資產)為102.9百萬港元(二零二四財年：127.4百萬港元)。於二零二五年十二月三十一日，本集團尚未履行的合約承擔為6.6百萬港元(於二零二四年十二月三十一日：3.5百萬港元)。未履行的合約承擔包括已簽訂合約但未撥備的租賃裝修及設備，有關合約承擔將由本集團日常業務產生的經營現金流量撥付。

或然負債

於二零二五年十二月三十一日，本集團就代替按金而授出以業主及公共事業公司為受益人的銀行擔保所產生的或然負債約78.5百萬港元(於二零二四年十二月三十一日：約62.1百萬港元)。

MANAGEMENT DISCUSSION AND ANALYSIS

管理層討論與分析



CHARGE ON GROUP ASSETS

As at 31 December 2025, the Group had certain property, plant and equipment and right-of-use assets with an aggregate net carrying value of approximately HK\$196.7 million (as at 31 December 2024: HK\$205.9 million) which were pledged to secure the bank facilities granted to the Group.

MATERIAL ACQUISITIONS AND DISPOSAL

Save as disclosed herein, for the year ended 31 December 2025, the Group did not have any other material acquisitions and disposals of subsidiaries, associates, joint ventures, significant investments nor contractual commitment. Apart from those disclosed herein, there was no plan for other material investments or additions of capital assets at the date of this report.

HUMAN RESOURCES

The Group had approximately 6,300 employees as at 31 December 2025 (as at 31 December 2024: approximately 6,200). The emolument policy of the employees of the Group is set up by the senior management of the Group on the basis of their merit, qualifications and competence. The emoluments of the Directors and senior management of the Company are recommended by the Remuneration Committee and approved by the Board, having regard to the Company's operating results, individual performance and prevailing market conditions.

SIGNIFICANT EVENTS AFTER THE REPORTING PERIOD

The Directors are not aware of any significant event requiring disclosure that has taken place subsequent to 31 December 2025 and up to the date of this report.

本集團資產抵押

於二零二五年十二月三十一日，本集團已質押總賬面淨值約196.7百萬港元(於二零二四年十二月三十一日：205.9百萬港元)的若干物業、廠房及設備以及使用權資產，以取得授予本集團的銀行融資。

重大收購及出售事項

除本報告所披露者外，截至二零二五年十二月三十一日止年度，本集團並無作出任何其他重大收購及出售附屬公司、相聯法團、合資公司、重大投資或合約承擔。除本報告所披露者外，於本報告日期，並無其他重大投資或購入資本資產計劃。

人力資源

於二零二五年十二月三十一日，本集團僱用約6,300名僱員(於二零二四年十二月三十一日：約6,200名)。本集團僱員之薪酬政策由本集團之高級管理層按各員工之長處、資格及才能而釐定。本公司董事及高級管理層之薪酬由薪酬委員會根據本公司營運業績、個人表現及現行市況而提出推薦意見並由董事會批核。

報告期後重大事項

董事概不知悉於二零二五年十二月三十一日後及直至本報告日期發生任何須予披露的重大事項。

BIOGRAPHICAL DETAILS OF DIRECTORS AND SENIOR MANAGEMENT 董事及高級管理層履歷



EXECUTIVE DIRECTORS

Mr. Chan Ka Keung, aged 45, is the Chairman of the Group, an executive Director, chairman of the Nomination Committee and a member of the Remuneration Committee of the Company. He joined the Group in 2009 and was appointed as an executive Director in July 2025 and Chairman of the Board in November 2025. In this pivotal position, he is instrumental in shaping the Company's overarching vision and aligning strategies and business plans with the Group's annual objectives, budgets and action plans. His leadership ensures the integration of effective corporate governance while spearheading discussions on critical Company issues, thus driving sustainable growth. With over 16 years of dedicated service to the Group, Mr. KK Chan has held various important positions in the Group, where he is responsible for establishing and cultivating various brands and business segments, including both online platforms and secondary-line brand initiatives. He has successfully led the information technology team in developing multi-functional Group applications and system upgrades that enhance the customer experience. Mr. KK Chan's oversight spans multiple departments, including property development, project and maintenance, and information technology. He has extensive operational and management experience.

Mr. KK Chan obtained a bachelor's degree in Business Administration from De Montfort University in Leicester in the United Kingdom. He currently serves as the vice-convenor of the Industry Consultative Networks (Catering) under the Employees Retraining Record and holds membership in the Environmental Campaign Committee as well as the Food Business and Related Service Task Force under the Business Facilitation Advisory Committee. Additionally, he is the vice chairman of the Hong Kong Federation of Restaurants and Related Trades Limited (the "HKFORT"), founding chairman of the HKFORT Youth Committee, and Honorary Chairman of the Hong Kong O2O E-commerce Federation. He was awarded Global Outstanding Chinese Youth (Global Outstanding Chinese Youth) by the Global Outstanding Chinese Association in 2016, Young Industrialist Awards of Hong Kong by the Federation of Hong Kong Industries in 2019 and Second Generation Legacy Award by Legacy Academy in 2020.

執行董事

陳家強先生，45歲，為本集團主席、本公司執行董事、提名委員會主席兼薪酬委員會的成員。彼於二零零九年加入本集團，並於二零二五年七月獲委任為執行董事，及於二零二五年十一月為董事會主席。陳家強先生現負責制定公司願景、策略和商業計劃，轉化為年度目標、預算及可執行的行動計劃，確保公司管治高效；重大議題獲得充分討論及可持續發展。陳家強先生服務集團超過16年，並先後於本集團擔任多個重要職位，職責包括負責不同品牌創立及發展、開拓新業務板塊，包括線上及副線品牌業務開拓；領導資訊科技團隊開發多功能應用程式，全方位提升系統以優化顧客體驗，亦同時兼負物業拓展、項目統籌及維修、資訊科技等多個部門，具有廣泛的運營及管理經驗。

陳家強先生持有英國萊施特德蒙福特大學工商管理學士學位，現為僱員再培訓局行業諮詢網絡委員會（飲食業）副召集人、環境運動委員會委員、方便營商諮詢委員會食物及相關服務業工作小組成員、香港餐飲聯業協會有限公司（「香港餐飲聯業協會」）副主席、香港餐飲聯業協會青年委員會創會主席及香港O2O電子商務總會名譽會長。彼於二零一六年獲全球傑出華人協會頒發全球華人傑出青年榮譽，於二零一九年獲香港工業總會頒發青年工業家獎，並於二零二零年獲傳承學院頒發企二代傳承大獎。

BIOGRAPHICAL DETAILS OF DIRECTORS AND SENIOR MANAGEMENT

董事及高級管理層履歷



Mr. KK Chan is a nephew of our Vice Chairman of the Group, Ms. Chan Shuk Fong and the sole director of Chun Fat (a substantial shareholder of the Company).

Mr. KK Chan is currently a director of various subsidiaries of the Company.

Ms. Chan Shuk Fong, aged 61, is the Vice Chairman of the Board, an executive Director and a member of the Remuneration Committee and Nomination Committee and authorized representative of the Company. Ms. Chan joined the Board in 2018 and was appointed as Vice Chairman in November 2025. She plays a pivotal role in supporting the Chairman of the Board by overseeing board affairs and collaboratively formulating strategic plans and key decisions. Her responsibilities encompass capital financing, investor relations, compliance management, asset management, corporate affairs, marketing, administration and talent management, and sustainability, all aimed at ensuring robust corporate governance.

Ms. Chan served as a director and General Manager in Hong Kong Wing On Travel Service Limited prior to joining our Group. She obtained a master's degree in Business Administration from Asia International Open University (Macau) and a postgraduate diploma in Training from the Faculty of Social Science from the University of Leicester in United Kingdom.

With a steadfast commitment to enhancing the Group's brand image and driving business development, Ms. Chan has been leading the organization to obtain over 100 prestigious awards in various areas including corporate governance, brand management, marketing and promotion, product and service excellence, environmental protection, and corporate social responsibility. Additionally, she has received numerous accolades for her individual contributions to leadership, notably being conferred the Fellowship 2026 and also named Professional Marketer of the Year 2020 by the Hong Kong Institute of Marketing, recognizing her significant impact on market strategy development, and was awarded Asian Outstanding Leaders Awards for Women by the Asian College of Knowledge Management in 2018 and 矚目非凡領袖大獎 2017 (Outstanding Leader Award 2017*) by Weekend Weekly and Economic Digest magazines in 2017 as well as the Leaders of Excellence Award by Capital Magazine in 2014.

* For identification purpose only.

陳家強先生為本集團副主席陳淑芳女士的堂侄子及本公司主要股東俊發之唯一董事。

陳家強先生現為本公司多間附屬公司的董事。

陳淑芳女士，61歲，為本公司董事會副主席、執行董事、薪酬委員會及提名委員會的成員以及授權代表。陳女士於二零一八年加入董事會，並於二零二五年十一月獲委任為副主席。彼於協助董事會主席處理董事會事務擔任重要角色，與主席共同制定公司的策略規劃和重大決策，包括資本融資、投資者關係、合規管理、資產管理、企業事務及市場營銷、行政及人才管理，以及可持續發展策略，確保公司治理有效運行。

於加入本集團前，陳女士曾在香港永安旅遊有限公司擔任董事兼總經理。彼持有亞洲(澳門)國際公開大學工商管理碩士學位及英國萊斯特大學社會科學院的培訓研究生文憑。

陳女士致力提升集團品牌形象及推動集團業務發展，帶領團隊在企業管治、品牌管理、市場推廣、產品及服務、環保以至社會責任等範疇獲得過百個獎項。陳女士多年來屢獲多項個人傑出領袖殊榮，曾獲香港市務學會分別於二零二六年頒授會士榮銜及二零二零年獲頒「Professional Marketer of the Year」，表揚其在市場策略發展上的卓越成就。於二零一八年獲亞洲知識管理學院頒發亞洲傑出女領袖獎，於二零一七年獲新假期週刊及經濟一週雜誌頒發矚目非凡領袖大獎2017，並於二零一四年獲資本雜誌頒發資本傑出領袖獎。

BIOGRAPHICAL DETAILS OF DIRECTORS AND SENIOR MANAGEMENT 董事及高級管理層履歷



Ms. Chan is currently Chairman of Quality Tourism Services Association, a member of General Committee of The Chamber of Hong Kong Listed Companies and a member of the Advisory Board of Continuing and Professional Studies of The Chinese University of Hong Kong. She previously held public office positions such as a member of the board of directors of the Hong Kong Federation of Restaurants and Related Trades, an Honorary Advisor of Hong Kong Smart Catering Association, a member of the Solicitors Disciplinary Tribunal Panel in Hong Kong, a committee member of the Industry Advisory Committee on Long Term Business of the Insurance Authority and a member of the Consumer Council.

Ms. Chan is an aunt of our Chairman, Mr. KK Chan.

Ms. Chan is currently a director of various subsidiaries of the Company.

Mr. Yuen Chi Ming, aged 72, is an executive Director of the Company. Mr. Yuen joined the Board in 2018. Mr. Yuen is one of the founders of our Group. He has over 40 years of experience in the food and beverage industry, during which he gained substantial experience on the aspects of 5-S, food and occupational safety. He is mainly responsible for financial approval and 5-S recommendations of the Group.

During his services, Mr. Yuen has worked in various functional departments including operation of our restaurants and food factories. Under his leadership, the Group has adopted the 5-S (Structurise, Systematise, Sanitise, Standardise and Self discipline) workplace management philosophy to enhance environmental hygiene, food quality and operational efficiency. The Group has won many external safety-related recognitions with Mr. Yuen's guidance, including the 5-S Grand Prize Winner (Catering Group) awarded by the HK 5-S Association in 2017, the Food Safety Excellence Award by the International Food Safety Association in 2017 and the 2018/2019 Catering Industry Safety Award Scheme Group Safety Performance Gold Award in the Cha Chaan Teng Category by the Labour Department in 2018.

陳女士目前為優質旅遊服務協會主席、香港上市公司商會常務委員會委員及香港中文大學專業進修學院諮詢委員會成員。彼曾擔任香港餐飲聯業協會會董、香港智慧餐飲協會榮譽顧問、香港律師紀律審裁團成員、香港保險業監管局長期業務業界諮詢委員會委員及香港消費者委員會委員等公職。

陳女士為主席陳家強先生的堂姑姐。

陳女士現為本公司多間附屬公司的董事。

袁志明先生，72歲，為本公司執行董事。袁先生於二零一八年加入董事會。袁先生為本集團創辦人之一。彼於餐飲行業擁有逾40年經驗，對五常、食品及職業安全等方面尤為熟識，目前主要負責本集團的財務批核及五常建議等工作。

於本集團服務期間，袁先生曾任職於多個職能部門，包括餐廳及食品廠房的運作。在其領導下，本集團已採用五常(常組織、常整頓、常清潔、常規範及常自律)工作場所管理理念，以提升環境衛生、食物質素及營運效益。在袁先生的指導下，本集團已贏得多項外部與安全相關的嘉許殊榮，包括於二零一七年獲香港五常法協會頒發五常法最高榮譽大獎(餐飲集團)、於二零一七年獲國際食品安全協會頒發食品安全卓越獎及於二零一八年獲勞工處頒發飲食業安全獎勵計劃2018/2019集團安全表現金獎(茶餐廳類別)。

BIOGRAPHICAL DETAILS OF DIRECTORS AND SENIOR MANAGEMENT

董事及高級管理層履歷



Mr. Yuen obtained the 5-S Assessor Gold Belt and Black Belt Certificate by the HK 5-S Association.

袁先生取得香港五常法協會頒發五常審核員金帶及黑帶證書。

Mr. Yuen is currently a director of various subsidiaries of the Company.

袁先生現為本公司多間附屬公司的董事。

Mr. Ho Siu Fung, aged 63, is the Chief Operating Officer and an executive Director of the Company. He joined the Group in 1999 and was appointed as a general manager and director of Chinese Gourmet of the Company in 2018. He was promoted as Chief Operating Officer in July 2025, and was appointed as an executive director in January 2026. He is currently responsible for the overall operational development strategies, quality control, food safety, as well as the formulation and implementation of occupational safety standards for the Group's diverse culinary brands across Hong Kong and Chinese Mainland. Additionally, Mr. Ho leads the operations team in the expansions into new markets, including Macau and overseas. By continuously refining operational management practices and strategies, Mr. Ho has pioneered the deployment of automated food production systems across all restaurant departments. Notably, the automated wok-frying machine he developed in earlier years has effectively standardised food quality and production standards, significantly boosting production efficiency as well as controlling labour costs. Under Mr. Ho's stewardship, the Group's operations team has consistently garnered accolades for exceptional service and commitment to sustainable catering practices over the years. Notably, Trusty Congee King (Wan Chai) and Sing Kee Seafood Restaurant have achieved recommendations from the Michelin Guide for 16 and 11 consecutive years, respectively.

何小鋒先生，63歲，為本公司首席營運官及執行董事。彼於一九九九年加入本集團，並於二零一八年獲委任為本公司總經理兼中式佳餚董事，並於二零二五年七月晉升為首席營運官及於二零二六年一月獲委任為執行董事。現全面負責集團旗下香港及中國內地不同菜系品牌的營運發展策略、品質監控、食品安全及職業安全標準制定與執行。何先生亦負責領導營運團隊在澳門及海外開拓新市場。何先生持續優化集團在營運上的管理策略，在餐廳各部門成功推行自動化食品製作系統，其早年研發的自動炒鍋機，有效統一出品質素與標準，顯著提升生產效率並控制人力成本。在何先生領導下，集團的營運團隊已持續多年獲不同機構頒發與優質服務及可持續餐飲相關的嘉許殊榮。而當中靠得住(灣仔)及星記海鮮飯店更分別連續16年及11年榮獲米芝蓮推介。

Mr. Ho obtained a diploma in Business Management from The Hong Kong Polytechnic University (formerly known as Hong Kong Polytechnic) in 1993. Prior to joining our Group, Mr. Ho served in several catering groups holding operational and management roles. He is currently a member of the Board of Directors for The Association for Hong Kong Catering Services Management Ltd. (HKCSM) and serves on the Professional Education and Training Committee of the Hong Kong College of Technology (HKCT). He possesses over 40 years' experience in catering management.

何先生於一九九三年取得香港理工大學(前稱香港理工學院)企業管理學文憑。於加入本集團前，何先生曾任職於多間餐飲集團營運及管理職位，現為香港餐務管理協會會董、香港專業進修學校(港專)專業教育及培訓委員會委員。彼擁有逾40年餐飲管理經驗。

Mr. Ho Siu Fung is currently a director of various subsidiaries of the Company.

何小鋒先生現為本公司多間附屬公司之董事。

BIOGRAPHICAL DETAILS OF DIRECTORS AND SENIOR MANAGEMENT 董事及高級管理層履歷



NON-EXECUTIVE DIRECTOR

Mr. Ho Ping Kee, aged 68, is a non-executive Director of the Company. Mr. Ho joined the Board in 2018.

Mr. Ho has over 40 years of experience in the retail pharmacy industry, during which he gained substantial understanding of the market of retail business in Hong Kong and knowledge in site selection. Mr. Ho has been the director of Target Spot Limited which operates three pharmacies in Hong Kong.

Mr. Ho is currently supervisory chairman of the Hong Kong General Chamber of Pharmacy Limited, executive committee chairman of the Ap Lei Chau North District Women's Joint Association and life president of The Hong Kong Southern District Community Association Limited. He has been the president of the Southern District Arts and Culture Association Limited previously.

INDEPENDENT NON-EXECUTIVE DIRECTORS

Mr. Mak Ping Leung (alias: Mak Wah Cheung), aged 76, is an independent non-executive Director, the chairman of Remuneration Committee and a member of Audit Committee and Nomination Committee of the Company. Mr. Mak joined the Board in 2019.

Mr. Mak is one of the founders of Hong Kong Economic Times Holdings Limited (a company listed on the Stock Exchange, stock code: 423) ("HKET"), and was its managing director and an executive director from 2005 to 2020 as well as the publisher of HKET and Sky Post. He was responsible for formulating business strategies and oversees publishing, recruitment advertising and printing production at HKET. He was the Bureau Chief of the European Bureau of Wen Wei Po in London, before being promoted to Deputy General Manager and Standing Committee Member of the Management Committee.

非執行董事

何炳基先生，68歲，為本公司非執行董事。何先生於二零一八年加入董事會。

何先生於藥品零售行業擁有40多年經驗，從中取得對香港零售業務市場的豐富經驗及選址的知識。何先生一直擔任健滙有限公司之董事，該公司在香港經營三間藥房。

何先生現為港九藥房總商會有限公司監事長、鴨洲北岸婦女聯合會執行委員會會長、香港南區各界聯會有限公司永遠會長。彼亦曾於南區文藝協進會有限公司擔任會長。

獨立非執行董事

麥炳良先生(又名麥華章)，76歲，為本公司獨立非執行董事、薪酬委員會主席，以及審核委員會及提名委員會的成員。麥先生於二零一九年加入董事會。

麥先生為香港經濟日報集團有限公司(一家於聯交所上市的公司，股份代號：423)(「香港經濟日報集團」)的創辦人之一，並曾於二零零五年至二零二零年擔任該集團董事總經理兼執行董事，及該集團旗下《香港經濟日報》及《晴報》的社長。彼於香港經濟日報集團負責制定業務策略及監督出版、招聘廣告及印刷生產。彼曾在倫敦擔任文匯報歐洲分社社長，其後晉升為副總經理及該報管理委員會的常務委員。

BIOGRAPHICAL DETAILS OF DIRECTORS AND SENIOR MANAGEMENT 董事及高級管理層履歷



In 1988, Mr. Mak was elected as one of the Ten Outstanding Young Persons of Hong Kong in the selection organised by Junior Chamber International Hong Kong. Mr. Mak won the Outstanding Entrepreneurship Award at the Asia Pacific Entrepreneurship Awards 2012 organised by Enterprise Asia and was an honorary advisor of Hong Kong Institute of Marketing.

Mr. Mak is currently an independent non-executive director of Clifford Modern Living Holdings Limited (a company listed on the Stock Exchange, stock code: 3686). Mr. Mak was an independent non-executive director of Zhong Ji Longevity Science Group Limited (formerly known as "Asia Pacific Silk Road Investment Company Limited") (a company listed on the Stock Exchange, stock code: 0767) from 2020 to 2021.

Mr. Mak obtained a Bachelor of Arts degree from the University of Hong Kong.

Mr. Wong Shiu Hoi Peter, aged 85, is an independent non-executive Director, a member of Audit Committee, Nomination Committee and Remuneration Committee of the Company. Mr. Wong joined the Board in 2019.

Mr. Wong possesses over 40 years of experience in the financial services industry. He was an executive director, managing director, deputy chairman and chief executive officer of Haitong International Securities Group Limited (a company previously listed on the Stock Exchange with stock code: 0665) from 1996 to 2011. He was a consultant of Halcyon Capital Limited from 2013 to 2021.

He is currently the honorary council member and was the past chairman of the Hong Kong Institute of Directors from 2006 to 2009, and a former member of each of the Standing Committee of Company Law Reform from 2000 to 2006 and the Listing Committee of the Stock Exchange from 1998 to 2006.

麥先生於一九八八年在國際青年商會香港總會舉辦之十大傑出青年選舉獲選為傑出青年之一。麥先生於亞洲企業商會舉辦的亞太企業家獎2012獲得卓越企業家獎，並曾為香港市務學會的榮譽顧問。

麥先生目前為祈福生活服務控股有限公司(一家於聯交所上市之公司，股份代號：3686)的獨立非執行董事。麥先生曾於二零二零年至二零二一年擔任中基長壽科學集團有限公司(前稱「亞太絲路投資有限公司」)(一家於聯交所上市之公司，股份代號：0767)的獨立非執行董事。

麥先生在香港大學取得文學士學位。

黃紹開先生，85歲，為本公司獨立非執行董事、審核委員會、提名委員會及薪酬委員會成員。黃先生於二零一九年加入董事會。

黃先生於金融服務行業擁有逾40年經驗。彼於一九九六年至二零一一年擔任海通國際證券集團有限公司(一家曾於聯交所上市之公司，股份代號：0665)的執行董事、董事總經理、副主席兼行政總裁。彼曾於二零一三年至二零二一年擔任鎧盛資本有限公司的顧問。

彼現為香港董事學會榮譽理事，並於二零零六年至二零零九年擔任主席，以及曾於二零零零年至二零零六年及於一九九八年至二零零六年分別為公司法改革常務委員會及聯交所上市委員會的成員。

BIOGRAPHICAL DETAILS OF DIRECTORS AND SENIOR MANAGEMENT 董事及高級管理層履歷



Mr. Wong has served as an independent non-executive director of the following companies listed on the Stock Exchange in the past three years:

黃先生於過往三年在下列於聯交所上市之公司擔任獨立非執行董事：

| Company Name 公司名稱 | Stock Code 股份代號 | Period 年期 |
|--|--------------------|-----------------------------------|
| Tianjin Development Holdings Limited 天津發展控股有限公司 | 882 | Since 2012 自二零一二年起 |
| Agile Group Holdings Limited 雅居樂集團控股有限公司 | 3383 | From 2014 to 2023 自二零一四年至二零二三年 |

Mr. Wong obtained a Master of Business Administration degree from the University of East Asia (now known as the University of Macau).

黃先生在東亞大學(現稱澳門大學)取得工商管理碩士學位。

Dr. Sat Chui Wan, aged 57, is an independent non-executive Director, the chairman of Audit Committee and a member of Remuneration Committee and Nomination Committee of the Company. Dr. Sat joined the Board in 2019.

薩翠雲博士，57歲，為本公司獨立非執行董事、審核委員會主席，以及薪酬委員會及提名委員會的成員。薩博士於二零一九年加入董事會。

Dr. Sat served as an executive director, chief financial officer and authorised representative of Human Health Holdings Limited (a company listed on the Stock Exchange, stock code: 1419) (“HHH”) from June 2015 to February 2023. She was responsible for overseeing the financial, compliance, risk and human resources management of HHH. She has extensive working experience in accounting, finance, compliance, management and strategic planning in different industries.

薩博士於二零一五年六月至二零二三年二月為盈健醫療集團有限公司(一家於聯交所上市之公司，股份代號：1419) (「盈健醫療集團」)之執行董事、首席財務總監及授權代表。薩博士負責監督盈健醫療集團的財務、合規、風險及人力資源管理。彼於不同行業的會計、財務、合規、管理及戰略規劃方面擁有豐富的工作經驗。

Dr. Sat has been a member of the Hong Kong Institute of Certified Public Accountants since 1996. She was admitted as an associate of the Association of Chartered Certified Accountants in 1996 and has been a fellow of the Association of Chartered Certified Accountants from 2001 to 2023.

薩博士自一九九六年起為香港會計師公會會員。彼於一九九六年獲接納為特許公認會計師公會會員，並由二零零一年至二零二三年期間為特許公認會計師公會資深會員。

Dr. Sat obtained a Bachelor of Arts degree of Accountancy from the Hong Kong Polytechnic University in 1992 and a master's degree of Business Administration from the University of Lancaster in the United Kingdom in 2000. She completed the International Study Program (ISP) at the University of St. Gallen in 2000, and the City University of Hong Kong Advanced Management Programme at the University of California, Berkeley in 2010. Dr. Sat obtained a Doctor of Business Administration degree from the City University of Hong Kong in 2018.

薩博士於一九九二年取得香港理工大學會計學文學士學位，並於二零零零年取得英國蘭卡斯特大學工商管理碩士學位。彼於二零零零年完成聖加侖大學的國際學習計劃(ISP)，並於二零一零年完成香港城市大學於加州大學柏克萊分校的高級管理課程。薩博士於二零一八年取得香港城市大學工商管理博士學位。

BIOGRAPHICAL DETAILS OF DIRECTORS AND SENIOR MANAGEMENT 董事及高級管理層履歷



SENIOR MANAGEMENT

Mr. Yiu Man, aged 67, joined our Group in 2002 and was appointed as a general manager and director of central production and product development of the Company in 2018. Mr. Yiu has been in the catering industry for over 45 years. He is mainly responsible for the overall management and development of the food factories, including product development, centralized procurement, food safety and logistics management. Mr. Yiu headed the design, constructions, equipment planning and management of our Hong Kong food factory and Chinese Mainland food factory to support the rapid expansion of our business and development of wide variety of new products for different cuisines. He set up our production quality control team and enforced more stringent control on food quality, including food safety monitoring and refinement through systematic taste trials. Further, Mr. Yiu also invented the smokeless cooking design which contributed to our patented smokeless oven and such patented smokeless oven has subsequently been widely applied in our restaurants.

Mr. Chau Ching Hang, aged 41, joined our Group in 2022 and is currently the chief financial officer, company secretary and the authorised representative of the Company. His responsibilities include overseeing the financial management, company secretarial matters as well as investor relations management, group restructuring, formulation of policies and procedures and construction of sharing service center of the Group and other management duties.

Mr. Chau has extensive experience in financial management, accounting, taxation, auditing and company secretarial matters in Hong Kong and Chinese Mainland. He worked in international accounting firms in his earlier years, and held senior management positions in catering groups and various companies of which the securities are listed on the Stock Exchange prior to joining the Group.

Mr. Chau is currently a fellow of the Hong Kong Institute of Certified Public Accountants, and obtained a bachelor's degree of Business Administration (Accounting and Finance) from the University of Hong Kong and a degree of Master of Accountancy and an MBA degree from the Chinese University of Hong Kong.

高級管理人員

姚敏先生，67歲，在二零零二年加入本集團，並於二零一八年獲委任為本公司總經理兼中央產制及產品發展董事。姚先生於餐飲業擁有逾45年經驗。彼現時主要負責食品廠房的整體管理及發展，包括產品開發、中央採購、食品安全及物流管理。姚先生主管我們香港食品廠房以及中國內地食品廠房的所有設計、建造、設備規劃及管理，以支援業務迅速擴展及為不同餐種進行多元菜式研發。彼成立生產品質監控團隊，並加強對食物質素的監控，包括透過系統化試味監控及食品安全監控。此外，姚先生亦發明無煙烹飪設計，令有關無煙焗爐獲得專利，其後於我們的餐廳廣泛使用。

周正亨先生，41歲，於二零二二年加入本集團，現為本公司之首席財務官兼公司秘書及授權代表，其職責包括監督集團財務管理、公司秘書事務且兼負投資者關係管理、集團架構重組、集團政策流程制定及共享服務中心建設等管理工作。

周先生在香港及中國內地於財務管理、會計、稅務、核數及公司秘書事務擁有豐富經驗。加入本集團之前，彼早年曾於國際會計師事務所任職，亦曾在餐飲集團及其證券於聯交所上市之數間公司擔任高級管理職務。

周先生現為香港會計師公會資深會員並取得香港大學工商管理學士(會計和金融)及香港中文大學會計碩士及工商管理碩士學位。

BIOGRAPHICAL DETAILS OF DIRECTORS AND SENIOR MANAGEMENT 董事及高級管理層履歷



Mr. Chau is currently a director of certain subsidiaries of the Company.

周先生現為本公司若干附屬公司之董事。

Ms. Zhou Yuewu, aged 51, joined our Group in 2004 and is currently a general manager (back office and leasing) of the Company. Her responsibilities include overseeing and managing human resources, administration, leasing, trademark registration and legal and compliance matters in Chinese Mainland.

周躍武女士，51歲，於二零零四年加入本集團，現為本公司總經理(後勤及租務)。其職責包括監督管理中國內地業務單位之人力資源、行政、租務、商標註冊及法規事務。

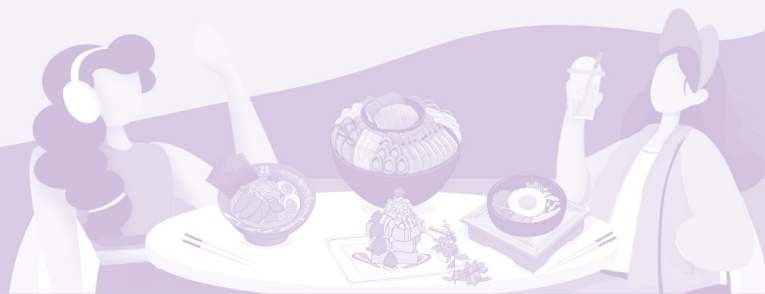
Ms. Zhou has over 25 years of experience in human resources, administration, finance and leasing management in Chinese Mainland. She graduated from the Changsha University of Science and Technology (formerly known as the Changsha Communications University) with a diploma in Finance and Accounting System Management* (財會計算機管理) and was qualified as an intermediate accountant conferred by Ministry of Finance of the PRC.

周女士於中國內地積逾25年人事、行政、財務及租務管理等相關經驗。彼畢業於長沙理工大學(前稱長沙交通學院)並取得財會計算機管理文憑，並獲中國財政部授予中級會計師資格。

* For identification purpose only

DIRECTORS' REPORT

董事會報告



The Board of the Company presents its annual report together with the audited consolidated financial statements of the Group for the year ended 31 December 2025.

PRINCIPAL ACTIVITIES

The Company acts as an investment holding company. The principal activities and other particulars of the principal subsidiaries are set out in note 1 to the financial statements.

BUSINESS REVIEW

A fair review on the business activities of the Group as required by Schedule 5 to the Companies Ordinance (Cap. 622) of Hong Kong, including a description of the principal risks and uncertainties facing the Group, material events that have occurred since the year-end date and an indication of likely future development in the Group's business are set out in the "Chairman's Statement", "Financial Highlights", "Management Discussion and Analysis", "Corporate Governance Report" and "Five-Year Financial Summary" and in the accompanying notes to the financial statements. Further discussion on the Group's environmental policies and performance and the Group's compliance with the relevant laws and regulations that have a significant impact on the Group are provided in the 2025 Environmental, Social and Governance Report. The relevant discussions in these sections form part of this report.

The Group understands the importance of maintaining a good relationship with its employees, suppliers, customers and other stakeholders to meet its immediate and long-term goals. During the year, there were no material and significant disputes between the Group and its suppliers, customers and/or other stakeholders.

In light of the Environmental, Social and Governance Reporting Guide as set out in Appendix C2 of the Listing Rules, a separate Environmental, Social and Governance Report will be published at the same time.

RESULTS AND APPROPRIATIONS

The results of the Group for the year ended 31 December 2025 are set out in the consolidated statement of profit or loss on page 87.

本公司之董事會同寅謹將本集團截至二零二五年十二月三十一日止年度之年報連同經審核綜合財務報表呈覽。

主要業務

本公司為一間投資控股公司。其主要附屬公司之主要業務及其他詳情載於財務報表附註1。

業務審視

就香港公司條例(第622章)附表5所要求對本集團業務活動的中肯審視，包括對本集團面對的主要風險及不明朗因素的描述、年度結算日後發生之重大事項及本集團業務可能有的未來發展的揭示，均載於「主席報告」、「財務摘要」、「管理層討論與分析」、「企業管治報告」及「五年財務概要」以及財務報表隨附附註內。有關本集團環境政策及表現以及本集團就對其有重大影響的相關法律及法規之遵守情況的進一步討論，載於二零二五年環境、社會及管治報告。於各章節之相關討論構成本報告之一部分。

本集團明白與其僱員、供應商、客戶及其他持份者維持良好關係以達成其即時及長遠目標之重要性。年內，本集團與其供應商、客戶及／或其他持份者之間概無嚴重及重大糾紛。

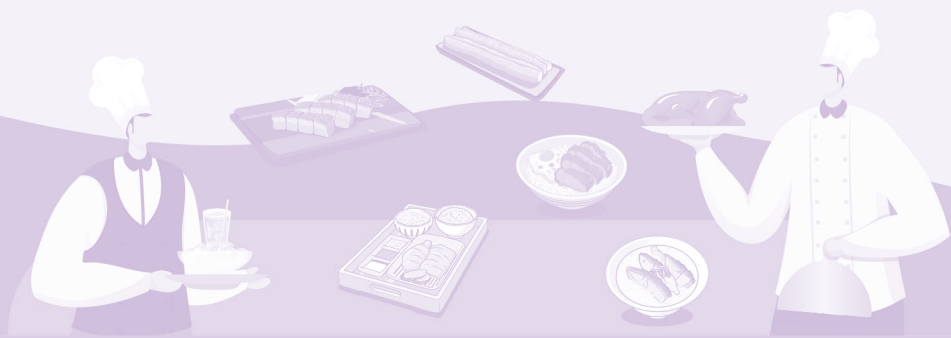
為符合上市規則附錄C2所載之《環境、社會及管治報告指引》，本公司將同時刊載一份獨立的環境、社會及管治報告。

業績及分配

本集團截至二零二五年十二月三十一日止年度的業績載於第87頁的綜合損益表內。

DIRECTORS' REPORT

董事會報告



COMPLIANCE WITH LAWS AND REGULATIONS

During the year ended 31 December 2025, the Board was not aware of any non-compliance with the applicable laws and regulations, which include the Articles of Association, the laws of Cayman Islands, the Listing Rules, that have a significant impact on the Company.

FINAL DIVIDENDS

The Board has proposed the payment of a final dividend of HK5.00 cents per share (2024: final dividend of HK2.50 cents per share and a special dividend of HK7.50 cents per share) for the year ended 31 December 2025 payable to the Shareholders whose names appear on the register of members of the Company on Monday, 1 June 2026, subject to the approval of the Shareholders at the AGM. Subject to the proposed final dividends being approved by the Shareholders, the dividend warrants of the proposed final dividend are expected to be despatched to the Shareholders on or before Monday, 15 June 2026.

An interim dividend of HK3.50 cents per share was paid on 16 October 2025.

CLOSURE OF REGISTER OF MEMBERS

- (1) For determining the eligibility of the Shareholders to attend and vote at the AGM or any adjournment of such meeting:

The AGM is scheduled to be held on Friday, 22 May 2026. For determining the eligibility to attend and vote at the AGM, the register of members of the Company will be closed from Tuesday, 19 May 2026 to Friday, 22 May 2026, both days inclusive, during which period no transfer of shares of the Company will be registered. In order to be eligible to attend and vote at the AGM, all transfer forms duly accompanied by the relevant share certificates must be lodged with the Company's branch share registrar and transfer office in Hong Kong, Tricor Investor Services Limited, at 17/F, Far East Finance Centre, 16 Harcourt Road, Hong Kong, for registration not later than 4:30 p.m. on Monday, 18 May 2026.

遵守法律及法規

截至二零二五年十二月三十一日止年度，董事會概不知悉有任何不遵守相關法律及法規（包括組織章程細則、開曼群島法律、上市規則）並對本公司影響重大的情況。

末期股息

董事會已建議向於二零二六年六月一日（星期一）名列本公司股東名冊之股東派付截至二零二五年十二月三十一日止年度之末期股息每股5.00港仙（二零二四年：末期股息每股2.50港仙及特別股息每股7.50港仙），惟須於股東週年大會上獲股東批准後，方可作實。待建議末期股息獲股東批准後，建議末期股息之股息單預期將於二零二六年六月十五日（星期一）或之前寄發予股東。

中期股息每股3.50港仙已於二零二五年十月十六日派付。

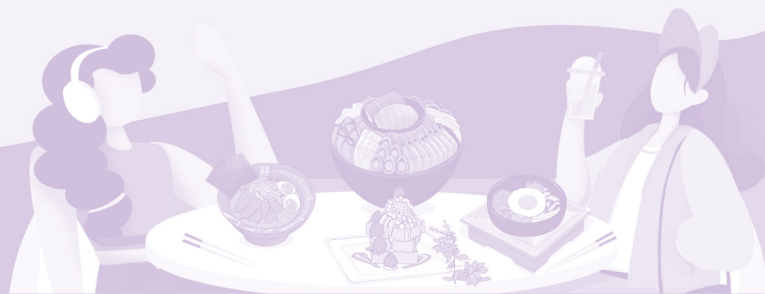
暫停辦理股份過戶登記

- (1) 為釐定出席股東週年大會或其任何續會並於會上投票之股東資格：

股東週年大會謹訂於二零二六年五月二十二日（星期五）舉行。為釐定出席股東週年大會並於會上投票的資格，本公司將由二零二六年五月十九日（星期二）至二零二六年五月二十二日（星期五）（包括首尾兩天）暫停辦理本公司股份過戶登記，在此期間本公司股份之轉讓手續將不予辦理。為符合資格出席股東週年大會並於會上投票，所有過戶文件連同有關股票必須於二零二六年五月十八日（星期一）下午四時三十分前遞交予本公司之香港股份登記及過戶分處卓佳證券登記有限公司以供登記，地址為香港夏慤道16號遠東金融中心17樓。

DIRECTORS' REPORT

董事會報告



- (2) For determining the entitlement of the Shareholders to the proposed final dividends:

For determining the entitlement to the proposed final dividends for the year ended 31 December 2025, the register of members of the Company will be closed from Friday, 29 May 2026 to Monday, 1 June 2026, both days inclusive, during which period no transfer of shares of the Company will be registered. In order to qualify for the proposed final dividends for the year ended 31 December 2025, all transfer forms duly accompanied by the relevant share certificates must be lodged with the Company's branch share registrar and transfer office in Hong Kong, Tricor Investor Services Limited, at 17/F, Far East Finance Centre, 16 Harcourt Road, Hong Kong, for registration not later than 4:30 p.m. on Thursday, 28 May 2026.

SHARE CAPITAL

Details of movements in the share capital of the Company during the year ended 31 December 2025 are set out in note 25 to the financial statements. Information about the share option of the Company is set out in the "Share Option Schemes" in this section and note 26 to the financial statements.

DISTRIBUTABLE RESERVES

As at 31 December 2025, the Company's reserves available for cash distribution and/or distribution in specie amounted to approximately HK\$752,196,000, of which approximately HK\$48,571,000 has been proposed as a final dividend for the year.

PROPERTY, PLANT AND EQUIPMENT

Details of movements in property, plant and equipment of the Group for the year ended 31 December 2025 are set out in note 14 to the financial statements.

- (2) 為釐定獲派建議末期股息之股東資格：

為釐定獲派截至二零二五年十二月三十一日止年度之建議末期股息的資格，本公司將由二零二六年五月二十九日(星期五)至二零二六年六月一日(星期一)(包括首尾兩天)暫停辦理本公司股份過戶登記，在此期間本公司股份之轉讓手續將不予辦理。為符合資格獲派截至二零二五年十二月三十一日止年度之建議末期股息，所有過戶文件連同有關股票必須於二零二六年五月二十八日(星期四)下午四時三十分前遞交予本公司之香港股份登記及過戶分處卓佳證券登記有限公司以供登記，地址為香港夏慤道16號遠東金融中心17樓。

股本

本公司截至二零二五年十二月三十一日止年度之股本變動詳情載於財務報表附註25。有關本公司購股權之資料載於本節「購股權計劃」內及財務報表附註26。

可供分派儲備

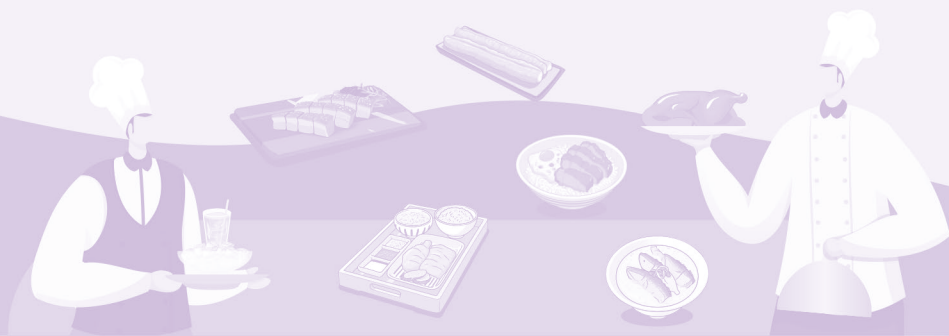
於二零二五年十二月三十一日，本公司可供以現金分派及／或實物分派之儲備約為752,196,000港元，其中約48,571,000港元已建議作為本年度的末期股息。

物業、廠房及設備

本集團截至二零二五年十二月三十一日止年度之物業、廠房及設備變動詳情載於財務報表附註14。

DIRECTORS' REPORT

董事會報告



DIRECTORS AND SERVICES CONTRACTS

The Directors for the year ended 31 December 2025 and up to the date of this report are:

Executive Directors:

Mr. Chan Ka Keung^{#1} (Chairman^{#2})
Mr. Chan Wing On (Chairman)^{#3}
Ms. Chan Shuk Fong (Vice Chairman^{#2})
Mr. Yuen Chi Ming
Mr. Ho Siu Fung^{#4}

Non-Executive Director:

Mr. Ho Ping Kee

Independent Non-Executive Directors:

Mr. Mak Ping Leung
Mr. Wong Shiu Hoi Peter
Dr. Sat Chui Wan

^{#1} appointed on 1 July 2025

^{#2} appointed on 25 November 2025

^{#3} ceased with effect from 24 November 2025

^{#4} appointed on 1 January 2026

In accordance with Article 83(3) of the Articles of Association, Mr. Chan Ka Keung and Mr. Ho Siu Fung shall retire from office and being eligible, offer themselves for re-election at the forthcoming AGM.

In accordance with Article 84 of the Articles of Association, Ms. Chan Shuk Fong, Mr. Yuen Chi Ming and Mr. Mak Ping Leung shall retire from office by rotation and, being eligible, offer themselves for re-election at the forthcoming AGM.

None of the Directors has a service contract with the Company or any of its subsidiaries which is not determinable by the Group within one year without payment of compensation, other than statutory compensation.

DIRECTORS' INTERESTS IN TRANSACTIONS, ARRANGEMENTS AND CONTRACTS OF SIGNIFICANCE

No transactions, arrangements or contracts of significance to which the Company or any of its subsidiaries was a party and in which a Director or an entity connected with a Director had a material interest, whether directly or indirectly, subsisted during the year ended 31 December 2025 or at the end of the year ended 31 December 2025.

董事及服務合約

截至二零二五年十二月三十一日止年度及截至本報告日期之董事如下：

執行董事：

陳家強先生^{#1}(主席^{#2})
陳永安先生(主席)^{#3}
陳淑芳女士(副主席^{#2})
袁志明先生
何小鋒先生^{#4}

非執行董事：

何炳基先生

獨立非執行董事：

麥炳良先生
黃紹開先生
薩翠雲博士

^{#1} 於二零二五年七月一日獲委任

^{#2} 於二零二五年十一月二十五日獲委任

^{#3} 於二零二五年十一月二十四日停任

^{#4} 於二零二六年一月一日獲委任

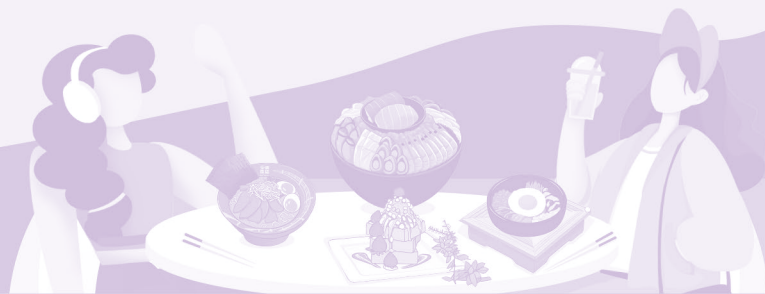
根據組織章程細則第83(3)條，陳家強先生及何小鋒先生將退任並符合資格及願意於應屆股東週年大會上膺選連任。

根據組織章程細則第84條，陳淑芳女士、袁志明先生及麥炳良先生將輪值退任，並符合資格及願意於應屆股東週年大會上膺選連任。

各董事與本公司或其任何附屬公司概無簽訂本集團不可於一年內在毋須賠償(法定賠償除外)下終止的服務合約。

董事在重大交易、安排及合約中之權益

截至二零二五年十二月三十一日止年度或於截至二零二五年十二月三十一日止年度終結時，本公司或其任何附屬公司概無訂有董事或與董事關連之實體於當中直接或間接擁有重大權益之重大交易、安排或合約。



CONTROLLING SHAREHOLDERS' CONTRACTS OF SIGNIFICANCE

No contracts of significance have been entered into between the Company or any of its subsidiaries and the controlling shareholders of the Company or any of its subsidiaries during the year ended 31 December 2025.

There has been no contract of significance for the provision of services to the Company or any of its subsidiaries by a controlling shareholder of the Company or any of its subsidiaries during the year ended 31 December 2025.

MANAGEMENT CONTRACTS

Save for employment contracts, no other contracts relating to the management and/or administration of the whole or any substantial part of any business of the Company were entered into or subsisted for the year ended 31 December 2025.

SHARE OPTION SCHEMES

The Pre-IPO Share Option Scheme and the Post-IPO Share Option Scheme were approved and conditionally adopted pursuant to the resolutions passed by the Shareholders on 22 May 2019. The details of the Share Option Schemes are as follows:

(a) Pre-IPO Share Option Scheme

1. The purpose of the Pre-IPO Share Option Scheme

首次公開發售前購股權計劃之目的

2. The participants of the Pre-IPO Share Option Scheme
首次公開發售前購股權計劃之參與者

To motivate the grantees of the Pre-IPO Share Options to optimise their performance and efficiency for the benefit of the Group and to attract and retain or otherwise maintain ongoing business relationship with the grantees whose contributions are, will or expected to be beneficial to the Group.

鼓勵首次公開發售前購股權之承授人為本集團利益提升其表現及效率，吸引及留聘或以其他方式繼續維持與現正、將會或預期會為本集團作出有利貢獻之承授人之間的業務關係。

Senior management and employees of the Group

本集團之高級管理層及僱員

控股股東的重大合約

截至二零二五年十二月三十一日止年度，本公司或其任何附屬公司概無與本公司的控股股東或其任何附屬公司訂立重大合約。

截至二零二五年十二月三十一日止年度，概無訂立由本公司的控股股東或其任何附屬公司向本公司或其任何附屬公司提供服務的重大合約。

管理合約

截至二零二五年十二月三十一日止年度，除僱傭合約外，本公司概無訂立或訂有其他與本公司任何業務整體或任何重大部分有關的管理及／或行政合約。

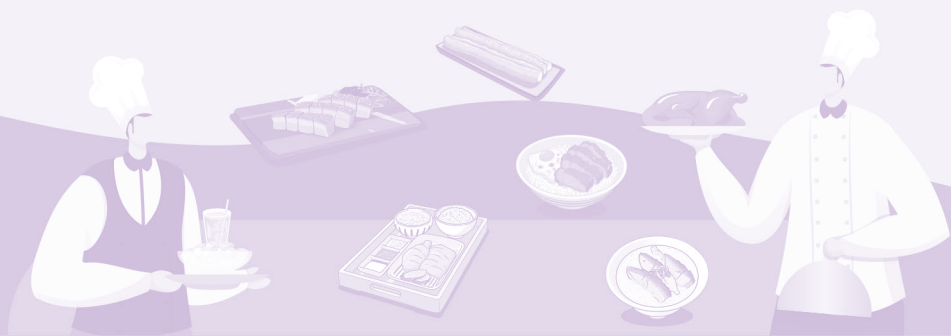
購股權計劃

根據股東於二零一九年五月二十二日通過之決議案，首次公開發售前購股權計劃及首次公開發售後購股權計劃已獲批准及有條件採納。有關該等購股權計劃之詳情如下：

(a) 首次公開發售前購股權計劃

DIRECTORS' REPORT

董事會報告



SHARE OPTION SCHEMES (Continued)

(a) Pre-IPO Share Option Scheme (Continued)

3. The total number of securities available for issue under the Pre-IPO Share Option Scheme together with the percentage of the issued shares that it represents as at the date of the annual report
根據首次公開發售前購股權計劃可發行之證券總數及其佔年度報告日期當日已發行股份之百分比

4. The option period

購股權期間

購股權計劃(續)

(a) 首次公開發售前購股權計劃(續)

No outstanding share options under Pre-IPO Share Option Scheme. No further options would be granted on or after the Listing Date.

首次公開發售前購股權計劃項下概無尚未行使之購股權。於上市日期或之後不會進一步授出購股權。

No Pre-IPO Share Options granted shall become vested or exercisable before the first anniversary of the Listing Date.

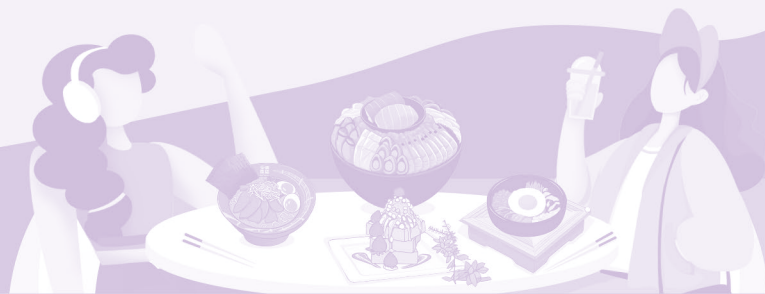
於上市日期起計首週年當日之前，概無所授出首次公開發售前購股權須予歸屬或可予行使。

On the first anniversary of the Listing Date (the "First Exercisable Date") (i.e. 13 June 2020), 30% of the Pre-IPO Share Options (the "First Batch Options") granted to an individual grantee was vested in and exercisable by such grantee, and all unexercised First Batch Options shall lapse and be deemed as cancelled and void on the fifth anniversary date of the First Exercisable Date.

於上市日期起計首週年當日(「首個可行使日期」)(即二零二零年六月十三日)，向一名獨立承授人授出之30%首次公開發售前購股權(「首批購股權」)已歸屬及可由該名承授人行使，於首個可行使日期起計第五週年當日，所有未獲行使之首批購股權應失效並被視為已註銷及作廢。

On the second anniversary of the Listing Date (the "Second Exercisable Date") (i.e. 13 June 2021), a further 30% of the Pre-IPO Share Options (the "Second Batch Options") granted to an individual grantee was vested in and exercisable by such grantee, and all unexercised Second Batch Options shall lapse and be deemed as cancelled and void on the fifth anniversary date of the Second Exercisable Date.

於上市日期起計第二週年當日(「第二個可行使日期」)(即二零二一年六月十三日)，向一名獨立承授人授出之額外30%首次公開發售前購股權(「第二批購股權」)已歸屬及可由該名承授人行使，於第二個可行使日期起計第五週年當日，所有未獲行使之第二批購股權應失效並被視為已註銷及作廢。



SHARE OPTION SCHEMES (Continued)

(a) Pre-IPO Share Option Scheme (Continued)

5. The amount payable on application or acceptance of the option

申請或接納購股權時應付之款項

6. The exercise price
行使價
7. The remaining life of the Pre-IPO Share Option Scheme

首次公開發售前購股權計劃之餘下年期

No share option has been granted, exercised, cancelled or lapsed under the Pre-IPO Share Option Scheme during the year ended 31 December 2025. As at 31 December 2025, there were no outstanding share options of the Company under the Pre-IPO Share Option Scheme.

購股權計劃(續)

(a) 首次公開發售前購股權計劃(續)

On the third anniversary of the Listing Date (the "Third Exercisable Date") (i.e. 13 June 2022), the remaining 40% of the Pre-IPO Share Options (the "Third Batch Options") granted to an individual grantee shall become exercisable by such grantee, and all unexercised Third Batch Options shall lapse and be deemed as cancelled and void on the fifth anniversary date of the Third Exercisable Date.

於上市日期起計第三週年當日(「第三個可行使日期」)(即二零二二年六月十三日)，向一名獨立承授人授出之餘下40%首次公開發售前購股權(「第三批購股權」)可由該名承授人行使，於第三個可行使日期起計第五週年當日所有未獲行使之第三批購股權應失效並被視為已註銷及作廢。

An offer shall remain open for acceptance by the eligible participant concerned for a period of not less than three business days from the date of offer, except for any offer which is made within the last three business days of the life of the Pre-IPO Share Option Scheme, the offer shall remain open for acceptance on a business day by the eligible participant concerned for a period of not longer than the remaining life of the Pre-IPO Share Option Scheme.

要約自要約日期起計不少於三個營業日期間仍可供合資格參與者接納，除非要約於首次公開發售前購股權計劃年期的最後三個營業日內作出，則要約須於不超過首次公開發售前購股權計劃餘下年期的期限內可供有關合資格參與者於任何營業日接納。

An offer shall be accepted when the Company receives the duly signed offer letter from the grantee together with a remittance of HK\$1.00 (or such other nominal sum in any currency as the Board may determine) in favour of the Company as consideration for the grant thereof. Such remittance shall in no circumstances be refundable.

當本公司接獲承授人妥為簽署的要約函件，連同以本公司為受益人的1.00港元(或董事會可能釐定以任何貨幣計值的其他面值)匯款以作為授出要約的代價時，要約即予以接納。該匯款在任何情況下概不退還。

The exercise price of the Pre-IPO Share Options will be HK\$0.45.
首次公開發售前購股權之行使價將為0.45港元。

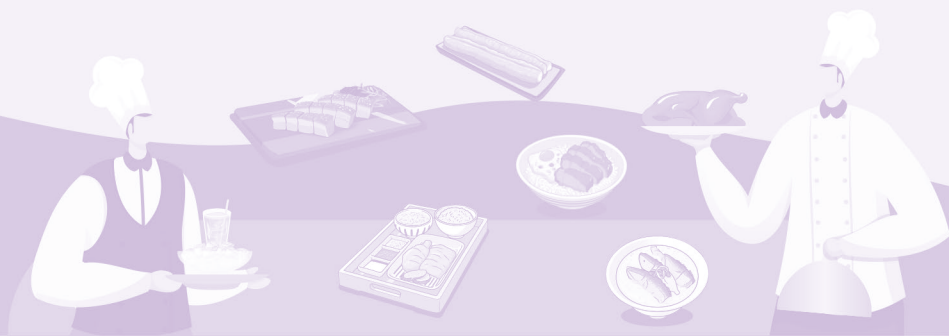
No further share options will be granted after the Listing Date but in all other respects the provisions of the Pre-IPO Share Scheme shall remain in full force and effect to the extent necessary to give effect to the exercise of any share options granted prior thereto or otherwise as may be required in accordance with the provisions of the Pre-IPO Share Option Scheme.

於上市日期後將不會進一步授出購股權，惟首次公開發售前購股權計劃的條文於所有其他方面仍具十足效力及作用，致使此前或根據首次公開發售前購股權計劃的條文所規定任何已授出購股權有效行使。

截至二零二五年十二月三十一日止年度，概無購股權根據首次公開發售前購股權計劃獲授出、行使、註銷或失效。於二零二五年十二月三十一日，首次公開發售前購股權計劃項下概無尚未行使之本公司購股權。

DIRECTORS' REPORT

董事會報告



SHARE OPTION SCHEMES (Continued)

購股權計劃(續)

(b) Post-IPO Share Option Scheme

(b) 首次公開發售後購股權計劃

1. The purpose of the Post-IPO Share Option Scheme

首次公開發售後購股權計劃之目的

- (a) The Post-IPO Share Option Scheme is a share incentive scheme and is established to recognise and acknowledge the contributions that Eligible Participants (as defined below) had made or may make to the Group.

首次公開發售後購股權計劃為一項股份獎勵計劃，設立目的為肯定及表揚合資格參與者(定義見下文)對本集團已作出或可能作出之貢獻。

- (b) The Post-IPO Share Option Scheme will provide the Eligible Participants with an opportunity to acquire proprietary interests in the Company with the view to achieving the following principal objectives:

首次公開發售後購股權計劃將為合資格參與者提供獲取本公司所有權權益之機會，以期達到以下主要目標：

- (i) motivate the Eligible Participants to optimise their performance and efficiency for the benefit of the Group; and

鼓勵合資格參與者為本集團利益提升表現及效率；及

- (ii) attract and retain or otherwise maintain ongoing business relationship with the Eligible Participants whose contributions are, will or expected to be beneficial to the Group.

吸引及挽留或以其他方式繼續維持與現正、將會或預期會為本集團作出有利貢獻之合資格參與者之間的業務關係。

2. The participants of the Post-IPO Share Option Scheme

首次公開發售後購股權計劃之參與者

The Board may at its discretion grant options to the following Eligible Participants*:

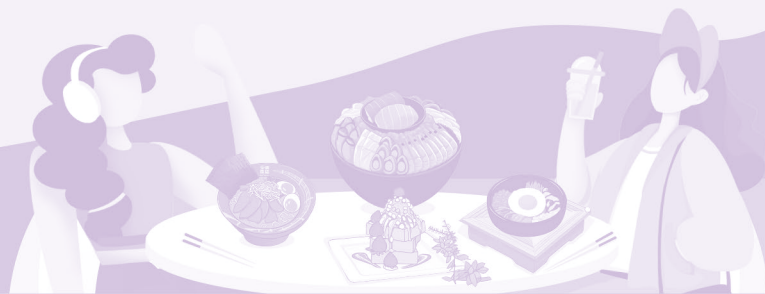
董事會可酌情向以下合資格參與者授出購股權*：

- (i) any Director, employee, consultant, professional, customer, supplier, agent, partner or adviser of or contractor to the Group or a company in which the Group holds an interest or a subsidiary of such company ("Affiliate"); or

本集團或本集團持有權益之公司或該公司之附屬公司(「聯屬公司」)之任何董事、僱員、諮詢人、專業人士、客戶、供應商、代理、合夥人、顧問或承包商；或

* The grant of share options to any Eligible Participants shall be subject always to the provisions of Chapter 17 of the Listing Rules as amended from time to time.

* 向任何合資格參與者授出購股權必須一直遵守上市規則第17章項下經不時修訂的條文。



SHARE OPTION SCHEMES (Continued)

(b) Post-IPO Share Option Scheme (Continued)

3. The total number of securities available for issue under the Post-IPO Share Option Scheme together with the percentage of the issued shares (excluding treasury shares) that it represents as at the date of the annual report

根據首次公開發售後購股權計劃可發行之證券總數及其佔年度報告日期當日已發行股份(不包括庫存股份)之百分比

購股權計劃(續)

(b) 首次公開發售後購股權計劃(續)

- (ii) the trustee of any trust the beneficiary of which or any discretionary trust the discretionary objects of which include any Director, employee, consultant, professional, customer, supplier, agent, partner or adviser of or contractor to the Group or an Affiliate; or

任何信託或任何全權信託之受託人，而有關信託之受益人或有關全權信託之全權信託受益人包括本集團或聯屬公司之任何董事、僱員、諮詢人、專業人士、客戶、供應商、代理、合夥人、顧問或承包商；或

- (iii) a company beneficially owned by any director, employee, consultant, professional, customer, supplier, agent, partner, adviser of or contractor to the Group or an Affiliate.

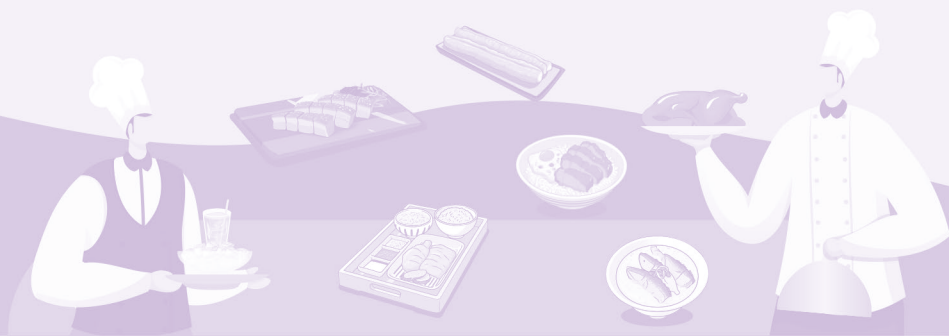
本集團或聯屬公司之任何董事、僱員、諮詢人、專業人士、客戶、供應商、代理、合夥人、顧問或承包商實益擁有之公司。

The maximum number of shares in respect of which options may be granted under the Post-IPO Share Option Scheme and any other share option schemes involving the issue or grant of options or similar rights over shares or other securities by the Company shall not, in aggregate, exceed 10% of the issued share capital of the Company as at the Listing Date, i.e. 100,000,000 shares (which represented approximately 10.29% of the total issued shares of the Company (excluding treasury shares, if any) as at the date of this annual report*).

根據首次公開發售後購股權計劃及任何其他涉及本公司就股份或其他證券發行或授出購股權或類似權利的購股權計劃而可授出購股權所涉及之最高股份數目，合共不得超過本公司於上市日期已發行股本的10%，即100,000,000股(相當於本公司於本年報日期已發行股份(不包括庫存股份(如有))總數約10.29%)。

* Any grant of options under the Post-IPO Share Option Scheme is subject to the rules of the Post-IPO Share Option Scheme and Chapter 17 of the Listing Rules as amended from time to time.

* 依據首次公開發售後購股權計劃授出任何購股權須遵守首次公開發售後購股權計劃的規則及不時修訂的上市規則第17章。



SHARE OPTION SCHEMES (Continued)

(b) Post-IPO Share Option Scheme (Continued)

4. The maximum entitlement of each participant under the Post-IPO Share Option Scheme

首次公開發售後購股權計劃項下向各參與者授出購股權之上限

5. The period within which the securities must be taken up under an option

根據購股權須認購證券之期限

購股權計劃(續)

(b) 首次公開發售後購股權計劃(續)

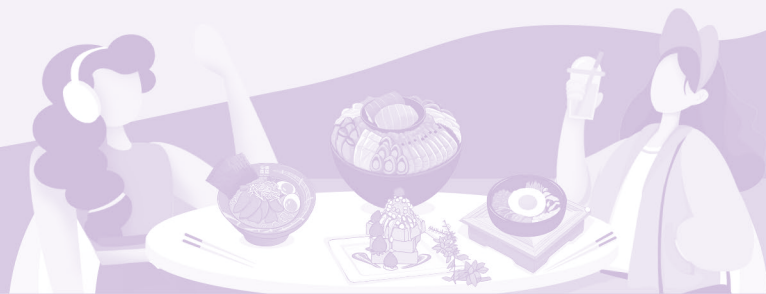
The maximum number of shares which may be issued upon the exercise of all outstanding options granted and yet to be exercised under the Post-IPO Share Option Scheme and any other schemes shall not, in aggregate, exceed 10% of the issued shares of the Company from time to time, which is 97,141,900 shares as at the date of this report. No options may be granted under any schemes of the Company if this will result in the said 10% limit being exceeded. 因根據首次公開發售後購股權計劃及任何其他計劃已授出但尚未行使的全部購股權獲行使而可能發行的最高股份數目，合共不得超過本公司不時之已發行股份的10%，即於本報告日期為97,141,900股股份。如將導致超過上述10%限額，則不得根據本公司任何計劃授出購股權。

No option may be granted to any Eligible Participant which, if exercised in full, would result in the total number of shares issued and to be issued upon exercise of the options already granted or to be granted to such Eligible Participant under the Post-IPO Share Option Scheme (including exercised, cancelled and outstanding share options) in the twelve-month period up to and including the date of such new grant exceeding 1% in aggregate of the issued share capital of the Company as at the date of such grant. Any grant of further share options above this limit shall be subject to certain requirements provided under the Listing Rules.

倘購股權獲全面行使將導致任何合資格參與者於直至該授出當日(包括該日)十二個月期間內，因根據首次公開發售後購股權計劃已獲授或將獲授之購股權(包括已行使、已註銷及尚未行使之購股權)獲行使後發行及將發行之股份總數合共超出本公司於該授出當日之已發行股本之1%，則不得向該合資格參與者授出購股權。授出超出該限額之任何額外購股權須遵守上市規則項下之若干規定。

An option may be exercised in accordance with the terms of the Post-IPO Share Option Scheme and the terms of grant thereof at any time during the applicable option period, which is not more than ten years from the date of grant of option.

可於適用購股權期間(不超過授出購股權當日起計十年)隨時根據首次公開發售後購股權計劃之條款及授出購股權之條款行使購股權。



SHARE OPTION SCHEMES (Continued)

(b) Post-IPO Share Option Scheme (Continued)

6. The minimum period for which an option must be held before it can be exercised

購股權可予行使前須持有之最短期間

7. The amount payable on application or acceptance of the option

申請或接納購股權時應付之款項

購股權計劃(續)

(b) 首次公開發售後購股權計劃(續)

There is no general requirement on the minimum period for which an option must be held or the performance targets which must be achieved before an option can be exercised under the terms of the Post-IPO Share Option Scheme. However, at the time of granting any option, the Board may, on a case by case basis, make such grant subject to such conditions, restrictions or limitations including (without limitation) those in relation to the minimum period of the options to be held and/or the performance targets to be achieved as the Board may determine in its absolute discretion.

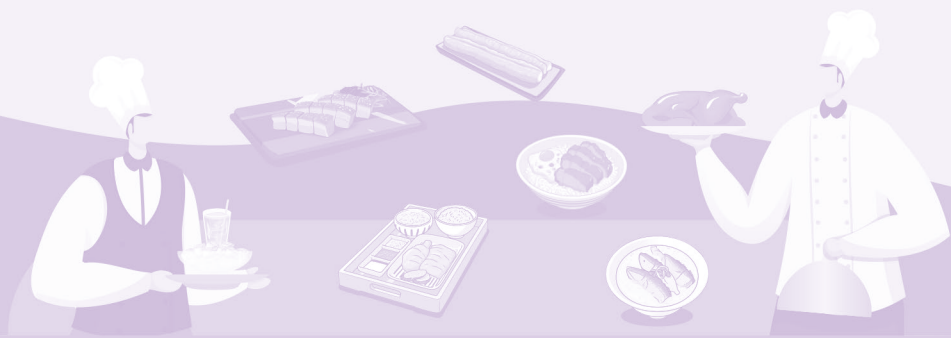
根據首次公開發售後購股權計劃之條款，並無有關購股權可予行使前須持有購股權之最短期間或須達成績效目標之一般規定。然而，董事會可於授出任何購股權時按個別情況施加條件、限制或規限，包括但不限於董事會可能全權酌情釐定須持有購股權之最短期間及／或須達致之績效目標。

An offer by the Company to an Eligible Participant to accept an option ("Offer") in accordance with the Post-IPO Share Option Scheme shall remain open for acceptance by the eligible participant concerned for a period of not less than three business days from the date of Offer, except for any Offer which is made within the last three business days of the life of the Post-IPO Share Option Scheme, the Offer shall remain open for acceptance on a business day by the eligible participant concerned for a period of not longer than the remaining life of the Post-IPO Share Option Scheme.

本公司根據首次公開發售後購股權計劃向合資格參與者提呈接納購股權的要約(「要約」)，自要約日期起計不少於三個營業日期間仍可供合資格參與者接納，除非要約於首次公開發售後購股權計劃年期的最後三個營業日內作出，則要約須於不超過首次公開發售後購股權計劃餘下年期的期限內可供有關合資格參與者於任何營業日接納。

DIRECTORS' REPORT

董事會報告



SHARE OPTION SCHEMES (Continued)

(b) Post-IPO Share Option Scheme (Continued)

8. The basis of determination of the exercise price

釐定行使價之基準

購股權計劃(續)

(b) 首次公開發售後購股權計劃(續)

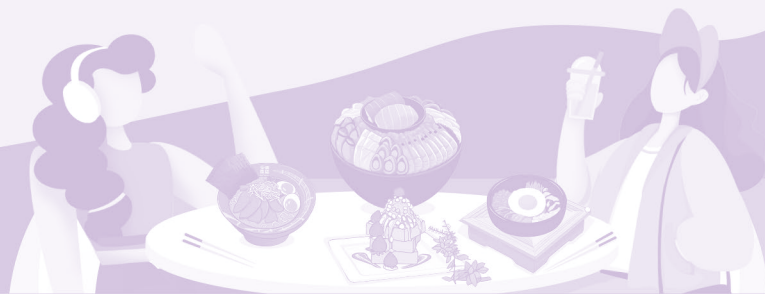
An Offer shall be accepted when the Company receives the duly signed Offer letter from the grantee together with a remittance of HK\$1.00 (or such other nominal sum in any currency as the Board may determine) in favour of the Company as consideration for the grant thereof. Such remittance shall in no circumstances be refundable.

當本公司接獲承授人妥為簽署的要約函件，連同以本公司為受益人的1.00港元(或董事會可能釐定以任何貨幣計值的其他面值)匯款以作為授出要約的代價時，要約即予以接納。該匯款在任何情況下概不退還。

The exercise price for any share under the Post-IPO Share Option Scheme shall be a price determined by the Board and notified to each grantee and shall be not less than the highest of:

首次公開發售後購股權計劃項下任何股份之行使價應由董事會釐定及通知各承授人，惟該價格不得低於以下各項之最高者：

- (i) the closing price of a share as stated in the Stock Exchange's daily quotations sheet on the date of grant of the relevant option, which must be a business day;
於授出有關購股權日期(該日必須為營業日)在聯交所每日報價表所報股份收市價；
- (ii) an amount equivalent to the average closing price of a share as stated in the Stock Exchange's daily quotation sheets for the five business days immediately preceding the date of grant of the relevant option; and
相等於緊接授出有關購股權日期前五個營業日在聯交所每日報價表所報股份平均收市價之金額；及
- (iii) the nominal value of a share on the date of grant.
股份於授出日期之面值。



SHARE OPTION SCHEMES (Continued)

(b) Post-IPO Share Option Scheme (Continued)

9. The remaining life of the Post-IPO Share Option Scheme
首次公開發售後購股權計劃之
餘下年期

No share option has been granted under the Post-IPO Share Option Scheme since the date of adoption of the Post-IPO Share Option Scheme up to the date of this report. As at 1 January 2025 and 31 December 2025, the total number of share options available for grant under the scheme mandate in respect of the Post-IPO Share Options Scheme was 100,000,000*. No service provider sub-limit was set under the Post-IPO Share Option Scheme.

* Any grant of options under the Post-IPO Share Option Scheme is subject to the rules of the Post-IPO Share Option Scheme and Chapter 17 of the Listing Rules as amended from time to time.

購股權計劃(續)

(b) 首次公開發售後購股權計劃(續)

The exercise price shall also be subject to any adjustments made in a situation contemplated under the event of any alteration in our capital structure while an option remains exercisable, and such event arises from, including a capitalisation of the Company profits or reserves, rights issue, consolidation, reclassification, subdivision or reduction of the share capital of the Company, such corresponding alterations (if any) shall be made to the number or nominal amount of shares subject to the options so far as unexercised; and/or the exercise price; and/or the method of exercise of the options; and/or the maximum number of shares subject to the Post-IPO Share Option Schemes.

行使價亦可於購股權仍為可行使時，在本公司股本結構出現任何變動而設想的情況下作出任何調整，致使有關股本結構變動的原因包括本公司溢利或儲備資本化、供股、合併、重新分類、拆細或削減本公司股本，而相應調整(如有)須就屆時尚未行使購股權涉及的股份數目或面值；及/或行使價；及/或購股權行使方式；及/或首次公開發售後購股權計劃所涉及之最高股份數目作出。

The Post-IPO Share Option Scheme remains in force until 21 May 2029.

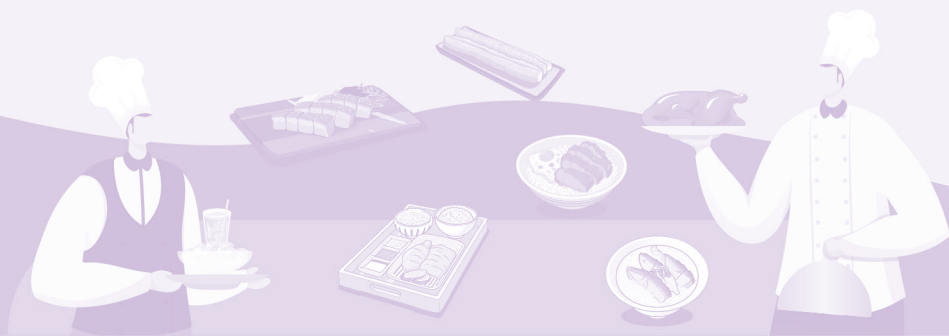
首次公開發售後購股權計劃之有效期至二零二九年五月二十一日。

自採納首次公開發售後購股權計劃日期起至本報告日期，概無根據首次公開發售後購股權計劃授出購股權。於二零二五年一月一日及二零二五年十二月三十一日，首次公開發售後購股權計劃相關之計劃授權項下可授出的購股權總數為100,000,000份*。首次公開發售後購股權計劃項下概無設立服務供應商分項限額。

* 依據首次公開發售後購股權計劃授出任何購股權須遵守首次公開發售後購股權計劃的規則及不時修訂的上市規則第17章。

DIRECTORS' REPORT

董事會報告



INTERESTS OF DIRECTORS AND CHIEF EXECUTIVES

As at 31 December 2025, the interests and short positions of the Directors and chief executives of the Company in the shares, underlying shares or debentures of the Company and its associated corporations (within the meaning of Part XV of the SFO) as recorded in the register maintained by the Company pursuant to Section 352 of the SFO or as otherwise notified to the Company and the Stock Exchange pursuant to the Model Code were as follows:

Long Position in the shares of the Company

| Name of Director | Capacity | Number of ordinary shares held | Approximate percentage of issued ordinary shares (Note (i)) |
|----------------------------|--|--------------------------------------|---|
| 董事姓名 | 身份 | 所持普通股數目 | 佔已發行普通股之概約百分比(附註(i)) |
| Mr. Chan Ka Keung 陳家強先生 | Beneficial owner 實益擁有人 | 7,631,000 | 0.79% |
| | Executor or administrator 遺囑執行人或遺產管理人 | 541,076,500 (Note (ii)) (附註(ii)) | 55.70% |
| Ms. Chan 陳女士 | Beneficial owner 實益擁有人 | 12,769,000 (Note (iii)) (附註(iii)) | 1.31% |
| Mr. Ho Ping Kee 何炳基先生 | Interest of spouse 配偶權益 | 3,000,000 | 0.31% |

Notes:

- (i) The percentage of shareholding is calculated on the basis of the Company's total number of issued shares of 971,419,000 shares as at 31 December 2025.
- (ii) Chun Fat is owned as to approximately 83.23% by the late Mr. Chan Wing On. As at 31 December 2025, Chun Fat held 538,449,500 ordinary shares of the Company. In addition, Mr. Chan Wing On held 2,627,000 ordinary shares of the Company beneficially. Mr. KK Chan is interested in the capacity of an executor in 541,076,500 ordinary shares of the Company in which Mr. Chan Wing On was interested.

董事及高級行政人員之權益

於二零二五年十二月三十一日，本公司董事及高級行政人員於本公司及其相聯法團(定義見證券及期貨條例第XV部)的股份、相關股份或債權證中，擁有須記錄於本公司根據證券及期貨條例第352條規定須存置的登記冊，或根據標準守則須另行知會本公司及聯交所之權益及淡倉如下：

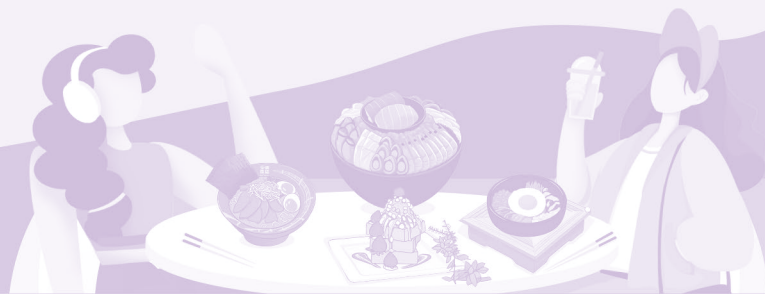
於本公司股份之好倉

附註：

- (i) 股權百分比按於二零二五年十二月三十一日本公司已發行股份總數971,419,000股股份計算。
- (ii) 俊發由已故陳永安先生擁有約83.23%權益。於二零二五年十二月三十一日，俊發持有538,449,500股本公司普通股。另外，陳永安先生實益擁有2,627,000股本公司普通股。陳家強先生以遺囑執行人身份於陳永安先生擁有權益之541,076,500股本公司普通股中擁有權益。

DIRECTORS' REPORT

董事會報告



INTERESTS OF DIRECTORS AND CHIEF EXECUTIVES (Continued)

董事及高級行政人員之權益(續)

Long Position in the shares of the Company (Continued)

於本公司股份之好倉(續)

Notes: (Continued)

附註：(續)

- (iii) As at 31 December 2025, Ms. Chan was beneficially interested in 12,769,000 ordinary shares of the Company.
- (iv) No pledging of shares by the controlling shareholders under Rule 13.17 of the Listing Rules.

- (iii) 於二零二五年十二月三十一日，陳女士擁有12,769,000股本公司普通股之實益權益。
- (iv) 控股股東並無作出上市規則第13.17條項下之股份質押。

Interests in the shares of associated corporation of the Company

於本公司相聯法團股份之權益

| Name of associated corporation | Name of Director | Capacity | Number of ordinary shares held | Approximate percentage of issued ordinary shares (Note) |
|--------------------------------|-------------------------|---------------------------------------|--------------------------------|---|
| 相聯法團名稱 | 董事姓名 | 身份 | 所持普通股數目 | 佔已發行普通股之概約百分比(附註) |
| Chun Fat 俊發 | Mr. Chan Ka Keung 陳家強先生 | Executor or administrator 遺囑執行人或遺產管理人 | 166,458 | 83.23% |
| Chun Fat 俊發 | Mr. Ho Ping Kee 何炳基先生 | Beneficial owner 實益擁有人 | 19,866 | 9.93% |
| Chun Fat 俊發 | Mr. Yuen Chi Ming 袁志明先生 | Beneficial owner 實益擁有人 | 13,676 | 6.84% |

Note:

附註：

The percentage of shareholding is calculated on the basis of the total number of 200,000 issued shares of Chun Fat as at 31 December 2025.

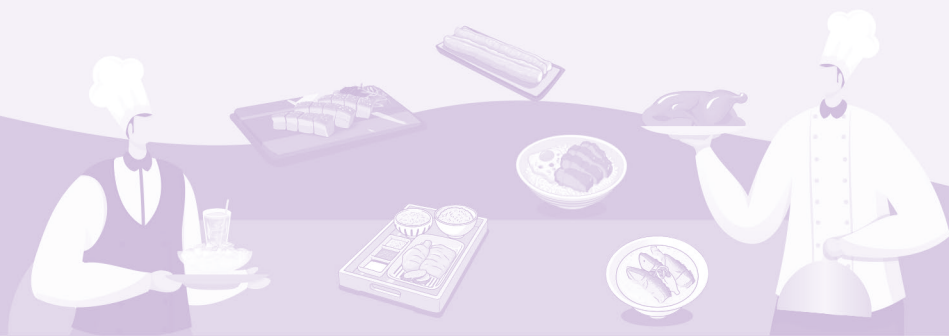
股權百分比按於二零二五年十二月三十一日俊發已發行股份總數200,000股股份計算。

Save as disclosed above, as at 31 December 2025, none of the Directors and chief executives of the Company had any interests or short positions in any shares, underlying shares or debentures of the Company or any of its associated corporations (within the meaning of Part XV of the SFO) as recorded in the register maintained by the Company pursuant to Section 352 of the SFO or as otherwise notified to the Company and the Stock Exchange pursuant to the Model Code.

除上文所披露者外，於二零二五年十二月三十一日，概無本公司董事及高級行政人員於本公司或其任何相聯法團(定義見證券及期貨條例第XV部)的任何股份、相關股份或債權證中，擁有須記錄於本公司根據證券及期貨條例第352條規定須存置的登記冊，或根據標準守則須另行知會本公司及聯交所之權益或淡倉。

DIRECTORS' REPORT

董事會報告



EQUITY-LINKED AGREEMENTS

Save as disclosed in the section headed "Share Option Schemes" above, no equity-linked agreements were entered into by the Company for the year ended 31 December 2025 or subsisted during the year.

DIRECTORS' RIGHTS TO ACQUIRE SHARES OR DEBENTURES

Other than the Share Option Schemes as disclosed above, at no time for the year ended 31 December 2025 was the Company or any of its subsidiaries a party to any arrangements to enable the Directors to acquire benefits by means of the acquisition of shares or underlying shares in, or debentures of, the Company or any other body corporate.

INTERESTS OF SUBSTANTIAL SHAREHOLDERS AND OTHER PERSONS IN SHARES AND UNDERLYING SHARES

As at 31 December 2025, the following parties (other than the Director) had interests or short positions in the shares and underlying shares of the Company as recorded in the register maintained by the Company pursuant to Section 336 of the SFO:

Long Position in the shares of the Company

| Name of Shareholder | Capacity | Number of ordinary shares held | Approximate percentage of issued ordinary shares (Note (i)) |
|---------------------|----------------------------|-------------------------------------|---|
| 股東姓名 | 身份 | 所持普通股數目 | 佔已發行普通股之概約百分比(附註(i)) |
| Chun Fat 俊發 | Beneficial owner 實益擁有人 | 538,449,500 | 55.43% |
| Ms. Hung 洪女士 | Interest of spouse 配偶權益 | 548,707,500 (Note (ii)) (附註(ii)) | 56.49% |

股份掛鈎協議

除上文「購股權計劃」一節所披露者外，本公司於截至二零二五年十二月三十一日止年度內並無訂立或於年內並無存續股份掛鈎協議。

董事認購股份或債權證之權利

除上文所披露之購股權計劃外，於截至二零二五年十二月三十一日止年度之任何時間，本公司或其任何附屬公司概無訂立任何安排，使董事可藉購入本公司或任何其他法人團體之股份、相關股份或債權證而獲益。

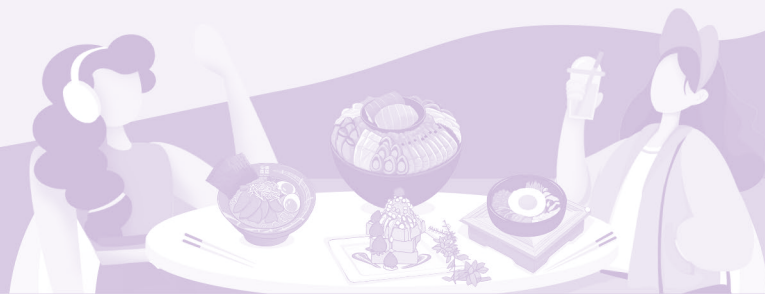
主要股東及其他人士於股份及相關股份之權益

於二零二五年十二月三十一日，下列人士(董事除外)於本公司股份及相關股份中擁有須記錄於本公司根據證券及期貨條例第336條規定須存置的登記冊之權益或淡倉：

於本公司股份之好倉

DIRECTORS' REPORT

董事會報告



INTERESTS OF SUBSTANTIAL SHAREHOLDERS AND OTHER PERSONS IN SHARES AND UNDERLYING SHARES (Continued)

Long Position in the shares of the Company (Continued)

Note:

- (i) The percentage of shareholding is calculated on the basis of the Company's total number of issued shares of 971,419,000 shares as at 31 December 2025.
- (ii) As at 31 December 2025, Ms. Hung, being the spouse of Mr. KK Chan, was deemed to be interested in 548,707,500 ordinary shares of the Company in which Mr. KK Chan was interested, being 541,076,500 ordinary shares of the Company in which Mr. KK Chan was interested in the capacity of an executor and 7,631,000 ordinary shares of the Company directly held by Mr. KK Chan.

Save as disclosed above, as at 31 December 2025, there were no other parties (other than the Director) who had interests or short positions in the shares or underlying shares of the Company as recorded in the register maintained by the Company pursuant to Section 336 of the SFO.

PERMITTED INDEMNITY PROVISION

The Articles of Association provides that every Director and other officers of the Company shall be indemnified out of the assets and profits of the Company against all losses or expenses which he/she may sustain or incur in or about the execution of the duties of his/her office. The Company has maintained appropriate Directors' and officers' liability insurance in respect of relevant legal actions against the Directors and officers.

DIRECTORS' INTERESTS IN COMPETING BUSINESS

None of the Directors is interested in any business apart from the Company's business that competes or is likely to compete, either directly or indirectly, with the Company's business.

主要股東及其他人士於股份及相關股份之權益(續)

於本公司股份之好倉(續)

附註：

- (i) 股權百分比按於二零二五年十二月三十一日本公司已發行股份總數971,419,000股計算。
- (ii) 於二零二五年十二月三十一日，陳家強先生的配偶洪女士被視作於陳家強先生擁有權益的548,707,500股本公司普通股中擁有權益，即由陳家強先生作為遺囑執行人之身份擁有權益的541,076,500股本公司普通股及由陳家強先生直接持有的7,631,000股本公司普通股。

除上文所披露者外，於二零二五年十二月三十一日，概無其他人士(董事除外)於本公司股份或相關股份中擁有須記錄於本公司根據證券及期貨條例第336條規定須存置的登記冊之權益或淡倉。

獲准彌償條文

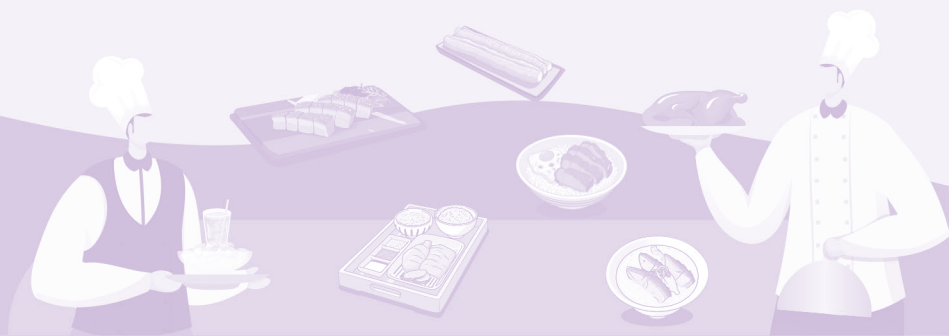
組織章程細則訂明，本公司各董事及其他高級職員可就履行其職務蒙受或招致的所有虧損或開支自本公司資產及溢利中獲得彌償。本公司已就董事及高級職員可能面對之有關法律行動投購適當的董事及高級職員責任保險。

董事在競爭業務之權益

除本公司業務外，概無董事於其他直接或間接與本公司的業務構成競爭或可能構成競爭之業務中擁有權益。

DIRECTORS' REPORT

董事會報告



RELATED PARTY TRANSACTIONS

Details of related party transactions entered into by the Group in the ordinary course of business during the year are set out in note 30 to the consolidated financial statements. The Board confirms none of the related party transactions as disclosed under note 30 to the consolidated financial statements fall under the definition of connected transaction or continuing connected transaction as defined in Chapter 14A of the Listing Rules.

MAJOR CUSTOMERS AND SUPPLIERS

During the year, 22.7% of the Group's purchases were attributable to the Group's five largest suppliers with the largest supplier accounted for 6.7% of the Group's purchases. The Group's revenue from sales of goods or rendering of services attributable to the Group's five largest customers was less than 5.0%.

None of the Directors, their close associates or any Shareholders, which to the knowledge of the Directors owned more than 5% of the Company's total number of issued shares (excluding treasury shares, if any), had a beneficial interest in any of the Group's five largest suppliers and customers.

PURCHASE, SALE AND REDEMPTION OF LISTED SECURITIES

During the year ended 31 December 2025, the Company repurchased a total of 27,540,000 shares on the Stock Exchange for an aggregate amount (excluding trading expenses) of HK\$25,120,320 in January 2025. The highest and lowest price paid for such purchases were HK\$0.97 and HK\$0.79 respectively.

Such repurchased shares were subsequently cancelled on 28 February 2025. The Board believes that the share repurchase is able to show the Company's confidence in the long-term prospect of its business and will bring benefits to the Company and value to its Shareholders in the long run, and therefore is in the best interests of the Company and its Shareholders as a whole.

關聯方交易

有關本集團於年內在日常業務過程中訂立的關聯方交易的詳情，載於綜合財務報表附註30。董事會確認，綜合財務報表附註30所披露的關聯方交易不屬於上市規則第14A章所界定的關連交易或持續關連交易。

主要客戶及供應商

於本年度，本集團五大供應商佔本集團採購額的22.7%，而最大供應商佔本集團採購額的6.7%。本集團五大客戶於本集團銷售貨品或提供服務所得收益的佔比少於5.0%。

董事、彼等之緊密聯繫人或據董事所知持有本公司已發行股份（不包括庫存股份（如有））總數5%以上的任何股東概無於本集團五大供應商及客戶中擁有任何實益權益。

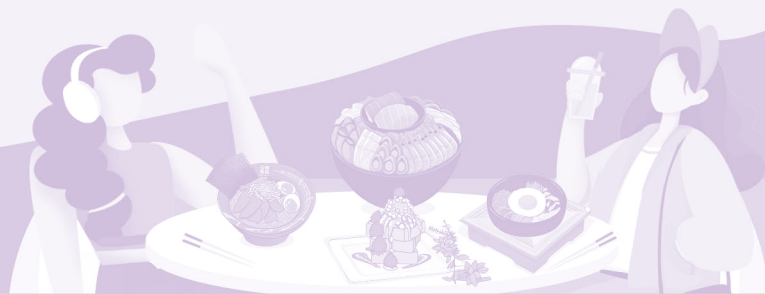
購買、出售及贖回上市證券

於截至二零二五年十二月三十一日止年度期間，本公司於二零二五年一月在聯交所以總額（不包括交易費用）25,120,320港元購回合共27,540,000股股份，就有關贖回已付每股最高及最低價分別為0.97港元及0.79港元。

該等已購回之股份隨後於二零二五年二月二十八日註銷。董事會相信，股份購回可展示本公司對其業務的長遠前景充滿信心，且最終會為本公司帶來裨益及為本公司股東創造價值，因此符合本公司及其股東整體最佳利益。

DIRECTORS' REPORT

董事會報告



INDEPENDENCE OF INDEPENDENT NON-EXECUTIVE DIRECTORS

The Company has received from each of the Independent Non-Executive Directors, an annual written confirmation of his/her independence as regards each of the factors referred to in Rule 3.13 of Listing Rules. The Company considers that all of the Independent Non-Executive Directors are independent.

EMOLUMENT POLICY

Details of the Directors' and senior management's emoluments and of the five highest paid individuals in the Group are set out in notes 9 and 10 to the financial statements respectively.

The emolument policy of the employees of the Group is set up by the senior management of the Group on the basis of their merit, qualifications and competence.

The emoluments of the Directors and senior management of the Company are decided by the Remuneration Committee, having regard to the Company's operating results, individual performance and prevailing market conditions.

RETIREMENT BENEFITS PLANS

The Group operates a Mandatory Provident Fund Scheme for all qualifying employees in Hong Kong. The assets of the scheme are held separately from those of the Group, in funds under the control of trustees. The Group and each employee make monthly mandatory contributions of 5% of relevant payroll costs with monthly cap of HK\$1,500 to the scheme.

The employees of the Group's subsidiaries in Chinese Mainland and Macau are members of the state-managed retirement benefits plan operated by the respective governments. The subsidiaries are required to contribute a specified percentage of payroll costs to the retirement benefits scheme to fund the benefits. The only obligation of the Group with respect to the retirement benefits scheme is to make the specified contributions.

During the year no forfeited contributions are available to reduce the contribution payable in future years.

獨立非執行董事之獨立性

本公司已接獲各獨立非執行董事就與上市規則第3.13條所述的各項因素有關的獨立性之年度確認書。本公司認為全體獨立非執行董事均為獨立人士。

薪酬政策

有關董事及高級管理層薪酬以及本集團五名最高薪酬人士之詳情，分別載於財務報表附註9及10。

本集團僱員之薪酬政策由本集團之高級管理層按各員工之長處、資格及才能而釐定。

本公司董事及高級管理層之薪酬由薪酬委員會根據本公司營運業績、個人表現及現行市況而釐定。

退休福利計劃

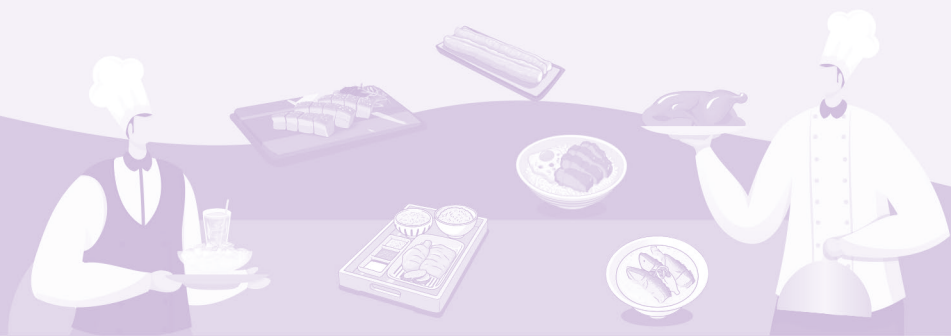
本集團為香港全體合資格僱員實施強制性公積金計劃。該計劃的資產作為由受託人控制的基金與本集團資產分開持有。本集團及每名僱員每月向該計劃作出強制性供款，供款額為相關工資成本的5%，每月上限為1,500港元。

本集團在中國內地及澳門的附屬公司的僱員均為各地相關政府管理的國家管理退休福利計劃的成員。附屬公司須按工資成本的特定百分比向退休福利計劃供款，以就有關福利撥資。本集團對退休福利計劃的唯一責任是作出指定供款。

年內概無沒收供款可供減低未來年度的應付供款。

DIRECTORS' REPORT

董事會報告



PRE-EMPTIVE RIGHTS

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

CHANGES IN DIRECTORS' INFORMATION

The change in Directors' information as required to be disclosed pursuant to Rule 13.51B of the Listing Rules is set out below:

It was recommended by the Remuneration Committee and approved by the Board that the monthly basic salary and allowance of Mr. Chan Ka Keung would be increased from HK\$218,200 to HK\$380,000 and that of Ms. Chan Shuk Fong would be increased from HK\$263,700 to HK\$349,200.

SUFFICIENCY OF PUBLIC FLOAT

Based on the information publicly available to the Company and within the knowledge of the Directors as at the date of this report, the Company has maintained the prescribed public float under the Listing Rules.

DONATIONS

During the year, the Group made charitable and other donations amounting to approximately HK\$619,000.

AUDITOR

A resolution will be submitted to the forthcoming AGM to re-appoint Messrs. Ernst & Young as the auditor of the Company.

On behalf of the Board

Chan Ka Keung
Chairman

Hong Kong, 20 March 2026

優先購買權

組織章程細則或開曼群島法例概無有關優先購買權之條文，以規定本公司須按比例向現有股東提呈發售新股。

董事資料變動

根據上市規則第13.51B條須予披露之董事資料變動如下：

薪酬委員會建議及董事會已批准陳家強先生的每月基本薪金及津貼由218,200港元增加至380,000港元，以及陳淑芳女士的每月基本薪金及津貼由263,700港元增加至349,200港元。

充足公眾持股量

於本報告日期，根據本公司可獲得的公開資料及據董事所知，本公司維持上市規則規定的公眾持股量。

捐款

於本年度，本集團已作出為數約619,000港元的慈善及其他捐款。

核數師

本公司將於應屆股東週年大會上提呈重聘安永會計師事務所擔任本公司核數師的決議案。

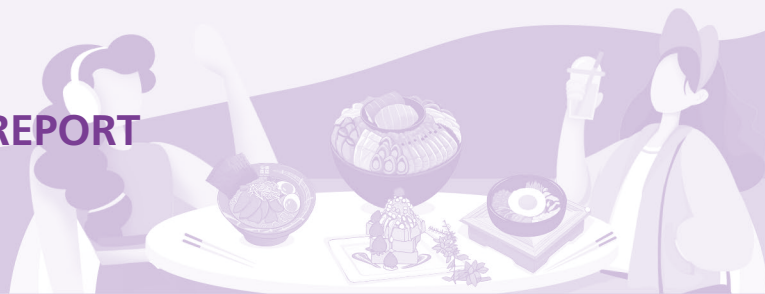
代表董事會

主席
陳家強

香港，二零二六年三月二十日

CORPORATE GOVERNANCE REPORT

企業管治報告



The Board is committed to maintaining high standard of corporate governance practices and procedures and complying with the statutory and regulatory requirements with an aim to maximising the value and interests of the Shareholders, as well as enhancing the transparency and accountability to the stakeholders.

OUR VISION, MISSION AND CORE VALUES

The Company's success is driven by a relentless focus on its vision, mission and core values. These are rooted in having extraordinary focus on strong operating fundamentals, which enable our restaurant teams to create exceptional customer experiences on a daily basis.

The Company's vision is to attract talents, promote industrial innovation and drive sustainable development by offering customers diversified choices and pleasant dining experiences. Corporate strategy is underpinned by the four core values being People Oriented, Customer First, Quality Prioritised and Innovation for Development across all levels of the Group from both a performance and a competency perspective. By implementing a 5-S Management Philosophy, namely Structuralize, Systematize, Sanitize, Standardize, Self-discipline, the Group strengthens its cultural framework and enhance its long-term values for its shareholders.

CORPORATE GOVERNANCE PRACTICES

The Company has applied the principles and complied with the code provisions set out in the CG Code contained in Appendix C1 of the Listing Rules.

To the best knowledge of the Board, throughout the Reporting Period, the Company has complied with all the code provisions as set out in the CG Code and applied the principles contained therein.

董事會致力維持高水平的企業管治常規及程序，且遵守法定及監管規定，旨在為股東帶來最大的價值及利益，同時提高對持份者的透明度及問責性。

我們的願景、使命及核心價值觀

本公司貫徹願景、使命和核心價值觀，從而取得傑出成就。這是建基於我們極度重視穩健的經營基礎，讓我們的餐廳團隊每天為客人提供卓越的餐飲體驗。

本公司的願景是為顧客提供更多元化的餐飲選擇及愉快的用餐體驗，匯聚人才，促進產業創新和推動可持續發展。本集團重視表現與能力，秉持以人為本、以客為先、重視品質及創新求變四大核心價值觀，在集團上下貫徹執行公司策略。本集團通過推行常組織、常整頓、常清潔、常規範及常自律的五常法管理理念，增強文化框架，提升股東長遠價值。

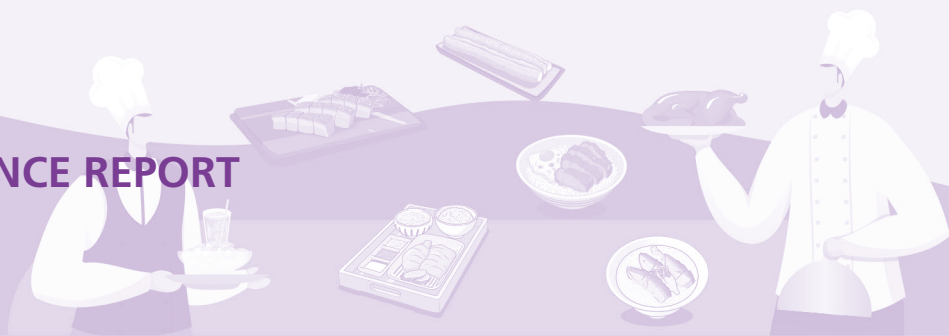
企業管治常規

本公司已應用上市規則附錄C1中之企業管治守則所載之原則並遵守當中所載之守則條文。

據董事會所深知，於報告期間，本公司一直遵守企業管治守則所載之所有守則條文，並應用當中所載原則。

CORPORATE GOVERNANCE REPORT

企業管治報告



DIRECTORS' SECURITIES TRANSACTIONS

The Company has adopted the Model Code set out in Appendix C3 of the Listing Rules as its own code of conduct for Directors in their dealing in the securities of the Company. Having made specific enquiries with the Directors, all the Directors confirmed that they have complied with the required standards set out in the Model Code throughout the Reporting Period.

BOARD OF DIRECTORS

The Board currently comprises eight Directors, in total, with four Executive Directors, one non-executive Director and three independent non-executive Directors. The composition of the Board during the Reporting Period and up to the date of this report is set out as follows:

Executive Directors

Mr. Chan Ka Keung^{#1} (*Chairman*^{#2})
Mr. Chan Wing On (*Chairman*)^{#3}
Ms. Chan Shuk Fong (*Vice Chairman*)^{#2}
Mr. Yuen Chi Ming
Mr. Ho Siu Fung^{#4}

Non-Executive Director

Mr. Ho Ping Kee

Independent Non-Executive Directors

Mr. Mak Ping Leung
Mr. Wong Shiu Hoi Peter
Dr. Sat Chui Wan

Mr. Chan Ka Keung is a nephew of Ms. Chan Shuk Fong.

Save as disclosed above, there is no financial, business, family or other material/relevant relationships among the members of the Board.

^{#1} appointed on 1 July 2025

^{#2} appointed on 25 November 2025

^{#3} ceased with effect from 24 November 2025

^{#4} appointed on 1 January 2026

董事進行證券交易

本公司已採納上市規則附錄C3所載的標準守則，作為其本身就董事買賣本公司證券的行為守則。經向董事作出特定查詢後，全體董事均確認，彼等於報告期間內一直遵守標準守則所載的規定準則。

董事會

董事會目前共由八名董事組成，包括四名執行董事、一名非執行董事及三名獨立非執行董事。於報告期間及截至本報告日期止，董事會成員載列如下：

執行董事

陳家強先生^{#1} (*主席*)^{#2}
陳永安先生 (*主席*)^{#3}
陳淑芳女士 (*副主席*)^{#2}
袁志明先生
何小鋒先生^{#4}

非執行董事

何炳基先生

獨立非執行董事

麥炳良先生
黃紹開先生
薩翠雲博士

陳家強先生為陳淑芳女士的堂侄子。

除上文所披露者外，董事會成員之間概無任何財務、業務、家族或其他重大／相關關係。

^{#1} 於二零二五年七月一日獲委任

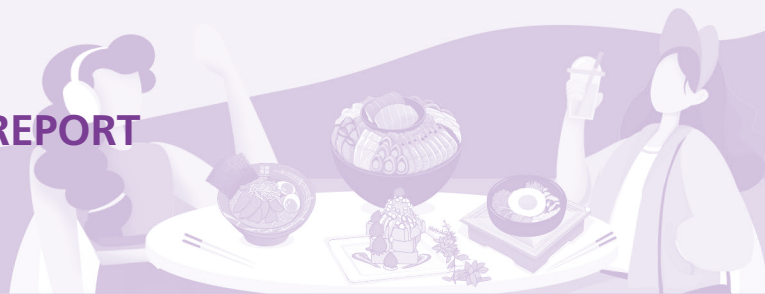
^{#2} 於二零二五年十一月二十五日獲委任

^{#3} 於二零二五年十一月二十四日停任

^{#4} 於二零二六年一月一日獲委任

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BOARD OF DIRECTORS (Continued)

During the Reporting Period, the Board has at least one-third in number of its members comprising Independent Non-Executive Directors under Rule 3.10A of the Listing Rules and at least one of the Independent Non-Executive Directors possesses appropriate professional qualifications or accounting or related financial management expertise under Rule 3.10 of the Listing Rules. The Board has received from each independent non-executive Director an annual confirmation of his/her independence and considers that all the Independent Non-Executive Directors are independent in accordance with Rule 3.13 of the Listing Rules.

The biographical details of Directors are set out in the section headed "Biographical Details of Directors and Senior Management" on pages 26 to 34 of this report.

The attendance of each Director at the Board meetings and AGM during the Reporting Period are set out as follows:

董事會(續)

於報告期間，根據上市規則第3.10A條規定，董事會成員至少三分之一由獨立非執行董事組成，且根據上市規則第3.10條規定，其中至少一名獨立非執行董事具備適當專業資格或會計或相關財務管理專業知識。董事會已接獲各獨立非執行董事根據上市規則第3.13條規定就彼等獨立性作出之年度確認書，並認為全體獨立非執行董事均為獨立人士。

董事之履歷詳情載於本報告第26頁至第34頁「董事及高級管理層履歷」一節。

各董事於報告期間出席董事會會議及股東週年大會之情況載列如下：

| Name of Directors 董事姓名 | | Number of Board meetings attended/held 出席/舉行之董事會會議次數 | Attendance rate 出席率 | AGM 股東週年大會 | Attendance rate 出席率 |
|--|---|---|------------------------|-----------------------|------------------------|
| Executive Directors 執行董事 | | | | | |
| Mr. Chan Ka Keung ^{#1} (Chairman) ^{#2} | 陳家強先生 ^{#1} (主席 ^{#2}) | 2/2 ^{Δ1} | 100% | N/A/不適用 ^{Δ2} | N/A/不適用 ^{Δ2} |
| Mr. Chan Wing On (Chairman) ^{#3} | 陳永安先生(主席) ^{#3} | 3/3 ^{Δ3} | 100% | 1/1 | 100% |
| Ms. Chan Shuk Fong (Vice Chairman) ^{#2} | 陳淑芳女士(副主席 ^{#2}) | 4/4 | 100% | 1/1 | 100% |
| Mr. Yuen Chi Ming | 袁志明先生 | 4/4 | 100% | 1/1 | 100% |
| Non-Executive Director 非執行董事 | | | | | |
| Mr. Ho Ping Kee | 何炳基先生 | 4/4 | 100% | 1/1 | 100% |
| Independent Non-Executive Directors 獨立非執行董事 | | | | | |
| Mr. Mak Ping Leung | 麥炳良先生 | 4/4 | 100% | 1/1 | 100% |
| Mr. Wong Shiu Hoi Peter | 黃紹開先生 | 4/4 | 100% | 1/1 | 100% |
| Dr. Sat Chui Wan | 薩翠雲博士 | 4/4 | 100% | 1/1 | 100% |

^{#1} appointed on 1 July 2025

^{#2} appointed on 25 November 2025

^{#3} ceased with effect from 24 November 2025

^{Δ1} being the number of meetings held after Mr. Chan Ka Keung's appointment as a director

^{Δ2} the meeting was held before Mr. Chan Ka Keung's appointment and this field was hence not applicable to him

^{Δ3} being the number of meetings held before Mr. Chan Wing On's cessation as a director

^{#1} 於二零二五年七月一日獲委任

^{#2} 於二零二五年十一月二十五日獲委任

^{#3} 於二零二五年十一月二十四日停任

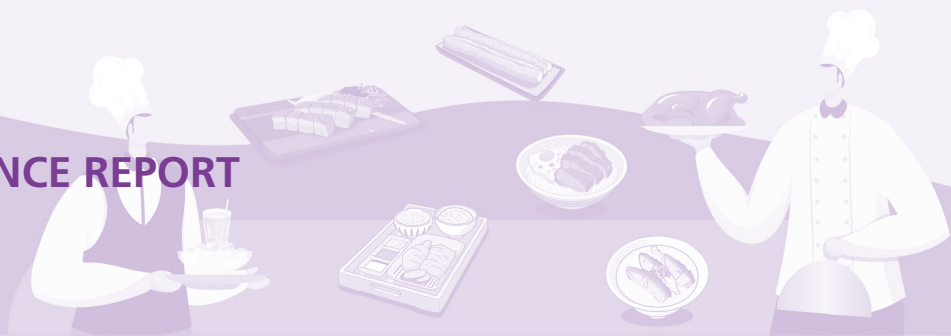
^{Δ1} 陳家強先生獲委任為董事後舉行之會議次數

^{Δ2} 該次會議於陳家強先生獲委任前舉行，因此此欄並不適用

^{Δ3} 陳永安先生停任董事前舉行之會議次數

CORPORATE GOVERNANCE REPORT

企業管治報告



BOARD OF DIRECTORS *(Continued)*

The schedule of regular Board meetings for a year is planned in the preceding year. Regular Board meetings are held at least four times a year with at least 14 days' prior notice being given to all Directors. Additional Board meeting will be arranged and held as and when required. The Directors may attend the Board meetings either in person or through electronic means of communication. The Directors are provided with all relevant information in advance to enable them to make informed decisions, and appropriate arrangements are in place to ensure that they are given an opportunity to include matters in the agendas for the regular Board meetings. The Company Secretary assists the Chairman in preparing the agenda for meetings to ensure all applicable rules and regulations are observed and complied with. The agenda and the accompanying Board papers are normally sent to all Directors at least 3 days before the intended date of a regular Board meeting so that the Directors have time to review the documents.

Every Director is entitled to have access to Board papers and related materials and has unrestricted access to the advice and services of the Company Secretary and seeks independent legal and professional advice in appropriate circumstances for discharging their duties to the Company if so required. The Board and each Director also have separate and independent access to the Company's senior management. Directors will be continuously updated on the latest development of the Listing Rules and other applicable regulatory requirements to ensure compliance and upkeep of good corporate governance practices.

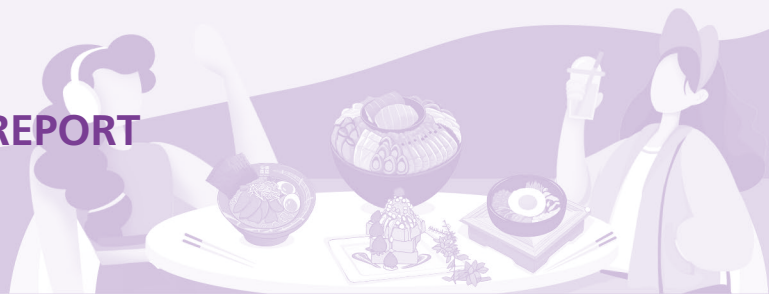
董事會(續)

董事會每年的定期會議時間表於前一年編定。董事會每年最少舉行四次定期會議，全體董事將於會議舉行前最少十四天收到通知。如有需要，將安排及舉行額外董事會會議。董事可親身或以電子通訊方式出席董事會會議。董事提前獲得所有相關資料，以便其作出知情決定，並有適當安排確保彼等有機會於董事會定期會議議程中加入事項。公司秘書協助主席擬備會議議程，以確保遵守及遵從一切適用規則及規例。議程及隨附董事會文件一般在擬舉行董事會定期會議日期前最少三天呈送予全體董事，以使各董事有時間審閱文件。

各董事均有權查閱董事會文件及相關資料，並可不受限制地取得公司秘書之意見及服務，如有需要，可就履行彼等對本公司之職責於適當情況下尋求獨立法律及專業意見。董事會及各董事亦可個別及獨立聯繫本公司高級管理層。董事將持續獲提供上市規則及其他適用監管規定之最新資料，以確保本公司遵守及秉持良好企業管治常規。

CORPORATE GOVERNANCE REPORT

企業管治報告



BOARD OF DIRECTORS (Continued)

The Company is headed by an effective Board which oversees the Group's businesses, strategic decisions and performance and takes decisions objectively in the best interests of the Company. The Board reserves for its decision all major matters relating to policy matters, strategies and budgets, internal control and risk management, material transactions (in particular those that may involve conflict of interests), financial information, appointment of directors and other significant operational matters of the Company. Responsibilities relating to implementing decisions of the Board, directing and co-ordinating the daily operation and management of the Company are delegated to the Management. The Board has reviewed the contribution required from all Directors to perform their responsibilities to the Company, and considered that each of the Directors has been spending sufficient time and attention to the Company's affairs.

During the Reporting Period, apart from regular Board meetings, the Chairman also held a meeting with independent non-executive Directors without the presence of other Directors.

Independent views and input to the board

The Company has ensured that independent views and input are available to the board, including but not limited to the following:

- The Nomination Committee was established with clear terms of reference to identify suitable candidates, including independent non-executive directors, for appointment as Directors.
- Nomination Policy is in place with details of the process and criteria of identifying, selecting, recommending, cultivating and integrating new directorship.
- The Nomination Committee will assess the independence of all independent non-executive directors (who are required to confirm in writing to the Company his/her independence annually) and to consider if each of them still satisfies the criteria of independence as set out in the Listing Rules.

董事會(續)

本公司由高效董事會領導，其負責監督本集團之業務、策略決策及表現，並就本公司最佳利益作出客觀決策。董事會就有關政策事宜、策略及預算、內部監控及風險管理、重大交易(尤其是可能涉及利益衝突的重大交易)、財務資料、董事委任之一切重大事宜以及本公司其他重大經營事宜保留決策權。管理層已獲授權負責落實董事會決策和領導及協調本公司日常營運及管理。董事會已檢討全體董事就彼等應對本公司履行之責任所作之貢獻，並認為各董事均已對本公司之事務投入充足時間及精力。

於報告期間，除董事會定期會議外，主席亦在其他董事避席下與獨立非執行董事舉行一次會議。

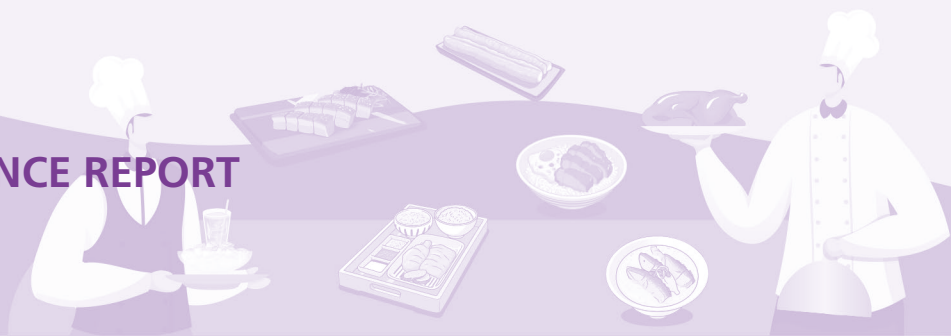
提供獨立的觀點和意見予董事會

本公司已確保董事會可獲得獨立的觀點和意見，包括但不限於以下途徑：

- 一個有明確職權範圍的提名委員會已成立，以物色合適的人選委任為董事，包括獨立非執行董事。
- 制定提名政策，詳細說明辨識、選擇、推薦、培養和加入新董事的過程和準則。
- 提名委員會將評估所有獨立非執行董事的獨立性(每位獨立非執行董事必須每年向本公司提交彼等獨立性的書面確認函)，並考量每位獨立非執行董事是否仍符合上市規則所載的獨立性標準。

CORPORATE GOVERNANCE REPORT

企業管治報告



BOARD OF DIRECTORS (Continued)

Independent views and input to the board (Continued)

- A mechanism is in place for Directors to seek independent professional advice in performing their duties at the Company's expense.
- Directors are encouraged to access and consult with the Company's senior management independently, if necessary.

Directors' Continuous Training and Development

In order to uphold good corporate governance, every newly appointed Director has received a formal and comprehensive induction on the first occasion of his/her appointment to ensure appropriate understanding of the business and operations of the Company and full awareness of Director's responsibilities and obligations under the Listing Rules and relevant statutory requirements.

Each of Mr. Chan Ka Keung and Mr. Ho Siu Fung has obtained a letter of advice from Deacons, legal advisers of the Company as to Hong Kong law, on 19 May 2025 and 11 December 2025 respectively, (a) enclosing therewith a memorandum which gives an overview of the main requirements relating to a listed issuer and/or its directors; and (b) setting out the possible consequences of making a false declaration or giving false information to the Stock Exchange for the purpose of complying with Rule 3.09D of the Listing Rules. Each of Mr. Chan Ka Keung and Mr. Ho Siu Fung has also obtained details for accessing and viewing a directors training video prepared by Deacons on 13 May 2025 and 2 December 2025 respectively. Each of them has confirmed to us that he understood his obligations as a director of a listed issuer.

All Directors are continually updated with legal and regulatory developments, and the business and market changes to facilitate the discharge of their responsibilities. During the Reporting Period, trainings and professional development for Directors and senior management were arranged and relevant reading materials on legal and regulatory updates have been provided to Directors for their reference and studying.

董事會(續)

提供獨立的觀點和意見予董事會(續)

- 設立機制讓董事在履行職責時尋求獨立專業意見，費用由本公司承擔。
- 鼓勵董事獨立地聯繫及諮詢本公司高級管理層(如需要)。

董事持續培訓及發展

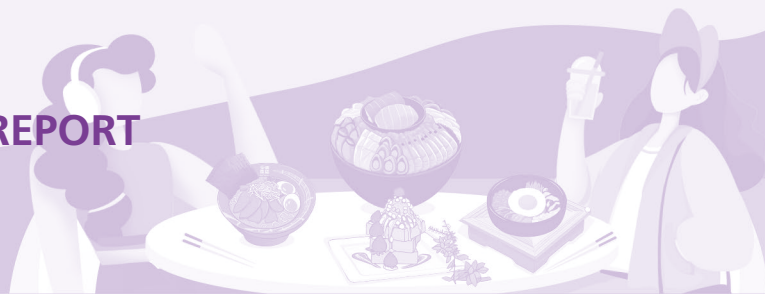
為維持良好企業管治，各新任董事已於其任期首日獲得正式及全面之就職指引，以確保其對本公司業務及營運有恰當了解，並清楚明瞭彼於上市規則及相關監管規定項下之董事責任及義務。

陳家強先生及何小鋒先生各自已分別於二零二五年五月十九日及二零二五年十二月十一日取得本公司之香港法律顧問的近律師行之意見函件，(a)隨函附上概述作為上市發行人及／或其董事主要要求之備忘錄；及(b)為遵守上市規則第3.09D條而向聯交所作出虛假聲明或提供虛假資料之潛在後果。陳家強先生及何小鋒先生各自亦已分別於二零二五年五月十三日及二零二五年十二月二日取得詳情，以查閱及觀看的近律師行編製之董事培訓影片。彼等各自已向我們確認，彼明白其作為上市發行人董事之責任。

全體董事均持續獲悉法例及監管規例的最新發展，以及業務及市場變動，以助彼等履行職責。在報告期間內，我們已為董事及高級管理層安排培訓及專業發展，並向董事提供有關法例及監管規例最新發展的相關閱讀材料以供參考及研究。

CORPORATE GOVERNANCE REPORT

企業管治報告



BOARD OF DIRECTORS (Continued)

董事會(續)

Directors' Continuous Training and Development (Continued)

董事持續培訓及發展(續)

The training records of the Directors for the year ended 31 December 2025 are summarized as follows:

截至二零二五年十二月三十一日止年度，董事培訓記錄概述如下：

| Name of Directors | Attended training, seminars, webinars, workshop or reading relevant materials |
|---|---|
| 董事姓名 | 參與培訓、研討會、網上研討會、工作坊或閱讀相關材料 |
| Executive Directors | 執行董事 |
| Mr. Chan Ka Keung ^{#1} (Chairman ^{#2}) | 陳家強先生 ^{#1} (主席 ^{#2}) ✓ |
| Mr. Chan Wing On (Chairman) ^{#3} | 陳永安先生(主席) ^{#3} ✓ |
| Ms. Chan Shuk Fong (Vice Chairman ^{#2}) | 陳淑芳女士(副主席 ^{#2}) ✓ |
| Mr. Yuen Chi Ming | 袁志明先生 ✓ |
| Non-Executive Director | 非執行董事 |
| Mr. Ho Ping Kee | 何炳基先生 ✓ |
| Independent Non-Executive Directors | 獨立非執行董事 |
| Mr. Mak Ping Leung | 麥炳良先生 ✓ |
| Mr. Wong Shiu Hoi Peter | 黃紹開先生 ✓ |
| Dr. Sat Chui Wan | 薩翠雲博士 ✓ |

^{#1} appointed on 1 July 2025

^{#2} appointed on 25 November 2025

^{#3} ceased with effect from 24 November 2025

^{#1} 於二零二五年七月一日獲委任

^{#2} 於二零二五年十一月二十五日獲委任

^{#3} 於二零二五年十一月二十四日停任

Directors' and Officers' Liabilities Insurance

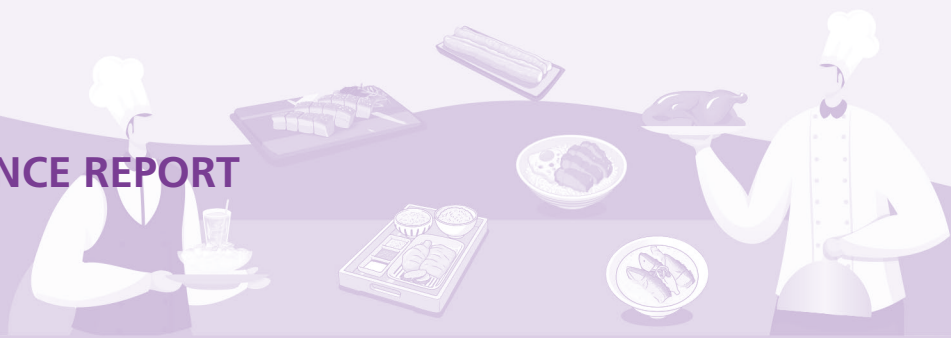
董事及高級職員責任保險

The Company has arranged appropriate insurance cover for Directors' and officers' liabilities in respect of legal actions against the Directors and officers of the Company and its subsidiaries arising out of corporate activities of the Group.

本公司已為董事及高級職員安排合適之責任保險，就本公司及其附屬公司各董事及高級職員因本集團企業活動而面臨之法律行動提供保障。

CORPORATE GOVERNANCE REPORT

企業管治報告



BOARD OF DIRECTORS *(Continued)*

Role of Chairman and Chief Executive

The code provision C.2.1 of the CG Code as set out in Part 2 of Appendix C1 to the Listing Rules stipulates that the roles of chairman and chief executive should be separate and should not be performed by the same individual. Mr. Chan Ka Keung, the Chairman of the Board, is primarily responsible for the leadership of the Board, ensuring that (i) all significant policy issues are effectively discussed by the Board in a timely and constructive manner; (ii) all Directors are properly briefed on issues arising at Board meetings; and (iii) the Directors receive accurate, timely and clear information. The functions of the chief executive are performed by Mr. Yuen Chi Ming and Ms. Chan Shuk Fong, the Executive Directors of the Company, who are responsible for the day-to-day management of the Group's business. The functions and responsibilities between the Chairman and the chief executive are clearly segregated. This segregation of roles ensures reinforcement of their independent, responsibility and accountability.

The list of Directors and their roles and function are available on the websites of the Stock Exchange and the Company.

Appointment and Re-election of Directors

Each of the Executive Directors has entered into a service contract with the Company. Each of the non-executive Director and independent non-executive Directors has entered into a letter of appointment with the Company and appointed for a term from 13 June 2025 to 30 June 2027, subject to retirement by rotation and re-election at least once every three years at the AGM in accordance with the Articles of Association. According to the Articles of Association, any new Director appointed by the Board to fill a casual vacancy shall hold office until the next following AGM after appointment and shall then be eligible for re-election.

董事會(續)

主席及行政總裁之角色

載於上市規則附錄C1企業管治守則第二部分之守則條文第C.2.1條規定，主席與行政總裁之角色應有區分，並不應由一人同時兼任。董事會主席陳家強先生主要負責領導董事會，確保(i)董事會就所有重大政策事宜以即時及建設性方式有效討論；(ii)全體董事能妥善地知悉董事會會議上所討論問題之通報；及(iii)董事接獲準確、適時且清晰之資訊。行政總裁之職能由本公司執行董事袁志明先生及陳淑芳女士履行，彼等負責本集團之日常業務管理。主席及行政總裁之職能及職責已明確區分。此角色區分確保加強彼等之獨立性、責任及問責性。

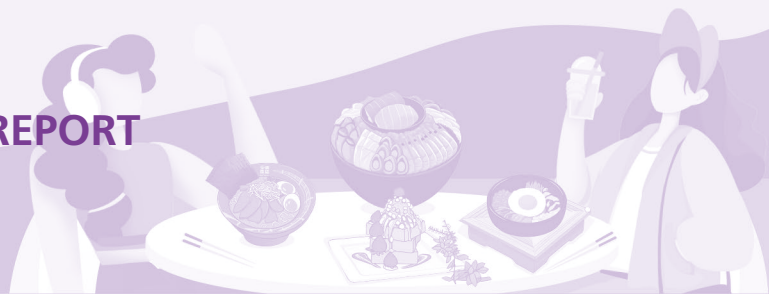
董事名單及其角色和職能可於聯交所及本公司網站查閱。

委任及重選董事

各執行董事均與本公司訂立服務合約。各非執行董事及獨立非執行董事已與本公司訂立委任函，並按二零二五年六月十三日至二零二七年六月三十日之任期獲委任，惟須根據組織章程細則最少每三年於股東週年大會上輪席退任及膺選連任。根據組織章程細則，任何以填補董事會臨時空缺而獲委任的董事任期只持續至下次股東週年大會，屆時將符合資格膺選連任。

CORPORATE GOVERNANCE REPORT

企業管治報告



BOARD OF DIRECTORS (Continued)

Board and Workforce Diversity Policies

The Company has adopted the Board Diversity Policy which sets out the approach to achieve a sustainable and balance development of the Company and also to enhance the quality of performance of the Company pursuant to Rule 13.92 of the Listing Rules.

Under the Board Diversity Policy, the selection of candidates for appointment to the Board will be based on a range of diversity criteria including but not limited to gender, age, cultural and educational background, ethnicity, professional and industrial experience, business perspectives, skills, and any other factors. The ultimate decision will be based on merit and the contribution that the selected candidates may bring to the Board.

The Board shall from time to time, through the Nomination Committee, monitor and review the Board Diversity Policy to ensure it remains relevant to the Company's needs and reflects current regulatory requirements and good corporate governance practices.

Diversity brings the Board new points of view. The Board believes the ratio in respect of gender, age and composition of the Board are in balance and fit for the needs for the diversity of skills around the board table. With a view to achieving a sustainable and balanced development, the Group pays high attention to female directorship. There are two female Directors on the Board. All Directors have different backgrounds, diversified expertise and many years of experience. They have achieved active participation at Board meetings as shown by their high attendance rate.

董事會(續)

董事會成員及員工多元化政策

本公司已根據上市規則第13.92條規定採納董事會多元化政策，當中載列董事會為達致本公司持續的均衡發展及提高本公司表現質素而採取之方針。

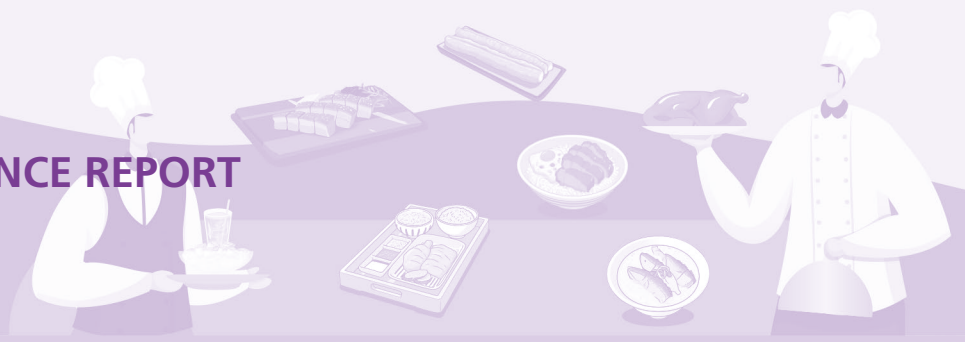
根據董事會多元化政策，董事會候選人之膺選將基於不同多元化標準進行，包括但不限於性別、年齡、文化及教育背景、種族、專業及行業經驗、商業視野、技能及任何其他因素。最終決定將基於獲選候選人之優點及可為董事會帶來之貢獻。

董事會不時透過提名委員會監察及檢閱董事會多元化政策，以確保其仍然符合本公司需要，並可反映當前監管規定及良好之企業管治常規。

多元化為董事會帶來新觀點。董事會認為董事會在性別、年齡及組成方面的比例平均，符合董事會對技能多元化的需求。為實現可持續及平衡發展，本集團高度重視女性出任董事的情況。董事會現有兩名女性董事。全體董事均具備不同背景、多元化的專業知識及多年行業經驗。從董事的高出席率可見，董事均積極參與董事會會議。

CORPORATE GOVERNANCE REPORT

企業管治報告



BOARD OF DIRECTORS (Continued)

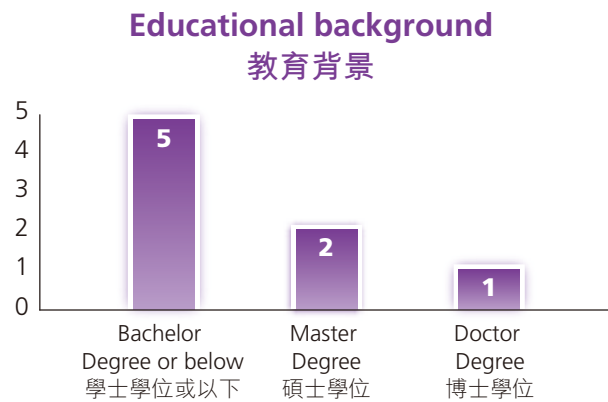
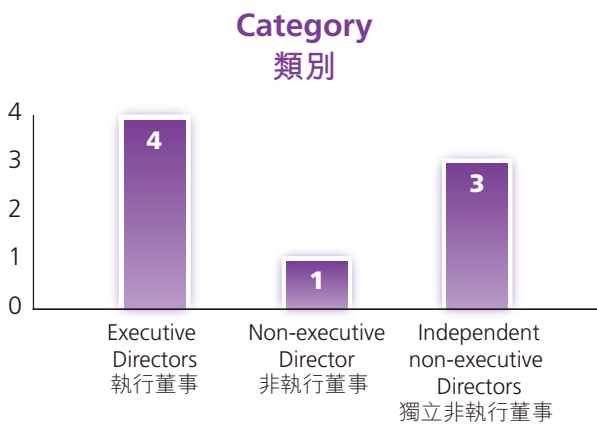
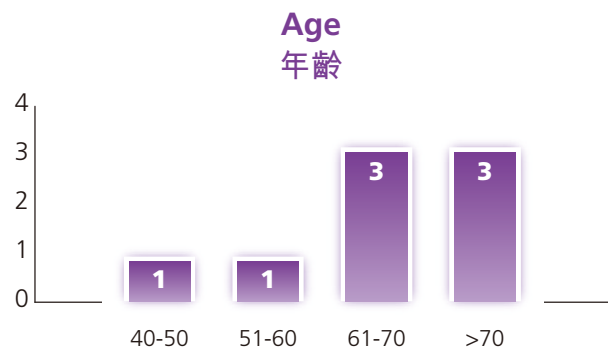
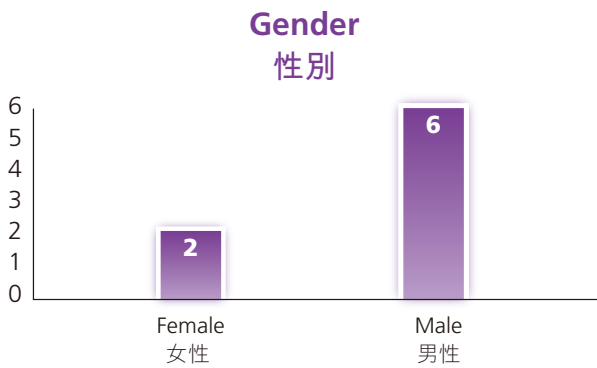
董事會(續)

Board and Workforce Diversity Policies (Continued)

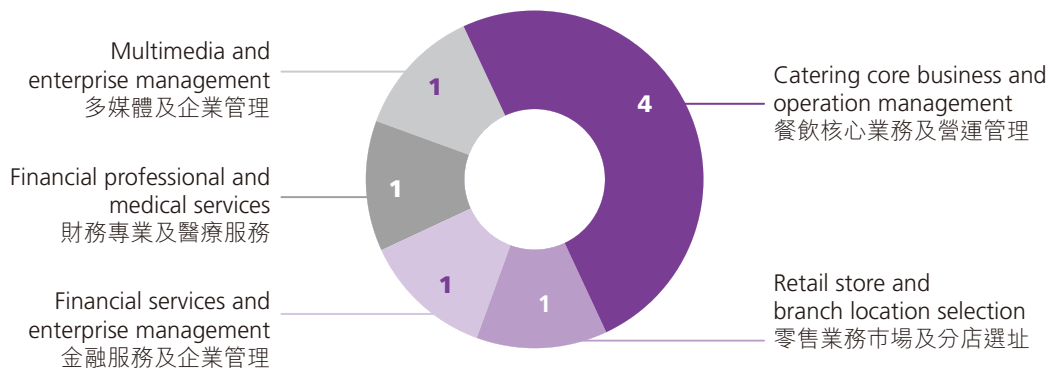
董事會成員及員工多元化政策(續)

During the Reporting Period, the diversity of the Board is as below:

於報告期間，董事會多元化情況如下：

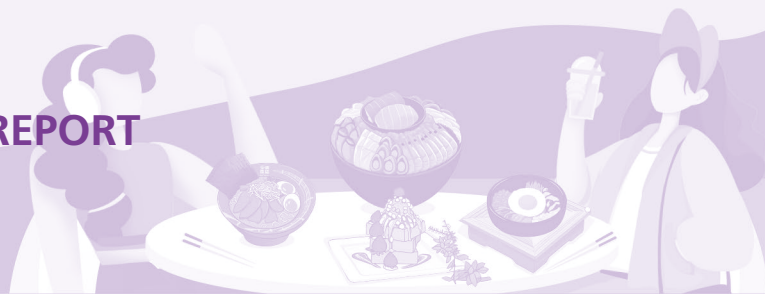


Professional Experience 專業經驗



CORPORATE GOVERNANCE REPORT

企業管治報告



BOARD OF DIRECTORS (Continued)

董事會(續)

Board and Workforce Diversity Policies (Continued)

董事會成員及員工多元化政策(續)

During the Reporting Period, all measurable objectives set and achieved by the Board are disclosed below:

於報告期間，董事會已訂立及達成的所有可衡量目標披露如下：

| Measurable objective 可衡量目標 | Qualities required 所需資格 | Directors 董事 | | | | | | | |
|--|--|---|--|-------------------------|--------------------------|-----------------------|--------------------------|-------------------------------|------------------------|
| | | CHAN Ka Keung [#] 陳家強 [#] | CHAN Wing On [*] 陳永安 [*] | YUEN Chi Ming 袁志明 | CHAN Shuk Fong 陳淑芳 | HO Ping Kee 何炳基 | MAK Ping Leung 麥炳良 | WONG Shiu Hoi Peter 黃紹開 | SAT Chui Wan 薩翠雲 |
| Industry experience 行業經驗 | Leadership in Food and Beverage industry 於餐飲行業的領導地位 | ✓ | ✓ | ✓ | ✓ | | | | |
| Leadership skill and experience 領導技能及經驗 | The ability to delegate, inspire and develop its own skills 指派、激勵及發展其自身技能的能力 | ✓ | ✓ | ✓ | ✓ | | | | |
| Corporate governance experience 企業管治經驗 | Providing support and recommendations to the Board to enhance transparency and safeguarding shareholders' interest 向董事會提供支援及建議以提高透明度及保障股東利益 | | | | ✓ | | ✓ | ✓ | ✓ |
| Legal advisory experience 法律諮詢經驗 | Monitoring the implementation of the Group's internal and external policies and ensuring that the Group does not violate any applicable laws 監察本集團內部及外部政策的落實情況，並確保本集團並無違反任何適用法律 | | | | ✓ | | ✓ | ✓ | ✓ |
| Financial and risk management experience 財務及風險管理經驗 | Understanding of financial reporting procedures and to advise the Board and ascertain risks within the Group 了解財務報告程序，向董事會提供建議及確定本集團內的風險 | | | | ✓ | | | ✓ | ✓ |
| Knowledge on sustainability and corporate responsibility 有關可持續性及企業責任的知識 | Possessing expertise in market trend and business strategies, enhancing the Board's perspective and achieving the sustainable business growth 擁有有關市場趨勢及業務戰略的專業知識，豐富董事會觀點並實現可持續的業務增長 | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

[#] Appointed as an executive Director on 1 July 2025.

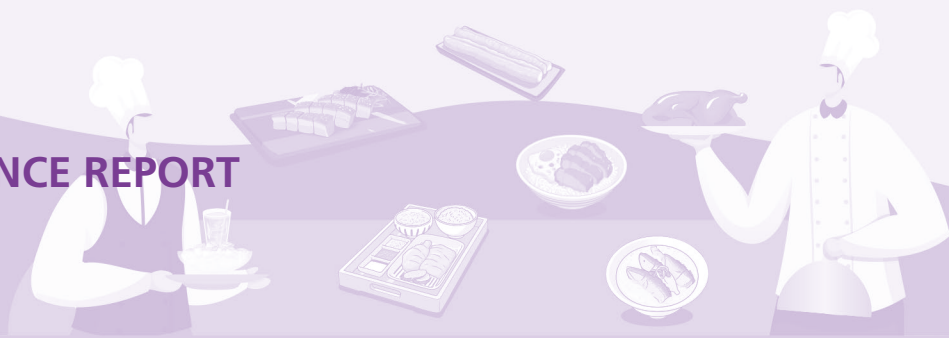
^{*} Ceased to be an executive Director with effect from 24 November 2025.

[#] 於二零二五年七月一日獲委任為執行董事。

^{*} 於二零二五年十一月二十四日停任執行董事。

CORPORATE GOVERNANCE REPORT

企業管治報告



BOARD OF DIRECTORS (Continued)

Board and Workforce Diversity Policies (Continued)

The Group has also taken, and continues to take steps to promote diversity at all levels of its workforce. The Board formally adopted a Workforce Diversity Policy on 23 May 2025. According to this policy, opportunities for employment, training, promotion, compensation, benefits and career development are equally opened to all eligible employees without discrimination against race, gender, age, religion, disability, sexual orientation and marital status. Currently, the male to female ratio in the workforce of the Group including Senior Management was approximately 1:2.4 as at 31 December 2025 which is in line with that of the catering industry. The Board considers that the gender diversity in workforce is currently achieved.

Corporate Governance Functions

The Board is responsible for performing corporate governance duties set out in the CG Code, including but not limited, (i) to develop and review the Company's corporate governance policies and practices; (ii) to review and monitor the training and continuous professional development of Directors and senior management of the Group; (iii) to review and monitor the Company's policies and practices on compliance with legal and regulatory requirements; (iv) to develop, review and monitor the compliance of the Model Code and employees written guidelines; and (v) to review the Company's compliance with the CG Code and disclosure in this report.

BOARD COMMITTEES

The Board has established three committees, namely the Nomination Committee, Remuneration Committee and Audit Committee for overseeing particular aspects of the Group's affairs, each of which has its specific written terms of reference setting out its authority and duties. The committees report regularly to the Board and, where appropriate, make recommendations on matters discussed.

Nomination Committee

The Nomination Committee comprises five members, including two Executive Directors, namely Mr. Chan Ka Keung and Ms. Chan Shuk Fong, and three independent non-executive Directors, namely Mr. Mak Ping Leung, Mr. Wong Shiu Hoi Peter and Dr. Sat Chui Wan. The Chairman of the Nomination Committee is Mr. Chan Ka Keung.

董事會(續)

董事會成員及員工多元化政策(續)

本集團亦已採取並將繼續採取措施，以促進各級員工的多元化。董事會於二零二五年五月二十三日正式採納員工多元化政策。根據該政策，所有合資格僱員均一視同仁地享有平等的就業、培訓、晉升、薪酬、福利及職業發展機會，不受種族、性別、年齡、宗教、殘疾、性取向及婚姻狀況的歧視。目前，於二零二五年十二月三十一日，本集團員工（包括高級管理層）的男女比例約為1：2.4，與餐飲業分佈一致。董事會認為，目前已達致員工的性別多元化。

企業管治職能

董事會負責履行企業管治守則所載之企業管治職責，包括但不限於(i)制定及檢討本公司之企業管治政策及常規；(ii)檢討及監察本集團董事及高級管理層的培訓及持續專業發展；(iii)檢討及監察本公司就遵守法律及監管規定之政策及常規；(iv)制定、檢討標準守則及員工書面指引並監察其遵守情況；及(v)檢閱本公司遵守企業管治守則之情況及於本報告內之披露。

董事委員會

董事會設有三個委員會（即提名委員會、薪酬委員會及審核委員會）監督本集團特定範疇之事務，各委員會已書面具體訂明其職權範圍，載列其權限及職責。該等委員會定期向董事會匯報並在適當時就所討論事宜提供建議。

提名委員會

提名委員會由五名成員組成，包括兩名執行董事陳家強先生及陳淑芳女士，以及三名獨立非執行董事麥炳良先生、黃紹開先生及薩翠雲博士。提名委員會主席為陳家強先生。

CORPORATE GOVERNANCE REPORT

企業管治報告



BOARD COMMITTEES (Continued)

Nomination Committee (Continued)

The meeting of the Nomination Committee shall be held at least once a year. During the Reporting Period, two meetings were held. The Nomination Committee has reviewed the structure, size, composition and diversity of the Board, assess the independence of independent non-executive Directors, reviewed the arrangement for (i) renewal of service contracts of all executive directors and letters of appointment for non-executive Director and independent non-executive Directors, and (ii) directors' retirement and re-election in the forthcoming AGM, and made recommendation to the Board and reviewed the latest version of the terms of reference of the Nomination Committee. The attendance of each member at the meeting is set out as follows:

| Name of members 成員姓名 | | Number of meetings attended/held 出席／舉行之會議次數 | Attendance rate 出席率 |
|---|------------------------|---|------------------------|
| Mr. Chan Ka Keung (Chairman) [#] | 陳家強先生(主席) [#] | N/A／不適用 [△] | N/A／不適用 [△] |
| Mr. Chan Wing On (Chairman)* | 陳永安先生(主席)* | 2/2 | 100% |
| Ms. Chan Shuk Fong | 陳淑芳女士 | 2/2 | 100% |
| Mr. Mak Ping Leung | 麥炳良先生 | 2/2 | 100% |
| Mr. Wong Shiu Hoi Peter | 黃紹開先生 | 2/2 | 100% |
| Dr. Sat Chui Wan | 薩翠雲博士 | 2/2 | 100% |

[#] appointed as the Chairman of the Nomination Committee on 25 November 2025

* ceased to be the Chairman of the Nomination Committee on 24 November 2025

[△] the meetings were held before Mr. Chan Ka Keung's appointment and this field was hence not applicable to him

The major roles and functions of the Nomination Committee are as follows:

- i) to review the structure, size and composition (including the skills, knowledge and experience required) of the Board at least annually, assist the Board in maintaining a board skills matrix, and make recommendations on any proposed changes to the Board to complement the Company's corporate strategy;

董事委員會(續)

提名委員會(續)

提名委員會每年最少舉行一次會議。於報告期間舉行了兩次會議。提名委員會已審閱董事會的架構、規模、組成及多元化，評核獨立非執行董事的獨立性，檢討(i)所有執行董事之服務合約、非執行董事及獨立非執行董事的委任函重續之安排，以及(ii)董事於應屆股東週年大會之退任及膺選連任之安排，就該等事宜向董事會提出建議，並已審閱最新版本的提名委員會職權範圍。各成員出席會議之情況載列如下：

[#] 於二零二五年十一月二十五日獲委任為提名委員會主席

* 於二零二五年十一月二十四日停任提名委員會主席

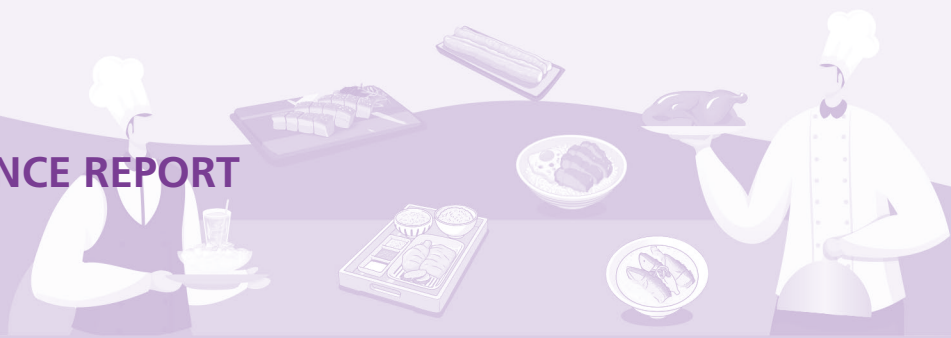
[△] 該會議於陳家強先生獲委任前舉行，因此此欄並不適用

提名委員會之主要角色及職能如下：

- i) 至少每年檢討董事會的架構、規模及組成(包括所規定的技能、知識及經驗)，協助董事會編製董事會技能表，就為配合本公司的公司策略而對董事會作出的任何建議變動提出推薦意見；

CORPORATE GOVERNANCE REPORT

企業管治報告



BOARD COMMITTEES (Continued)

Nomination Committee (Continued)

- ii) to identify individuals suitably qualified to become Directors and select or make recommendations to the Board on the selection of individuals nominated for directorships;
- iii) to assess the independence of independent non-executive Directors;
- iv) to make recommendations to the Board on the appointment or re-appointment of Directors and succession planning for Directors, in particular the Chairman and chief executive of the Company;
- v) to develop a policy concerning diversity of Board members; and
- vi) to ensure that no Director or any of his/her associates is involved in approving his/her or any of his/her associates' nomination.

The Company has adopted a Director Nomination Policy on 22 May 2019 which sets out the procedures and criteria in relation to the selection, appointment and re-appointment of Directors of the Company and aims at ensuring that the Board has a balance of skills, experience and diversity of perspectives appropriate to the requirements of the Company's business.

Details of the Director Nomination Policy are set out as follows:

Selection criteria

The Nomination Committee shall consider the following factors when nominating potential candidates for the appointment and re-appointment of Directors:

- whether the individual's educational background and qualification, skills and experience are relevant to the Company's business model and specific needs;

董事委員會(續)

提名委員會(續)

- ii) 物色具備合適資格的人士出任董事，以及對獲提名出任董事的人士進行甄選或就此向董事會提出推薦意見；
- iii) 評核獨立非執行董事的獨立性；
- iv) 就委任或重新委任董事以及董事(尤其是本公司主席及主要行政人員)繼任規劃向董事會提出推薦意見；
- v) 制定董事會成員多元化政策；及
- vi) 確保概無董事或其任何聯繫人參與批准該董事或其任何聯繫人的提名。

本公司於二零一九年五月二十二日採納董事提名政策，其載列有關本公司甄選、委任及重新委任董事的程序及標準，旨在確保董事會擁有切合本公司業務需要的均衡技能、經驗及多元化觀點。

有關董事提名政策的詳情載列如下：

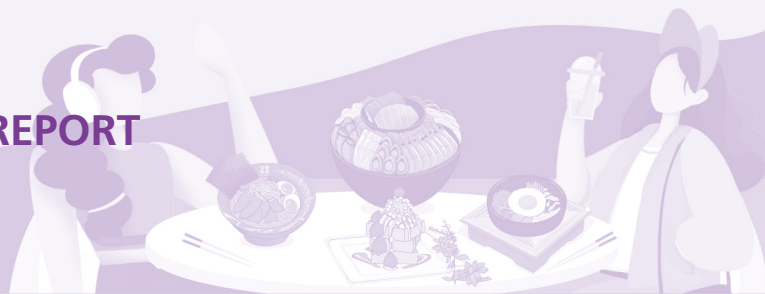
甄選標準

提名委員會為董事的委任及重新委任提名潛在候選人時須考慮以下因素：

- 個人的教育背景及資歷、技能及經驗是否與本公司的業務模式及具體需求相關；

CORPORATE GOVERNANCE REPORT

企業管治報告



Selection criteria (Continued)

- the individual's character and reputation for integrity;
- whether the individual would be able to devote sufficient time to the Board;
- (in respect of appointment and re-appointment of independent non-executive Directors) independence of the individual with reference to the independence criteria set out in Rule 3.13 of the Listing Rules;
- how the individual would be able to contribute to the diversity of the Board with reference to the factors set out in the Board Diversity Policy of the Company from time to time in force; and
- Board succession planning considerations.

Procedures and process for nomination of Directors

- The Board or the Nomination Committee shall deploy such channel(s) for identifying suitable director candidates as it deems appropriate, including but not limited to referrals from existing Directors, shareholders, advisers and third party agency firms and advertisements.
- The Nomination Committee shall adopt such process as it deems appropriate in evaluating the suitability of the potential candidates, such as interviews, background checks and third party reference checks, and select or make recommendations to the Board on the selection of individuals to be nominated for directorships based on the selection criteria set out above.
- The ultimate responsibility for the selection and appointment of Directors shall rest with the entire Board.

The Board will regularly review the Director Nomination Policy.

甄選標準(續)

- 個人的品格及誠信聲譽；
- 個人是否能夠向董事會投入足夠時間；
- (就獨立非執行董事的委任及重新委任而言)個人的獨立性，參考上市規則第3.13條所載的獨立性標準；
- 個人參照不時生效的本公司董事會多元化政策所載因素，如何能夠為董事會多元化作出貢獻；及
- 董事會的繼任規劃考慮因素。

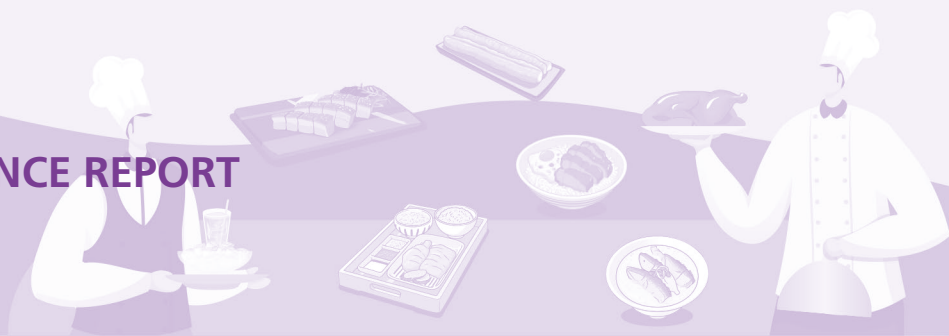
董事提名程序及流程

- 董事會或提名委員會須部署其認為恰當的渠道以物色合適董事候選人，包括但不限於現任董事、股東、顧問及第三方代理公司的推薦及廣告等方式。
- 提名委員會於評估潛在候選人是否合適時須採納其認為恰當的流程，如面試、背景調查及第三方資歷查核，並根據上述所載甄選標準進行甄選或就甄選獲提名為董事的人士向董事會作出推薦意見。
- 董事的甄選及委任最終由全體董事負責。

董事會將定期審閱董事提名政策。

CORPORATE GOVERNANCE REPORT

企業管治報告



BOARD COMMITTEES (Continued)

Remuneration Committee

The Remuneration Committee comprises five members, including two Executive Directors, namely Mr. Chan Ka Keung and Ms. Chan Shuk Fong, and three independent non-executive Directors, namely Mr. Mak Ping Leung, Mr. Wong Shiu Hoi Peter and Dr. Sat Chui Wan. The Chairman of the Remuneration Committee is Mr. Mak Ping Leung. The composition of the Remuneration Committee has complied with the requirements as set out in Rule 3.25 of the Listing Rules that a majority of the members of the Remuneration Committee should be independent non-executive Directors and chaired by an independent non-executive Director.

The meeting of the Remuneration Committee shall be held at least once a year. During the Reporting Period, three meetings were held. In these meetings, the Remuneration Committee has reported on staff remuneration policies and procedures, reviewed terms of reference of Remuneration Committee, reviewed staff and senior management's remuneration and directors' emoluments. The Remuneration Committee makes recommendations to the Board on the remuneration packages of individual executive Directors and senior management. The attendance of each member at the meeting is set out as follows:

董事委員會(續)

薪酬委員會

薪酬委員會由五名成員組成，包括兩名執行董事陳家強先生及陳淑芳女士，以及三名獨立非執行董事麥炳良先生、黃紹開先生及薩翠雲博士。薪酬委員會主席為麥炳良先生。薪酬委員會的組成已遵守上市規則第3.25條規定，即薪酬委員會之大部分成員須為獨立非執行董事，且須由一名獨立非執行董事擔任主席。

薪酬委員會應每年最少舉行一次會議。於報告期間舉行了三次會議。在該等會議上，薪酬委員會呈報員工薪酬政策及程序、審閱薪酬委員會的職權範圍、檢討員工及高級管理層的薪酬及董事酬金。薪酬委員會就各執行董事及高級管理層的薪酬待遇向董事會作出建議。各成員出席會議之情況載列如下：

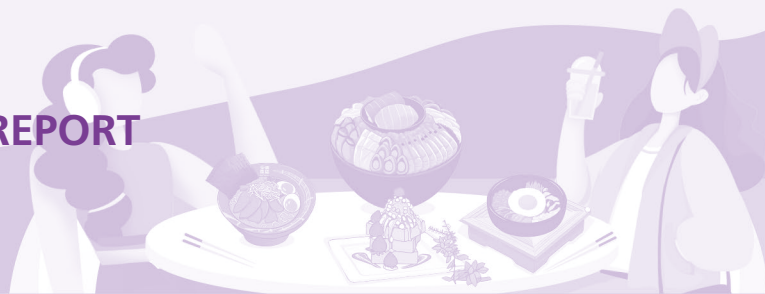
| Name of members 成員姓名 | | Number of meetings attended/held 出席／舉行之會議次數 | Attendance rate 出席率 |
|--------------------------------|--------------------|---|------------------------|
| Mr. Mak Ping Leung (Chairman) | 麥炳良先生(主席) | 3/3 | 100% |
| Mr. Chan Ka Keung [#] | 陳家強先生 [#] | 1/1 ^{Δ1} | 100% |
| Mr. Chan Wing On [*] | 陳永安先生 [*] | 2/2 ^{Δ2} | 100% |
| Ms. Chan Shuk Fong | 陳淑芳女士 | 3/3 | 100% |
| Mr. Wong Shiu Hoi Peter | 黃紹開先生 | 3/3 | 100% |
| Dr. Sat Chui Wan | 薩翠雲博士 | 3/3 | 100% |

[#] appointed as a member of the Remuneration Committee on 25 November 2025
^{*} ceased to be a member of the Remuneration Committee on 24 November 2025
^{Δ1} being the number of meetings held after Mr. Chan Ka Keung's appointment as a member of Remuneration Committee
^{Δ2} being the number of meetings held before Mr. Chan Wing On's cessation as a member of the Remuneration Committee

[#] 於二零二五年十一月二十五日獲委任為薪酬委員會成員
^{*} 於二零二五年十一月二十四日停任薪酬委員會成員
^{Δ1} 陳家強先生獲委任為薪酬委員會成員後舉行之會議次數
^{Δ2} 陳永安先生於停任薪酬委員會成員前舉行之會議次數

CORPORATE GOVERNANCE REPORT

企業管治報告



BOARD COMMITTEES (Continued)

Remuneration Committee (Continued)

The major roles and functions of the Remuneration Committee are as follows:

- i) to review annually and recommend to the Board the overall remuneration policy and structure for the Directors and senior management;
- ii) to evaluate annually the performance of the executive Directors and senior management and make recommendations to the Board on their individual remuneration packages;
- iii) to review and recommend the compensation payable to Executive Directors and senior management relating to any loss or termination of their office or appointment;
- iv) to review and recommend compensation arrangements relating to dismissal or removal of Directors for misconduct;
- v) to be responsible for establishing formal and transparent procedures for developing remuneration policy; and
- vi) to ensure that no Director or any of his/her associates is involved in deciding his/her own remuneration.

The duties and authorities of the Remuneration Committee are set out in its terms of reference which are available on the websites of the Stock Exchange and the Company.

Audit Committee

The Audit Committee comprises three independent non-executive Directors, namely Mr. Mak Ping Leung, Mr. Wong Shiu Hoi Peter and Dr. Sat Chui Wan. The Chairman of the Audit Committee is Dr. Sat Chui Wan. The composition of the Audit Committee has complied with the requirements as set out in Rule 3.21 of the Listing Rules that majority of the members of the Audit Committee should be independent non-executive Directors.

董事委員會(續)

薪酬委員會(續)

薪酬委員會之主要角色及職能如下：

- i) 每年檢閱董事及高級管理層之整體薪酬政策及架構，並就此向董事會作出建議；
- ii) 每年評估執行董事及高級管理層之表現，並就其各自的薪酬待遇向董事會作出建議；
- iii) 審閱並建議就執行董事及高級管理層因其喪失或終止職務或委任而應付的賠償；
- iv) 審閱並建議有關董事因行為失當而遭解僱或罷免的賠償安排；
- v) 負責建立正規且具透明度的薪酬政策制定程序；及
- vi) 確保概無董事或其任何聯繫人參與訂定其自身的薪酬。

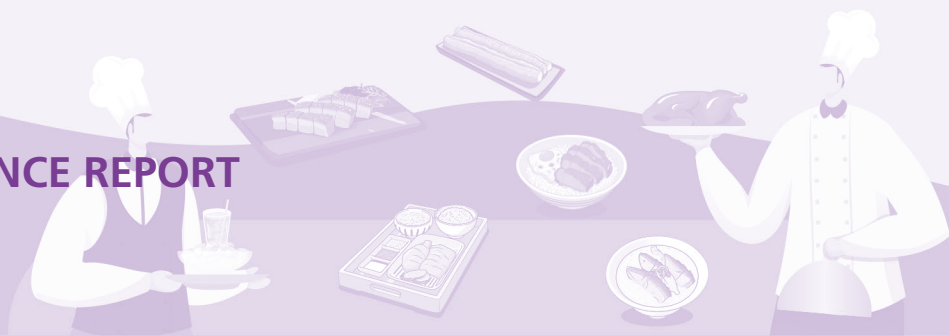
薪酬委員會之職權範圍載有其職責及權限，可於聯交所及本公司網站查閱。

審核委員會

審核委員會由三名獨立非執行董事組成，分別為麥炳良先生、黃紹開先生及薩翠雲博士。薩翠雲博士為審核委員會主席。審核委員會之組成已遵守上市規則第3.21條規定，即審核委員會之大部分成員須為獨立非執行董事。

CORPORATE GOVERNANCE REPORT

企業管治報告



BOARD COMMITTEES (Continued)

Audit Committee (Continued)

The meeting of the Audit Committee shall be held at least twice a year. During the Reporting Period, three meetings were held. The attendance of each member at the meeting is set out as follows:

| Name of members 成員姓名 | | Number of meetings attended/held 出席／舉行之會議次數 | Attendance rate 出席率 |
|-----------------------------|-----------|---|------------------------|
| Dr. Sat Chui Wan (Chairman) | 薩翠雲博士(主席) | 3/3 | 100% |
| Mr. Mak Ping Leung | 麥炳良先生 | 3/3 | 100% |
| Mr. Wong Shiu Hoi Peter | 黃紹開先生 | 3/3 | 100% |

During the Reporting Period, the work performed by the Audit Committee included the following:

- reviewed the financial reports for the six months ended 30 June 2025 and for the year ended 31 December 2024;
- reviewed the effectiveness of the risk management and the internal control systems and the effectiveness of the internal audit function;
- reviewed and recommended for approval by the Board the audit scope and fees for the year ended 31 December 2025;
- reviewed the external auditor's statutory audit plan for the year ended 31 December 2025 and engagement letters; and
- reviewed the management letter from the external auditor in relation to the audit of the Group for the year ended 31 December 2024.

The major roles and functions of the Audit Committee are as follows:

- to consider the appointment, re-appointment and removal of the external auditor, the audit fees, and any questions of resignation or dismissal of the external auditor of the Group;

董事委員會(續)

審核委員會(續)

審核委員會每年最少舉行兩次會議。於報告期間舉行了三次會議。各成員出席會議之情況載列如下：

於報告期間，審核委員會履行之工作如下：

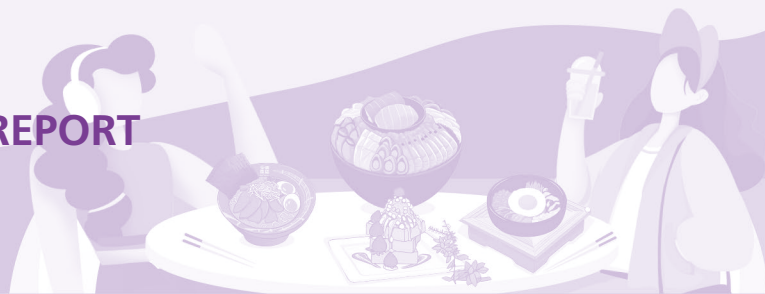
- 審閱截至二零二五年六月三十日止六個月及截至二零二四年十二月三十一日止年度之財務報告；
- 檢閱風險管理及內部監控系統之效能以及內部審計職能之效能；
- 檢閱及建議董事會批准截至二零二五年十二月三十一日止年度之核數範圍及費用；
- 檢閱外聘核數師截至二零二五年十二月三十一日止年度之法定審核計劃及聘用函件；及
- 檢閱外聘核數師就本集團截至二零二四年十二月三十一日止年度審核情況給予管理層之《管理建議書》。

審核委員會之主要角色及職能如下：

- 考慮本集團外聘核數師之委任、重新委任及罷免、核數費用，並處理任何有關外聘核數師辭任或辭退該核數師的問題；

CORPORATE GOVERNANCE REPORT

企業管治報告



BOARD COMMITTEES (Continued)

Audit Committee (Continued)

- ii) to discuss the nature and scope of the audit with the external auditor;
- iii) to review the interim and annual financial statements before submission to the Board;
- iv) to discuss problems and reservations arising from the interim review and final audit, and any matters the external auditor may wish to discuss;
- v) to review the external auditor's management letter and management's response; and to ensure that the Board will provide a timely response to the issues raised in the external auditor's management letter;
- vi) to review the Group's financial controls, internal controls and risk management systems to ensure that they are appropriate and functioning properly; and
- vii) to consider any findings of major investigations of internal control and risk management matters and management's responses.

The duties and authorities of the Audit Committee are set out in its terms of reference which are available on the websites of the Stock Exchange and the Company.

EXTERNAL AUDITOR'S REMUNERATION

The remuneration paid or payable to the Company's external auditor, Messrs. Ernst & Young, for the year ended 31 December 2025 is set out as follows:

董事委員會(續)

審核委員會(續)

- ii) 與外聘核數師討論審核性質及範疇；
- iii) 在向董事會提交中期及年度財務報表前進行審閱；
- iv) 討論有關中期審閱及年終審核工作產生之問題及保留意見以及外聘核數師欲討論之任何事項；
- v) 審閱外聘核數師給予管理層的《管理建議書》及管理層作出的回應；並確保董事會及時回應外聘核數師給予管理層的《管理建議書》中提出的事宜；
- vi) 檢閱本集團之財務監控、內部監控及風險管理系統以確保該等系統適當及正常運作；及
- vii) 審議有關內部監控及風險管理事宜的重要調查結果及管理層作出的回應。

審核委員會之職權範圍載有其職責及權限，可於聯交所及本公司網站查閱。

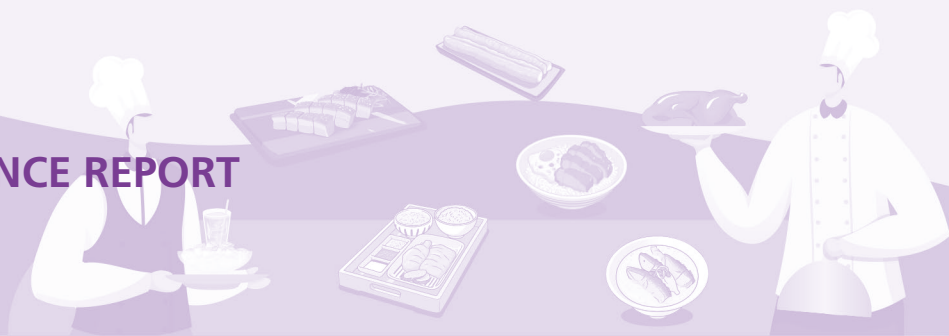
外聘核數師薪酬

截至二零二五年十二月三十一日止年度，已付或應付本公司外聘核數師安永會計師事務所之薪酬載列如下：

| Services rendered 所提供服務 | | Fee paid or payable 已付或應付費用 HK\$'000 千港元 |
|----------------------------|--------|---|
| Audit Services | 核數服務 | 2,745 |
| Non-audit services | 非核數服務 | |
| — Interim review | — 中期審閱 | 405 |
| — Tax services | — 稅項服務 | 247 |
| | | 3,397 |

CORPORATE GOVERNANCE REPORT

企業管治報告



RISK MANAGEMENT AND INTERNAL CONTROLS

The Board has the responsibility to review annually the effectiveness of the Group's risk management and internal control systems covering all material controls, including financial, operational and compliance control. The Board, through the Audit Committee, had reviewed the adequacy of resources, qualifications and experience of staff of the Company's accounting, internal audit and financial reporting functions, and their training programmes and budget.

The Group's risk management and internal control systems are designed to provide reasonable, but not absolute, assurance against material misstatement or loss; to manage rather than completely eliminate the risk of system failure; and to assist in the achievement of the Group's agreed objectives and goals. Systems and procedures are put in place to identify, manage and control the risks of different businesses and activities.

The Company's risk management and internal control systems have been developed with the following principles, features and processes:

- i) The internal control system of the Company comprises a well-established organizational structure and comprehensive policies and standards. The Board has clearly defined the authorities and key responsibilities of each business and operational unit to ensure adequate checks and balances.
- ii) The Management, in coordination with department heads, assessed the likelihood of risk occurrence, provides treatment plans, and monitor the risk management progress, and reported to the Audit Committee and the Board on all findings and the effectiveness of the systems.
- iii) The internal audit department is responsible for performing independent review of the adequacy and effectiveness of the risk management and internal control systems. The internal audit department examined key issues in relation to the accounting practices and all material controls and provided its findings and recommendations for improvement to the Audit Committee.

風險管理及內部監控

董事會負責每年檢討本集團涵蓋所有重要監控(包括財務、營運及合規監控)的風險管理及內部監控系統之效能。董事會已透過審核委員會檢討本公司會計、內部審計及財務匯報職能方面之資源、員工資歷及經驗以及其所接受培訓課程及預算是否足夠。

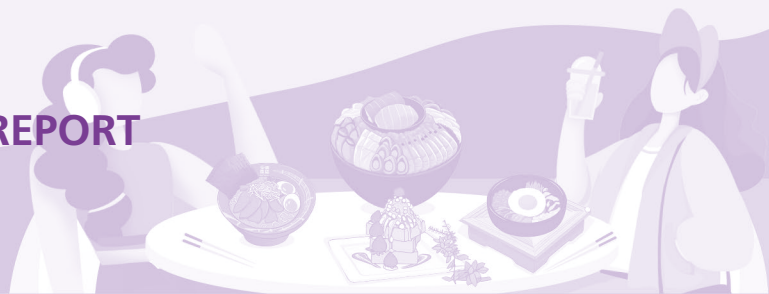
本集團風險管理及內部監控系統旨在為避免重大失實陳述或損失提供合理而非絕對之保證；管理而非完全消除系統故障之風險；及協助本集團達成議定宗旨及目標。本集團設有辦認、管理及監控各項業務及活動之風險的系統及程序。

本公司所制定風險管理及內部監控系統之原則、特色及流程如下：

- i) 本公司內部監控系統包括一個完善之組織架構以及全面之政策及準則。董事會明確界定各業務及營運部門之權限及主要職責，以確保有效之制衡。
- ii) 管理層與部門主管合作，評估發生風險之可能性，提供處理方案，並監察風險管理進度，以及向審核委員會及董事會報告所有結果及系統之效能。
- iii) 內部審計部負責就風險管理及內部監控系統之充足程度及成效進行獨立檢討。內部審計部審查有關會計實務及所有重大監控之關鍵事宜，並向審核委員會提供結果及改進建議。

CORPORATE GOVERNANCE REPORT

企業管治報告



RISK MANAGEMENT AND INTERNAL CONTROLS (Continued)

風險管理及內部監控(續)

- iv) The Board, as supported by the Audit Committee as well as the management report and the internal audit findings, reviewed the risk management and internal control systems, including the financial, operational and compliance control, for the year ended 31 December 2025, and considered that such systems are effective and adequate. The annual review also covered the financial reporting and internal audit function and staff qualifications, experiences and relevant resources.
 - v) Whistleblowing procedures are in place to facilitate employees of the Company to raise, in confidence, concerns about possible improprieties in financial reporting, internal control or other matters of the Company.
 - vi) The Company has developed its Internal Guidelines on Inside Information which provides a general guide to the Company's Directors, senior management and relevant employees in handling inside information and monitoring information disclosure. Control procedures have been implemented to ensure that the use of inside information are strictly prohibited.
- iv) 董事會於審核委員會、管理層報告及內部審計結果協助下，檢閱截至二零二五年十二月三十一日止年度之風險管理及內部監控系統（包括財務、營運及合規監控），以及考慮該等系統是否有效及足夠。年度審閱亦涵蓋財務報告及內部審計職能以及員工資歷、經驗及相關資源。
 - v) 設立舉報程序以便本公司僱員以保密方式就本公司財務報告、內部監控或其他事宜可能存在之不當行為提出關注。
 - vi) 本公司已制定有關內幕消息之內部指引，為本公司董事、高級管理層及相關僱員處理內幕消息及監察資料披露提供一般指引，亦已實施監控程序以確保嚴禁使用內幕消息。

During the Reporting Period, no significant irregularity or deficiency in risk management and internal control systems was required to draw the attention of the Board and the members of the Audit Committee.

於報告期間，風險管理及內部監控系統概無出現重大異常或不足之處而須促請董事會及審核委員會成員垂注。

ACCOUNTABILITY AND AUDIT

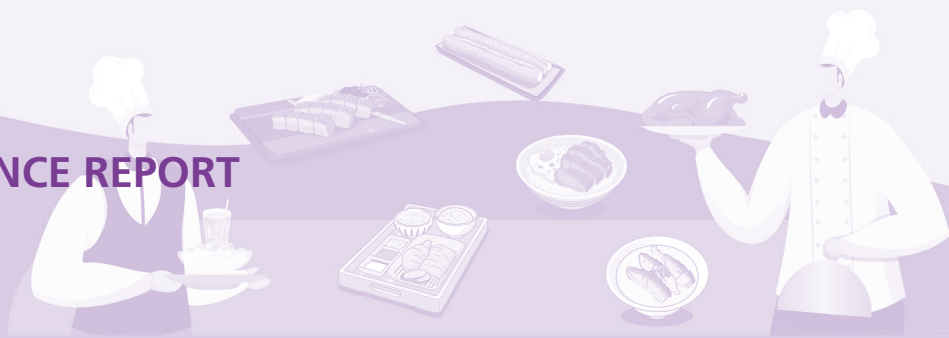
問責及審計

The Directors acknowledge their responsibility for preparing the consolidated financial statements of the Group for the year ended 31 December 2025. The Board is not aware of any material uncertainties relating to any events or conditions that may cast significant doubt upon the Group's ability to continue as a going concern. The statement of the external auditor of the Group regarding its reporting responsibilities on the consolidated financial statements of the Group is set out in the Independent Auditor's Report on pages 80 to 86.

董事確認彼等編製本集團截至二零二五年十二月三十一日止年度之綜合財務報表之責任。董事會並不知悉有任何重大不明朗事件或情況可能導致對本集團持續經營能力產生重大疑慮。本集團外聘核數師就其對本集團綜合財務報表的申報責任聲明載於第80頁至第86頁之獨立核數師報告內。

CORPORATE GOVERNANCE REPORT

企業管治報告



SHAREHOLDERS' COMMUNICATION

A Shareholders' communication policy was established on 22 May 2019 and revised on 1 June 2023. The Board recognizes the importance of good communication with the Shareholders and to ensure that Shareholders' views and concerns are appropriately addressed. Information in relation to the Group is disseminated to the Shareholders in a timely manner through the publication of interim and annual reports, announcements and circulars. All such published documents together with the latest corporate information and news are also available on the websites of the Stock Exchange and the Company.

The Board considers that effective communication with the Shareholders is essential for enhancing investor relations and investors' understanding of the Group's business performance and strategies. The Board strives to maintain an ongoing dialogue with the Shareholders and, in particular, through the AGM or other general meetings as a useful forum for the Shareholders to exchange views with the Board. The Chairmen of the Audit Committee, Remuneration Committee and Nomination Committee or in their absence, another member of the respective committees or failing that their respective duly appointed delegate, are also available to answer the Shareholders' questions at the AGM. The Company has reviewed the shareholders' communication policy in May 2025 regarding its implementation and effectiveness. Having considered the channels of communication having been made available as set out above, the Board considered that the Shareholders' Communication Policy has been effectively implemented during the Reporting Period.

Separate resolutions are proposed at the general meetings of the Company for each substantially separate issue, including the election and re-election (as the case may be) of individual Directors.

The forthcoming AGM will be held on Friday, 22 May 2026, the notice of which will be sent to the Shareholders at least 21 clear days before the meeting. An explanation of the detailed procedures of conducting a poll will be provided to Shareholders at the commencement of the AGM. The poll results will be published on the websites of the Stock Exchange and the Company in accordance with the requirements of the Listing Rules. All Shareholders are encouraged to attend the general meetings or to appoint proxies to attend and vote at the meetings on their behalf if they are unable to attend the meetings in person.

股東溝通

股東通訊政策於二零一九年五月二十二日制定並於二零二三年六月一日更新。董事會深明與股東保持良好溝通之重要性，以及確保股東之意見及所關注之事項獲得適當處理。有關本集團之資料乃按時透過刊發中期及年度報告、公告及通函向股東傳達。所有該等已刊發文件連同最新之公司資料及消息亦可於聯交所及本公司網站查閱。

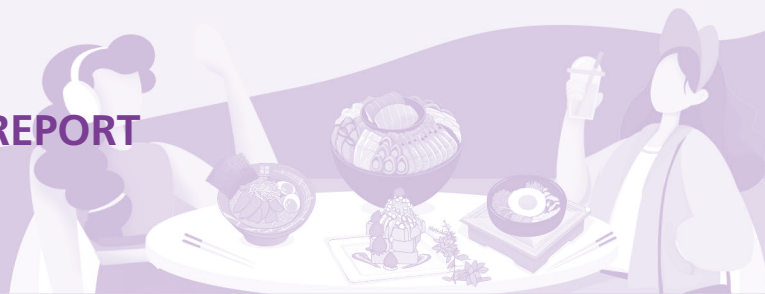
董事會認為，與股東進行有效溝通對增進投資者關係及投資者對本集團業務表現及策略的了解攸關重要。董事會致力與股東保持對話，尤其透過股東週年大會或其他股東大會作為一個寶貴平台，讓股東與董事會交流意見。審核委員會、薪酬委員會及提名委員會主席或(於其缺席之情況下)各委員會之另一名成員(如未能出席，則為彼等各自正式委任之代表)亦於股東週年大會上回答股東之問題。本公司已於二零二五年五月檢討股東通訊政策之實施情況及有效性。經考慮上文所載已提供之溝通渠道，董事會認為股東通訊政策已於報告期間內有效實施。

每項重要的個別議題(包括選舉及重選(視情況而定)個別董事)均作為獨立決議案於本公司股東大會上提呈。

應屆股東週年大會將於二零二六年五月二十二日(星期五)舉行，其通告將於會議召開最少21天前發送予股東。以投票方式進行表決之詳細程序將於股東週年大會開始時向股東解釋。投票表決結果將根據上市規則規定於聯交所及本公司網站刊載。本集團鼓勵所有股東出席股東大會，如未能親身出席大會，則委任代表代其出席大會並於會上投票。

CORPORATE GOVERNANCE REPORT

企業管治報告



CONSTITUTIONAL DOCUMENTS

During the Reporting Period, there was no change in the constitutional documents of the Company.

An up to date version of the Articles of Association is available on the websites of the Stock Exchange and the Company.

SHAREHOLDERS' RIGHTS

Proposing a Person for Election as a Director

Pursuant to Article 85 of the Articles of Association, if a Shareholder wishes to propose a person other than a retiring director for election as a Director at a general meeting, he/she can deposit a written notice at the head office and principal place of business in Hong Kong at 13/F., Chinachem Exchange Square, 1 Hoi Wan Street, Quarry Bay, Hong Kong for the attention of the Company Secretary or at the Company's branch share registrar and transfer office in Hong Kong, Tricor Investor Services Limited at 17/F, Far East Finance Centre, 16 Harcourt Road, Hong Kong provided that the minimum length of the period, during which such notices are given, shall be at least seven (7) days and that (if the notices are submitted after the despatch of the notice of the general meeting appointed for such election) the period for lodgment of such notice will commence on the day after the despatch of the notice of the general meeting and end no later than seven (7) days prior to the date of such general meeting. The procedures for a Shareholder to propose a person for election as a Director at general meeting are available on the websites of the Stock Exchange and the Company.

Convening an Extraordinary General Meeting

Pursuant to Article 58 of the Articles of Association, an extraordinary general meeting can be convened on the requisition of any one or more Shareholders holding at the date of deposit of the requisition not less than one-tenth of the paid up capital of the Company carrying the right of voting at general meetings of the Company, on a one vote per share basis. Such requisition shall be made in writing to the Board or the Company Secretary for the purpose of requiring an extraordinary general meeting to be called by the Board for the transaction of any business or resolution specified in such requisition; and such meeting shall be held within two (2) months after the deposit of such requisition.

憲章文件

於報告期間，本公司憲章文件概無變動。

最新版本之組織章程細則可於聯交所及本公司網站查閱。

股東權利

提名人選參選董事

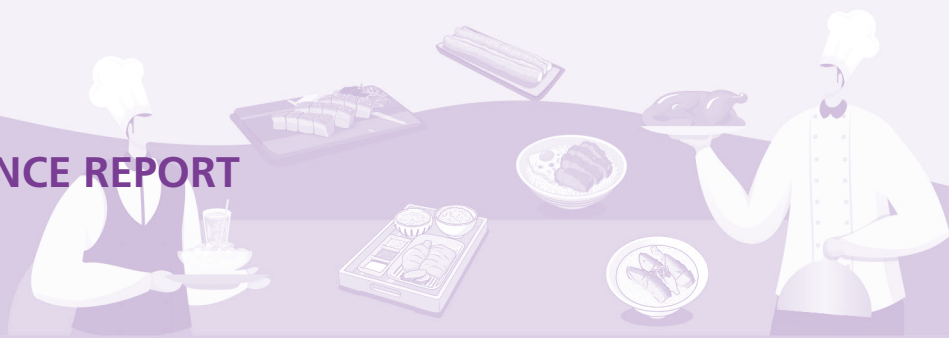
根據組織章程細則第85條，如股東欲提名個別人士（退任董事除外）於股東大會上參選董事，彼可將書面通知投遞至香港總辦事處及主要營業地點（地址為香港鰂魚涌海灣街1號華懋交易廣場13樓）並註明收件人為公司秘書，或投遞至本公司之香港股份過戶登記分處卓佳證券登記有限公司（地址為香港夏慤道16號遠東金融中心17樓），惟該等通告的最短通告期限須為至少七(7)天，倘該等通告是於寄發指定進行該推選的股東大會通告後才呈交，則呈交該通告的期間由寄發該股東大會通告翌日起計至不遲於該股東大會舉行日期前七(7)天止。股東於股東大會上建議選舉個別人士為董事之程序可於聯交所及本公司網站查閱。

召開股東特別大會

根據組織章程細則第58條，於遞呈要求日期持有不少於本公司實繳股本（附有於本公司股東大會表決權利）十分之一的一名或以上股東（按一股一票的基準計算）可要求召開股東特別大會。有關要求須以書面形式向董事會或公司秘書提出，要求董事會召開股東特別大會，以處理有關要求中指明的任何事務或決議案；且該大會應於遞呈要求後兩(2)個月內舉行。

CORPORATE GOVERNANCE REPORT

企業管治報告



SHAREHOLDERS' RIGHTS (Continued)

Convening an Extraordinary General Meeting (Continued)

If within twenty-one (21) days of such deposit the Board fails to proceed to convene such meeting, the requisitionist(s) himself (themselves) may convene a physical meeting at only one location which will be the Principal Meeting Place (as defined in Article 59(2) of the Articles of Association), and all reasonable expenses incurred by the requisitionist(s) as a result of the failure of the Board shall be reimbursed to the requisitionist(s) by the Company.

The requisition must be signed by the requisitionist(s) and deposited at the registered office of the Company at Cricket Square, Hutchins Drive, P.O. Box 2681, Grand Cayman KY1-1111, Cayman Islands or the head office and principal place of business of the Company in Hong Kong at 13/F., Chinachem Exchange Square, 1 Hoi Wan Street, Quarry Bay, Hong Kong for the attention of the Company Secretary.

Shareholders may refer to the Articles of Association for further details of the rights of Shareholders.

Putting Forward Proposals at General Meetings

Shareholders who wish to move a resolution may request the Company to convene a general meeting in accordance with the procedures set out in the preceding paragraph. Shareholders can also send enquiries and proposals putting forward for Shareholders' consideration at Shareholders' meetings to the Board in writing to the head office and principal place of business of the Company in Hong Kong at 13/F., Chinachem Exchange Square, 1 Hoi Wan Street, Quarry Bay, Hong Kong or directly by raising questions at the general meeting of the Company.

Enquiries to the Board

Shareholders should direct their enquiries about their shareholding to the Company's branch share registrar and transfer office in Hong Kong, Tricor Investor Services Limited at 17/F, Far East Finance Centre, 16 Harcourt Road, Hong Kong. Other Shareholders' enquiries can be directed to the head office and principal place of business of the Company in Hong Kong as set out in the "Corporate Information" Section of this report for the attention of the Company Secretary.

股東權利(續)

召開股東特別大會(續)

倘遞呈後二十一(21)天內，董事會未有召開該大會，則遞呈要求人士可自行於一個地點召開現場會議，而該地點將為主要會議地點(定義見組織章程細則第59(2)條)，惟本公司須償還遞呈要求人士因董事會未能召開大會而招致的一切合理費用。

遞呈要求須由遞呈要求人士正式簽署，並遞交至本公司註冊辦事處(地址為Cricket Square, Hutchins Drive, P.O. Box 2681, Grand Cayman KY1-1111, Cayman Islands)或本公司之香港總辦事處及主要營業地點(地址為香港鰂魚涌海灣街1號華懋交易廣場13樓)，並註明收件人為公司秘書。

有關股東權利之進一步詳情，股東可參閱組織章程細則。

於股東大會上提呈建議

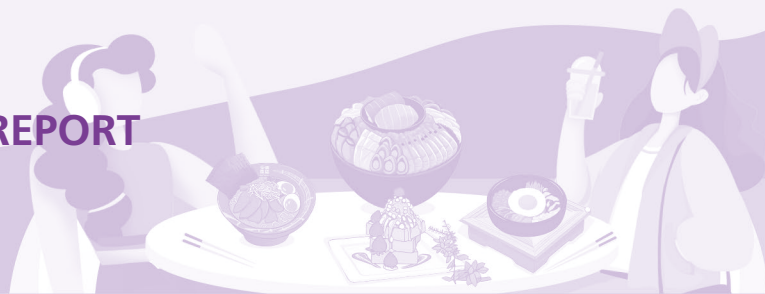
股東如欲動議一項決議案，可根據前段所載程序要求本公司召開股東大會。股東亦可以書面形式經本公司香港總辦事處及主要營業地點(地址為香港鰂魚涌海灣街1號華懋交易廣場13樓)，向董事會作出查詢及提呈供股東於股東大會上考慮之議案，或於本公司股東大會上直接提問。

向董事會提出查詢

股東可向本公司之香港股份登記及過戶分處卓佳證券登記有限公司(地址為香港夏愨道16號遠東金融中心17樓)查詢其持股情況。股東如有其他查詢，可提交至本報告「公司資料」一節所載本公司之香港總辦事處及主要營業地點，並註明收件人為公司秘書。

CORPORATE GOVERNANCE REPORT

企業管治報告



DIVIDEND POLICY

The Company has adopted the Dividend Policy which aims at providing stable and sustainable returns to its Shareholders. In deciding whether to propose a dividend and in determining the dividend amount, the Board will take into account, inter alia, the Group's operation results, gearing, general financial condition of the Group, liquidity position, the Group's expected working capital requirements and future expansion plans and any other factors that the Board may deem appropriate. The recommendation of the payment of any dividend is subject to the absolute discretion of the Board, and any declaration of final dividend will be subject to the approval of the Shareholders. The Board will regularly review the Dividend Policy and will amend and/or modify the dividend policy if necessary.

Any declaration or proposed payment of dividend or distribution by the Company is also subject to any requirements and restrictions under the Companies Laws of the Cayman Islands, the Articles of Association and any other applicable laws, rules and regulations.

COMPANY SECRETARY

Mr. Chau Ching Hang has been appointed as the Company Secretary on 3 May 2022. All Directors have access to the advice and services of the Company Secretary. The Company Secretary reports to the Chairman on board governance matters, and is responsible for ensuring that Board procedures are followed and for facilitating communications among Directors as well as with Shareholders and management.

During the Reporting Period, in respect of Rule 3.29 of the Listing Rules, Mr. Chau undertook over 15 hours of relevant professional training.

On behalf of the Board

Chan Ka Keung
Chairman

Hong Kong, 20 March 2026

股息政策

本公司已採納股息政策，旨在為其股東提供穩定及可持續之回報。於決定是否建議派付股息及釐定股息金額時，董事會將考慮(其中包括)本集團之營運業績、資產負債、本集團整體財務狀況、流動資金狀況、本集團之預期營運資金需求及未來擴展計劃以及董事會認為適當之任何其他因素。董事會就派付任何股息的建議擁有絕對酌情權，而宣派任何末期股息須由股東批准方可作實。董事會將定期檢討股息政策並於必要時修訂及/或修改股息政策。

本公司宣派或建議派付任何股息或分派亦須遵守開曼群島公司法、組織章程細則及任何其他適用法例、規則及規例項下之任何規定及限制。

公司秘書

於二零二二年五月三日，周正亨先生已獲委任為公司秘書。全體董事均可要求公司秘書提供意見及服務。公司秘書就董事會管治事宜向主席匯報，負責確保董事會程序得以遵守並促進董事間以及與股東和管理層之溝通。

於報告期間，周先生已根據上市規則第3.29條規定接受15小時以上之相關專業培訓。

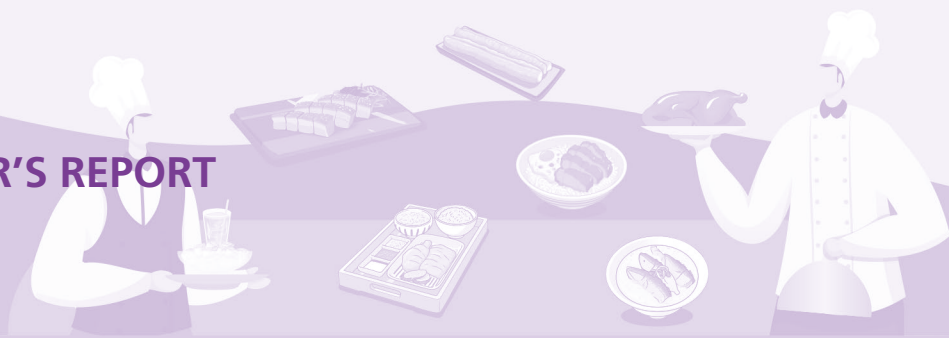
代表董事會

主席
陳家強

香港，二零二六年三月二十日

INDEPENDENT AUDITOR'S REPORT

獨立核數師報告



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To the shareholders of
Tai Hing Group Holdings Limited
(Incorporated in the Cayman Islands with limited liability)

致
太興集團控股有限公司股東
(於開曼群島註冊成立的有限公司)

OPINION

We have audited the consolidated financial statements of Tai Hing Group Holdings Limited (the "Company") and its subsidiaries (the "Group") set out on pages 87 to 192, which comprise the consolidated statement of financial position as at 31 December 2025, and the consolidated statement of profit or loss, the consolidated statement of comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information.

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

BASIS FOR OPINION

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

意見

吾等已審計列載於第87至192頁太興集團控股有限公司(「貴公司」)及其附屬公司(統稱「貴集團」)的綜合財務報表，當中包括於二零二五年十二月三十一日的綜合財務狀況表與截至該日止年度的綜合損益表、綜合全面收益表、綜合權益變動表及綜合現金流量表，以及綜合財務報表附註，包括重大會計政策資料。

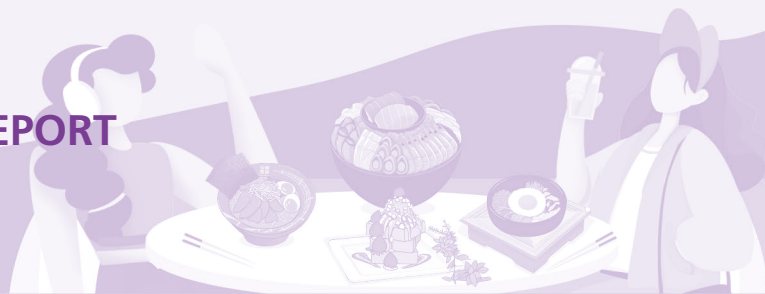
吾等認為，該等綜合財務報表已根據香港會計師公會(「香港會計師公會」)頒佈的香港財務報告會計準則真實而中肯地反映 貴集團於二零二五年十二月三十一日的綜合財務狀況，以及截至該日止年度的綜合財務表現及綜合現金流量，並已遵照香港公司條例的披露規定妥為編製。

意見的基礎

吾等已根據香港會計師公會頒佈的香港審計準則(「香港審計準則」)進行審計。吾等在該等準則下承擔的責任已在本報告核數師審計綜合財務報表之責任一節中作進一步闡述。根據香港會計師公會頒佈的專業會計師道德守則(「守則」)，守則適用於公眾利益實體的財務報表審計，吾等獨立於 貴集團，並已履行守則中的其他專業道德責任。吾等相信，吾等所獲得的審計憑證能充足及適當地為吾等的審計意見提供基礎。

INDEPENDENT AUDITOR'S REPORT

獨立核數師報告



KEY AUDIT MATTERS

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled the responsibilities described in the *Auditor's responsibilities for the audit of the consolidated financial statements* section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the consolidated financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying consolidated financial statements.

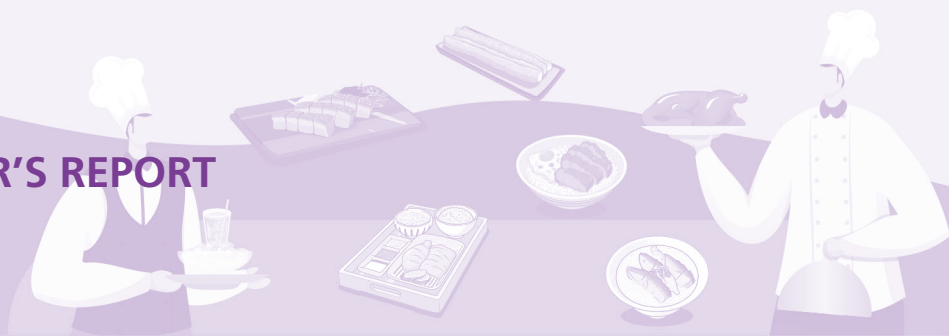
關鍵審計事項

關鍵審計事項是吾等根據專業判斷認為對本期綜合財務報表的審計最為重要的事項。該等事項於吾等審計整體綜合財務報表及出具意見時進行處理。吾等不會對該等事項提供單獨的意見。就此而言，吾等提供就下述各事項在審計中的處理方法。

吾等已履行本報告核數師審計綜合財務報表之責任一節中所述責任，包括與該等審計事項相關之責任。因此，吾等的審計工作包括執行為應對綜合財務報表重大錯誤陳述風險評估而設計之程序。吾等執行審計程序之結果，包括處理下述事項所執行之程序，為吾等就隨附綜合財務報表發表審計意見提供基礎。

INDEPENDENT AUDITOR'S REPORT

獨立核數師報告



KEY AUDIT MATTERS (Continued)

關鍵審計事項(續)

Key audit matter

關鍵審計事項

How our audit addressed the key audit matter

吾等在審計中如何處理關鍵審計事項

Impairment testing of property, plant and equipment and right-of-use assets

物業、廠房及設備以及使用權資產之減值測試

As at 31 December 2025, the Group had property, plant and equipment of HK\$378,120,000 and right-of-use assets of HK\$1,241,219,000. The Group's management performed impairment assessment of property, plant and equipment and right-of-use assets for identified restaurants that continued to underperform by estimating the recoverable amount of their property, plant and equipment and right-of-use assets based on value in use calculation. Net impairment losses of approximately HK\$15,495,000 and HK\$30,399,000 have been recognised in profit or loss during the year to reduce the carrying amounts of certain property, plant and equipment and right-of-use assets, respectively, to their estimated recoverable amounts. Significant judgement was involved in the assessment of the recoverable amounts of the property, plant and equipment and right-of-use assets of those restaurants, including assumptions on the budgeted forecasts of the respective restaurants and discount rate. The estimation process is heavily based on assumptions, which are influenced by projected future market and economic conditions.

於二零二五年十二月三十一日，貴集團擁有物業、廠房及設備378,120,000港元及使用權資產1,241,219,000港元。貴集團管理層透過基於使用價值計算法估計物業、廠房及設備以及使用權資產的可收回金額，對已識別持續表現欠佳的餐廳進行物業、廠房及設備以及使用權資產減值評估。年內，已於損益中確認約15,495,000港元及30,399,000港元的減值虧損淨額，以將若干物業、廠房及設備以及使用權資產的賬面值扣減至其各自的估計可收回金額。於評估該等餐廳的物業、廠房及設備以及使用權資產可收回金額時涉及重大判斷，包括對各餐廳預算預測及貼現率的假設。估計過程中高度依賴假設，而有關假設受未來市場及經濟狀況預測所影響。

Our audit procedures included, among others, evaluating the Group's policies and procedures in identifying impairment indicators and assessing management's significant assumptions adopted, in particular those relating to the cash flow forecasts, by reviewing the impairment methodology, discount rate and time factors. In addition, we involved our internal valuation specialists to assist us with our assessment of the methodology and the discount rates used to determine the recoverable amounts of the property, plant and equipment and right-of-use assets of those restaurants. Our procedures also included a comparison of the cash flow forecasts with historical data of the Group.

吾等的審計程序包括(其中包括)透過審閱減值方法、貼現率及時間因素評價貴集團識別減值跡象的政策及程序以及評估管理層所採納的重大假設，尤其是與現金流量預測有關者。此外，吾等委託內部評估專家協助評估用於釐定該等餐廳的物業、廠房及設備以及使用權資產的可收回金額的方法及貼現率。吾等的程序亦包括對比現金流量預測與貴集團的歷史數據。

Relevant disclosures are set out in notes 3 and 14 to the financial statements.

相關披露資料載於財務報表附註3及14。

INDEPENDENT AUDITOR'S REPORT

獨立核數師報告



OTHER INFORMATION INCLUDED IN THE ANNUAL REPORT

The directors of the Company are responsible for the other information. The other information comprises the information included in the Annual Report, other than the consolidated financial statements and our auditor's report thereon.

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

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

RESPONSIBILITIES OF THE DIRECTORS FOR THE CONSOLIDATED FINANCIAL STATEMENTS

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

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

The directors of the Company are assisted by the Audit Committee in discharging their responsibilities for overseeing the Group's financial reporting process.

載入本年報的其他資料

貴公司董事對其他資料負責。其他資料包括刊載於年報內的資料，但不包括綜合財務報表及核數師報告。

吾等對綜合財務報表的意見並不涵蓋其他資料，吾等亦不對該等其他資料發表任何形式的鑒證結論。

就吾等對綜合財務報表的審計而言，吾等的責任是閱讀其他資料，在此過程中，考慮其他資料是否與綜合財務報表或吾等在審計過程中所瞭解的情況存在重大抵觸或者似乎存在其他重大錯誤陳述的情況。基於吾等已執行的工作，如吾等認為有關其他資料存在重大錯誤陳述，吾等須報告該事實。在此方面，吾等並無任何報告。

董事就綜合財務報表須承擔的責任

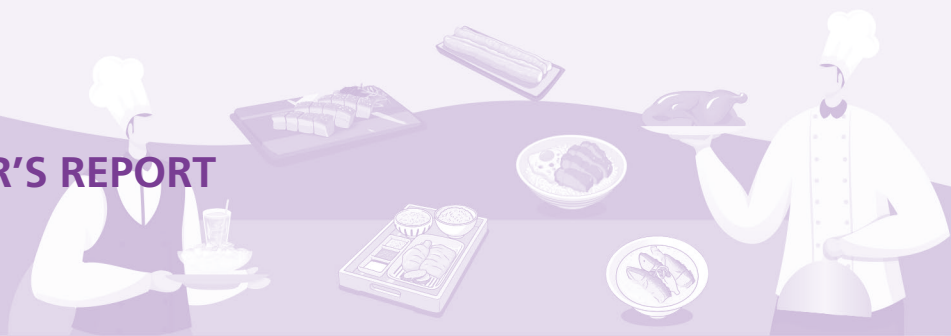
貴公司董事須負責根據香港會計師公會頒佈的香港財務報告會計準則及香港公司條例的披露規定編製真實而中肯的綜合財務報表，並對其認為為使綜合財務報表的編製不存在由於欺詐或錯誤而導致的重大錯誤陳述所需的內部監控負責。

於編製綜合財務報表時，貴公司董事負責評估貴集團持續經營的能力，並在適用情況下披露與持續經營有關的事項，以及使用持續經營為會計基礎，除非貴公司董事有意將貴集團清盤或停止經營，或別無其他實際的替代方案。

貴公司董事由審核委員會協助履行其監督貴集團財務報告程序之責任。

INDEPENDENT AUDITOR'S REPORT

獨立核數師報告



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

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Our report is made solely to you, as a body, and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this report.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with HKSA's will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with HKSA's, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.

核數師審計綜合財務報表之責任

吾等的目標是對綜合財務報表作為整體是否不存在由於欺詐或錯誤導致之重大錯誤陳述獲得合理保證以及出具載有吾等意見之核數師報告。吾等的報告僅向閣下(作為整體)發出，除此以外別無其他用途。吾等概不就本報告的內容對任何其他人士負責或承擔法律責任。

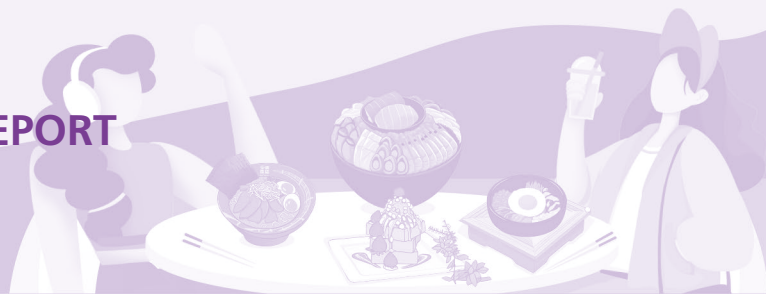
合理保證屬高水平之保證，惟並不保證根據香港審計準則進行之審計必定發現存在之重大錯誤陳述。錯誤陳述可能由欺詐或錯誤引起，倘其單獨或整體上可合理預期會影響使用者根據該等綜合財務報表所作之經濟決策，則被視為重大錯誤陳述。

在根據香港審計準則進行審計時，吾等在審計中運用專業判斷，保持專業懷疑態度。吾等亦：

- 識別及評估由於欺詐或錯誤而導致綜合財務報表存在重大錯誤陳述之風險，設計及執行審計程序以應對該等風險，以及獲取充足及適當之審計憑證，作為吾等意見之基礎。由於欺詐可能涉及串謀、偽造、蓄意遺漏、虛假陳述，或凌駕於內部監控之上，因此未能發現因欺詐而導致的重大錯誤陳述的風險高於未能發現因錯誤而導致的重大錯誤陳述之風險。
- 瞭解與審計相關之內部監控，以設計適當之審計程序，但目的並非對貴集團內部監控之有效性發表意見。
- 評價董事所採用會計政策之恰當性以及作出會計估計及相關披露之合理性。

INDEPENDENT AUDITOR'S REPORT

獨立核數師報告



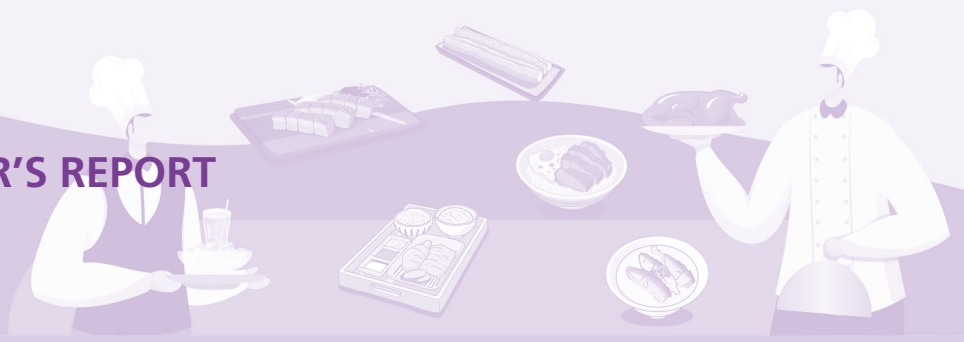
AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

核數師審計綜合財務報表之責任(續)

- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.
- 對董事採用持續經營會計基礎之恰當性作出結論，及根據所獲取之審計憑證，確定是否存在與事項或情況有關之重大不確定性，而該等事項或情況可能導致對 貴集團之持續經營能力產生重大疑慮。倘吾等認為存在重大不確定性，則有必要在核數師報告中提請使用者注意綜合財務報表中之相關披露，或假若有關披露不足，則修改吾等之意見。吾等之結論是基於截至核數師報告日期止所取得之審計憑證。然而，未來事項或情況可能導致 貴集團不能持續經營。
- 評價財務報表之整體列報方式、結構及內容(包括披露)，以及綜合財務報表是否中肯反映相關交易及事項。
- 計劃和執行集團審計，以獲取關於 貴集團內實體或業務單位財務信息的充足和適當的審計憑證，以對綜合財務報表形成審計意見提供基礎。我們負責指導、監督和覆核為集團審計而執行的審計工作。我們為審計意見承擔全部責任。

INDEPENDENT AUDITOR'S REPORT

獨立核數師報告



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

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

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

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

The engagement partner on the audit resulting in this independent auditor's report is Lai Ho Yin (practising certificate number: P06765).

Ernst & Young
Certified Public Accountants
Hong Kong

20 March 2026

核數師審計綜合財務報表之責任(續)

吾等與審核委員會就(其中包括)審計之規劃範圍及時間以及重大審計發現,包括吾等於審計期間識別出內部監控之任何重大缺陷溝通。

吾等亦向審核委員會提交聲明,說明吾等已遵守有關獨立性之道德要求,並就所有被合理認為可能影響吾等獨立性之關係及其他事宜以及(如適用)為消除威脅採取之行動或防範措施與彼等溝通。

吾等從與審核委員會溝通之事項中,釐定對本期綜合財務報表之審計工作最為重要並因此構成關鍵審計事項之事宜。除非法律或法規不容許公開披露此等事項,或於極罕有之情況下,吾等認為披露此等事項可合理預期之不良後果將超越公眾知悉此等事項之利益而不應於報告中披露,否則吾等會於核數師報告中闡述此等事項。

出具本獨立核數師報告之審計項目合夥人為黎浩賢(執業證書編號:P06765)。

安永會計師事務所
執業會計師
香港

二零二六年三月二十日

CONSOLIDATED STATEMENT OF PROFIT OR LOSS

綜合損益表

Year ended 31 December 2025
截至二零二五年十二月三十一日止年度



| | | | 2025 二零二五年 HK\$'000 千港元 | 2024 二零二四年 HK\$'000 千港元 |
|---|-----------------------|-------------|----------------------------------|----------------------------------|
| | | Notes 附註 | | |
| REVENUE | 收益 | 5 | 3,538,495 | 3,291,954 |
| Cost of materials consumed | 用料成本 | | (935,939) | (858,423) |
| Gross profit | 毛利 | | 2,602,556 | 2,433,531 |
| Other income and gains | 其他收入及收益 | 5 | 11,515 | 17,087 |
| Staff costs | 員工成本 | | (1,263,001) | (1,188,782) |
| Depreciation of items of property, plant and equipment | 物業、廠房及設備項目折舊 | | (125,615) | (133,959) |
| Amortisation of right-of-use assets, rental and related expenses, net | 使用權資產攤銷、租賃及相關開支淨額 | | (525,427) | (504,184) |
| Other operating expenses | 其他經營開支 | 7 | (473,830) | (460,638) |
| Impairment losses on property, plant and equipment and right-of-use assets, net | 物業、廠房及設備以及使用權資產減值虧損淨額 | | (45,894) | (47,438) |
| Finance costs | 融資成本 | 8 | (40,370) | (37,434) |
| PROFIT BEFORE TAX | 除稅前溢利 | 6 | 139,934 | 78,183 |
| Income tax expense | 所得稅開支 | 11 | (31,833) | (15,492) |
| PROFIT FOR THE YEAR | 年內溢利 | | 108,101 | 62,691 |
| Profit for the year attributable to: | 以下人士應佔年內溢利： | | | |
| Owners of the Company | 本公司股東 | | 108,101 | 62,749 |
| Non-controlling interests | 非控股權益 | | - | (58) |
| | | | 108,101 | 62,691 |
| EARNINGS PER SHARE ATTRIBUTABLE TO OWNERS OF THE COMPANY | 本公司股東應佔每股盈利 | | | |
| — Basic and diluted (HK cents) | — 基本及攤薄(港仙) | 13 | 11.12 | 6.24 |

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

綜合全面收益表

Year ended 31 December 2025

截至二零二五年十二月三十一日止年度



| | | 2025 二零二五年 HK\$'000 千港元 | 2024 二零二四年 HK\$'000 千港元 |
|---|----------------------------|----------------------------------|----------------------------------|
| PROFIT FOR THE YEAR | 年內溢利 | 108,101 | 62,691 |
| OTHER COMPREHENSIVE INCOME/(LOSS) | 其他全面收益／(虧損) | | |
| Other comprehensive income/(loss) that may be reclassified to profit or loss in subsequent periods: | 可於其後期間重新分類至損益之其他全面收益／(虧損)： | | |
| Exchange differences on translation of foreign operations | 換算海外業務之匯兌差額 | 10,384 | (12,534) |
| Reclassification adjustments for foreign operations deregistered or disposed of during the year | 年內撤銷註冊或出售海外業務之重新分類調整 | (137) | 2,319 |
| Other comprehensive income/(loss) for the year | 年內其他全面收益／(虧損) | 10,247 | (10,215) |
| TOTAL COMPREHENSIVE INCOME FOR THE YEAR, NET OF TAX | 年內全面收益總額 (扣除稅項) | 118,348 | 52,476 |
| Attributable to: | 以下人士應佔： | | |
| Owners of the Company | 本公司股東 | 118,348 | 52,580 |
| Non-controlling interests | 非控股權益 | - | (104) |
| | | 118,348 | 52,476 |

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

綜合財務狀況表

31 December 2025
二零二五年十二月三十一日



| | | | 2025 二零二五年 HK\$'000 千港元 | 2024 二零二四年 HK\$'000 千港元 |
|---|------------------|-------------|----------------------------------|----------------------------------|
| | | Notes 附註 | | |
| NON-CURRENT ASSETS | 非流動資產 | | | |
| Property, plant and equipment and right-of-use assets | 物業、廠房及設備以及使用權資產 | 14 | 1,619,339 | 1,730,316 |
| Investment properties | 投資物業 | 15 | 24,694 | 24,051 |
| Intangible assets | 無形資產 | 16 | 200 | 200 |
| Prepayments, deposits and other receivables | 預付款項、按金及其他應收款項 | 19 | 136,219 | 145,695 |
| Deferred tax assets | 遞延稅項資產 | 24 | 47,666 | 38,819 |
| Total non-current assets | 非流動資產總額 | | 1,828,118 | 1,939,081 |
| CURRENT ASSETS | 流動資產 | | | |
| Inventories | 存貨 | 17 | 90,243 | 79,859 |
| Trade receivables | 貿易應收款項 | 18 | 26,743 | 28,203 |
| Prepayments, deposits and other receivables | 預付款項、按金及其他應收款項 | 19 | 106,677 | 93,010 |
| Tax recoverable | 可收回稅項 | | 502 | 234 |
| Cash and cash equivalents | 現金及現金等價物 | 20 | 380,442 | 330,758 |
| Total current assets | 流動資產總額 | | 604,607 | 532,064 |
| CURRENT LIABILITIES | 流動負債 | | | |
| Trade payables | 貿易應付款項 | 21 | 91,955 | 85,269 |
| Other payables and accruals | 其他應付款項及應計費用 | 22 | 242,988 | 233,588 |
| Contract liabilities | 合約負債 | 23 | 81,648 | 61,290 |
| Lease liabilities | 租賃負債 | 14(b)(ii) | 364,143 | 367,587 |
| Tax payable | 應付稅項 | | 24,160 | 8,818 |
| Total current liabilities | 流動負債總額 | | 804,894 | 756,552 |
| NET CURRENT LIABILITIES | 流動負債淨額 | | (200,287) | (224,488) |
| TOTAL ASSETS LESS CURRENT LIABILITIES | 資產總額減流動負債 | | 1,627,831 | 1,714,593 |

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

綜合財務狀況表

31 December 2025

二零二五年十二月三十一日



| | | | 2025 二零二五年 HK\$'000 千港元 | 2024 二零二四年 HK\$'000 千港元 |
|---|--------------|-------------|----------------------------------|----------------------------------|
| | | Notes 附註 | | |
| NON-CURRENT LIABILITIES | 非流動負債 | | | |
| Lease liabilities | 租賃負債 | 14(b)(ii) | 683,648 | 736,221 |
| Other payables and accruals | 其他應付款項及應計費用 | 22 | 39,157 | 38,674 |
| Deferred tax liabilities | 遞延稅項負債 | 24 | 7,321 | 4,079 |
| Total non-current liabilities | 非流動負債總額 | | 730,126 | 778,974 |
| Net assets | 資產淨額 | | 897,705 | 935,619 |
| EQUITY | 權益 | | | |
| Equity attributable to owners of the Company | 本公司股東應佔權益 | | | |
| Issued capital | 已發行股本 | 25 | 9,714 | 10,054 |
| Reserves | 儲備 | 27 | 887,991 | 925,565 |
| Total equity | 權益總額 | | 897,705 | 935,619 |

Chan Ka Keung

陳家強

Chairman and Executive Director

主席及執行董事

Chan Shuk Fong

陳淑芳

Vice Chairman and Executive Director

副主席及執行董事

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

綜合權益變動表

Year ended 31 December 2025
截至二零二五年十二月三十一日止年度



| | | Attributable to owners of the Company | | | | | | | | | | Non-controlling interests | Total equity |
|---|----------------------|---------------------------------------|---------------|-----------------|-----------------|---------------------------|------------------------------|-------------------|------------------|----------|----------|---------------------------|--------------|
| | | 本公司股東應佔 | | | | | | | | | | | |
| | | Issued capital | Share premium | Treasury shares | Capital reserve | Asset revaluation reserve | Exchange fluctuation reserve | Statutory reserve | Retained profits | Total | | | |
| | | 已發行股本 | 股份溢價 | 庫存股份 | 資本儲備 | 資產重估儲備 | 匯兌波動儲備 | 法定儲備 | 保留溢利 | 總計 | 非控股權益 | 權益總額 | |
| | | HK\$'000 | HK\$'000 | HK\$'000 | HK\$'000 | HK\$'000 | HK\$'000 | HK\$'000 | HK\$'000 | HK\$'000 | HK\$'000 | HK\$'000 | |
| | | 千港元 | 千港元 | 千港元 | 千港元 | 千港元 | 千港元 | 千港元 | 千港元 | 千港元 | 千港元 | 千港元 | |
| | | (note 25) | | (note 27(a)) | (note 27(b)) | | (note 27(c)) | (note 27(d)) | | | | | |
| | | (附註25) | | (附註27(a)) | (附註27(b)) | | (附註27(c)) | (附註27(d)) | | | | | |
| At 1 January 2025 | 於二零二五年一月一日 | 10,054 | 728,032 | (4,784) | 118,643 | 5,207 | (49,289) | 8,076 | 119,680 | 935,619 | - | 935,619 | |
| Profit for the year | 年內溢利 | - | - | - | - | - | - | - | 108,101 | 108,101 | - | 108,101 | |
| Other comprehensive income for the year: | 年內其他全面收益： | | | | | | | | | | | | |
| Exchange differences on translation of foreign operations | 換算海外業務的匯兌差額 | - | - | - | - | - | 10,384 | - | - | 10,384 | - | 10,384 | |
| Reclassification adjustments for foreign operations deregistered during the year | 年內撤銷註冊海外業務之重新分類調整 | - | - | - | - | - | (137) | - | - | (137) | - | (137) | |
| Total comprehensive income for the year | 年內全面收益總額 | - | - | - | - | - | 10,247 | - | 108,101 | 118,348 | - | 118,348 | |
| Appropriation to statutory reserve | 轉撥至法定儲備 | - | - | - | - | - | - | 261 | (261) | - | - | - | |
| Release of statutory reserve upon liquidation of subsidiaries | 附屬公司清盤後解除法定儲備 | - | - | - | - | - | - | (827) | 827 | - | - | - | |
| Repurchase and cancellation of shares | 購回及註銷股份 | (340) | (29,564) | 4,784 | - | - | - | - | - | (25,120) | - | (25,120) | |
| Final 2024 dividend declared (note 12) | 已宣派二零二四年末期股息(附註12) | - | - | - | - | - | - | - | (24,286) | (24,286) | - | (24,286) | |
| Special dividend declared (note 12) | 已宣派特別股息(附註12) | - | - | - | - | - | - | - | (72,856) | (72,856) | - | (72,856) | |
| Interim 2025 dividend (note 12) | 二零二五年中期股息(附註12) | - | - | - | - | - | - | - | (34,000) | (34,000) | - | (34,000) | |
| At 31 December 2025 | 於二零二五年十二月三十一日 | 9,714 | 698,468* | - | 118,643* | 5,207* | (39,042)* | 7,510* | 97,205* | 897,705 | - | 897,705 | |
| At 1 January 2024 | 於二零二四年一月一日 | 10,054 | 728,032 | - | 118,643 | 5,207 | (39,120) | 8,564 | 151,956 | 983,336 | 1,216 | 984,552 | |
| Profit for the year | 年內溢利 | - | - | - | - | - | - | - | 62,749 | 62,749 | (58) | 62,691 | |
| Other comprehensive loss for the year: | 年內其他全面虧損： | | | | | | | | | | | | |
| Exchange differences on translation of foreign operations | 換算海外業務的匯兌差額 | - | - | - | - | - | (12,327) | - | - | (12,327) | (207) | (12,534) | |
| Reclassification adjustments for foreign operations deregistered or disposed of during the year | 年內撤銷註冊或出售海外業務之重新分類調整 | - | - | - | - | - | 2,158 | - | - | 2,158 | 161 | 2,319 | |
| Total comprehensive income for the year | 年內全面收益總額 | - | - | - | - | - | (10,169) | - | 62,749 | 52,580 | (104) | 52,476 | |
| Appropriation to statutory reserve | 轉撥至法定儲備 | - | - | - | - | - | - | 53 | (53) | - | - | - | |
| Release of statutory reserve upon liquidation of subsidiaries | 附屬公司清盤後解除法定儲備 | - | - | - | - | - | - | (541) | 541 | - | - | - | |
| Repurchase of shares | 購回股份 | - | - | (4,784) | - | - | - | - | - | (4,784) | - | (4,784) | |
| Capital reduction of a subsidiary | 一間附屬公司股本削減 | - | - | - | - | - | - | - | - | - | (1,112) | (1,112) | |
| Final 2023 dividend declared | 已宣派二零二三年末期股息 | - | - | - | - | - | - | - | (35,189) | (35,189) | - | (35,189) | |
| Special dividend declared | 已宣派特別股息 | - | - | - | - | - | - | - | (35,189) | (35,189) | - | (35,189) | |
| Interim 2024 dividend (note 12) | 二零二四年中期股息(附註12) | - | - | - | - | - | - | - | (25,135) | (25,135) | - | (25,135) | |
| At 31 December 2024 | 於二零二四年十二月三十一日 | 10,054 | 728,032* | (4,784)* | 118,643* | 5,207* | (49,289)* | 8,076* | 119,680* | 935,619 | - | 935,619 | |

* These reserve accounts comprise the consolidated reserves of HK\$887,991,000 (2024: HK\$925,565,000) in the consolidated statement of financial position.

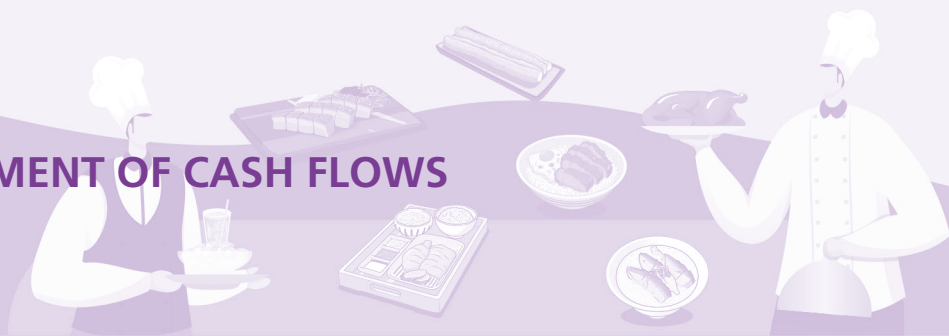
* 該等儲備賬目包括綜合財務狀況表中綜合儲備 887,991,000港元(二零二四年：925,565,000港元)。

CONSOLIDATED STATEMENT OF CASH FLOWS

綜合現金流量表

Year ended 31 December 2025

截至二零二五年十二月三十一日止年度



| | Notes 附註 | 2025 二零二五年 HK\$'000 千港元 | 2024 二零二四年 HK\$'000 千港元 |
|---|-----------------------|----------------------------------|----------------------------------|
| CASH FLOWS FROM OPERATING ACTIVITIES | 經營活動所得現金流量 | | |
| Profit before tax | 除稅前溢利 | 139,934 | 78,183 |
| Adjustments for: | 經以下各項調整： | | |
| Finance costs | 融資成本 | 8 | 37,434 |
| Bank interest income | 銀行利息收入 | 5 | (4,139) |
| Loss on disposal of items of property, plant, and equipment and right-of-use assets | 出售物業、廠房及設備項目以及使用權資產虧損 | 6 | 2,313 |
| Gain on lease modification and termination | 修訂及終止租約收益 | 6 | (9,143) |
| Depreciation of items of property, plant and equipment | 物業、廠房及設備項目折舊 | 6 | 125,615 |
| Amortisation of right-of-use assets | 使用權資產攤銷 | 6 | 399,757 |
| Impairment of items of property, plant and equipment, net | 物業、廠房及設備項目減值淨額 | 6 | 15,495 |
| Impairment of right-of-use assets, net | 使用權資產減值淨額 | 6 | 30,399 |
| Fair value loss on investment properties, net | 投資物業公平值虧損淨額 | 6 | 435 |
| (Gain)/loss on deregistration or disposal of subsidiaries, net | 撤銷註冊或出售附屬公司(收益)/虧損淨額 | 6 | (137) |
| | | 740,899 | 701,374 |
| Decrease/(increase) in inventories | 存貨減少/(增加) | (9,161) | 5,971 |
| Decrease in trade receivables | 貿易應收款項減少 | 1,606 | 9,785 |
| Decrease/(increase) in prepayments, deposits and other receivables | 預付款項、按金及其他應收款項減少/(增加) | (2,619) | 25,432 |
| Increase in trade payables | 貿易應付款項增加 | 5,877 | 2,674 |
| Increase/(decrease) in other payables and accruals | 其他應付款項及應計費用增加/(減少) | 28(a)(i) | 2,279 |
| Increase/(decrease) in contract liabilities | 合約負債增加/(減少) | 20,358 | (2,388) |
| Cash generated from operations | 業務產生的現金 | 759,239 | 719,134 |
| Hong Kong profits tax paid | 已付香港利得稅 | (22,559) | (34,084) |
| Overseas tax paid | 已付海外稅款 | (632) | (1,372) |
| Net cash flows from operating activities | 經營活動所得現金流量淨額 | 736,048 | 683,678 |

CONSOLIDATED STATEMENT OF CASH FLOWS

綜合現金流量表

Year ended 31 December 2025
截至二零二五年十二月三十一日止年度



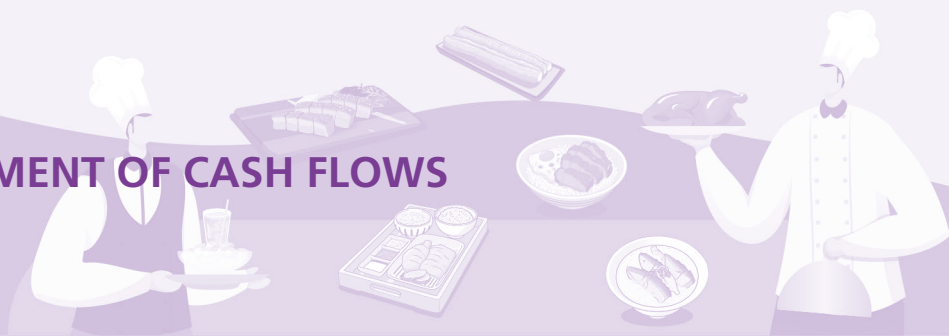
| | | 2025 二零二五年 HK\$'000 千港元 | 2024 二零二四年 HK\$'000 千港元 |
|--|-----------------------------|----------------------------------|----------------------------------|
| | Notes 附註 | | |
| CASH FLOWS FROM INVESTING ACTIVITIES | 投資活動所得現金流量 | | |
| Interest received | 已收利息 | 4,139 | 6,311 |
| Purchases of items of property, plant and equipment | 購買物業、廠房及設備項目 | (95,987) | (122,477) |
| Purchase of right-of-use assets | 購買使用權資產 | (7,384) | (13,734) |
| Proceeds from disposal of items of property, plant and equipment and right-of-use assets | 出售物業、廠房及設備項目以及使用權資產所得款項 | 1,364 | 585 |
| Net proceeds from disposal of a subsidiary | 出售一間附屬公司所得款項淨額 | - | 88 |
| Placement of non-pledged time deposits with original maturity of more than three months when acquired | 存入自取得日期起計原定到期日超過三個月之非抵押定期存款 | (140,000) | (124,500) |
| Withdrawal of non-pledged time deposits with original maturity of more than three months when acquired | 提取自取得日期起計原定到期日超過三個月之非抵押定期存款 | 120,000 | 159,500 |
| Net cash flows used in investing activities | 投資活動所用現金流量淨額 | (117,868) | (94,227) |
| CASH FLOWS FROM FINANCING ACTIVITIES | 融資活動所得現金流量 | | |
| Principal portion of lease payments and interest payments | 租賃付款的本金部分及利息款項 | (436,347) | (448,911) |
| Dividends paid | 已付股息 | (131,142) | (95,513) |
| Repurchase of shares | 購回股份 | (25,120) | (4,784) |
| Return of capital reduction to a non-controlling shareholder of a subsidiary | 向一間附屬公司非控股股東退還已削減股本 | - | (1,112) |
| Net cash flows used in financing activities | 融資活動所用現金流量淨額 | (592,609) | (550,320) |
| NET INCREASE IN CASH AND CASH EQUIVALENTS | 現金及現金等價物增加淨額 | 25,571 | 39,131 |
| Cash and cash equivalents at beginning of year | 年初現金及現金等價物 | 320,758 | 283,147 |
| Effect of foreign exchange rate changes, net | 匯率變動影響淨額 | 4,113 | (1,520) |
| CASH AND CASH EQUIVALENTS AT END OF YEAR | 年末現金及現金等價物 | 350,442 | 320,758 |

CONSOLIDATED STATEMENT OF CASH FLOWS

綜合現金流量表

Year ended 31 December 2025

截至二零二五年十二月三十一日止年度

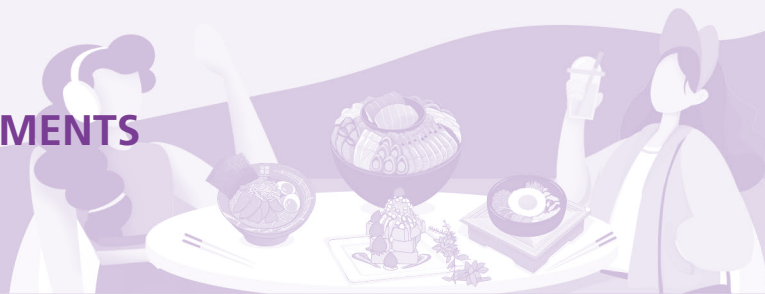


| | Notes 附註 | 2025 二零二五年 HK\$'000 千港元 | 2024 二零二四年 HK\$'000 千港元 |
|--|---------------------------|----------------------------------|----------------------------------|
| ANALYSIS OF BALANCES OF CASH AND CASH EQUIVALENTS | 現金及現金等價物結餘分析 | | |
| Cash and bank balances | 現金及銀行結餘 | 20 | 170,389 |
| Non-pledged time deposits with original maturity of less than three months when acquired | 自取得日期起計原定到期日少於三個月之非抵押定期存款 | 20 | 180,053 |
| Non-pledged time deposits with original maturity of more than three months when acquired | 自取得日期起計原定到期日超過三個月之非抵押定期存款 | 20 | 30,000 |
| Cash and cash equivalents as stated in the consolidated statement of financial position | 綜合財務狀況表所呈列現金及現金等價物 | | 380,442 |
| Non-pledged time deposits with original maturity of more than three months when acquired | 自取得日期起計原定到期日超過三個月之非抵押定期存款 | 20 | (30,000) |
| Cash and cash equivalents as stated in the consolidated statement of cash flows | 綜合現金流量表所呈列現金及現金等價物 | | 350,442 |
| | | | 175,724 |
| | | | 145,034 |
| | | | 10,000 |
| | | | 330,758 |
| | | | (10,000) |
| | | | 320,758 |

NOTES TO FINANCIAL STATEMENTS

財務報表附註

31 December 2025
二零二五年十二月三十一日



1. CORPORATE INFORMATION

The Company is a limited liability company incorporated in the Cayman Islands on 11 December 2017. The registered address of the Company is Cricket Square, Hutchins Drive, P.O. Box 2681, Grand Cayman, KY1-1111, Cayman Islands. The principal place of business of the Company is located at 13/F, Chinachem Exchange Square, 1 Hoi Wan Street, Quarry Bay, Hong Kong.

The Company is an investment holding company. During the year, the Group was engaged in the operation of restaurants and sale of food products.

In the opinion of the Directors, Chun Fat, a company incorporated in the BVI on 30 November 2017, is the immediate and ultimate holding company of the Company.

On 13 June 2019, the shares of the Company were listed on the Main Board of Stock Exchange.

Information about subsidiaries

Particulars of the Company's principal subsidiaries are as follows:

| Name 名稱 | Place of incorporation/ registration and business 註冊成立/註冊 及營業地點 | Issued ordinary/ registered share capital 已發行普通/ 註冊股本 | Percentage of equity attributable to the Company 本公司應佔 權益百分比 | | Principal activities 主要業務 |
|--|---|--|--|----------------|---------------------------------|
| | | | Direct 直接 | Indirect 間接 | |
| Tai Hing Group Holdings (BVI) Limited | BVI 英屬處女群島 | US\$21 21美元 | 100 | – | Investment holding 投資控股 |
| Best Domain Limited 得勵有限公司 | Hong Kong 香港 | HK\$100 100港元 | – | 100 | Investment holding 投資控股 |
| Bright Rich (China) Limited 富耀(中國)有限公司 | Hong Kong 香港 | HK\$10,000 10,000港元 | – | 100 | Investment holding 投資控股 |
| Capital Link Development Limited 興順發展有限公司 | Hong Kong 香港 | HK\$1 1港元 | – | 100 | Restaurant operation 經營餐廳 |

1 公司資料

本公司於二零一七年十二月十一日在開曼群島註冊成立為有限公司。本公司之註冊地址為Cricket Square, Hutchins Drive, P.O. Box 2681, Grand Cayman, KY1-1111, Cayman Islands。本公司之主要營業地點位於香港鰂魚涌海灣街1號華懋交易廣場13樓。

本公司為一間投資控股公司。於本年度，本集團從事餐廳營運及食品銷售業務。

董事認為，俊發，一間於二零一七年十一月三十日在英屬處女群島註冊成立之公司，為本公司之直接及最終控股公司。

於二零一九年六月十三日，本公司股份於聯交所主板上市。

有關附屬公司的資料

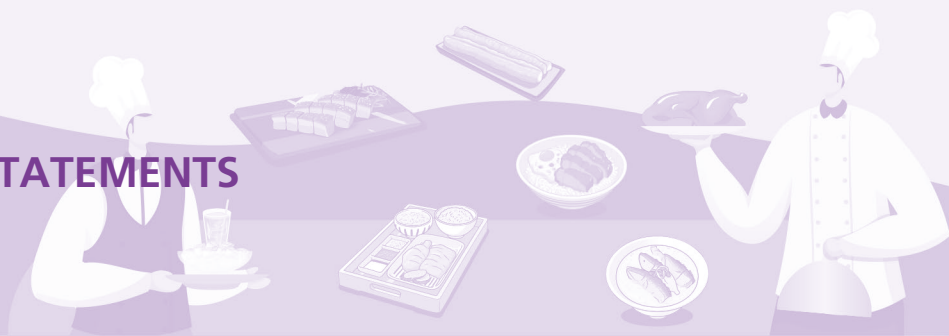
有關本公司主要附屬公司的詳情如下：

NOTES TO FINANCIAL STATEMENTS

財務報表附註

31 December 2025

二零二五年十二月三十一日



1. CORPORATE INFORMATION (Continued)

1 公司資料(續)

Information about subsidiaries (Continued)

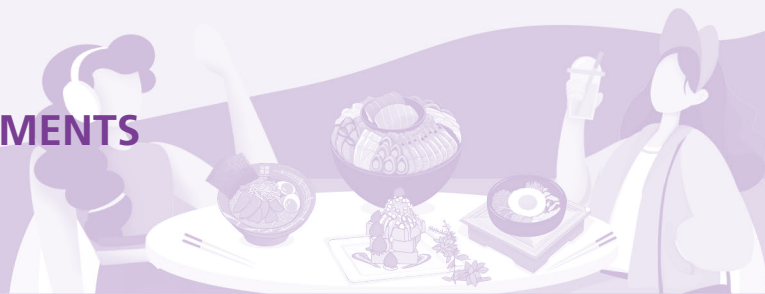
有關附屬公司的資料(續)

| Name 名稱 | Place of incorporation/ registration and business 註冊成立/註冊 及營業地點 | Issued ordinary/ registered share capital 已發行普通/ 註冊股本 | Percentage of equity attributable to the Company 本公司應佔 權益百分比 | | Principal activities 主要業務 |
|---|---|--|--|----------------|---------------------------------|
| | | | Direct 直接 | Indirect 間接 | |
| Cafe 308 Company Limited | Hong Kong 香港 | HK\$100 100港元 | – | 100 | Restaurant operation 經營餐廳 |
| Century Jumbo Limited 信宙有限公司 | Hong Kong 香港 | HK\$1 1港元 | – | 100 | Restaurant operation 經營餐廳 |
| CTC Congee Limited 靠得住有限公司 | Hong Kong 香港 | HK\$1,300,000 1,300,000港元 | – | 100 | Restaurant operation 經營餐廳 |
| Cheer Champ Enterprise Limited ¹ 志昌企業有限公司 ¹ | Hong Kong 香港 | HK\$100 100港元 | – | 100 | Property holding 持有物業 |
| Double Reward Limited ¹ 盈捷有限公司 ¹ | Hong Kong 香港 | HK\$100 100港元 | – | 100 | Property holding 持有物業 |
| Evertop Development Limited 立高發展有限公司 | Hong Kong 香港 | HK\$1 1港元 | – | 100 | Restaurant operation 經營餐廳 |
| Full Rich Development Limited ¹ 豐隆發展有限公司 ¹ | Hong Kong 香港 | HK\$1 1港元 | – | 100 | Property holding 持有物業 |
| Gold Business International Company Limited ¹ 金永業寰宇有限公司 ¹ | Hong Kong 香港 | HK\$10,000 10,000港元 | – | 100 | Property holding 持有物業 |
| Great Art Development Limited 興藝發展有限公司 | Hong Kong 香港 | HK\$100 100港元 | – | 100 | Investment holding 投資控股 |
| Great Reward Enterprise Limited ¹ 滿豐收企業有限公司 ¹ | Hong Kong 香港 | HK\$100 100港元 | – | 100 | Property holding 持有物業 |

NOTES TO FINANCIAL STATEMENTS

財務報表附註

31 December 2025
二零二五年十二月三十一日



1. CORPORATE INFORMATION (Continued)

1 公司資料(續)

Information about subsidiaries (Continued)

有關附屬公司的資料(續)

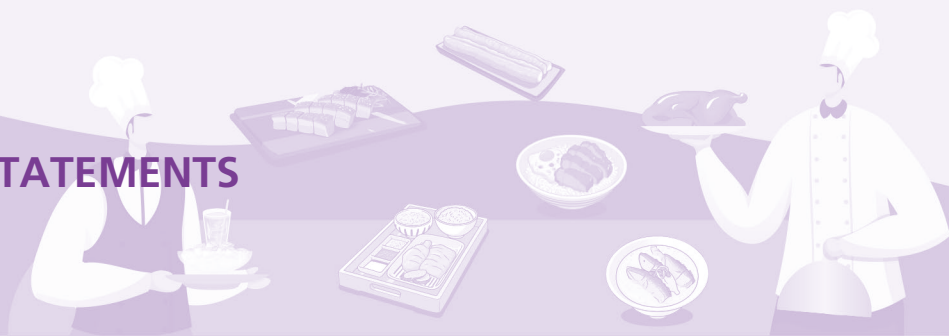
| Name 名稱 | Place of incorporation/ registration and business 註冊成立/註冊 及營業地點 | Issued ordinary/ registered share capital 已發行普通/ 註冊股本 | Percentage of equity attributable to the Company 本公司應佔 權益百分比 | | Principal activities 主要業務 |
|---|---|--|--|----------------|---------------------------------|
| | | | Direct 直接 | Indirect 間接 | |
| Great Time (H.K.) Limited 億泰(香港)有限公司 | Hong Kong 香港 | HK\$1 1港元 | – | 100 | Restaurant operation 經營餐廳 |
| Imperial Kingdom Limited 宇亞有限公司 | Hong Kong 香港 | HK\$1 1港元 | – | 100 | Restaurant operation 經營餐廳 |
| Men Wah Catering Management Limited 敏華飲食管理有限公司 | Hong Kong 香港 | HK\$100 100港元 | – | 100 | Investment holding 投資控股 |
| Miyasaki Yakiniku Company Limited 宮崎日式燒肉有限公司 | Hong Kong 香港 | HK\$100 100港元 | – | 100 | Restaurant operation 經營餐廳 |
| Nice Bloom Investment Limited 美興投資有限公司 | Hong Kong 香港 | HK\$100 100港元 | – | 100 | Investment holding 投資控股 |
| Opal Harbour Limited 奧港有限公司 | Hong Kong 香港 | HK\$1 1港元 | – | 100 | Restaurant operation 經營餐廳 |
| Record Sino Limited 紅捷有限公司 | Hong Kong 香港 | HK\$100 100港元 | – | 100 | Property holding 持有物業 |
| Roast.Pot Limited 南燒北鍋有限公司 | Hong Kong 香港 | HK\$100 100港元 | – | 100 | Restaurant operation 經營餐廳 |
| Tai Hing Catering Limited ¹ 太興飲食有限公司 ¹ | Hong Kong 香港 | HK\$10,000 10,000港元 | – | 100 | Property holding 持有物業 |
| Tai Hing Catering Management (China) Limited 太興飲食管理(中國)有限公司 | Hong Kong 香港 | HK\$4,006,000 4,006,000港元 | – | 100 | Investment holding 投資控股 |

NOTES TO FINANCIAL STATEMENTS

財務報表附註

31 December 2025

二零二五年十二月三十一日



1. CORPORATE INFORMATION (Continued)

1 公司資料(續)

Information about subsidiaries (Continued)

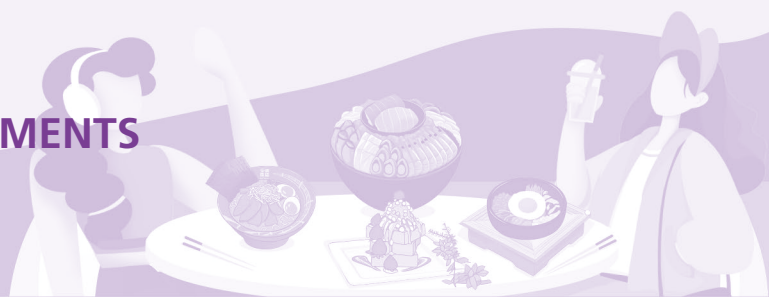
有關附屬公司的資料(續)

| Name 名稱 | Place of incorporation/ registration and business 註冊成立/註冊 及營業地點 | Issued ordinary/ registered share capital 已發行普通/ 註冊股本 | Percentage of equity attributable to the Company 本公司應佔 權益百分比 | | Principal activities 主要業務 |
|--|---|--|--|----------------|--|
| | | | Direct 直接 | Indirect 間接 | |
| Tai Hing Catering Management (Macau), Limited 太興飲食管理(澳門)有限公司 | Macau 澳門 | MOP25,000 25,000澳門元 | – | 100 | Restaurant operation 經營餐廳 |
| Tai Hing Gourmet Limited 太興餐飲有限公司 | Hong Kong 香港 | HK\$100 100港元 | – | 100 | Investment holding 投資控股 |
| Tai Hing Worldwide Development Limited 太興環球發展有限公司 | Hong Kong 香港 | HK\$10,000 10,000港元 | – | 100 | Restaurant operation 經營餐廳 |
| TeaWood Taiwanese Dining Bar Limited 茶木台灣料理有限公司 | Hong Kong 香港 | HK\$100 100港元 | – | 100 | Restaurant operation 經營餐廳 |
| Tokyo Tsukiji Ramen Limited 東京築地拉麵有限公司 | Hong Kong 香港 | HK\$100 100港元 | – | 100 | Restaurant operation 經營餐廳 |
| VIET Corner Limited | Hong Kong 香港 | HK\$100 100港元 | – | 100 | Restaurant operation 經營餐廳 |
| Wealthy Grace Investment Limited 康彩投資有限公司 | Hong Kong 香港 | HK\$100 100港元 | – | 100 | Investment holding 投資控股 |
| World Gain (H.K.) Limited 世富(香港)有限公司 | Hong Kong 香港 | HK\$1 1港元 | – | 100 | Restaurant operation 經營餐廳 |
| 東莞永富食品有限公司 ² | The PRC/ Chinese Mainland 中國/中國內地 | HK\$219,945,562 219,945,562港元 | – | 100 | Operation of food factory 經營食品廠房 |

NOTES TO FINANCIAL STATEMENTS

財務報表附註

31 December 2025
二零二五年十二月三十一日



1. CORPORATE INFORMATION (Continued)

1 公司資料(續)

Information about subsidiaries (Continued)

有關附屬公司的資料(續)

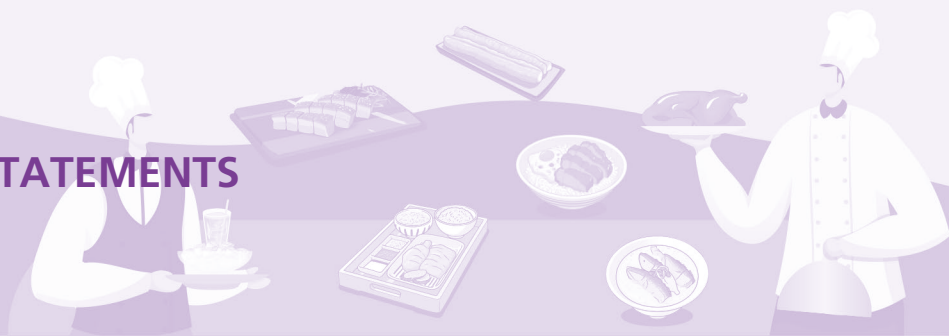
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|------------------------------|---|--|--|-------------------------------------|--|
| | | | Direct 直接 | Indirect 間接 | |
| 東莞市太興農貿有限公司 ² | The PRC/ Chinese Mainland 中國/中國內地 | RMB5,000,000 人民幣5,000,000元 | - | 100 | Primary processing of agricultural products 農產品初步加工 |
| 東莞太興餐飲管理有限公司 ² | The PRC/ Chinese Mainland 中國/中國內地 | HK\$8,000,000 8,000,000港元 | - | 100 | Restaurant operation 經營餐廳 |
| 太興飲食管理(中國)有限公司 ² | The PRC/ Chinese Mainland 中國/中國內地 | HK\$208,000,000 208,000,000港元 | - | 100 | Restaurant operation 經營餐廳 |
| 廣州太興餐飲管理有限公司 ² | The PRC/ Chinese Mainland 中國/中國內地 | RMB1,000,000 人民幣1,000,000元 | - | 100 | Restaurant operation 經營餐廳 |
| 上海太興餐飲管理有限公司 ² | The PRC/ Chinese Mainland 中國/中國內地 | RMB1,000,000 人民幣1,000,000元 | - | 100 | Restaurant operation 經營餐廳 |
| 杭州太興餐飲管理有限公司 ² | The PRC/ Chinese Mainland 中國/中國內地 | RMB1,000,000 人民幣1,000,000元 | - | 100 | Restaurant operation 經營餐廳 |
| 北京太興餐飲管理有限公司 ^{2, 3} | The PRC/ Chinese Mainland 中國/中國內地 | RMB1,000,000 人民幣1,000,000元 | - | - (2024: 100) (二零二四年: 100) | Restaurant operation 經營餐廳 |
| 惠州太興餐飲管理有限公司 ² | The PRC/ Chinese Mainland 中國/中國內地 | RMB100,000 人民幣100,000元 | - | 100 | Restaurant operation 經營餐廳 |

NOTES TO FINANCIAL STATEMENTS

財務報表附註

31 December 2025

二零二五年十二月三十一日



1. CORPORATE INFORMATION (Continued)

1 公司資料(續)

Information about subsidiaries (Continued)

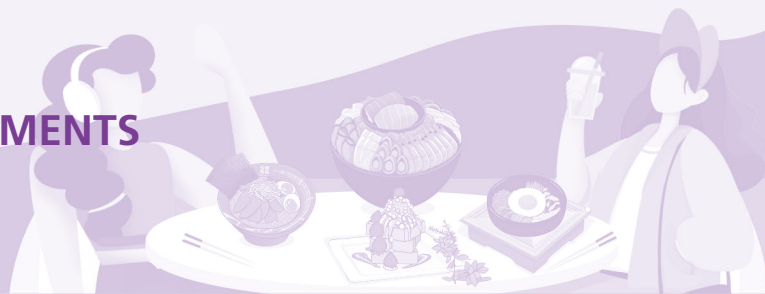
有關附屬公司的資料(續)

| Name 名稱 | Place of incorporation/ registration and business 註冊成立/註冊 及營業地點 | Issued ordinary/ registered share capital 已發行普通/ 註冊股本 | Percentage of equity attributable to the Company 本公司應佔 權益百分比 | | Principal activities 主要業務 |
|-------------------------------|---|--|--|-------------------------------------|---------------------------------|
| | | | Direct 直接 | Indirect 間接 | |
| 瀋陽太興餐飲管理有限公司 ^{2, 3} | The PRC/ Chinese Mainland 中國/中國內地 | RMB1,050,000 人民幣1,050,000元 | – | – (2024: 100) (二零二四年: 100) | Restaurant operation 經營餐廳 |
| 廣州靠得住餐飲管理有限公司 ² | The PRC/ Chinese Mainland 中國/中國內地 | HK\$13,000,000 13,000,000港元 | – | 100 | Restaurant operation 經營餐廳 |
| 北京靠得住餐飲管理有限公司 ^{2, 3} | The PRC/ Chinese Mainland 中國/中國內地 | RMB100,000 人民幣100,000元 | – | – (2024: 100) (二零二四年: 100) | Restaurant operation 經營餐廳 |
| 敏華餐飲管理(深圳)有限公司 ² | The PRC/ Chinese Mainland 中國/中國內地 | HK\$29,000,000 29,000,000港元 | – | 100 | Restaurant operation 經營餐廳 |
| 上海敏華餐飲管理有限公司 ² | The PRC/ Chinese Mainland 中國/中國內地 | RMB100,000 人民幣100,000元 | – | 100 | Restaurant operation 經營餐廳 |
| 廣州敏華餐飲管理有限公司 ² | The PRC/ Chinese Mainland 中國/中國內地 | RMB100,000 人民幣100,000元 | – | 100 | Restaurant operation 經營餐廳 |
| 茶木餐飲管理(深圳)有限公司 ² | The PRC/ Chinese Mainland 中國/中國內地 | HK\$14,000,000 14,000,000港元 | – | 100 | Restaurant operation 經營餐廳 |
| 廣州茶木餐飲管理有限公司 ² | The PRC/ Chinese Mainland 中國/中國內地 | RMB100,000 人民幣100,000元 | – | 100 | Restaurant operation 經營餐廳 |

NOTES TO FINANCIAL STATEMENTS

財務報表附註

31 December 2025
二零二五年十二月三十一日



1. CORPORATE INFORMATION (Continued)

1 公司資料(續)

Information about subsidiaries (Continued)

有關附屬公司的資料(續)

| Name 名稱 | Place of incorporation/ registration and business 註冊成立/註冊 及營業地點 | Issued ordinary/ registered share capital 已發行普通/ 註冊股本 | Percentage of equity attributable to the Company 本公司應佔 權益百分比 | | Principal activities 主要業務 |
|--------------------------------|---|--|--|-------------------------------------|--------------------------------------|
| | | | Direct 直接 | Indirect 間接 | |
| 深圳得好勵投資諮詢有限公司 ² | The PRC/ Chinese Mainland 中國/中國內地 | HK\$15,000,000 15,000,000港元 | – | 100 | Property holding 持有物業 |
| 錦麗餐飲管理(深圳)有限公司 ^{2, 3} | The PRC/ Chinese Mainland 中國/中國內地 | HK\$1,000,000 1,000,000港元 | – | – (2024: 100) (二零二四年: 100) | Restaurant operation 經營餐廳 |
| 杭州敏華餐飲管理有限公司 ² | The PRC/ Chinese Mainland 中國/中國內地 | RMB100,000 人民幣100,000元 | – | 100 | Restaurant operation 經營餐廳 |
| 瀋陽敏華餐飲管理有限公司 ² | The PRC/ Chinese Mainland 中國/中國內地 | RMB100,000 人民幣100,000元 | – | 100 | Restaurant operation 經營餐廳 |
| 新世代餐飲管理(深圳)有限公司 ² | The PRC/ Chinese Mainland 中國/中國內地 | HK\$41,000,000 41,000,000港元 | – | 100 | Dormant 沒有業務 |
| 廣州添飯創意策劃有限公司 ^{2, 3} | The PRC/ Chinese Mainland 中國/中國內地 | RMB100,000 人民幣100,000元 | – | – (2024: 100) (二零二四年: 100) | Brand design management 品牌設計管理 |

¹ The subsidiaries were amalgamated and ceased to exist during the year.

² These entities are registered as wholly-foreign-owned enterprises under PRC law.

³ The subsidiaries were deregistered during the year.

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

¹ 該等附屬公司於年內被合併及已不復存在。

² 根據中國法律註冊為外商獨資企業的實體。

³ 年內撤銷註冊的附屬公司。

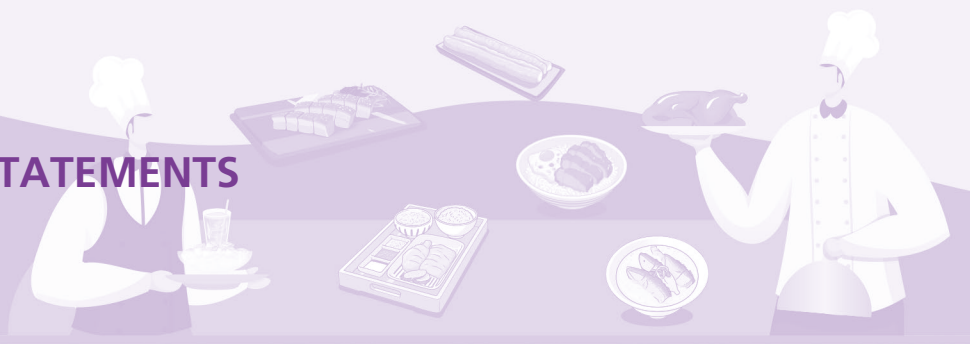
上表載列之本公司附屬公司，是董事認為對本集團本年度業績有主要影響或構成本集團資產淨額主要部分之附屬公司。董事認為列出有關其他附屬公司之詳情將導致篇幅過於冗長。

NOTES TO FINANCIAL STATEMENTS

財務報表附註

31 December 2025

二零二五年十二月三十一日



2. ACCOUNTING POLICIES

2.1 BASIS OF PRESENTATION

As at 31 December 2025, the Group had net current liabilities of HK\$200,287,000 which included current portion of lease liabilities of HK\$364,143,000 and contract liabilities of HK\$81,648,000. The Directors believe that the Group has sufficient cash flows from operations to meet its liabilities as and when they fall due. Therefore, the consolidated financial statements are prepared on a going concern basis.

Should the Group be unable to continue as a going concern, adjustments would have to be made to write down the value of assets to their recoverable amounts and to provide for any further liabilities which might arise and to reclassify non-current assets and non-current liabilities as current assets and current liabilities, respectively. The effect to these adjustments has not been reflected in the consolidated financial statements.

2.2 BASIS OF PREPARATION

These financial statements have been prepared in accordance with HKFRS Accounting Standards (which include all HKFRSs, HKASs and Interpretations) as issued by the HKICPA and the disclosure requirements of the Hong Kong Companies Ordinance. They have been prepared under the historical cost convention, except for investment properties which have been measured at fair value. These financial statements are presented in Hong Kong dollars (“HK\$”) and all values are rounded to the nearest thousand except when otherwise indicated.

Basis of consolidation

The consolidated financial statements include the financial statements of the Company and its subsidiaries (collectively referred to as the “Group”) for the year ended 31 December 2025.

2. 會計政策

2.1 呈列基準

於二零二五年十二月三十一日，本集團之流動負債淨額為200,287,000港元，包括租賃負債之流動部分364,143,000港元及合約負債81,648,000港元。董事相信本集團有充足營運所得現金流量應付其到期負債。因此，綜合財務報表按持續經營基準編製。

倘本集團無法持續經營，則須調整資產價值，將其撇減至可收回金額，並就任何可能出現之其他負債作出撥備，以及分別將非流動資產及非流動負債重新分類為流動資產及流動負債。該等調整之影響未反映於綜合財務報表。

2.2 編製基準

該等財務報表已根據香港會計師公會頒佈之香港財務報告會計準則（包括全部香港財務報告準則、香港會計準則及詮釋）及香港公司條例之披露規定予以編製。除投資物業按公平值計量外，該等財務報表已根據歷史成本法編製。該等財務報表以港元（「港元」）呈列，除另有指明外，所有數值均約整至最接近千位。

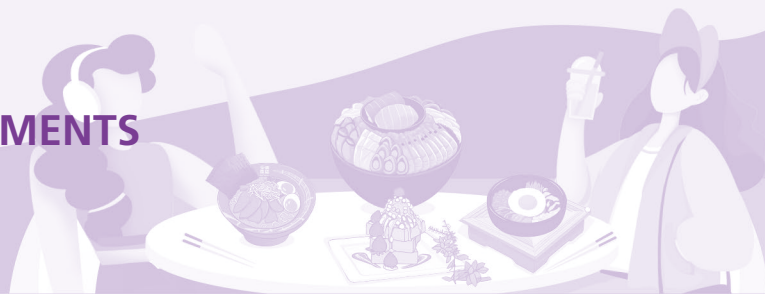
綜合基準

綜合財務報表包括本公司及其附屬公司（統稱為「本集團」）截至二零二五年十二月三十一日止年度的財務報表。

NOTES TO FINANCIAL STATEMENTS

財務報表附註

31 December 2025
二零二五年十二月三十一日



2.2 BASIS OF PREPARATION (Continued)

Basis of consolidation (Continued)

A subsidiary is an entity (including a structured entity), directly or indirectly, controlled by the Company. Control is achieved when the Group is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee (i.e., existing rights that give the Group the current ability to direct the relevant activities of the investee).

Generally, there is a presumption that a majority of voting rights results in control. When the Company has less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

- (a) the contractual arrangement with the other vote holders of the investee;
- (b) rights arising from other contractual arrangements; and
- (c) the Group's voting rights and potential voting rights.

The financial statements of the subsidiaries are prepared for the same reporting period as the Company, using consistent accounting policies. The results of subsidiaries are consolidated from the date on which the Group obtains control, and continue to be consolidated until the date that such control ceases.

Profit or loss and each component of other comprehensive income are attributed to the owners of the parent of the Group and to the non-controlling interests, even if this results in the non-controlling interests having a deficit balance. All intra-group assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

2.2 編製基準(續)

綜合基準(續)

附屬公司為本公司直接或間接控制的實體(包括結構性實體)。當本集團通過參與被投資方的活動而承受浮動回報之風險或享有獲得浮動回報之權利，並能透過於被投資方之權力(即賦予本集團現有能指引被投資方相關活動之既存權利)影響該等回報時，即取得控制權。

一般而言，假定擁有大多數投票權即擁有控制權。倘本公司擁有少於被投資方大多數投票權或類似權利，本集團會於評估其是否對被投資方擁有控制權時考慮所有相關事實及情況，包括：

- (a) 與被投資方其他投票權持有人所訂之合約安排；
- (b) 其他合約安排所產生之權利；及
- (c) 本集團之投票權及潛在投票權。

附屬公司與本公司的財務報表的報告期間相同，並採用一致會計政策編製。附屬公司的業績由本集團取得控制權之日起綜合入賬，並繼續綜合入賬至有關控制權終止之日為止。

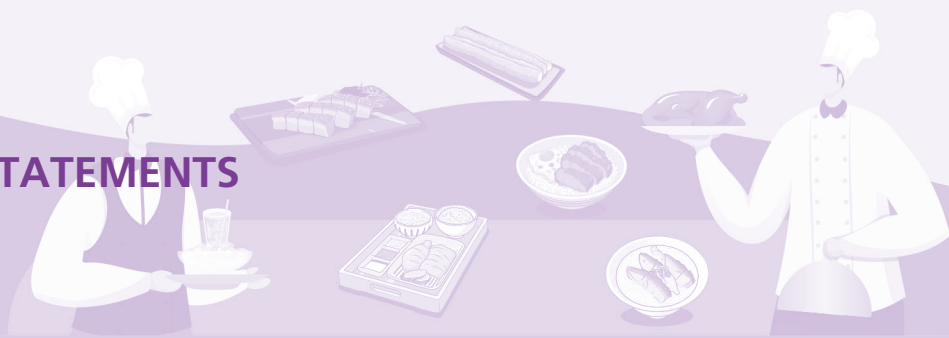
溢利或虧損及其他全面收益之各項目乃歸屬於本集團母公司股東及非控股權益，即使非控股權益會因此產生虧絀結餘。本集團內各公司間之交易所引致之所有集團內各公司間的資產及負債、權益、收入、支出及現金流量均於綜合賬目內全數對銷。

NOTES TO FINANCIAL STATEMENTS

財務報表附註

31 December 2025

二零二五年十二月三十一日



2.2 BASIS OF PREPARATION (Continued)

Basis of consolidation (Continued)

The Group reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control described above. A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction.

If the Group loses control over a subsidiary, it derecognises the related assets (including goodwill), liabilities, any non-controlling interest and exchange fluctuation reserve; and recognises the fair value of any investment retained and any resulting surplus or deficit in profit or loss. The Group's share of components previously recognised in other comprehensive income is reclassified to profit or loss or retained profits, as appropriate, on the same basis as would be required if the Group had directly disposed of the related assets or liabilities.

2.3 CHANGES IN ACCOUNTING POLICIES AND DISCLOSURES

The Group has adopted amendments to HKAS 21 Lack of Exchangeability for the first time for the current year's financial statements. The Group has not early adopted any other standard or amendment that has been issued but is not yet effective.

Amendments to HKAS 21 specify how an entity shall assess whether a currency is exchangeable into another currency and how it shall estimate a spot exchange rate at a measurement date when exchangeability is lacking. The amendments require disclosures of information that enable users of financial statements to understand the impact of a currency not being exchangeable. As the currencies that the Group had transacted in and the functional currencies of overseas subsidiaries for translation into the Group's presentation currency were exchangeable, the amendments did not have any impact on the Group's financial statements.

2.2 編製基準(續)

綜合基準(續)

倘有事實及情況顯示上文所述之三項控制權要素有一項或多項出現變動，則本集團會重新評估其是否對被投資方擁有控制權。倘附屬公司之擁有權權益有所變動但並無失去控制權，則於入賬時列作權益交易。

倘本集團失去對一間附屬公司之控制權，則其終止確認相關資產(包括商譽)、負債、任何非控股權益及匯兌波動儲備；以及確認所保留任何投資之公平值及損益中任何因此產生之盈餘或虧絀。先前於其他全面收益表內確認之本集團應佔部分按與假設本集團直接出售相關資產或負債所須採用之相同基準，在適當情況下重新分類至損益或保留溢利。

2.3 會計政策變動及披露

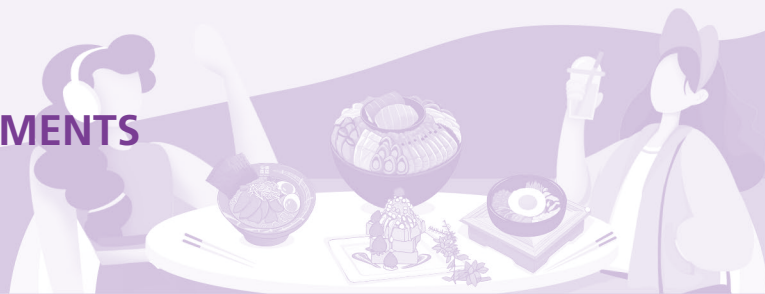
本集團已就本年度財務報表首次採用香港會計準則第21號(修訂本)缺乏可兌換性。本集團並未提早採用任何其他已頒佈但尚未生效之準則或修訂本。

香港會計準則第21號(修訂本)訂明實體應如何評估貨幣是否可兌換為另一貨幣，以及於計量日期在缺乏可兌換性之情況下應如何估計即期匯率。該等修訂本規定須披露有關資料，讓財務報表使用者理解貨幣不可兌換所產生之影響。由於本集團進行交易之貨幣以及海外附屬公司用以換算為本集團呈列貨幣之功能貨幣均可兌換，因此該等修訂本對本集團財務報表並無任何影響。

NOTES TO FINANCIAL STATEMENTS

財務報表附註

31 December 2025
二零二五年十二月三十一日



2.4 ISSUED BUT NOT YET EFFECTIVE HKFRS ACCOUNTING STANDARDS

The Group has not applied the following new and amended HKFRS Accounting Standards, that have been issued but are not yet effective, in these financial statements. The Group intends to apply these new and amended HKFRS Accounting Standards, if applicable, when they become effective.

HKFRS 18

香港財務報告準則第18號

HKFRS 19 and its Amendments

香港財務報告準則第19號及其修訂本

Amendments to HKFRS 9 and HKFRS 7

香港財務報告準則第9號及

香港財務報告準則第7號(修訂本)

Amendments to HKFRS 10 and HKAS 28

香港財務報告準則第10號及

香港會計準則第28號(修訂本)

Amendments to HKAS 21

香港會計準則第21號(修訂本)

Annual Improvements to HKFRS Accounting Standards
– Volume 11

香港財務報告會計準則之年度改進 – 第11冊

¹ Effective for annual periods beginning on or after 1 January 2026

² Effective for annual/reporting periods beginning on or after 1 January 2027

³ No mandatory effective date yet determined but available for adoption

2.4 已頒佈但尚未生效的香港財務報告會計準則

本集團並無於該等財務報表中應用以下已頒佈但尚未生效的新訂及經修訂香港財務報告會計準則。本集團擬於該等新訂及經修訂香港財務報告會計準則生效時在適用情況下應用該等準則。

Presentation and Disclosure in Financial Statements²
財務報表之呈列及披露²

Subsidiaries without Public Accountability: Disclosures²
無公共受託責任之附屬公司：披露²

Contracts Referencing Nature-dependent Electricity¹
涉及依賴自然電力之合約¹

Sale or Contribution of Assets between an Investor and its Associate or Joint Venture³
投資者與其相聯法團及合資公司之間出售或注入資產³

Translation to a Hyperinflationary Presentation Currency²
換算為惡性通貨膨脹呈列貨幣²

Amendments to HKFRS 1, HKFRS 7, HKFRS 9, HKFRS 10 and HKAS 7¹

香港財務報告準則第1號、香港財務報告準則第7號、香港財務報告準則第9號、香港財務報告準則第10號及香港會計準則第7號(修訂本)¹

¹ 於二零二六年一月一日或之後開始之年度期間生效

² 於二零二七年一月一日或之後開始之年度／報告期間生效

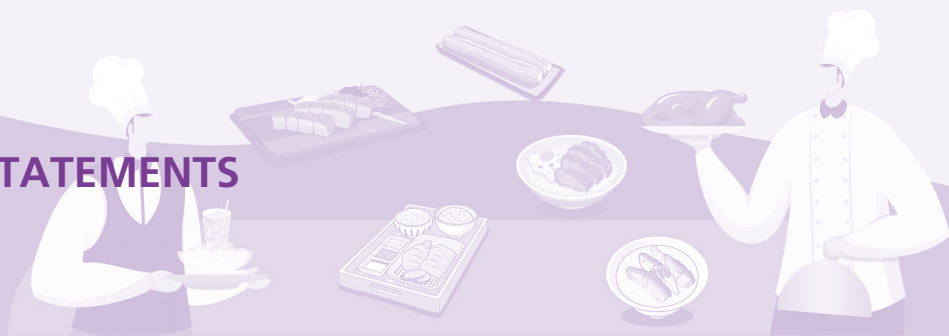
³ 尚未釐定強制生效日期，惟可供採納

NOTES TO FINANCIAL STATEMENTS

財務報表附註

31 December 2025

二零二五年十二月三十一日



2.4 ISSUED BUT NOT YET EFFECTIVE HKFRS ACCOUNTING STANDARDS (Continued)

Further information about those HKFRS Accounting Standards that are expected to be applicable to the Group is described below.

HKFRS 18 replaces HKAS 1 *Presentation of Financial Statements*. While a number of sections have been brought forward from HKAS 1 with limited changes, HKFRS 18 introduces new requirements for presentation within the statement of profit or loss, including specified totals and subtotals. Entities are required to classify all income and expenses within the statement of profit or loss into one of the five categories: operating, investing, financing, income taxes and discontinued operations and to present two new defined subtotals. It also requires disclosures about management-defined performance measures in a single note and introduces enhanced requirements on the grouping (aggregation and disaggregation) and the location of information in both the primary financial statements and the notes. Some requirements previously included in HKAS 1 are moved to HKAS 8 *Accounting Policies, Changes in Accounting Estimates and Errors*, which is renamed as HKAS 8 *Basis of Preparation of Financial Statements*. As a consequence of the issuance of HKFRS 18, limited, but widely applicable, amendments are made to HKAS 7 *Statement of Cash Flows*, HKAS 33 *Earnings per Share* and HKAS 34 *Interim Financial Reporting*. In addition, there are minor consequential amendments to other HKFRS Accounting Standards. HKFRS 18 and the consequential amendments to other HKFRS Accounting Standards are effective for annual periods beginning on or after 1 January 2027 with earlier application permitted. Retrospective application is required. The Group is currently analysing the new requirements and assessing the impact of HKFRS 18 on the presentation and disclosure of the Group's financial statements.

2.4 已頒佈但尚未生效的香港財務報告會計準則(續)

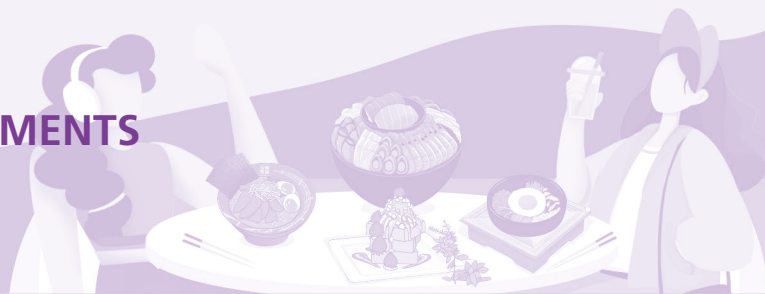
有關上述預期將適用於本集團的香港財務報告會計準則的進一步資料載述如下。

香港財務報告準則第18號取代香港會計準則第1號*財務報表之呈列*。香港財務報告準則第18號沿用香港會計準則第1號之多個章節並作出有限改動，同時引入有關損益表內呈列之新規定，包括訂明總計及小計。實體須將損益表內所有收入及開支分類為以下五個類別之一：經營、投資、融資、所得稅及已終止經營業務，並呈列兩項新界定之小計。其亦規定於單獨之附註中披露管理層界定之績效計量指標，並對主要財務報表及附註中之資料分組(匯總及拆分)及位置提出更嚴格要求。香港會計準則第1號先前所載部分規定已轉移至香港會計準則第8號*會計政策、會計估計變更及錯誤*，並更名為香港會計準則第8號*財務報表之編製基準*。由於頒佈香港財務報告準則第18號，香港會計準則第7號*現金流量表*、香港會計準則第33號*每股盈利*及香港會計準則第34號*中期財務報告*亦作出有限但廣泛適用之修訂。此外，其他香港財務報告會計準則亦作出相應之輕微修訂。香港財務報告準則第18號及其他香港財務報告會計準則之相應修訂於二零二七年一月一日或之後開始之年度期間生效，允許提早應用，並須追溯應用。本集團現正分析該等新規定，並評估香港財務報告準則第18號對本集團財務報表呈列及披露之影響。

NOTES TO FINANCIAL STATEMENTS

財務報表附註

31 December 2025
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2.4 ISSUED BUT NOT YET EFFECTIVE HKFRS ACCOUNTING STANDARDS (Continued)

HKFRS 19 allows eligible entities to elect to apply reduced disclosure requirements while still applying the recognition, measurement and presentation requirements in other HKFRS Accounting Standards. To be eligible, at the end of the reporting period, an entity must be a subsidiary as defined in HKFRS 10 *Consolidated Financial Statements*, cannot have public accountability and must have a parent (ultimate or intermediate) that prepares consolidated financial statements available for public use which comply with HKFRS Accounting Standards or IFRS Accounting Standards. HKFRS 19 was amended in April 2025 to include IFRS Accounting Standards in the eligibility criteria for applying the standard. The standard was further amended in October 2025 to (i) remove disclosure objectives from HKFRS 19; (ii) reduce the disclosure requirements relating to supplier finance arrangements and a specific class of financial liabilities; and (iii) replace disclosure requirements relating to management-defined performance measures with a cross-reference to HKFRS 18 for entities that use these measures. Earlier application is permitted. As the Company is a listed company, it is not eligible to elect to apply HKFRS 19 and its amendments. Some of the Company's subsidiaries are considering the application of HKFRS 19 and its amendments in their specified financial statements.

Amendments to HKFRS 9 and HKFRS 7 *Amendments to the Classification and Measurement of Financial Instruments* clarify the date on which a financial asset or financial liability is derecognised and introduce an accounting policy option to derecognise a financial liability that is settled through an electronic payment system before the settlement date if specified criteria are met. The amendments clarify how to assess the contractual cash flow characteristics of financial assets with environmental, social and governance and other similar contingent features. Moreover, the amendments clarify the requirements for classifying financial assets with non-recourse features and contractually linked instruments. The amendments also include additional disclosures for investments in equity instruments designated at fair value through other comprehensive income and financial instruments with contingent features. The amendments shall be applied retrospectively with an adjustment to opening retained profits (or other component of equity) at the initial application date. Prior periods are not required to be restated and can only be restated without the use of hindsight. Earlier application of either all the amendments at the same time or only the amendments related to the classification of financial assets is permitted. The amendments are not expected to have any significant impact on the Group's financial statements.

2.4 已頒佈但尚未生效的香港財務報告會計準則(續)

香港財務報告準則第19號允許合資格實體選擇應用經縮減之披露規定，同時繼續應用其他香港財務報告會計準則之確認、計量及呈列規定。為符合資格，於報告期末，實體須為香港財務報告準則第10號*綜合財務報表*所界定之附屬公司，不得具公共受託責任，且須有一間編製符合香港財務報告會計準則或國際財務報告準則會計準則以供公眾使用之綜合財務報表之母公司(最終或中間控股公司)。香港財務報告準則第19號於二零二五年四月作出修訂，將國際財務報告準則會計準則納入判定是否適用該準則的資格標準。該準則於二零二五年十月作進一步修訂，以：(i)從香港財務報告準則第19號刪除披露目標；(ii)減少與供應商融資安排及特定類別金融負債相關的披露規定；及(iii)就採用管理層界定之績效計量指標之實體，將與該等計量指標相關之披露規定替換為相互參照香港財務報告準則第18號。該等修訂本獲准提早應用。由於本公司為上市公司，故不符合資格選擇應用香港財務報告準則第19號及其修訂本。本公司部分附屬公司正考慮於其特定財務報表中應用香港財務報告準則第19號及其修訂本。

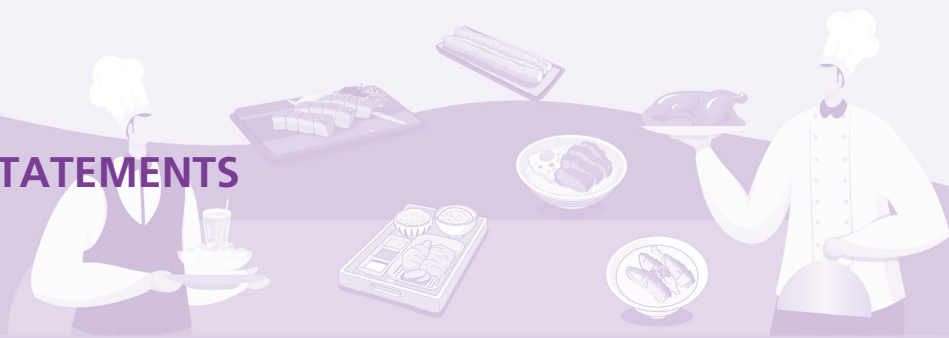
香港財務報告準則第9號及香港財務報告準則第7號(修訂本)*金融工具分類及計量之修訂*闡明終止確認金融資產或金融負債之日期，並引入一項會計政策選項，以於達致特定標準之情況下終止確認於結算日期前透過電子付款系統償付之金融負債。該等修訂本釐清如何評估具有環境、社會及管治以及其他類似或然特徵之金融資產之合約現金流量特徵。此外，該等修訂本釐清對具有無追索權特徵之金融資產及合約掛鉤工具進行分類之規定。該等修訂本亦包括對指定按公平值計入其他全面收益之股本工具及具有或然特徵之金融工具之投資之額外披露規定。該等修訂本須追溯應用，並於首次應用日期對期初保留溢利(或權益之其他組成部分)進行調整。過往期間毋須重列，且僅可在不使用事後所得資料之情況下重列。同時提早應用所有該等修訂本或僅提早應用與金融資產分類相關之修訂本，均獲允許。預期該等修訂本不會對本集團之財務報表產生任何重大影響。

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2.4 ISSUED BUT NOT YET EFFECTIVE HKFRS ACCOUNTING STANDARDS (Continued)

Amendments to HKFRS 9 and HKFRS 7 *Contracts Referencing Nature-dependent Electricity* clarify the application of the “own-use” requirements for in-scope contracts and amend the designation requirements for a hedged item in a cash flow hedging relationship for in-scope contracts. The amendments also include additional disclosures that enable users of financial statements to understand the effects these contracts have on an entity’s financial performance and future cash flows. The amendments relating to the own-use exception shall be applied retrospectively. Prior periods are not required to be restated and can only be restated without the use of hindsight. The amendments relating to the hedge accounting shall be applied prospectively to new hedging relationships designated on or after the date of the initial application. Earlier application is permitted. The amendments to HKFRS 9 and HKFRS 7 shall be applied at the same time. The amendments are not expected to have any significant impact on the Group’s financial statements.

Amendments to HKFRS 10 and HKAS 28 address an inconsistency between the requirements in HKFRS 10 and in HKAS 28 in dealing with the sale or contribution of assets between an investor and its associate or joint venture. The amendments require a full recognition of a gain or loss resulting from a downstream transaction when the sale or contribution of assets constitutes a business. For a transaction involving assets that do not constitute a business, a gain or loss resulting from the transaction is recognised in the investor’s profit or loss only to the extent of the unrelated investor’s interest in that associate or joint venture. The amendments are to be applied prospectively. The previous mandatory effective date of amendments to HKFRS 10 and HKAS 28 was removed by the HKICPA. However, the amendments are available for adoption now.

2.4 已頒佈但尚未生效的香港財務報告會計準則(續)

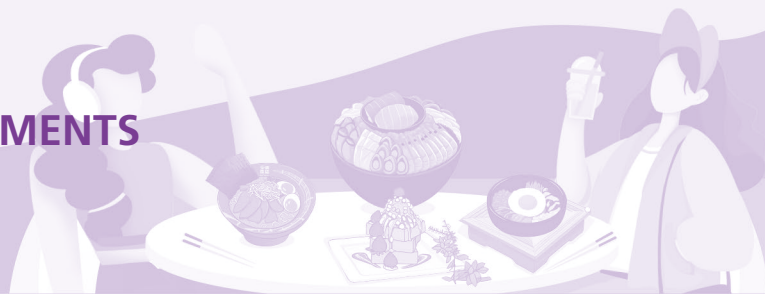
香港財務報告準則第9號及香港財務報告準則第7號(修訂本)涉及自然依賴型電力之合約澄清如何就範圍內合約應用「自用」規定，並修訂範圍內合約現金流量對沖關係中被對沖項目的指定規定。該等修訂本亦包括額外披露，讓財務報表使用者能夠了解該等合約對實體財務表現及未來現金流量之影響。與自用豁免相關之修訂應追溯應用。過往期間毋須重列，且僅可在不使用事後所得資料之情況下重列。與對沖會計相關之修訂應追溯應用於首次應用日期或之後指定之新對沖關係。允許提早應用。香港財務報告準則第9號及香港財務報告準則第7號之修訂應同時應用。預期該等修訂本不會對本集團之財務報表產生任何重大影響。

香港財務報告準則第10號及香港會計準則第28號(修訂本)針對香港財務報告準則第10號及香港會計準則第28號之間對投資者與其相聯法團或合資公司之間出售或注入資產在處理方式規定上之不一致。有關修訂本規定，如資產出售或注入構成一項業務，則須全額確認下游交易產生的收益或虧損。如涉及資產的交易不構成一項業務，則就該交易所產生的收益或虧損而言，僅按非相關投資者於該相聯法團或合資公司之權益確認投資者收益或虧損。有關修訂本將作前瞻性應用。香港會計師公會已撤銷香港財務報告準則第10號及香港會計準則第28號(修訂本)先前之強制生效日期。然而，有關修訂本現已可供採用。

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2.4 ISSUED BUT NOT YET EFFECTIVE HKFRS ACCOUNTING STANDARDS (Continued)

Annual Improvements to HKFRS Accounting Standards – Volume 11 set out amendments to HKFRS 1, HKFRS 7 (and the accompanying Guidance on implementing HKFRS 7), HKFRS 9, HKFRS 10 and HKAS 7. Details of the amendments that are expected to be applicable to the Group are as follows:

- **HKFRS 7 *Financial Instruments: Disclosures*:** The amendments have updated certain wording in paragraph B38 of HKFRS 7 and paragraphs IG1, IG14 and IG20B of the *Guidance on implementing HKFRS 7* for the purpose of simplification or achieving consistency with other paragraphs in the standard and/or with the concepts and terminology used in other standards. In addition, the amendments clarify that the *Guidance on implementing HKFRS 7* does not necessarily illustrate all the requirements in the referenced paragraphs of HKFRS 7 nor does it create additional requirements. Earlier application is permitted. The amendments are not expected to have any significant impact on the Group's financial statements.
- **HKFRS 9 *Financial Instruments*:** The amendments clarify that when a lessee has determined that a lease liability has been extinguished in accordance with HKFRS 9, the lessee is required to apply paragraph 3.3.3 of HKFRS 9 and recognise any resulting gain or loss in profit or loss. However, the amendments do not address how a lessee distinguishes between a lease modification as defined in HKFRS 16 and an extinguishment of a lease liability in accordance with HKFRS 9. In addition, the amendments have updated certain wording in paragraph 5.1.3 of HKFRS 9 and Appendix A of HKFRS 9 to remove potential confusion. Earlier application is permitted. The amendments are not expected to have any significant impact on the Group's financial statements.

2.4 已頒佈但尚未生效的香港財務報告會計準則(續)

香港財務報告會計準則之年度改進—第11冊載列香港財務報告準則第1號、香港財務報告準則第7號(及隨附之香港財務報告準則第7號實施指引)、香港財務報告準則第9號、香港財務報告準則第10號及香港會計準則第7號之修訂本。預期適用於本集團之修訂本詳情如下：

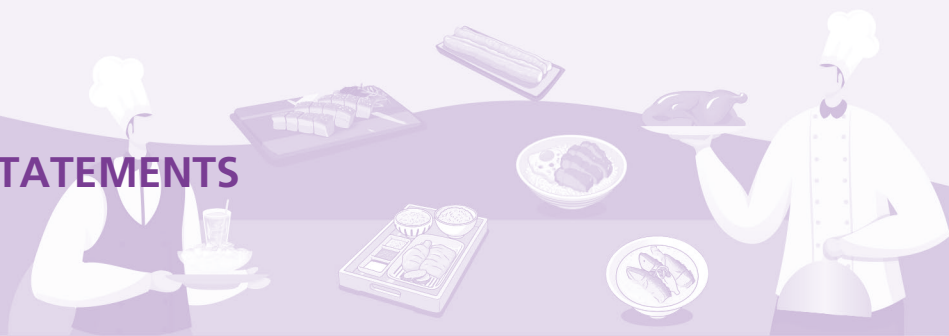
- **香港財務報告準則第7號金融工具：披露：**該等修訂本已更新香港財務報告準則第7號第B38段以及香港財務報告準則第7號實施指引第IG1、IG14及IG20B段之若干措辭，以作簡化或與準則其他段落及／或其他準則所用概念及術語保持一致。此外，該等修訂本釐清香港財務報告準則第7號實施指引未必說明香港財務報告準則第7號所引述段落之所有規定，亦無增設額外規定。該等修訂本獲准提早應用。預期該等修訂本不會對本集團之財務報表產生任何重大影響。
- **香港財務報告準則第9號金融工具：**該等修訂本釐清承租人根據香港財務報告準則第9號釐定租賃負債已償清時，承租人須應用香港財務報告準則第9號第3.3.3段，並於損益中確認所產生之任何收益或虧損。然而，該等修訂本並未處理承租人如何區分香港財務報告準則第16號所界定之租賃修訂與根據香港財務報告準則第9號償清租賃負債。此外，該等修訂本已更新香港財務報告準則第9號第5.1.3段及香港財務報告準則第9號附錄A之若干措辭，以消除潛在混淆。該等修訂本獲准提早應用。預期該等修訂本不會對本集團之財務報表產生任何重大影響。

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2.4 ISSUED BUT NOT YET EFFECTIVE HKFRS ACCOUNTING STANDARDS (Continued)

- HKFRS 10 *Consolidated Financial Statements*: The amendments clarify that the relationship described in paragraph B74 of HKFRS 10 is just one example of various relationships that might exist between the investor and other parties acting as de facto agents of the investor, which removes the inconsistency with the requirement in paragraph B73 of HKFRS 10. Earlier application is permitted. The amendments are not expected to have any significant impact on the Group's financial statements.
- HKAS 7 *Statement of Cash Flows*: The amendments replace the term "cost method" with "at cost" in paragraph 37 of HKAS 7 following the prior deletion of the definition of "cost method". Earlier application is permitted. The amendments are not expected to have any impact on the Group's financial statements.

2.5 MATERIAL ACCOUNTING POLICIES

Fair value measurement

The Company measures its investment properties at fair value at the end of each reporting period. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either in the principal market for the asset or liability, or in the absence of a principal market, in the most advantageous market for the asset or liability. The principal or the most advantageous market must be accessible by the Group. The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

2.4 已頒佈但尚未生效的香港財務報告會計準則(續)

- 香港財務報告準則第10號綜合財務報表：該等修訂本釐清香港財務報告準則第10號第B74段所述之關係只是投資者與作為投資者實際代理之其他各方之間可能存在之各種關係之其中一個例子，消除與香港財務報告準則第10號第B73段規定不符之處。該等修訂本獲准提早應用。預期該等修訂本不會對本集團之財務報表產生任何重大影響。
- 香港會計準則第7號現金流量表：於先前刪除「成本法」之定義後，該等修訂本於香港會計準則第7號第37段以「按成本」一詞取代「成本法」。該等修訂本獲准提早應用。預期該等修訂本不會對本集團之財務報表產生任何影響。

2.5 重大會計政策

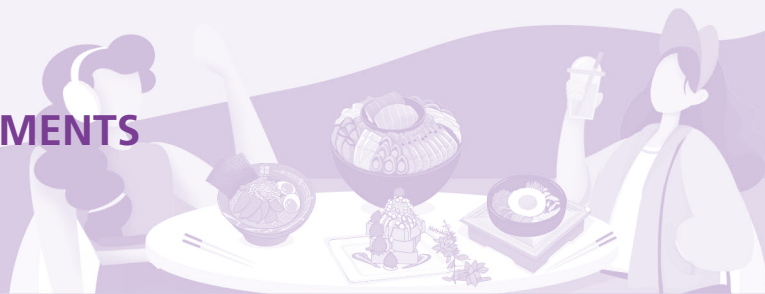
公平值計量

本公司於各報告期末以公平值計量投資物業。公平值為市場參與者於計量日期進行的有序交易中出售資產所收取或轉讓負債所支付的價格。公平值按假設出售資產或轉讓負債的交易於該資產或負債的主要市場(倘無主要市場，則為對該資產或負債最有利的市場)進行而計量。本集團必須可於該主要市場或最有利市場進行交易。資產或負債的公平值採用市場參與者為資產或負債定價時所用的假設計量，並假設市場參與者按其本身最佳經濟利益行事。

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2.5 MATERIAL ACCOUNTING POLICIES (Continued)

2.5 重大會計政策(續)

Fair value measurement (Continued)

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- | | | |
|-----------------|---|--|
| Level 1 第一層級 | — | based on quoted prices (unadjusted) in active markets for identical assets or liabilities 按相同資產或負債於活躍市場的報價(未經調整) |
| Level 2 第二層級 | — | based on valuation techniques for which the lowest level input that is significant to the fair value measurement is observable, either directly or indirectly 基於可直接或間接觀察對計量公平值而言屬重大的最低水平輸入數據的估值方法 |
| Level 3 第三層級 | — | based on valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable 基於無法觀察對計量公平值而言屬重大的最低水平輸入數據的估值方法 |

For assets and liabilities that are recognised in the financial statements on a recurring basis, the Group determines whether transfers have occurred between levels in the hierarchy by reassessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

公平值計量(續)

非金融資產的公平值計量衡量市場參與者最大程度及充分使用該資產得到經濟利益的能力，或將該資產售予另一可最大程度及充分使用該資產的市場參與者而獲得經濟利益的能力。

本集團採用在有關情況下屬適當的估值技術，且有充足數據可計量公平值、盡量使用相關可觀察輸入數據同時盡量避免使用不可觀察輸入數據。

所有於財務報表中計量或披露公平值的資產及負債，按對公平值計量整體重要的最低水平輸入數據分類為下述的公平值級別：

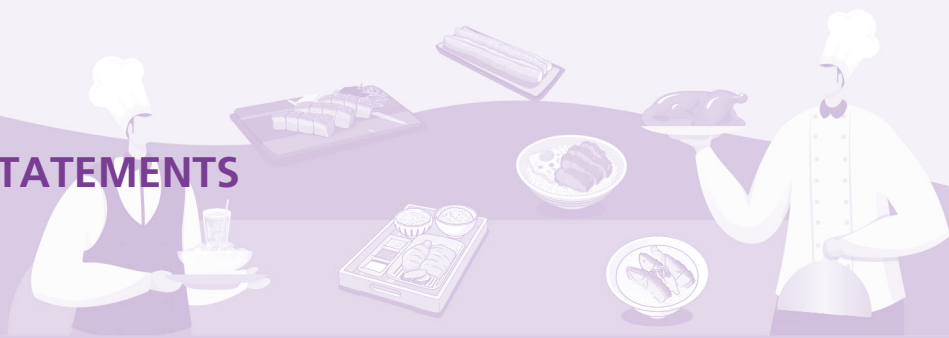
就按經常性基準於財務報表確認的資產及負債而言，本集團基於就計量公平值整體而言屬重大的最低水平輸入數據，於各報告期末重新評估分類，以釐定層級間是否出現轉移。

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2.5 MATERIAL ACCOUNTING POLICIES (Continued)

Impairment of non-financial assets

Where an indication of impairment exists, or when annual impairment testing for a non-financial asset is required (other than inventories, deferred tax assets, investment properties and non-current assets classified as held for sale), the asset's recoverable amount is estimated. An asset's recoverable amount is the higher of the asset's or cash-generating unit's value in use and its fair value less costs of disposal, and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets, in which case the recoverable amount is determined for the cash-generating unit to which the asset belongs. In testing a cash-generating unit for impairment, a portion of the carrying amount of a corporate asset (e.g., a headquarters building) is allocated to an individual cash-generating unit if it can be allocated on a reasonable and consistent basis or, otherwise, to the smallest group of cash-generating units.

An impairment loss is recognised only if the carrying amount of an asset exceeds its recoverable amount. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. An impairment loss is charged to profit or loss in the period in which it arises in those expense categories consistent with the function of the impaired asset.

An assessment is made at the end of each reporting period as to whether there is an indication that previously recognised impairment losses may no longer exist or may have decreased. If such an indication exists, the recoverable amount is estimated. A previously recognised impairment loss of an asset other than goodwill is reversed only if there has been a change in the estimates used to determine the recoverable amount of that asset, but not to an amount higher than the carrying amount that would have been determined (net of any depreciation/amortisation) had no impairment loss been recognised for the asset in prior years. A reversal of such an impairment loss is credited to profit or loss in the period in which it arises.

2.5 重大會計政策(續)

非金融資產減值

當非金融資產(存貨、遞延稅項資產、投資物業及分類為持作出售的非流動資產除外)存在減值跡象或須對非金融資產進行年度減值測試時，將估計資產的可收回金額。資產的可收回金額指資產或現金產生單位的使用價值與其公平值減出售成本兩者之中的較高者，並會就個別資產釐定，除非該資產並非很大程度上獨立於其他資產或資產組別產生現金流入，在該情況下，可收回金額按資產所屬的現金產生單位釐定。在測試現金產生單位是否出現減值時，如可按合理一致基礎分配，則企業資產(例如總部大樓)的一部分賬面值將被分配至個別現金產生單位，否則將分配至最小的現金產生單位組別。

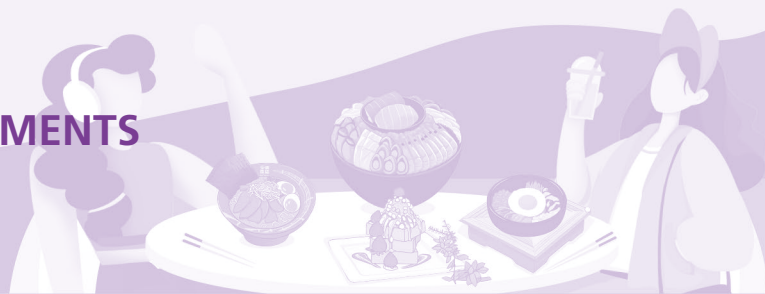
僅當資產賬面值超出其可收回金額時，方會確認減值虧損。在評估使用價值時，以反映當前市場評定的貨幣時間價值與資產特有風險的稅前貼現率將估計未來現金流量貼現為現值。減值虧損於產生期間自損益扣除，列入與該已減值資產功能一致的同類開支。

在各報告期末會評估是否有跡象顯示先前確認的減值虧損可能不復存在或有所減少。倘存在該跡象，則會估計可收回金額。僅當用於釐定資產可收回金額的估計有所改變時，先前就該資產(商譽除外)確認的減值虧損方可撥回，但撥回後金額不得高於假設過往年度並無就資產確認減值虧損而原應釐定的賬面值(扣除任何折舊／攤銷)。該減值虧損的撥回於產生期間計入損益。

NOTES TO FINANCIAL STATEMENTS

財務報表附註

31 December 2025
二零二五年十二月三十一日



2.5 MATERIAL ACCOUNTING POLICIES (Continued)

Related parties

A party is considered to be related to the Group if:

- (a) the party is a person or a close member of that person's family and that person
 - (i) has control or joint control over the Group;
 - (ii) has significant influence over the Group; or
 - (iii) is a member of the key management personnel of the Group or of a parent of the Group;

or

- (b) the party is an entity where any of the following conditions applies:
 - (i) the entity and the Group are members of the same group;
 - (ii) one entity is an associate or joint venture of the other entity (or of a parent, subsidiary or fellow subsidiary of the other entity);
 - (iii) the entity and the Group are joint ventures of the same third party;
 - (iv) one entity is a joint venture of a third entity and the other entity is an associate of the third entity;
 - (v) the entity is a post-employment benefit plan for the benefit of employees of either the Group or an entity related to the Group;
 - (vi) the entity is controlled or jointly controlled by a person identified in (a);
 - (vii) a person identified in (a)(i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity); and
 - (viii) the entity, or any member of a group of which it is a part, provides key management personnel services to the Group or to the parent of the Group.

2.5 重大會計政策(續)

關聯方

倘任何人士符合以下條件，則被視為與本集團有關聯：

- (a) 倘為符合下列條件的人士，或為符合下列條件人士家族的近親：
 - (i) 控制或共同控制本集團；
 - (ii) 對本集團有重大影響力；或
 - (iii) 為本集團或本集團母公司的主要管理層成員；

或

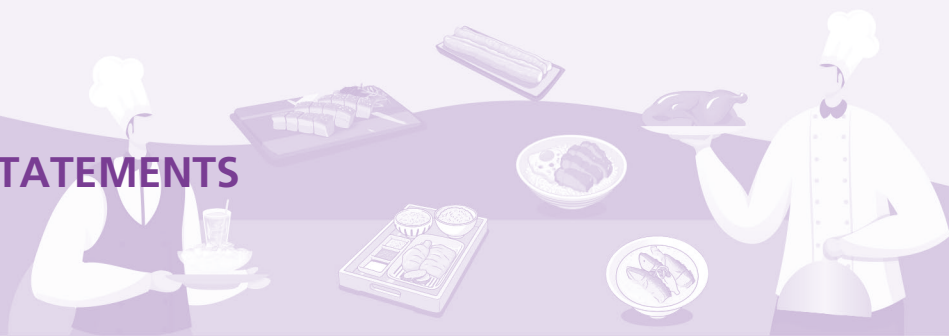
- (b) 倘為符合下列任何條件的實體：
 - (i) 該實體及本集團為同一集團的成員公司；
 - (ii) 某實體為另一實體的相聯法團或合資公司(或為另一實體的母公司、附屬公司或同系附屬公司)；
 - (iii) 該實體及本集團均為同一第三方的合資公司；
 - (iv) 某實體為第三方實體的合資公司，而另一實體為該第三方實體的相聯法團；
 - (v) 該實體為以本集團或本集團關聯實體僱員為受益人的離職後福利計劃；
 - (vi) 該實體受(a)項所指人士控制或共同控制；
 - (vii) (a)(i)項所指人士對該實體有重大影響力或為該實體(或該實體母公司)的主要管理層成員；及
 - (viii) 該實體或該實體所屬集團的任何成員公司向本集團或本集團母公司提供主要管理人員服務。

NOTES TO FINANCIAL STATEMENTS

財務報表附註

31 December 2025

二零二五年十二月三十一日



2.5 MATERIAL ACCOUNTING POLICIES (Continued)

Property, plant and equipment and depreciation

Property, plant and equipment, other than construction in progress, are stated at cost less accumulated depreciation and any impairment losses. When an item of property, plant and equipment is classified as held for sale or when it is part of a disposal group classified as held for sale, it is not depreciated and is accounted for in accordance with HKFRS 5, as further explained in the accounting policy for "Non-current assets and disposal groups held for sale". The cost of an item of property, plant and equipment comprises its purchase price and any directly attributable costs of bringing the asset to its working condition and location for its intended use.

Expenditure incurred after items of property, plant and equipment have been put into operation, such as repairs and maintenance, is normally charged to the statement of profit or loss in the period in which it is incurred. In situations where the recognition criteria are satisfied, the expenditure for a major inspection is capitalised in the carrying amount of the asset as a replacement. Where significant parts of property, plant and equipment are required to be replaced at intervals, the Group recognises such parts as individual assets with specific useful lives and depreciates them accordingly.

Depreciation is calculated on the straight-line basis to write off the cost of each item of property, plant and equipment to its residual value over its estimated useful life. The principal annual rates used for this purpose are as follows:

| |
|---|
| Buildings 樓宇 |
| Leasehold improvements 租賃裝修 |
| Furniture, fixtures and office equipment 傢俱、裝置及辦公室設備 |
| Motor vehicles 汽車 |

2.5 重大會計政策(續)

物業、廠房及設備與折舊

物業、廠房及設備(在建項目除外)按成本減累計折舊及任何減值虧損列賬。誠如「非流動資產及持作出售的出售組別」項下的會計政策所進一步說明，當物業、廠房及設備項目獲分類為持作出售或當其屬於獲分類為持作出售的出售組別的一部分時，不再對其計提折舊並按香港財務報告準則第5號列賬。物業、廠房及設備項目的成本包括其購買價格及將資產置於其擬定用途的運作狀況及地點的任何直接應佔成本。

物業、廠房及設備項目投入運作後所產生的維修保養等開支一般於其產生期間自損益表扣除。在符合確認標準的情況下，主要檢查的開支會於資產賬面值撥充資本作為還原成本。倘物業、廠房及設備的重要零件須定期更換，則本集團將該等零件確認為具有特定可使用年期的個別資產，並相應計提折舊。

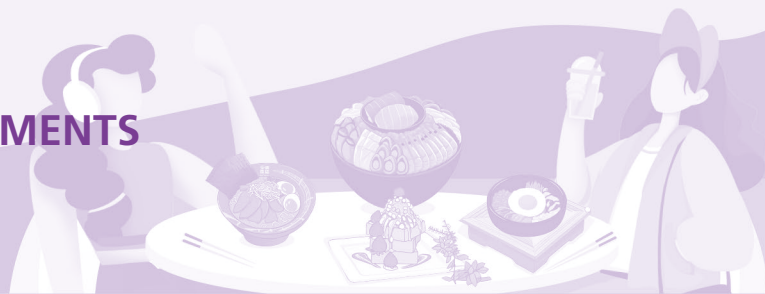
折舊以直線法計算，按每項物業、廠房及設備項目的估計可使用年期撇銷其成本至其剩餘價值。就此採用的主要年率如下：

| |
|---|
| Over the lease terms 以租期為準 |
| Over the shorter of the lease terms and 5 years 以租期為準或5年(以較短者為準) |
| 20% |
| 20% |

NOTES TO FINANCIAL STATEMENTS

財務報表附註

31 December 2025
二零二五年十二月三十一日



2.5 MATERIAL ACCOUNTING POLICIES (Continued)

Property, plant and equipment and depreciation (Continued)

Where parts of an item of property, plant and equipment have different useful lives, the cost of that item is allocated on a reasonable basis among the parts and each part is depreciated separately. Residual values, useful lives and the depreciation method are reviewed, and adjusted if appropriate, at least at each financial year end.

An item of property, plant and equipment including any significant part initially recognised is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss on disposal or retirement recognised in the statement of profit or loss in the year the asset is derecognised is the difference between the net sales proceeds and the carrying amount of the relevant asset.

Investment properties

Investment properties are interests in land and buildings (including right-of-use assets) held to earn rental income and/or for capital appreciation. Such properties are measured initially at cost, including transaction costs. Subsequent to initial recognition, investment properties are stated at fair value, which reflects market conditions at the end of the reporting period.

Gains or losses arising from changes in the fair values of investment properties are included in the statement of profit or loss in the year in which they arise.

Any gains or losses on the retirement or disposal of an investment property are recognised in the statement of profit or loss in the year of the retirement or disposal.

2.5 重大會計政策(續)

物業、廠房及設備與折舊(續)

倘一項物業、廠房及設備項目各部分的可使用年期有別，則該項目的成本按合理基準分配至各部分，而各部分會單獨計提折舊。剩餘價值、可使用年期及折舊方法至少於各財政年度結算日審閱一次，並作出調整(倘適用)。

物業、廠房及設備項目(包括初始確認的任何重大部分)於出售或預期於使用或出售時將不會產生任何未來經濟利益時終止確認。於終止確認該資產的年度內於損益表確認的任何出售或報廢收益或虧損，指相關資產的銷售所得款項淨額與其賬面值之間的差額。

投資物業

投資物業指以獲得租金收入及／或資本增值為目的而持有的土地及樓宇(包括使用權資產)的權益。該等物業初步以包括交易成本在內的成本計量。於初始確認後，投資物業按反映報告期末市況的公平值列賬。

投資物業公平值變動所產生的收益或虧損，於其產生年度計入損益表。

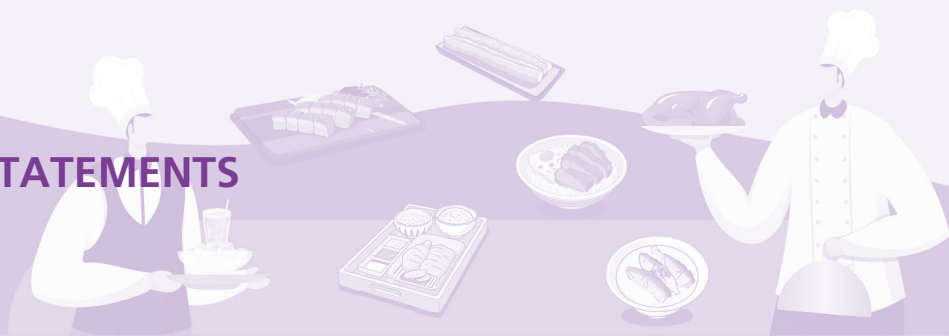
投資物業報廢或出售時產生的任何收益或虧損於報廢或出售年度在損益表中確認。

NOTES TO FINANCIAL STATEMENTS

財務報表附註

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2.5 MATERIAL ACCOUNTING POLICIES (Continued)

Investment properties (Continued)

For a transfer from investment properties to owner-occupied properties, the deemed cost of a property for subsequent accounting is its fair value at the date of change in use. If a property occupied by the Group as an owner-occupied property becomes an investment property, the Group accounts for such property in accordance with the policy stated under "Property, plant and equipment and depreciation" for owned property and/or accounts for such property in accordance with the policy stated under "Right-of-use assets" for property held as a right-of-use asset up to the date of change in use, and any difference at that date between the carrying amount and the fair value of the property is accounted for as a revaluation in accordance with the policy stated under "Property, plant and equipment and depreciation" above.

Leases

The Group assesses at contract inception whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

Group as a lessee

The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

2.5 重大會計政策(續)

投資物業(續)

就投資物業轉至自置物業而言，物業其後會計處理的推定成本為改變用途當日的公平值。倘本集團作為自置物業佔用的物業成為投資物業，則本集團根據「物業、廠房及設備與折舊」項下所述政策將該物業入賬為自有物業及／或根據「使用權資產」項下所述政策將該物業入賬為持作使用權資產的物業，直至改變用途當日為止，而物業於當日的賬面值與公平值之間的任何差額則根據上文「物業、廠房及設備與折舊」項下所述政策入賬列作重估。

租賃

本集團於合約開始時評估合約是否為租賃或包含租賃。倘合約在一段時間內為換取代價而授出對可識別資產用途的控制權，則該合約為租賃或包含租賃。

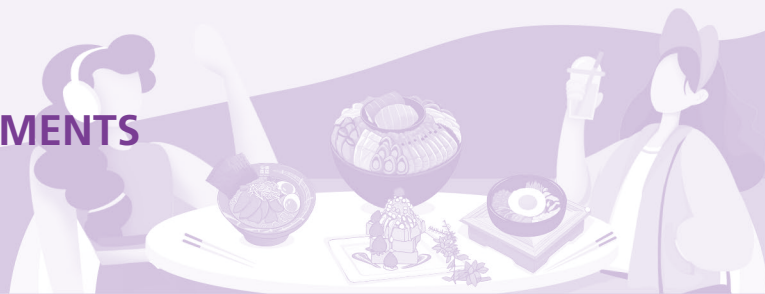
本集團為承租人

本集團對所有租賃採用單一方法確認及計量，惟對短期租賃與低價值資產租賃除外。本集團確認租賃負債以作出租賃付款，而使用權資產指可使用相關資產的權利。

NOTES TO FINANCIAL STATEMENTS

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2.5 MATERIAL ACCOUNTING POLICIES (Continued)

Leases (Continued)

Group as a lessee (Continued)

(a) Right-of-use assets

Right-of-use assets are recognised at the commencement date of the lease (that is the date the underlying asset is available for use). Right-of-use assets are measured at cost, less accumulated depreciation and any impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease terms and the estimated useful lives of the assets as follows:

Leasehold land
租賃土地
Buildings
樓宇

(b) Lease liabilities

Lease liabilities are recognised at the commencement date of the lease at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for termination of a lease, if the lease term reflects the Group exercising the option to terminate the lease. The variable lease payments that do not depend on an index or a rate are recognised as an expense in the period in which the event or condition that triggers the payment occurs.

2.5 重大會計政策(續)

租賃(續)

本集團為承租人(續)

(a) 使用權資產

使用權資產於租賃開始日期(即相關資產可供使用之日)確認。使用權資產按成本減累計折舊及任何減值虧損計量，並就任何租賃負債的重新計量作出調整。使用權資產成本包括已確認租賃負債金額、所產生的初步直接成本及於開始日期或之前已作出租賃付款減任何已收取的租賃優惠。使用權資產於其租期與估計可使用年期的較短者按直線法計算攤銷如下：

50 years
50年
Over the lease terms and optional period
以租期及可重續租期為準

(b) 租賃負債

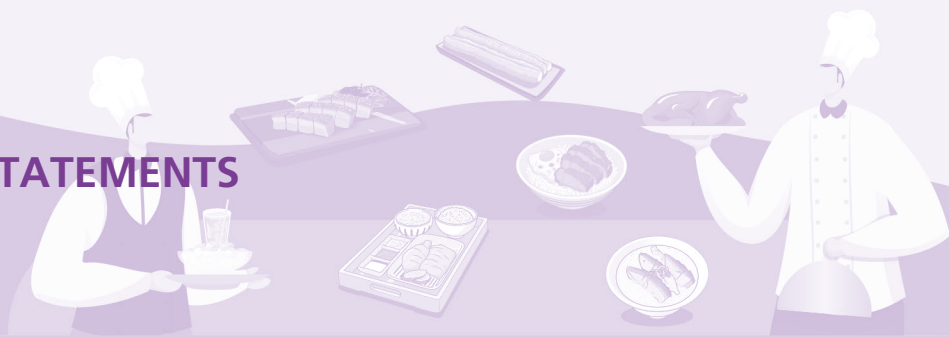
租賃負債於租賃開始日按租期內租賃付款的現值確認。租賃付款包括固定付款(包括視同固定付款)減去任何應收租賃優惠、取決於指數或利率的可變租賃付款及預期在剩餘價值擔保下支付的金額。租賃付款亦包括本集團合理確定行使的購買選擇權的行使價及支付終止租賃的罰款(倘租期反映本集團行使終止租賃的選擇權)。並非取決於指數或利率的可變租賃付款在觸發付款的事件或條件發生的期間內確認為開支。

NOTES TO FINANCIAL STATEMENTS

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31 December 2025

二零二五年十二月三十一日



2.5 MATERIAL ACCOUNTING POLICIES (Continued)

Leases (Continued)

Group as a lessee (Continued)

(b) Lease liabilities (Continued)

In calculating the present value of lease payments, the Group uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in lease payments (e.g., a change to future lease payments resulting from a change in an index or rate) or a change in assessment of an option to purchase the underlying asset.

(c) Short-term leases and leases of low-value assets

The Group applies the short-term lease recognition exemption to its short-term leases of building, office equipment and software (that is those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the recognition exemption for leases of low-value assets to leases of office equipment that are considered to be of low value. When the Group enters into a lease in respect of a low-value asset, the Group decides whether to capitalise the lease on a lease-by-lease basis. Lease payments on short-term leases and leases of low-value assets are recognised as an expense on a straight-line basis over the lease term.

Group as a lessor

When the Group acts as a lessor, it classifies at lease inception (or when there is a lease modification) each of its leases as either an operating lease or a finance lease.

2.5 重大會計政策(續)

租賃(續)

本集團為承租人(續)

(b) 租賃負債(續)

在計算租賃付款的現值時，本集團於租賃開始日使用增量借貸利率，原因為租賃中隱含的利率較難確定。於開始日之後，租賃負債的金額會增加，以反映利息的增加，並就作出的租賃付款減少。此外，倘存在修訂、租期變更、租賃付款變動(例如指數或利率變化引起的未來租賃付款變動)或購買相關資產的選擇權的評估變更，則會重新計量租賃負債的賬面值。

(c) 短期租賃及低價值資產租賃

本集團對其樓宇、辦公室設備及軟件的短期租賃(即租期為自開始日起計12個月或以下且並不包含購買選擇權的租賃)採用短期租賃確認豁免。其亦對視作低價值的辦公室設備租賃採用低價值資產租賃確認豁免。本集團就低價值資產訂立租賃時，將釐定是否按逐項租賃將租賃資本化。短期租賃及低價值資產租賃的租賃付款於租期內以直線法確認為開支。

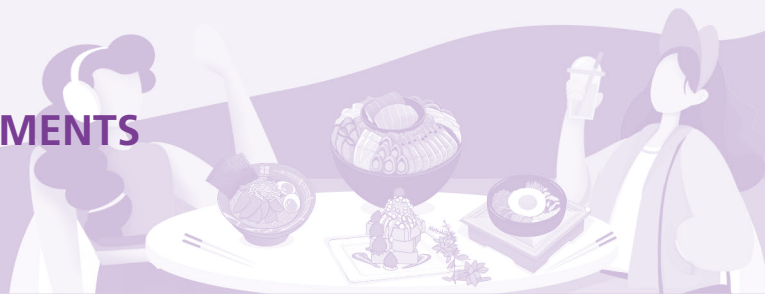
本集團為出租人

倘本集團身為出租人，則其於租賃開始時(或當有租賃修改時)將其各租賃分類為經營租賃或融資租賃。

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2.5 MATERIAL ACCOUNTING POLICIES (Continued)

Leases (Continued)

Group as a lessee (Continued)

Leases in which the Group does not transfer substantially all the risks and rewards incidental to ownership of an asset are classified as operating leases. When a contract contains lease and non-lease components, the Group allocates the consideration in the contract to each component on a relative stand-alone selling price basis. Rental income is accounted for on a straight-line basis over the lease term and is included in revenue in the statement of profit or loss due to its operating nature. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income. Contingent rents are recognised as revenue in the period in which they are earned.

Leases that transfer substantially all the risks and rewards incidental to ownership of an underlying asset to the lessee are accounted for as finance leases.

Investments and other financial assets

Initial recognition and measurement

Financial assets are classified, at initial recognition, as subsequently measured at amortised cost, fair value through other comprehensive income, and fair value through profit or loss.

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Group's business model for managing them. With the exception of trade receivables that do not contain a significant financing component or for which the Group has applied the practical expedient of not adjusting the effect of a significant financing component, the Group initially measures a financial asset at its fair value, plus in the case of a financial asset not at fair value through profit or loss, transaction costs. Trade receivables that do not contain a significant financing component or for which the Group has applied the practical expedient are measured at the transaction price determined under HKFRS 15 in accordance with the policies set out for "Revenue recognition" below.

2.5 重大會計政策(續)

租賃(續)

本集團為承租人(續)

本集團並無轉移資產擁有權相關的絕大部分風險及回報的租賃會分類為經營租賃。當合約包含租賃及非租賃組成部分，本集團會按相對單獨售價基準將合約中的代價分配至各個組成部分。由於經營性質使然，租金收入於租期內以直線法列賬並計入損益表中的收益。在磋商及安排經營租賃時產生的初步直接成本添加至租賃資產的賬面值並於租期內按相同基準確認為租金收入。或然租金於賺取期間內確認為收益。

將相關資產擁有權相關的絕大部分風險及回報轉移至承租人的租賃會入賬列作融資租賃。

投資及其他金融資產

初始確認及計量

金融資產於初始確認時分類為其後按攤銷成本、按公平值計入其他全面收益及按公平值計入損益計量。

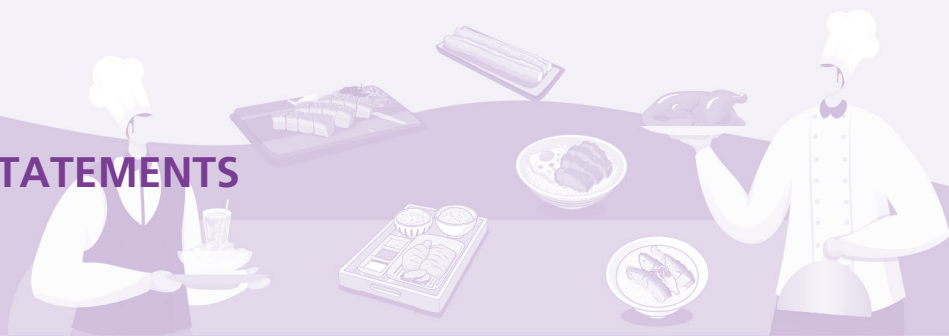
於初始確認時，金融資產分類取決於金融資產的合約現金流量特徵及本集團管理該等金融資產的業務模式。除並無重大融資成分或本集團已應用可行權宜方法不調整重大融資成分的貿易應收款項外，本集團初步按公平值加上(倘金融資產並非按公平值計入損益)交易成本計量金融資產。並無重大融資成分或本集團已應用可行權宜方法的貿易應收款項按下文「收益確認」所載政策以香港財務報告準則第15號釐定的交易價格計量。

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2.5 MATERIAL ACCOUNTING POLICIES (Continued)

Investments and other financial assets (Continued)

Initial recognition and measurement (Continued)

In order for a financial asset to be classified and measured at amortised cost or fair value through other comprehensive income, it needs to give rise to cash flows that are solely payments of principal and interest ("SPPI") on the principal amount outstanding. Financial assets with cash flows that are not SPPI are classified and measured at fair value through profit or loss, irrespective of the business model.

The Group's business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both. Financial assets classified and measured at amortised cost are held within a business model with the objective to hold financial assets in order to collect contractual cash flows, while financial assets classified and measured at fair value through other comprehensive income are held within a business model with the objective of both holding to collect contractual cash flows and selling. Financial assets which are not held within the aforementioned business models are classified and measured at fair value through profit or loss.

Purchases or sales of financial assets that require delivery of assets within the period generally established by regulation or convention in the marketplace are recognised on the trade date, that is, the date that the Group commits to purchase or sell the asset.

Subsequent measurement

The subsequent measurement of financial assets depends on their classification as follows:

Financial assets at amortised cost (debt instruments)

Financial assets at amortised cost are subsequently measured using the effective interest method and are subject to impairment. Gains and losses are recognised in the statement of profit or loss when the asset is derecognised, modified or impaired.

2.5 重大會計政策(續)

投資及其他金融資產(續)

初始確認及計量(續)

為使金融資產按攤銷成本或按公平值計入其他全面收益進行分類及計量，其須產生就未償還本金額的純粹本息付款(「純粹本息付款」)的現金流量。非屬純粹本息付款的現金流量的金融資產則按公平值計入損益進行分類及計量，而不論其業務模式。

本集團管理金融資產的業務模式指其管理金融資產以產生現金流量的方法。業務模式確定現金流量是否來自收取合約現金流量、出售金融資產，或兩者兼有。按攤銷成本分類及計量的金融資產於旨在持有金融資產以收取合約現金流量的業務模式中持有，而按公平值計入其他全面收益分類及計量的金融資產於旨在持有金融資產以收取合約現金流量及出售金融資產的業務模式中持有。並無按上述業務模式持有的金融資產則按公平值計入損益進行分類及計量。

需要在市場規例或慣例一般規定的期限內交付資產的金融資產買賣於交易日期(即本集團承諾買賣資產的日期)確認。

後續計量

金融資產之後續計量取決於其分類，有關分類如下：

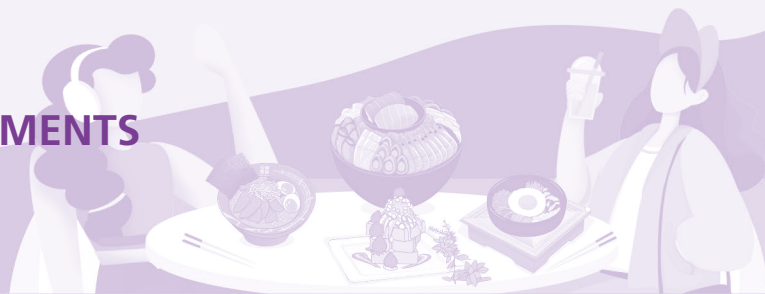
按攤銷成本計量之金融資產(債務工具)

按攤銷成本計量之金融資產其後使用實際利率法計量，並可能受減值影響。當資產終止確認、修訂或減值時，收益及虧損於損益表中確認。

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2.5 MATERIAL ACCOUNTING POLICIES (Continued)

Derecognition of financial assets

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognised (i.e., removed from the Group's statement of financial position) when:

- the rights to receive cash flows from the asset have expired; or
- the Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a "pass-through" arrangement; and either (a) the Group has transferred substantially all the risks and rewards of the asset, or (b) the Group has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

When the Group has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if, and to what extent, it has retained the risk and rewards of ownership of the asset. When it has neither transferred nor retained substantially all the risks and rewards of the asset nor transferred control of the asset, the Group continues to recognise the transferred asset to the extent of the Group's continuing involvement. In that case, the Group also recognises an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Group has retained.

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Group could be required to repay.

2.5 重大會計政策(續)

終止確認金融資產

倘發生下列情況，金融資產(或(如適用)一項金融資產的一部分或一組類似金融資產的一部分)會終止確認(即自本集團綜合財務狀況表剔除)：

- 從資產收取現金流量的權利已屆滿；或
- 本集團已轉讓從資產收取現金流量的權利，或已根據「過手」安排承擔向第三方全額支付所收現金流量且無重大延誤的責任；及(a)本集團已轉讓資產的絕大部分風險及回報，或(b)本集團雖未轉讓或保留資產的絕大部分風險及回報，但已轉讓資產的控制權。

當本集團已轉讓從資產收取現金流量的權利或訂立過手安排，則評估有否保留該資產所有權的風險及回報以及保留程度。當本集團並無轉讓或保留資產的絕大部分風險及回報，亦無轉讓資產控制權，本集團將以其持續參與程度為限繼續確認所轉讓資產。在該情況下，本集團亦確認相關負債。已轉讓資產及相關負債根據反映本集團所保留權利及責任的基準計量。

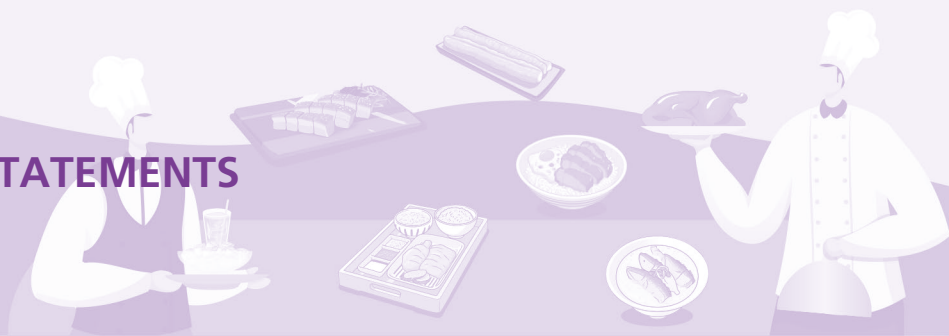
以對已轉讓資產擔保的形式作出的持續參與按該資產原賬面值與本集團可能須償還最高代價之間的較低者計量。

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2.5 MATERIAL ACCOUNTING POLICIES (Continued)

Impairment of financial assets

The Group recognises an allowance for expected credit losses (“ECLs”) for all debt instruments not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

General approach

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12 months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECL).

At each reporting date, the Group assesses whether the credit risk on a financial instrument has increased significantly since initial recognition. When making the assessment, the Group compares the risk of a default occurring on the financial instrument as at the reporting date with the risk of a default occurring on the financial instrument as at the date of initial recognition and considers reasonable and supportable information that is available without undue cost or effort, including historical and forward-looking information. The Group considers that there has been a significant increase in credit risk when contractual payments are more than 30 days past due.

2.5 重大會計政策(續)

金融資產減值

本集團就並非按公平值計入損益持有的所有債務工具確認預期信貸虧損(「預期信貸虧損」)撥備。預期信貸虧損基於根據合約到期的合約現金流量與本集團預期收取並按原始實際利率的概約利率貼現的現金流量之間的差額釐定。預期現金流量將包括出售所持抵押品或合約條款包含的其他信貸升級措施所得的現金流量。

一般方法

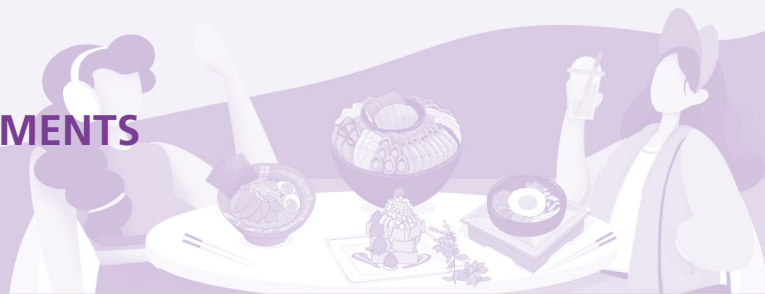
預期信貸虧損分兩個階段確認。就初始確認以來信貸風險並無顯著增加的信貸敞口而言，會為未來12個月內可能發生的違約事件所產生的信貸虧損(12個月預期信貸虧損)計提預期信貸虧損撥備。就初始確認以來信貸風險顯著增加的信貸敞口而言，須就預期於敞口餘下年期產生的信貸虧損計提虧損撥備，而不論違約的時間(全期預期信貸虧損)。

於各報告日期，本集團評估自金融工具初始確認後的信貸風險是否顯著增加。在進行評估時，本集團將金融工具在報告日期出現的違約風險與初始確認日期金融工具出現違約的風險進行比較，並考慮毋須耗費過多成本或努力即可獲取的合理證明，包括歷史及前瞻性資料。當合約付款逾期超過30日時，本集團認為信貸風險顯著增加。

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2.5 MATERIAL ACCOUNTING POLICIES (Continued)

2.5 重大會計政策(續)

Impairment of financial assets (Continued)

General approach (Continued)

The Group considers a financial asset in default when contractual payments are 90 days past due. However, in certain cases, the Group may also consider a financial asset to be default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

Financial assets at amortised cost are subject to impairment under the general approach and they are classified within the following stages for measurement of ECLs except for trade receivables which apply the simplified approach as detailed below.

- | | | |
|-----------------|---|---|
| Stage 1 第1階段 | — | Financial instruments for which credit risk has not increased significantly since initial recognition and for which the loss allowance is measured at an amount equal to 12-month ECLs 自初始確認以來信貸風險並未顯著增加且虧損撥備按等同於12個月預期信貸虧損的金額計量的金融工具 |
| Stage 2 第2階段 | — | Financial instruments for which credit risk has increased significantly since initial recognition but that are not credit-impaired financial assets and for which the loss allowance is measured at an amount equal to lifetime ECLs 自初始確認以來信貸風險已顯著增加但並非信貸減值的金融資產且虧損撥備按等同於全期預期信貸虧損的金額計量的金融工具 |
| Stage 3 第3階段 | — | Financial assets that are credit-impaired at the reporting date (but that are not purchased or originated credit-impaired) and for which the loss allowance is measured at an amount equal to lifetime ECLs 於報告日期屬信貸減值(但並非購入或源生信貸減值)且虧損撥備按等同於全期預期信貸虧損的金額計量的金融資產 |

金融資產減值(續)

一般方法(續)

當合約付款逾期90日時，本集團將有關金融資產視為違約。然而，在若干情況下，當內部或外部資料顯示本集團在考慮本集團所持任何信貸升級措施前可能無法全數收取未償還合約金額時，本集團亦可能會將金融資產視為違約。當無法合理預期收回合約現金流量時，會撇銷金融資產。

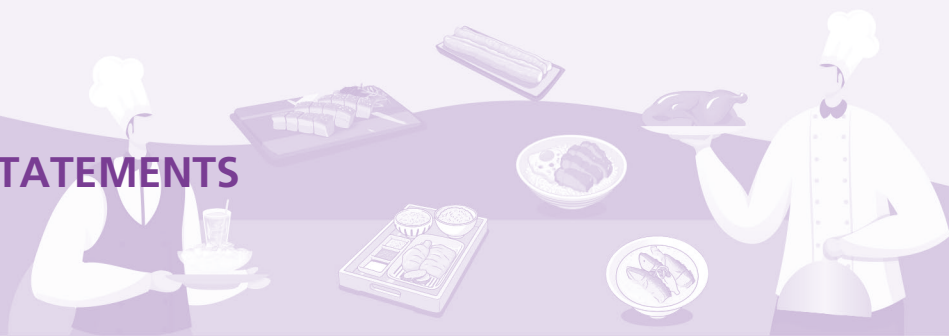
按攤銷成本計量的金融資產須根據一般方法進行減值並就預期信貸虧損計量分類為下列階段(惟應用簡化方法的貿易應收款項除外)，詳述如下。

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2.5 MATERIAL ACCOUNTING POLICIES (Continued)

Impairment of financial assets (Continued)

Simplified approach

For trade receivables that do not contain a significant financing component or when the Group applies the practical expedient of not adjusting the effect of a significant financing component, the Group applies the simplified approach in calculating ECLs. Under the simplified approach, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Group has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

Financial liabilities

Initial recognition and measurement

Financial liabilities are classified, at initial recognition, as financial liabilities at fair value through profit or loss, loans and borrowings, or payables, as appropriate.

All financial liabilities are recognised initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

The Group's financial liabilities include trade payables, other payables and accruals and lease liabilities.

Subsequent measurement

The subsequent measurement of financial liabilities depends on their classification as follows:

2.5 重大會計政策(續)

金融資產減值(續)

簡化方法

對於不包含重大融資成分或本集團應用可行權宜方法不調整重大融資成分影響的貿易應收款項，本集團應用簡化方法計算預期信貸虧損。根據簡化方法，本集團不會追蹤信貸風險的變化，而是於各報告日期根據全期預期信貸虧損確認虧損撥備。本集團已根據其歷史信貸虧損經驗建立撥備矩陣，並根據債務人特定前瞻性因素及經濟環境作出調整。

金融負債

初始確認及計量

金融負債於初始確認時分為按公平值計入損益的金融負債、貸款及借款或應付款項(如適用)。

所有金融負債初步按公平值確認，如屬貸款及借款以及應付款項，則扣除直接應佔交易成本。

本集團的金融負債包括貿易應付款項、其他應付款項及應計費用以及租賃負債。

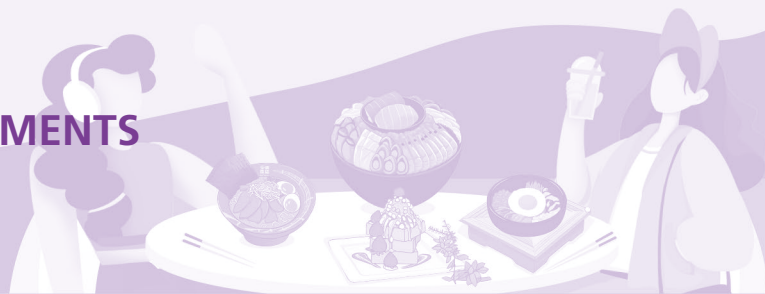
後續計量

金融負債按其如下分類進行後續計量：

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2.5 MATERIAL ACCOUNTING POLICIES (Continued)

Financial liabilities (Continued)

Subsequent measurement (Continued)

Financial liabilities at amortised cost (trade and other payables, and borrowings)

After initial recognition, trade and other payables, and interest-bearing borrowings are subsequently measured at amortised cost, using the effective interest rate method unless the effect of discounting would be immaterial, in which case they are stated at cost. Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the effective interest rate amortisation process.

Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the effective interest rate. The effective interest rate amortisation is included in finance costs in profit or loss.

Derecognition of financial liabilities

A financial liability is derecognised when the obligation under the liability is discharged or cancelled, or expires.

When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and a recognition of a new liability, and the difference between the respective carrying amounts is recognised in profit or loss.

Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the statement of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, or to realise the assets and settle the liabilities simultaneously.

2.5 重大會計政策(續)

金融負債(續)

後續計量(續)

按攤銷成本計量的金融負債(貿易及其他應付款項以及借款)

於初始確認後，貿易及其他應付款項以及計息借款隨後以實際利率法按攤銷成本計量，除非貼現影響微不足道，則按成本列賬。當負債終止確認以及按實際利率法進行攤銷程序時，其收益及虧損於損益內確認。

攤銷成本於計及收購事項任何折讓或溢價及屬實際利率不可或缺一部分的費用或成本後計算。實際利率攤銷於損益內計入融資成本。

終止確認金融負債

當負債項下的責任獲解除或取消或屆滿時，則終止確認金融負債。

倘現有金融負債被來自同一貸款人的另一項條款大不相同的負債取代，或現有負債條款被大幅修訂，則該項取代或修訂被視為終止確認原有負債並確認新負債，而有關賬面值差額會於損益內確認。

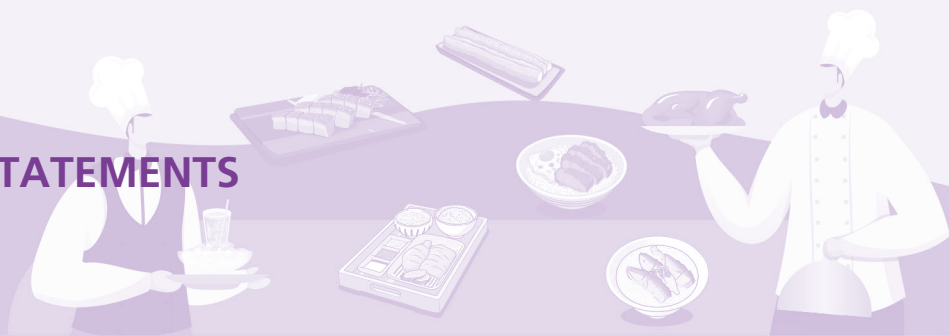
抵銷金融工具

倘目前存在合法可執行權利，可對已確認金額進行抵銷，且有意以淨額方式結算或將資產變現時清償負債，則金融資產及金融負債可予抵銷，並在財務狀況表內以淨額列賬。

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2.5 MATERIAL ACCOUNTING POLICIES (Continued)

Treasury shares

Own equity instruments which are reacquired and held by the Company or the Group (treasury shares) are recognised directly in equity at cost. No gain or loss is recognised in the statement of profit or loss on the purchase, sale, issue or cancellation of the Group's own equity instruments.

Inventories

Inventories are stated at the lower of cost and net realisable value. Cost is determined on the first-in, first-out basis and, in the case of work in progress and finished goods, comprises direct materials, direct labour and an appropriate proportion of overheads. Net realisable value is based on estimated selling prices less any estimated costs to be incurred to completion and disposal.

Cash and cash equivalents

Cash and cash equivalents in the statement of financial position comprise cash on hand and at banks, and short-term highly liquid deposits with a maturity of generally within three months that are readily convertible into known amounts of cash, subject to an insignificant risk of changes in value and held for the purpose of meeting short-term cash commitments.

For the purpose of the consolidated statement of cash flows, cash and cash equivalents comprise cash on hand and at banks, and short-term deposits as defined above, less bank overdrafts which are repayable on demand and form an integral part of the Group's cash management.

Contract liabilities

A contract liability is the obligation to transfer goods or services to a customer for which the Group has received a consideration (or an amount of consideration that is due) from the customer. If a customer pays the consideration before the Group transfers goods or services to the customers, a contract liability is recognised when the payment is made or the payment is due (whichever is earlier). Contract liabilities are recognised as revenue when the Group performs under the contract.

2.5 重大會計政策(續)

庫存股份

本公司或本集團重新購回及持有的自有股本工具(庫存股份)並直接於權益中按成本確認。購買、出售、發行或註銷本集團自有股本工具不會在損益表中確認收益或虧損。

存貨

存貨按成本及可變現淨額兩者的較低者列賬。成本以先入先出基準釐定，就在製品及成品而言，成本包括直接材料、直接勞工及適當部分的日常開支。可變現淨額按估計售價減完成及出售所產生的任何估計成本計算。

現金及現金等價物

財務狀況表內的現金及現金等價物包括手頭及銀行現金，以及一般在三個月內到期並可隨時轉換為已知數額現金(沒有重大價值變動風險且持作滿足短期現金承諾)的短期及高流動性存款。

就綜合現金流量表而言，現金及現金等價物包括手頭及銀行現金，以及上文所界定的短期存款，扣除須按要求償還及構成本集團現金管理方面不可或缺的銀行透支。

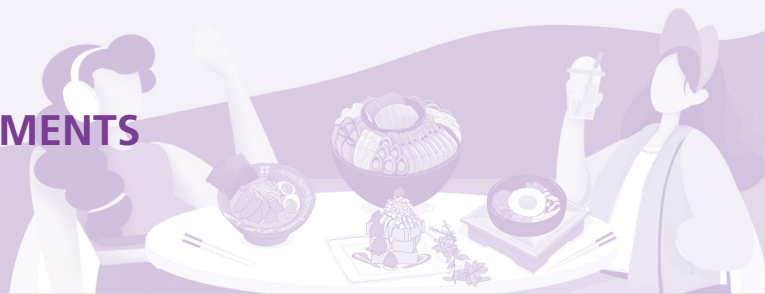
合約負債

合約負債指本集團就已收取客戶代價(或到期應付代價金額)向客戶轉移貨品或服務的責任。倘客戶在本集團向客戶轉移貨品或服務前支付代價，則在付款或付款到期時(以較早者為準)確認合約負債。合約負債於本集團履行合約責任時確認為收益。

NOTES TO FINANCIAL STATEMENTS

財務報表附註

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2.5 MATERIAL ACCOUNTING POLICIES (Continued)

Provisions

A provision is recognised when a present obligation (legal or constructive) has arisen as a result of a past event and it is probable that a future outflow of resources will be required to settle the obligation, provided that a reliable estimate can be made of the amount of the obligation.

When the effect of discounting is material, the amount recognised for a provision is the present value at the end of the reporting period of the future expenditures expected to be required to settle the obligation. The increase in the discounted present value amount arising from the passage of time is included in finance costs in profit or loss.

Income tax

Income tax comprises current and deferred tax. Income tax relating to items recognised outside profit or loss is recognised outside profit or loss, either in other comprehensive income or directly in equity.

Current tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period, taking into consideration interpretations and practices prevailing in the countries in which the Group operates.

Deferred tax is provided, using the liability method, on all temporary differences at the end of the reporting period between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes.

Deferred tax liabilities are recognised for all taxable temporary differences, except:

- when the deferred tax liability arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss and does not give rise to equal taxable and deductible temporary differences.

2.5 重大會計政策(續)

撥備

倘因過往事件而產生現有責任(法定或推定)，而履行有關責任可能導致日後資源流出，且能可靠估計有關責任金額時，則確認撥備。

倘貼現的影響重大，則就撥備確認的金額為預期履行責任所需的未來開支於報告期末的現值。按時間轉移而產生的貼現現值增加，於損益中入賬列作融資成本。

所得稅

所得稅包括即期及遞延稅項。與於損益外確認的項目相關的所得稅於損益外的其他全面收益或直接於權益中確認。

即期稅項資產及負債按預期可自稅務機關收回或支付予稅務機關的金額，根據於報告期末已頒佈或實質上已頒佈的稅率(及稅法)，並計及本集團經營所在國家當時的詮釋及慣例計量。

遞延稅項就報告期末資產及負債的稅基及其就財務報告而言的賬面值之間所有臨時差額以負債法撥備。

就所有應課稅臨時差額確認遞延稅項負債，惟以下情況除外：

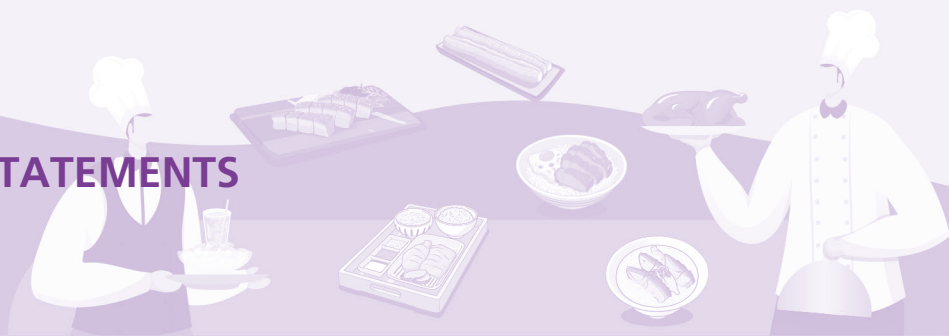
- 倘遞延稅項負債因於一項交易(並非業務合併，且於交易當時對會計溢利或應課稅溢利或虧損並無影響，亦不會產生相等的應課稅及可扣減臨時差額)中初始確認的商譽或資產或負債而產生。

NOTES TO FINANCIAL STATEMENTS

財務報表附註

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2.5 MATERIAL ACCOUNTING POLICIES (Continued)

Income tax (Continued)

Deferred tax assets are recognised for all deductible temporary differences, and the carryforward of unused tax credits and any unused tax losses. Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carryforward of unused tax credits and unused tax losses can be utilised, except:

- when the deferred tax asset relating to the deductible temporary differences arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss and does not give rise to equal taxable and deductible temporary differences.

The carrying amount of deferred tax assets is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are reassessed at the end of each reporting period and are recognised to the extent that it has become probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the period when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

Deferred tax assets and deferred tax liabilities are offset if and only if the Group has a legally enforceable right to set off current tax assets and current tax liabilities and the deferred tax assets and deferred tax liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities which intend either to settle current tax liabilities and assets on a net basis, or to realise the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

2.5 重大會計政策(續)

所得稅(續)

所有可扣減臨時差額、未動用稅項抵免結轉及任何未動用稅項虧損均獲確認遞延稅項資產。在可能有應課稅溢利以抵銷可扣減暫時差額、未動用稅項抵免結轉及未動用稅項虧損的情況下會確認遞延稅項資產，惟以下情況除外：

- 倘有關可扣稅暫時差額的遞延稅項資產因於一項交易(並非業務合併，且於交易當時對會計溢利或應課稅溢利或虧損並無影響，亦不會產生相等的應課稅及可抵扣臨時差額)中初始確認資產或負債而產生。

遞延稅項資產的賬面值於各報告期末審閱，倘無法取得足夠應課稅溢利用以抵銷全部或部分遞延稅項資產，則扣減相應遞延稅項資產賬面值。未確認遞延稅項資產於各報告期末重新評估，並於可取得足夠應課稅溢利用以收回全部或部分遞延稅項資產時確認。

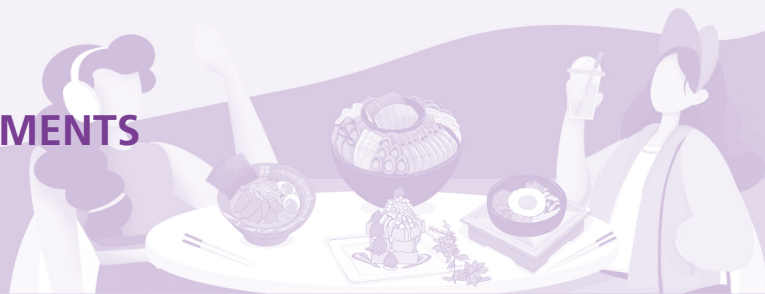
遞延稅項資產及負債根據預期適用於變現資產或清償負債期間的稅率，按報告期末已頒佈或實質上已頒佈的稅率(及税法)計量。

倘及僅倘本集團有合法可執行權利可將即期稅項資產抵銷即期稅項負債，且遞延稅項資產與遞延稅項負債與同一稅務機關對同一應稅實體或於各未來期間預期的有大額遞延稅項負債或資產需要結算或清償時，擬按淨額基準結算即期稅項負債及資產或同時變現資產及結算負債之不同稅務實體徵收之所得稅相關，則遞延稅項資產與遞延稅項負債可予抵銷。

NOTES TO FINANCIAL STATEMENTS

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2.5 MATERIAL ACCOUNTING POLICIES (Continued)

Government grants

Government grants are recognised at their fair value where there is reasonable assurance that the grant will be received and all attaching conditions will be complied with. When the grant relates to an expense item, it is recognised as income on a systematic basis over the periods that the costs, for which it is intended to compensate, are expensed, or it is recognised as deduction in reporting the related expense.

Where the grant relates to an asset, the fair value is credited to a deferred income account and is released to profit or loss over the expected useful life of the relevant asset by equal annual instalments or deducted from the carrying amount of the asset and released to profit or loss by way of a reduced depreciation charge.

Revenue recognition

Revenue from contracts with customers

Revenue from contracts with customers is recognised when control of goods or services is transferred to the customers at an amount that reflects the consideration to which the Group expects to be entitled in exchange for those goods or services.

When the consideration in a contract includes a variable amount, the amount of consideration is estimated to which the Group will be entitled in exchange for transferring the goods or services to the customer. The variable consideration is estimated at contract inception and constrained until it is highly probable that a significant revenue reversal in the amount of cumulative revenue recognised will not occur when the associated uncertainty with the variable consideration is subsequently resolved.

2.5 重大會計政策(續)

政府補助

倘可合理保證將獲得有關補助並遵守所有附帶條件，則按其公平值確認政府補助。倘該補助與開支項目有關，則於擬用作補償的成本支銷期間有系統地確認為收入，或於呈報有關開支時確認為扣減。

倘補助與資產有關，則將公平值計入遞延收入賬目，並按相關資產之預期可使用年期以相等份額每年分期轉入損益，或從資產賬面值扣除，並以減少折舊費用之方式轉入損益。

確認收益

客戶合約收益

客戶合約收益於向顧客轉讓貨品或服務的控制權時確認，金額反映本集團預期能就交換該等貨品或服務而獲取的代價。

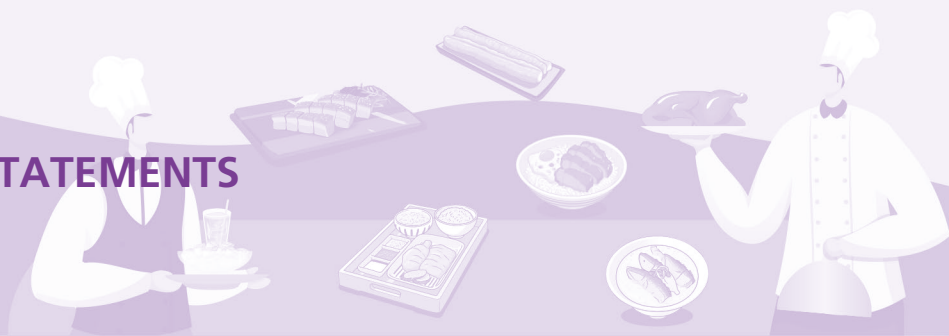
當合約中的代價包含可變金額時，估計代價金額為本集團向客戶轉讓貨品或服務而將有權獲得交換者。可變代價於合約開始時估計並受到約束，直至與可變代價相關的不確定因素其後得到解決時，確認的累計收益金額極有可能不會發生重大收益回撥。

NOTES TO FINANCIAL STATEMENTS

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2.5 MATERIAL ACCOUNTING POLICIES (Continued)

Revenue recognition (Continued)

Revenue from contracts with customers (Continued)

When the contract contains a financing component which provides the customer with a significant benefit of financing the transfer of goods or services to the customer for more than one year, revenue is measured at the present value of the amount receivable, discounted using the discount rate that would be reflected in a separate financing transaction between the Group and the customer at contract inception. When the contract contains a financing component which provides the Group with a significant financial benefit for more than one year, revenue recognised under the contract includes the interest expense accreted on the contract liability under the effective interest method. For a contract where the period between the payment by the customer and the transfer of the promised goods or services is one year or less, the transaction price is not adjusted for the effects of a significant financing component, using the practical expedient in HKFRS 15.

(a) Restaurant operation

Revenue from restaurant operation is recognised at the point in time when catering services have been provided to customers.

(b) Sales of food products

Revenue from sales of food products is recognised at the point in time when control of the goods has been transferred, generally when the products are accepted by the customers. The customers have full discretion over the products, and there is no unfulfilled obligation that could affect customer's acceptance of the products.

2.5 重大會計政策(續)

確認收益(續)

客戶合約收益(續)

當合約包含融資部分，該融資部分有關向客戶轉讓貨品或服務作出多於一年的融資而向客戶提供重大利益，收益按應收款項的現值計量，使用本集團與客戶在合約開始時的單獨融資交易所反映的貼現率貼現。當合約包含融資部分，該融資部分為本集團提供一年以上的重大財務利益時，合約項下確認的收益包括按實際利息法累計的合約負債利息開支。就客戶付款至轉讓承諾貨品或者服務的期限為一年或者更短的合約而言，交易價格採用香港財務報告準則第15號中的實際權宜方法，不會對重大融資成分的影響作出調整。

(a) 餐廳營運

來自餐廳營運的收益於向顧客提供餐飲服務時確認。

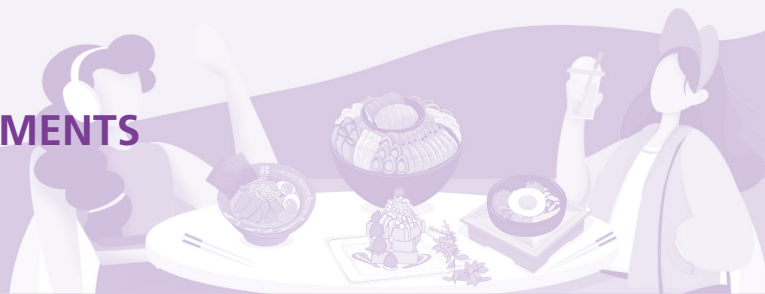
(b) 食品銷售

來自食品銷售的收益於貨品控制權轉移時（一般於顧客接納產品時）確認。顧客就產品擁有完全酌情權，且概無任何可影響顧客接納產品的未履行責任。

NOTES TO FINANCIAL STATEMENTS

財務報表附註

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2.5 MATERIAL ACCOUNTING POLICIES (Continued)

Revenue recognition (Continued)

Other income

- (a) Royalty income is recognised, on an accrual basis in accordance with the terms and conditions of the franchise agreements, based on a certain percentage of net sales of franchised restaurants for use of the “Tai Hing” trademark;
- (b) Rental income is recognised, on a time proportion basis over the lease terms; and
- (c) Interest income is recognised, on an accrual basis using the effective interest rate method by applying the rate that exactly discounts the estimated future cash receipts over the expected life of the financial instrument or shorter period, when appropriate, to the net carrying amount of the financial asset.

Employee benefits

Pension scheme

The Group operates a defined contribution Mandatory Provident Fund retirement benefit scheme (the “MPF Scheme”) under the Mandatory Provident Fund Schemes Ordinance for all of its employees. Contributions are made based on a percentage of the employees’ basic salaries and are charged to profit or loss as they become payable in accordance with the rules of the MPF Scheme. The assets of the MPF Scheme are held separately from those of the Group in an independently administered fund. The Group’s employer contributions vest fully with the employees when contributed into the MPF Scheme.

The employees of the Group’s subsidiary which operates in Chinese Mainland are required to participate in a central pension scheme operated by the local municipal government. This subsidiary is required to contribute 5% of its payroll costs to the central pension scheme. The contributions are charged to the statement of profit or loss as they become payable in accordance with the rules of the central pension scheme.

2.5 重大會計政策(續)

確認收益(續)

其他收入

- (a) 專利費收入按特許經營協議的條款及條件按應計基準(基於特許經營餐廳使用「太興」商標所得淨銷售額的特定百分比)確認；
- (b) 租金收入按租期的時間比例確認；及
- (c) 利息收入按應計基準以實際利率法，透過採用將金融工具預計可使用年期或較短期間(如適用)的估計未來現金收入準確貼現至金融資產賬面淨額的比率予以確認。

僱員福利

退休金計劃

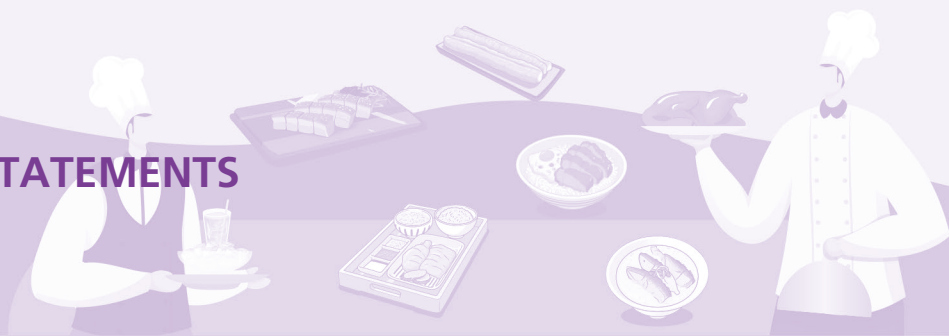
本集團根據強制性公積金計劃條例為其所有僱員設立一項界定供款的強制性公積金退休福利計劃(「強積金計劃」)。供款按僱員基本薪金之某一百分比作出，並於根據強積金計劃規定須予支付時自損益扣除。強積金計劃的資產由獨立管理基金保管，與本集團資產分開持有。本集團的僱主供款於注入強積金計劃時悉數歸屬僱員。

本集團在中國內地經營的附屬公司的僱員，須參與由地方市政府運作的中央退休金計劃。該附屬公司須將其工資成本的5%撥出作為中央退休金計劃供款。供款於根據中央退休金計劃規則應付時自損益表扣除。

NOTES TO FINANCIAL STATEMENTS

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2.5 MATERIAL ACCOUNTING POLICIES (Continued)

Employee benefits (Continued)

Termination benefits

Termination benefits are recognised at the earlier of when the Group can no longer withdraw the offer of those benefits and when the Group recognises restructuring costs involving the payment of termination benefits.

Borrowing costs

Borrowing costs are expensed in the period in which they are incurred.

Dividends

Final dividends are recognised as a liability when they are approved by the shareholders in a general meeting. Proposed final dividends are disclosed in the notes to the financial statements. Interim dividends are simultaneously proposed and declared, because the Company's memorandum and articles of association grant the directors the authority to declare interim dividends. Consequently, interim dividends are recognised immediately as a liability when they are proposed and declared.

Foreign currencies

These financial statements are presented in Hong Kong dollars, which is the Company's functional currency. Each entity in the Group determines its own functional currency and items included in the financial statements of each entity are measured using that functional currency. Foreign currency transactions recorded by the entities in the Group are initially recorded using their respective functional currency rates prevailing at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies are translated at the functional currency rates of exchange ruling at the end of the reporting period. Differences arising on settlement or translation of monetary items are recognised in profit or loss.

2.5 重大會計政策(續)

僱員福利(續)

離職福利

離職福利會在本集團不可撤回所提供的離職福利及確認涉及離職福利付款的重組成本(以較早者為準)時確認。

借貸成本

借貸成本於其產生期間支銷。

股息

末期股息於股東在股東大會上批准時確認為負債。建議末期股息於財務報表附註披露。由於本公司的組織章程大綱及細則授權董事宣派中期股息，故中期股息將同時擬派及宣派。因此，中期股息於擬派及宣派時即時確認為負債。

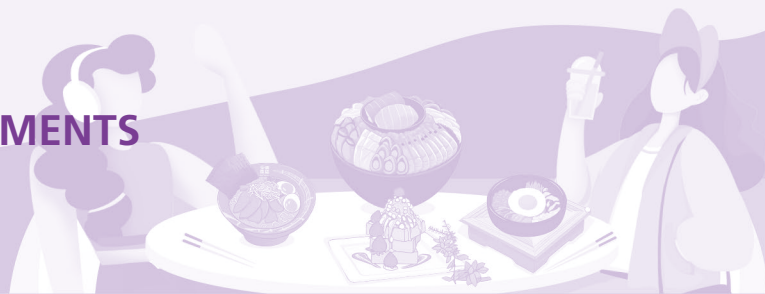
外幣

該等財務報表以本公司功能貨幣港元呈報。本集團旗下各實體釐定其自身的功能貨幣，於各實體財務報表入賬的項目須以相關功能貨幣計量。本集團旗下實體入賬的外幣交易初步按其各自於交易日當時的功能貨幣匯率入賬。以外幣計值的貨幣資產及負債，按於報告期末通行的功能貨幣匯率換算。結算或換算貨幣項目產生的差額於損益中確認。

NOTES TO FINANCIAL STATEMENTS

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2.5 MATERIAL ACCOUNTING POLICIES (Continued)

Foreign currencies (Continued)

Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates at the dates of the initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was measured. The gain or loss arising on translation of a non-monetary item measured at fair value is treated in line with the recognition of the gain or loss on change in fair value of the item (i.e., translation difference on the item whose fair value gain or loss is recognised in other comprehensive income or profit or loss is also recognised in other comprehensive income or profit or loss, respectively).

In determining the exchange rate on initial recognition of the related asset, expense or income on the derecognition of a non-monetary asset or non-monetary liability relating to an advance consideration, the date of initial transaction is the date on which the Group initially recognises the non-monetary asset or non-monetary liability arising from the advance consideration. If there are multiple payments or receipts in advance, the Group determines the transaction date for each payment or receipt of the advance consideration.

The functional currencies of certain overseas subsidiaries are currencies other than the Hong Kong dollar. As at the end of the reporting period, the assets and liabilities of these entities are translated into Hong Kong dollars at the exchange rates prevailing at the end of the reporting period and their statements of profit or loss are translated into Hong Kong dollars at the exchange rates that approximate to those prevailing at the dates of the transactions.

The resulting exchange differences are recognised in other comprehensive income and accumulated in the exchange fluctuation reserve, except to the extent that the differences are attributable to non-controlling interests. On disposal of a foreign operation, the cumulative amount in the reserve relating to that particular foreign operation is recognised in the statement of profit or loss.

2.5 重大會計政策(續)

外幣(續)

以外幣按過往成本計量的非貨幣項目，採用初步交易日期的匯率換算。以外幣按公平值計量的非貨幣項目，採用計量公平值當日的匯率換算。換算以公平值計量的非貨幣項目所產生的收益或虧損按與確認該項目公平值變動的收益或虧損(即公平值收益或虧損於其他全面收益或損益確認的該項目換算差額亦分別於其他全面收益或損益確認)一致的方式處理。

於釐定終止確認涉及預付代價的非貨幣資產或非貨幣負債相關資產、開支或收入於初始確認的匯率時，初始交易日期即本集團初始確認預付代價產生的非貨幣資產或非貨幣負債的日期。倘有多筆預付或預收款項，則本集團就每筆預付代價釐定付款或收款交易日期。

若干海外附屬公司以港元以外的貨幣為功能貨幣。在報告期間結束時，此等實體的資產及負債按報告期間結束時的匯率換算為港元，其損益表則按與交易日當前匯率相近的匯率換算為港元。

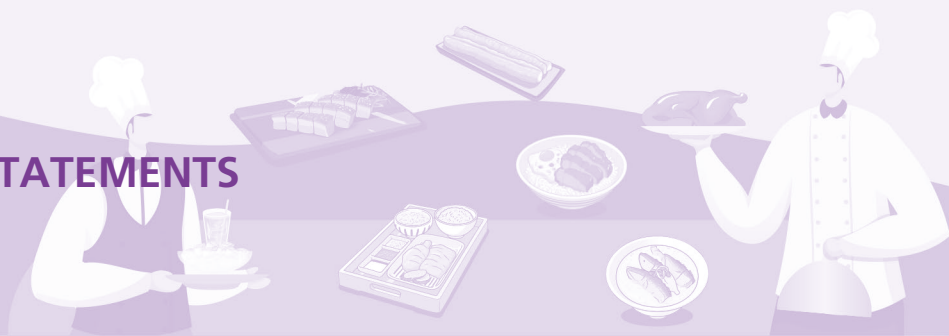
由此產生的匯兌差額於其他全面收益確認，並於匯兌波動儲備中累計，非控股權益應佔差額則除外。於出售海外業務時，儲備內與特定海外業務相關的累計金額於損益表中確認。

NOTES TO FINANCIAL STATEMENTS

財務報表附註

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2.5 MATERIAL ACCOUNTING POLICIES (Continued)

Share-based payments

The Group operates share option schemes. Employees (including directors) of the Group receive remuneration in the form of share-based payments, whereby employees render services in exchange for equity instruments (“equity-settled transactions”).

The cost of equity-settled transactions with employees is measured by reference to the fair value at the date at which they are granted. The fair value is determined by an external valuer using a binomial model, further details of which are given in note 26 to the financial statements.

The cost of equity-settled transactions is recognised in employee benefit expense, together with a corresponding increase in equity, over the period in which the performance and/or service conditions are fulfilled. The cumulative expense recognised for equity-settled transactions at the end of each reporting period until the vesting date reflects the extent to which the vesting period has expired and the Group’s best estimate of the number of equity instruments that will ultimately vest. The charge or credit to the statement of profit or loss for a period represents the movement in the cumulative expense recognised as at the beginning and end of that period.

Service and non-market performance conditions are not taken into account when determining the grant date fair value of awards, but the likelihood of the conditions being met is assessed as part of the Group’s best estimate of the number of equity instruments that will ultimately vest. Market performance conditions are reflected within the grant date fair value. Any other conditions attached to an award, but without an associated service requirement, are considered to be non-vesting conditions. Non-vesting conditions are reflected in the fair value of an award and lead to an immediate expensing of an award unless there are also service and/or performance conditions.

2.5 重大會計政策(續)

以股份為基礎的付款

本集團設立購股權計劃。本集團僱員(包括董事)以股份為基礎的付款方式收取薪酬，據此僱員提供服務作為收取股本工具的代價(「股權結算交易」)。

與僱員進行股權結算交易的成本乃參考於授出日期的公平值計量。公平值乃由外部估值師以二項式模型釐定，有關進一步詳情載於財務報表附註26。

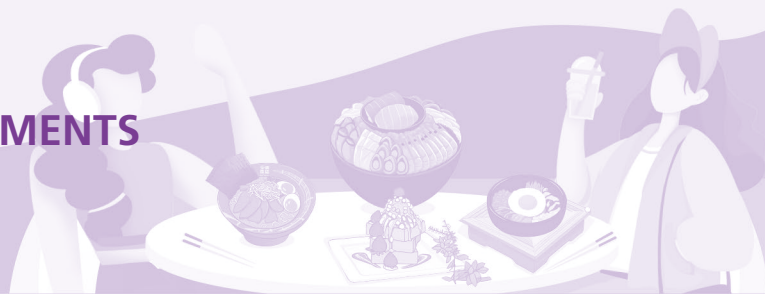
股權結算交易成本連同股本的相應增加乃於達成表現及／或服務條件的期間內於僱員福利開支中確認。於各報告期末直至歸屬日期止就股權結算交易確認的累計開支反映歸屬期已屆滿程度及本集團對將最終歸屬的股本工具數目的最佳估計。於期內扣除自或計入損益表的金額指於該期間期初及期末所確認的累計開支變動。

於釐定獎勵在授出日期的公平值時並不考慮服務及非市場表現條件，惟會對達成條件的可能性進行評估，作為本集團對將最終歸屬的股本工具數目的最佳估計的一部分。市場表現條件將於授出日期的公平值內反映。獎勵附帶的任何其他條件(惟並無相關服務要求)被視為非歸屬條件。非歸屬條件於獎勵的公平值中反映，並導致獎勵即時支銷，惟另有服務及／或表現條件則除外。

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2.5 MATERIAL ACCOUNTING POLICIES (Continued)

Share-based payments (Continued)

For awards that do not ultimately vest because non-market performance and/or service conditions have not been met, no expense is recognised. Where awards include a market or non-vesting condition, the transactions are treated as vesting irrespective of whether the market or non-vesting condition is satisfied, provided that all other performance and/or service conditions are satisfied.

Where the terms of an equity-settled award are modified, as a minimum an expense is recognised as if the terms had not been modified, if the original terms of the award are met. In addition, an expense is recognised for any modification that increases the total fair value of the share-based payments, or is otherwise beneficial to the employee as measured at the date of modification. Where an equity-settled award is cancelled, it is treated as if it had vested on the date of cancellation, and any expense not yet recognised for the award is recognised immediately.

The dilutive effect of outstanding options is reflected as additional share dilution in the computation of earnings per share.

3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES

The preparation of the Group's financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and their accompanying disclosures, and the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could result in outcomes that could require a material adjustment to the carrying amounts of the assets or liabilities affected in the future.

Judgements

In the process of applying the Group's accounting policies, management has made the following judgements, apart from those involving estimations, which have the most significant effect on the amounts recognised in the financial statements:

2.5 重大會計政策(續)

以股份為基礎的付款(續)

對於因未能達成非市場表現及／或服務條件而導致最終並無歸屬的獎勵，不會確認開支。倘獎勵包括一項市場或非歸屬條件，無論市場或非歸屬條件是否達成，該等交易均會被視為已歸屬，前提是所有其他表現及／或服務條件須已達成。

倘若股權結算獎勵的條款有所變更，則在達致獎勵原定條款的情況下，所確認的開支最少須達到猶如條款並無任何變更的水平。此外，倘若按變更日期計算，任何變更導致以股份為基礎的付款總公平值有所增加，或為僱員帶來其他利益，則應就該等變更確認開支。倘股權結算獎勵獲註銷，則視為已於註銷日期歸屬，任何尚未確認的獎勵開支均即時確認。

於計算每股盈利時，尚未行使購股權的攤薄影響反映為額外股份攤薄。

3. 主要會計判斷及估計

編製本集團的財務報表時，管理層須作出會影響收入、支出、資產及負債呈報金額及其隨附披露及或然負債披露的判斷、估計及假設，而該等假設及估計的不確定性可導致須就未來受影響的資產或負債賬面值作出重大調整。

判斷

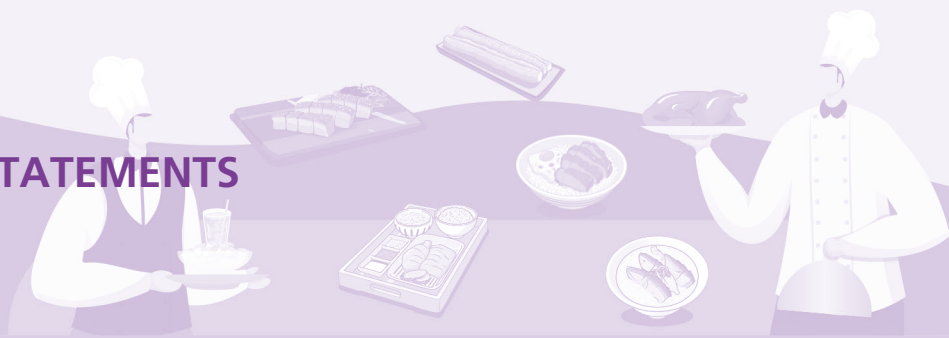
於應用本集團的會計政策的過程中，管理層已作出以下判斷(牽涉該等估計者除外)，其對於財務報表確認的金額有最重大的影響：

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3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES (Continued)

Judgements (Continued)

Impairment of assets

In determining whether an asset is impaired or the event previously causing the impairment no longer exists, the Group has to exercise judgement in the area of asset impairment, particularly in assessing: (1) whether an event has occurred that may affect the asset value or such event affecting the asset value has not been in existence; (2) whether the carrying value of an asset can be supported by the net present value of future cash flows which are estimated based upon the continued use of the asset or derecognition; and (3) the appropriate key assumptions to be applied in preparing cash flow projections including whether these cash flow projections are discounted using an appropriate rate. Changing the assumptions selected by management to determine the level of impairment, including the discount rates or the growth rate assumptions in the cash flow projections, could materially affect the net present value used in the impairment test.

Significant judgement in determining the lease term of contracts with renewal options

The Group has lease contracts that include extension and termination options. The Group applies judgement in evaluating whether or not to exercise the option to renew or terminate the leases. That is, it considers all relevant factors that create an economic incentive for it to exercise either the renewal or termination option. After the commencement date, the Group reassesses the lease terms if there is a significant event or change in circumstances that is within its control and affects its ability to exercise or not to exercise the options to renew or to terminate the lease (e.g., construction of significant leasehold improvements or significant customisation to the leased assets).

The Group includes the renewal period as part of the lease term for leases of properties due to the significance of these assets to its operations. These leases have a short non-cancellable period (i.e., three to five years) and there will be a significant negative effect on production if a replacement is not readily available.

3. 主要會計判斷及估計(續)

判斷(續)

資產減值

在釐定資產是否出現減值或先前導致出現減值之情況是否不再存在時，本集團須就資產減值作出判斷，特別是評估：(1)有否發生可能影響資產價值之事件，或該影響資產價值之事件是否已不復存在；(2)資產賬面值是否獲其未來現金流量之當前淨額(基於資產之持續使用或終止確認而估計)支持；及(3)編製現金流量預測時應用之適當重要假設，包括現金流量預測是否按適當貼現率貼現。管理層用以釐定減值程度之假設(包括作出現金流量預測時假設之貼現率或增長率)如有變動，即可能嚴重影響減值測試中之當前淨額。

釐定含續租選擇權的合約租期的重大判斷

本集團擁有包括延期及終止選擇權的租賃合約。本集團於評估是否行使續租選擇權或終止租賃選擇權時應用判斷，即本集團考慮產生促使其行使續租或終止選擇權的經濟誘因的所有相關因素。於開始日期後，倘存在於其控制範圍內並影響其行使或不行使續租或終止選擇權的重大事件或環境變化(如重大租賃物業裝修施工或對租賃資產進行重大訂製)，則本集團重新評估租期。

就物業租賃而言，由於該等資產對本集團的經營至為關鍵，因此本集團將續租期包括在租期之內。該等租賃包含一段短期而不可撤銷的期間(即三至五年)，倘未能及時找到替代的物業，將對生產造成重大負面影響。

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3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES (Continued)

Estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the end of the reporting period, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are described below.

Impairment testing of property, plant and equipment and right-of-use assets

The Group determines whether property, plant and equipment and right-of-use assets are impaired when there are indicators that the carrying amounts may not be recoverable. An impairment exists when the carrying values of these assets exceed their recoverable amounts, which is the higher of its fair value less costs of disposal and its value in use. The calculation of the fair values less costs of disposal is based on available data from binding sales transactions in an arm's length transaction of similar assets or observable market prices less incremental costs for disposing of the asset. When value-in-use calculations are undertaken, management must estimate the expected future cash flows from the asset or cash-generating unit and choose a suitable discount rate in order to calculate the present value of those cash flows.

Deferred tax assets

Deferred tax assets are recognised for unused tax losses to the extent that it is probable that taxable profit will be available against which the losses can be utilised. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and level of future taxable profits together with future tax planning strategies. The carrying amount of deferred tax assets was HK\$47,666,000 (2024: HK\$38,819,000) as at 31 December 2025 (note 24).

3. 主要會計判斷及估計(續)

估計的不確定因素

下文載述於報告期末與未來有關的主要假設以及估計不確定因素的其他主要來源，該等假設及不確定因素有重大風險導致須於下一個財政年度內對資產及負債賬面值作出重大調整。

物業、廠房及設備以及使用權資產的減值測試

倘有跡象顯示賬面值可能無法收回，則本集團會釐定物業、廠房及設備以及使用權資產是否已減值。倘該等資產賬面值超過其可收回金額(即其公平值減出售成本與其使用價值的較高者)，則表明存在減值。公平值減出售成本根據來自類似資產的公平交易中具約束力的出售交易的可獲得數據或可觀察市價減出售該資產的增量成本計算。當計算使用價值時，管理層必須估計來自該資產或現金產生單位的預期未來現金流量，並選擇合適的貼現率，以計算該等現金流量的現值。

遞延稅項資產

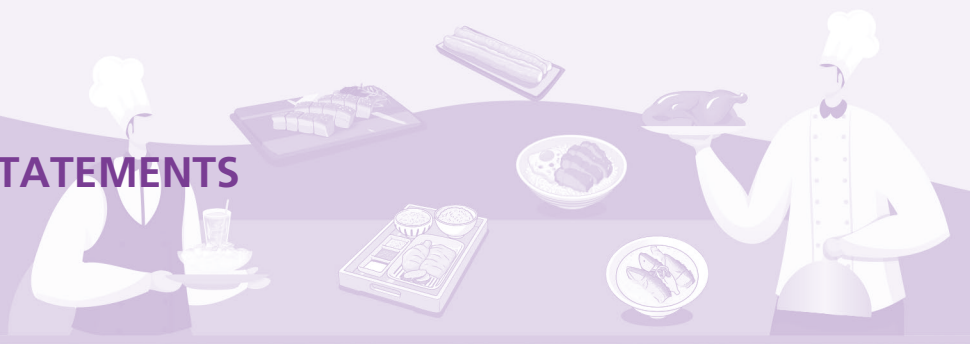
倘可能出現應課稅溢利可用以抵銷未動用稅項虧損時，將就該等虧損確認遞延稅項資產。管理層須根據未來應課稅溢利的大致時間及數額以及未來稅務規劃策略作出重大管理判斷，以釐定可確認遞延稅項資產的金額。於二零二五年十二月三十一日，遞延稅項資產的賬面值為47,666,000港元(二零二四年：38,819,000港元)(附註24)。

NOTES TO FINANCIAL STATEMENTS

財務報表附註

31 December 2025

二零二五年十二月三十一日



3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES (Continued)

Estimation uncertainty (Continued)

Leases — Estimating the incremental borrowing rate

The Group cannot readily determine the interest rate implicit in a lease, and therefore, it uses an incremental borrowing rate (“IBR”) to measure lease liabilities. The IBR is the rate of interest that the Group would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment. The IBR therefore reflects what the Group “would have to pay”, which requires estimation when no observable rates are available (such as for subsidiaries that do not enter into financing transactions) or when it needs to be adjusted to reflect the terms and conditions of the lease (for example, when leases are not in the subsidiary’s functional currency). The Group estimates the IBR using observable inputs (such as market interest rates) when available and is required to make certain entity-specific estimates (such as the subsidiary’s stand-alone credit rating).

3. 主要會計判斷及估計(續)

估計的不確定因素(續)

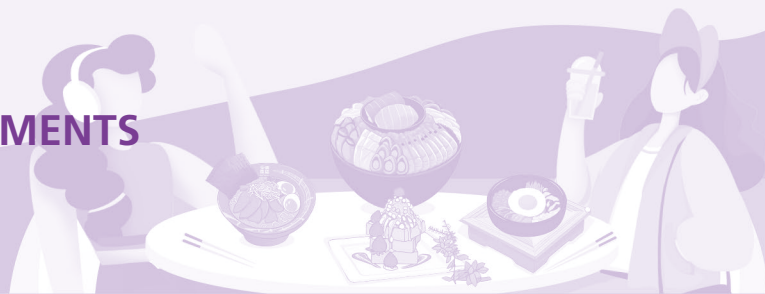
租賃 — 估算增量借貸利率

本集團無法輕易釐定租賃內所隱含的利率，因此，使用增量借貸利率(「增量借貸利率」)計量租賃負債。增量借貸利率為本集團於類似經濟環境中為取得與使用權資產價值相近的資產，而以類似抵押品於類似期間借入所需資金應支付的利率。因此，增量借貸利率反映了本集團「應支付」的利率，當無可觀察的利率時(如就並無訂立融資交易的附屬公司而言)或當須對利率進行調整以反映租賃之條款及條件時(如當租賃並非以附屬公司的功能貨幣訂立時)，則須作出估計。當可觀察輸入數據可用時，本集團使用可觀察輸入數據(如市場利率)估算增量借貸利率並須作出若干實體特定的估計(如附屬公司的獨立信貸評級)。

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4. OPERATING SEGMENT INFORMATION

For management purposes, the Group is organised into business units based on geographical areas and has two reportable operating segments as follows:

- (i) the Hong Kong and Macau segment is engaged in the operation of restaurants, and sale of food products in Hong Kong and Macau; and
- (ii) the Chinese Mainland segment is engaged in the operation of restaurants, and sale of food products in Chinese Mainland.

Management monitors the results of the Group's operating segments separately for the purpose of making decisions about resource allocation and performance assessment. Segment performance is evaluated based on reportable segment profit/loss, which is measured consistently with the Group's profit/loss before tax.

Segment assets exclude deferred tax assets, tax recoverable, intangible assets and cash and cash equivalents as these assets are managed on a group basis.

Segment liabilities exclude tax payable and deferred tax liabilities as these liabilities are managed on a group basis.

4. 經營分部資料

就管理而言，本集團按地理位置劃分業務單位，並擁有下列兩個可呈報經營分部：

- (i) 香港及澳門分部於香港及澳門從事餐廳營運及食品銷售業務；及
- (ii) 中國內地分部於中國內地從事餐廳營運及食品銷售業務。

管理層分開監察本集團各經營分部業績，以就資源分配及表現評估作出決策。分部表現按可呈報分部之溢利／虧損進行評估，與本集團除稅前溢利／虧損之計量一致。

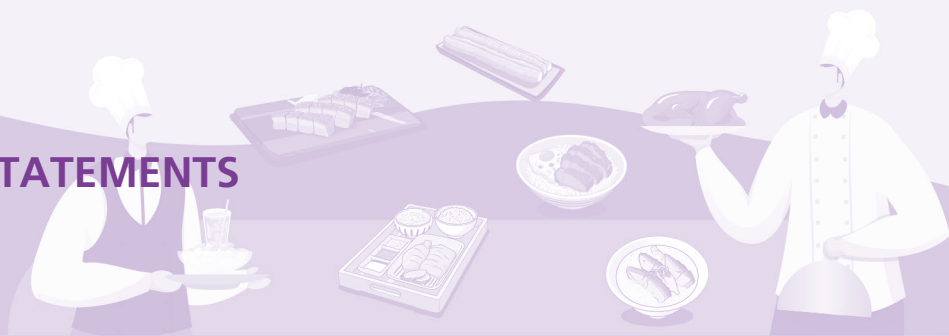
由於遞延稅項資產、可收回稅項、無形資產以及現金及現金等價物於集團層面管理，故分部資產不包括該等資產。

由於應付稅項及遞延稅項負債於集團層面管理，故分部負債不包括該等負債。

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財務報表附註

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4. OPERATING SEGMENT INFORMATION (Continued)

Geographical information

For the years ended 31 December 2025 and 2024

地區資料

截至二零二五年及二零二四年十二月三十一日止年度

| | | Hong Kong and Macau 香港及澳門 | | Chinese Mainland 中國內地 | | Total 總計 | |
|-------------------------------------|-------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|
| | | 2025 二零二五年 HK\$'000 千港元 | 2024 二零二四年 HK\$'000 千港元 | 2025 二零二五年 HK\$'000 千港元 | 2024 二零二四年 HK\$'000 千港元 | 2025 二零二五年 HK\$'000 千港元 | 2024 二零二四年 HK\$'000 千港元 |
| Segment revenue (note 5) | 分部收益 (附註5) | | | | | | |
| Sales to external customers* | 向外部客戶銷售* | 3,276,300 | 2,954,684 | 262,195 | 337,270 | 3,538,495 | 3,291,954 |
| Intersegment sales | 分部間銷售 | - | - | 146,607 | 111,558 | 146,607 | 111,558 |
| Total segment revenue | 分部收益總額 | 3,276,300 | 2,954,684 | 408,802 | 448,828 | 3,685,102 | 3,403,512 |
| <i>Reconciliation:</i> | <i>對賬:</i> | | | | | | |
| Elimination of intersegment sales | 分部間銷售對銷 | | | | | (146,607) | (111,558) |
| | | | | | | 3,538,495 | 3,291,954 |
| Segment results | 分部業績 | 153,161 | 127,207 | (12,056) | (48,056) | 141,105 | 79,151 |
| <i>Reconciliation:</i> | <i>對賬:</i> | | | | | | |
| Elimination of intersegment results | 分部間業績對銷 | | | | | (1,171) | (968) |
| Profit before tax | 除稅前溢利 | | | | | 139,934 | 78,183 |

As at 31 December 2025 and 2024

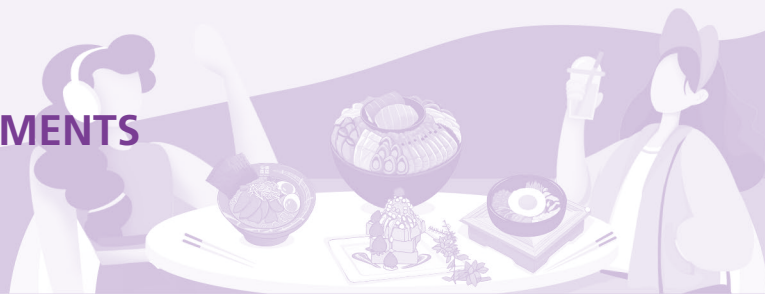
於二零二五年及二零二四年十二月三十一日

| | | Hong Kong and Macau 香港及澳門 | | Chinese Mainland 中國內地 | | Total 總計 | |
|---|-------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|
| | | 2025 二零二五年 HK\$'000 千港元 | 2024 二零二四年 HK\$'000 千港元 | 2025 二零二五年 HK\$'000 千港元 | 2024 二零二四年 HK\$'000 千港元 | 2025 二零二五年 HK\$'000 千港元 | 2024 二零二四年 HK\$'000 千港元 |
| Segment assets | 分部資產 | 1,741,263 | 1,812,288 | 262,652 | 288,846 | 2,003,915 | 2,101,134 |
| <i>Reconciliation:</i> | <i>對賬:</i> | | | | | | |
| Corporate and other unallocated assets | 公司及其他未分配資產 | | | | | 428,810 | 370,011 |
| Total assets | 資產總額 | | | | | 2,432,725 | 2,471,145 |
| Segment liabilities | 分部負債 | 1,382,766 | 1,374,116 | 120,773 | 148,513 | 1,503,539 | 1,522,629 |
| <i>Reconciliation:</i> | <i>對賬:</i> | | | | | | |
| Corporate and other unallocated liabilities | 公司及其他未分配負債 | | | | | 31,481 | 12,897 |
| Total liabilities | 負債總額 | | | | | 1,535,020 | 1,535,526 |

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4. OPERATING SEGMENT INFORMATION (Continued)

4. 經營分部資料(續)

Geographical information (Continued)

地區資料(續)

For the years ended 31 December 2025 and 2024

截至二零二五年及二零二四年十二月三十一日止年度

| | Hong Kong and Macau | | Chinese Mainland | | Total | |
|--|-----------------------|-----------|------------------|----------|-----------|-----------|
| | 香港及澳門 | | 中國內地 | | 總計 | |
| | 2025 | 2024 | 2025 | 2024 | 2025 | 2024 |
| | 二零二五年 | 二零二四年 | 二零二五年 | 二零二四年 | 二零二五年 | 二零二四年 |
| | HK\$'000 | HK\$'000 | HK\$'000 | HK\$'000 | HK\$'000 | HK\$'000 |
| | 千港元 | 千港元 | 千港元 | 千港元 | 千港元 | 千港元 |
| Other segment information | 其他分部資料 | | | | | |
| Depreciation of items of property, plant and equipment | 物業、廠房及設備項目折舊 | | | | | |
| | 101,002 | 103,493 | 24,613 | 30,466 | 125,615 | 133,959 |
| Amortisation for right-of-use assets | 使用權資產攤銷 | | | | | |
| | 378,103 | 378,694 | 21,654 | 40,123 | 399,757 | 418,817 |
| Loss on disposal of items of property, plant and equipment and right-of-use assets | 出售物業、廠房及設備項目以及使用權資產虧損 | | | | | |
| | 140 | 673 | 2,173 | 3,898 | 2,313 | 4,571 |
| Capital expenditure** | 資本開支** | | | | | |
| | 93,681 | 115,033 | 9,261 | 12,365 | 102,942 | 127,398 |
| Non-current assets*** | 非流動資產*** | | | | | |
| | 1,564,915 | 1,664,990 | 215,537 | 235,272 | 1,780,452 | 1,900,262 |
| Fair value loss on investment properties, net | 投資物業公平值虧損淨額 | | | | | |
| | - | - | 435 | 2,605 | 435 | 2,605 |
| Impairment of items of property, plant and equipment and right-of-use assets, net | 物業、廠房及設備項目以及使用權資產減值淨額 | | | | | |
| | 38,548 | 20,500 | 7,346 | 26,938 | 45,894 | 47,438 |

* The revenue information above is based on the locations of the customers.

* 上述收益資料按客戶所在地區劃分。

** Capital expenditure consists of additions to property, plant and equipment.

** 資本開支包括添置物業、廠房及設備。

*** The non-current asset information above is based on the locations of the assets and excludes deferred tax assets.

*** 上述非流動資產資料按資產所在地劃分，當中不計及遞延稅項資產。

Information about major customers

There was no revenue from customers individually contributing over 10% to the total revenue of the Group.

有關主要客戶的資料

概無來自個別客戶的收益佔本集團總收益10%以上。

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5. REVENUE, OTHER INCOME AND GAINS

5. 收益、其他收入及收益

An analysis of revenue is as follows:

收益分析如下：

| | | 2025 二零二五年 HK\$'000 千港元 | 2024 二零二四年 HK\$'000 千港元 |
|--|-------------------|----------------------------------|----------------------------------|
| Revenue from contracts with customers | 客戶合約收益 | | |
| (i) Disaggregated revenue information | (i) 分拆收益資料 | | |
| Types of goods or services | 貨品或服務種類 | | |
| Revenue from restaurant operations | 餐廳營運收益 | 3,468,299 | 3,223,840 |
| Revenue from the sale of food products | 食品銷售收益 | 70,196 | 68,114 |
| Total | 總計 | 3,538,495 | 3,291,954 |
| Geographical markets | 地區市場 | | |
| Hong Kong and Macau | 香港及澳門 | 3,276,300 | 2,954,684 |
| Chinese Mainland | 中國內地 | 262,195 | 337,270 |
| Total | 總計 | 3,538,495 | 3,291,954 |
| Timing of revenue recognition | 收益確認之時間 | | |
| At a point in time | 於某一時間點 | 3,538,495 | 3,291,954 |

The following table shows the amounts of revenue recognised in the current reporting period that were included in the contract liabilities at the beginning of the reporting period:

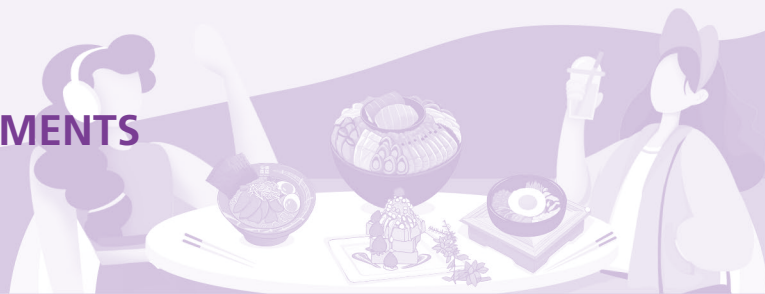
下表顯示於本報告期內所確認且於報告期初已計入合約負債之收益金額：

| | | 2025 二零二五年 HK\$'000 千港元 | 2024 二零二四年 HK\$'000 千港元 |
|---|-----------------|----------------------------------|----------------------------------|
| Revenue recognised that was included in the contract liabilities at the beginning of the year | 於年初計入合約負債之已確認收益 | | |
| — Restaurant operations | — 餐廳營運 | 55,659 | 49,813 |

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5. REVENUE, OTHER INCOME AND GAINS (Continued)

(ii) Performance obligations

Information about the Group's performance obligations is summarised below:

Restaurant operations

The performance obligation is satisfied when the catering services have been provided to customers. The Group's trading terms with its customers are mainly on cash, credit card and electronic settlement. The credit period is generally less than one month.

Sale of food products

The performance obligation is satisfied upon delivery and acceptance of the products by the customers. The Group's trading terms with its customers are mainly on cash, credit card, electronic settlement and on credit. The credit period is generally one to two months.

(ii) 履約責任

有關本集團履約責任之資料概述如下：

餐廳營運

履約責任於向顧客提供餐飲服務時履行。本集團與其顧客之貿易條款主要以現金、信用卡及電子貨幣結算。信貸期一般少於一個月。

食品銷售

履約責任於交付及顧客接納產品時履行。本集團與其顧客之貿易條款主要以現金、信用卡、電子貨幣結算及按除賬形式進行。信貸期一般為一至兩個月。

| | | 2025 二零二五年 HK\$'000 千港元 | 2024 二零二四年 HK\$'000 千港元 |
|--|-----------------------------|----------------------------------|----------------------------------|
| Other income and gains | 其他收入及收益 | | |
| Bank interest income | 銀行利息收入 | 4,139 | 6,311 |
| Rental income | 租金收入 | 1,531 | 1,900 |
| Royalty income | 專利費收入 | 306 | 1,833 |
| Subsidies received from utility companies for purchases of items of property, plant and equipment* | 就購買物業、廠房及設備項目而自公共事業公司收取之補貼* | 2,709 | 2,700 |
| Government grants* | 政府補助* | 884 | 1,215 |
| Gain on deregistration of subsidiaries, net | 撤銷註冊附屬公司收益淨額 | 137 | - |
| Foreign exchange gains, net | 外匯收益淨額 | - | 512 |
| Others | 其他 | 1,809 | 2,616 |
| Total other income and gains | 其他收入及收益總額 | 11,515 | 17,087 |

* As at the end of the reporting periods, there were no unfulfilled conditions or other contingencies attaching to the subsidies and government grants that had been recognised by the Group.

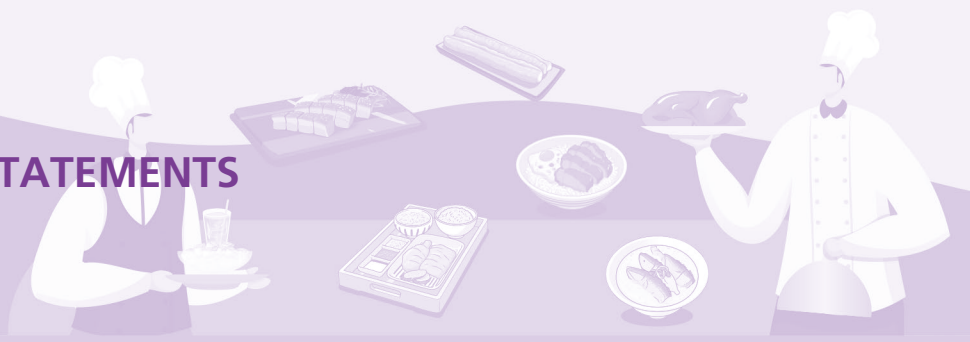
* 於報告期末，本集團並無與已確認補貼及政府補助有關之未達成條件或其他突發事件。

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6. PROFIT BEFORE TAX

The Group's profit before tax is arrived at after charging/(crediting):

6. 除稅前溢利

本集團之除稅前溢利經扣除/(計入)以下各項後計算得出：

| | Notes 附註 | 2025 二零二五年 HK\$'000 千港元 | 2024 二零二四年 HK\$'000 千港元 |
|---|-----------------------------|----------------------------------|----------------------------------|
| Cost of materials consumed | 用料成本 | 935,939 | 858,423 |
| Depreciation of items of property, plant and equipment | 物業、廠房及設備項目折舊 | 14(a) 125,615 | 133,959 |
| Amortisation of right-of-use assets* | 使用權資產攤銷* | 14(b)(i) 399,757 | 418,817 |
| Lease payments not included in the measurement of lease liabilities* | 未計入租賃負債計量的租賃付款* | 7,903 | 7,158 |
| Contingent rents* | 或然租金* | 15,390 | 10,555 |
| Gain on lease modification and termination* | 修訂及終止租約收益* | (9,143) | (17,419) |
| Auditor's remuneration | 核數師薪酬 | 3,150 | 3,200 |
| Employee benefit expenses (including directors' and chief executive's remuneration): | 僱員福利開支 (包括董事及主要行政人員薪酬): | | |
| Salaries, allowances and benefits in kind | 薪金、津貼及實物福利 | 1,201,795 | 1,122,300 |
| Pension scheme contributions** | 退休金計劃供款** | 61,206 | 66,482 |
| Total | 總計 | 1,263,001 | 1,188,782 |
| Direct operating expenses (including repairs and maintenance) arising from rental-earning investment properties | 賺取租金投資物業所產生之直接經營開支 (包括維修保養) | 148 | 158 |
| Foreign exchange differences, net | 外匯差額淨額 | 1,049 | (512) |
| Impairment of items of property, plant and equipment, net | 物業、廠房及設備項目減值淨額 | 14(a) 15,495 | 12,733 |
| Impairment of right-of-use assets, net | 使用權資產減值淨額 | 14(b)(i) 30,399 | 34,705 |
| Loss on disposal of items of property, plant and equipment and right-of-use assets*** | 出售物業、廠房及設備項目以及使用權資產虧損*** | 2,313 | 4,571 |
| Loss/(gain) on deregistration or disposal of subsidiaries, net | 撤銷註冊或出售附屬公司虧損/(收益)淨額 | (137) | 2,097 |
| Fair value loss on investment properties, net | 投資物業公平值虧損淨額 | 15 435 | 2,605 |

* These are included in "Amortisation of right-of-use assets, rental and related expenses, net" in profit or loss.

** There are no forfeited contributions that may be used by the Group (as employer) to reduce the existing level of contributions.

*** These items are included in "Other operating expenses" in profit or loss.

* 該等項目計入損益中之「使用權資產攤銷、租賃及相關開支淨額」。

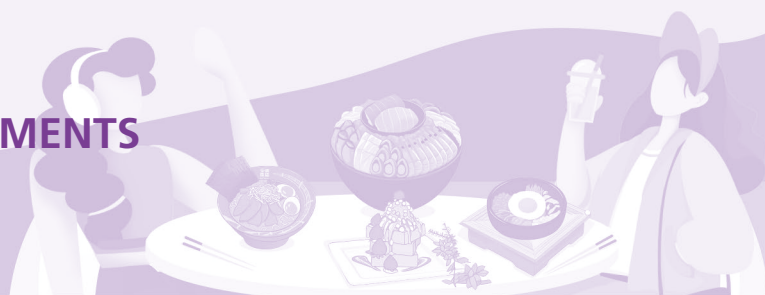
** 並無任何已沒收供款可被本集團(作為僱主)用以減少現有供款水平。

*** 該等項目計入損益中之「其他經營開支」。

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7. OTHER OPERATING EXPENSES

7. 其他經營開支

| | | 2025 二零二五年 HK\$'000 千港元 | 2024 二零二四年 HK\$'000 千港元 |
|---|---------------------------|----------------------------------|----------------------------------|
| Utilities expenses | 公用設施開支 | 149,880 | 140,735 |
| Packing and consumables | 包裝及消耗品 | 24,517 | 30,031 |
| Cleaning expenses | 清潔開支 | 38,103 | 32,756 |
| Transportation and logistics | 運輸及物流 | 36,475 | 37,156 |
| Advertising and promotion | 廣告及宣傳 | 28,771 | 30,857 |
| Auditor's remuneration | 核數師薪酬 | 3,150 | 3,200 |
| Bank and credit card charges | 銀行及信用卡收費 | 33,702 | 29,362 |
| Delivery handling charges | 外送手續費 | 57,322 | 49,370 |
| Fair value losses on investment properties, net | 投資物業公平值虧損淨額 | 435 | 2,605 |
| Government rent and rates | 差餉及地租 | 22,832 | 21,476 |
| Insurance | 保險 | 14,919 | 12,521 |
| Legal and professional fee | 法律及專業費用 | 3,184 | 4,435 |
| License, membership and entertainment | 牌照、會籍及酬酢 | 2,900 | 2,779 |
| Loss on deregistration or disposal of subsidiaries, net | 撤銷註冊或出售 附屬公司虧損淨額 | - | 2,097 |
| Loss on disposal of items of property, plant and equipment and right-of-use assets | 出售物業、廠房及設備項目 以及使用權資產虧損 | 2,313 | 4,571 |
| Repair and maintenance | 維修保養 | 22,138 | 23,440 |
| Office expenses | 辦公室開支 | 10,650 | 11,000 |
| Others | 其他 | 22,539 | 22,247 |
| Total | 總計 | 473,830 | 460,638 |

8. FINANCE COSTS

8. 融資成本

An analysis of finance costs is as follows:

融資成本分析如下：

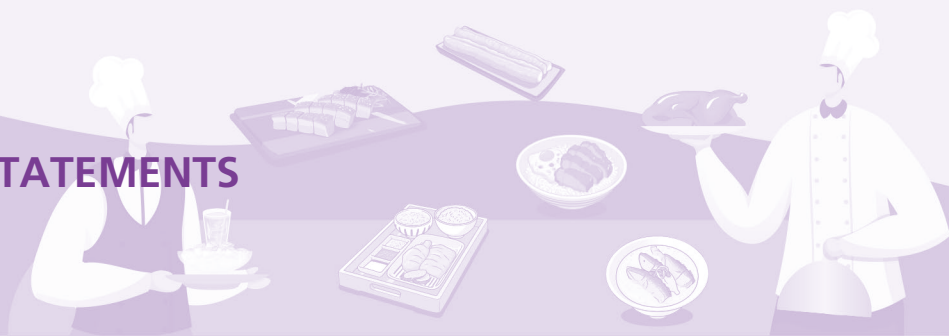
| | | 2025 二零二五年 HK\$'000 千港元 | 2024 二零二四年 HK\$'000 千港元 |
|--|---------------------|----------------------------------|----------------------------------|
| Interest on lease liabilities (note 14(b)(ii)) | 租賃負債利息(附註14(b)(ii)) | 40,370 | 37,434 |

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9. DIRECTORS' AND CHIEF EXECUTIVE'S REMUNERATION

Directors' and chief executive's remuneration for the year, disclosed pursuant to the Listing Rules, Section 383(1)(a), (b), (c) and (f) of the Hong Kong Companies Ordinance and Part 2 of the Companies (Disclosure of Information about Benefits of Directors) Regulation, is as follows:

9. 董事及主要行政人員薪酬

根據上市規則、香港公司條例第383(1)(a)、(b)、(c)及(f)條以及公司(披露董事利益資料)規例第二部有關董事及主要行政人員年度薪酬的披露如下：

| | | 2025 二零二五年 HK\$'000 千港元 | 2024 二零二四年 HK\$'000 千港元 |
|---|------------|----------------------------------|----------------------------------|
| Fees | 袍金 | 1,410 | 1,260 |
| Other emoluments: | 其他酬金： | | |
| Salaries, allowances and benefits in kind | 薪金、津貼及實物福利 | 13,940 | 12,557 |
| Performance-related bonuses | 績效相關花紅 | 2,488 | 1,260 |
| Pension scheme contributions | 退休金計劃供款 | 27 | 18 |
| Subtotal | 小計 | 16,455 | 13,835 |
| Total | 總計 | 17,865 | 15,095 |

(a) Independent non-executive directors

The fees paid to independent non-executive directors during the year were as follows:

(a) 獨立非執行董事

年內已付獨立非執行董事的袍金如下：

| | | 2025 二零二五年 HK\$'000 千港元 | 2024 二零二四年 HK\$'000 千港元 |
|---------------------|-----|----------------------------------|----------------------------------|
| Mak Ping Leung | 麥炳良 | 240 | 240 |
| Sat Chui Wan | 薩翠雲 | 240 | 240 |
| Wong Shiu Hoi Peter | 黃紹開 | 240 | 240 |
| Total | 總計 | 720 | 720 |

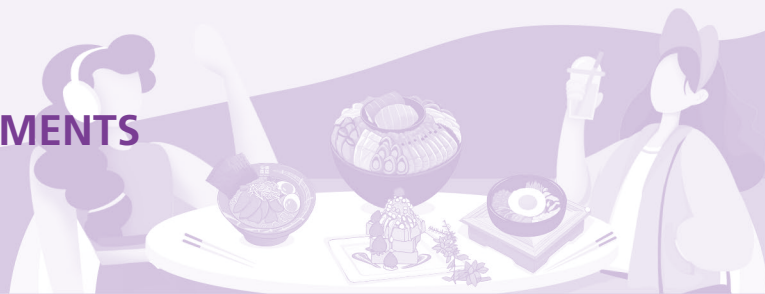
There were no other emoluments payable to the independent non-executive directors during the year (2024: Nil).

年內並無其他應付獨立非執行董事的酬金(二零二四年：無)。

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9. DIRECTORS' AND CHIEF EXECUTIVE'S REMUNERATION (Continued)

(b) Executive directors, non-executive director and the chief executive

| | | Salaries, allowances and benefits in kind | | Performance related bonuses | Pension scheme contributions | Total |
|------------------------------------|--------------------------|---|------------|-----------------------------|------------------------------|----------|
| | | Fees | in kind | related bonuses | contributions | |
| | | 袍金 | 薪金、津貼及實物福利 | 績效相關花紅 | 退休金計劃供款 | 總計 |
| | | HK\$'000 | HK\$'000 | HK\$'000 | HK\$'000 | HK\$'000 |
| | | 千港元 | 千港元 | 千港元 | 千港元 | 千港元 |
| Year ended 31 December 2025 | 截至二零二五年十二月三十一日止年度 | | | | | |
| <i>Executive directors</i> | <i>執行董事</i> | | | | | |
| Chan Wing On [#] | 陳永安 [#] | 135 | 8,413 | 927 | - | 9,475 |
| Yuen Chi Ming | 袁志明 | 150 | 694 | 58 | - | 902 |
| Chan Shuk Fong | 陳淑芳 | 150 | 3,524 | 904 | 18 | 4,596 |
| Chan Ka Keung [*] | 陳家強 [*] | 75 | 1,309 | 599 | 9 | 1,992 |
| Subtotal | 小計 | 510 | 13,940 | 2,488 | 27 | 16,965 |
| <i>Non-executive director</i> | <i>非執行董事</i> | | | | | |
| Ho Ping Kee | 何炳基 | 180 | - | - | - | 180 |
| Total | 總計 | 690 | 13,940 | 2,488 | 27 | 17,145 |
| Year ended 31 December 2024 | 截至二零二四年十二月三十一日止年度 | | | | | |
| <i>Executive directors</i> | <i>執行董事</i> | | | | | |
| Chan Wing On | 陳永安 | 120 | 8,699 | 676 | - | 9,495 |
| Yuen Chi Ming | 袁志明 | 120 | 694 | 70 | - | 884 |
| Chan Shuk Fong | 陳淑芳 | 120 | 3,164 | 514 | 18 | 3,816 |
| Subtotal | 小計 | 360 | 12,557 | 1,260 | 18 | 14,195 |
| <i>Non-executive director</i> | <i>非執行董事</i> | | | | | |
| Ho Ping Kee | 何炳基 | 180 | - | - | - | 180 |
| Total | 總計 | 540 | 12,557 | 1,260 | 18 | 14,375 |

* Mr. Chan Ka Keung was appointed as an executive director with effect from 1 July 2025 and the amount above include his remuneration as a director.

Mr. Chan Wing On ceased as an executive director with effect from 24 November 2025.

There was no arrangement under which a director waived or agreed to waive any remuneration during the year.

During the current and prior years, no remuneration was paid by the Group to the directors as an inducement to join or upon joining the Group or as compensation for loss of office.

9. 董事及主要行政人員薪酬(續)

(b) 執行董事、非執行董事及主要行政人員

* 陳家強先生於二零二五年七月一日獲委任為執行董事及上述金額包括其作為董事的酬金。

陳永安先生於二零二五年十一月二十四日停任執行董事。

年內概無董事放棄或同意放棄任何薪酬的安排。

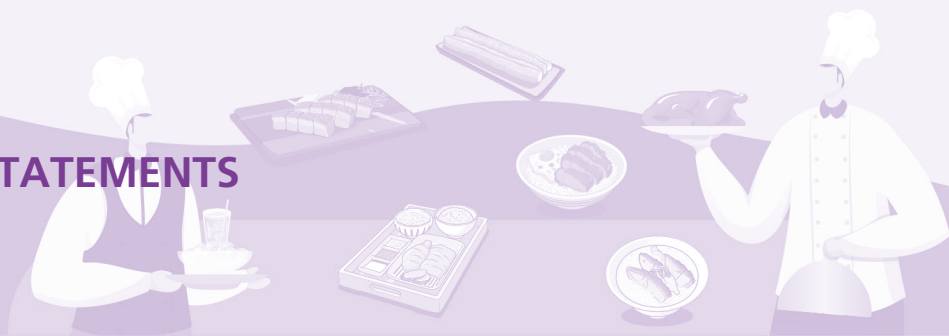
於本年度及過往年度，本集團概無向董事支付薪酬，作為吸引彼等加入本集團或於加入本集團時的獎勵或作為離職補償。

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10. FIVE HIGHEST PAID EMPLOYEES

The five highest paid employees during the year ended 31 December 2025 included 3 directors (2024: 2 directors), details of whose remuneration are set out in note 9 above. Details of the remuneration of the remaining two (2024: three) non-director, highest paid employees during the year ended 31 December 2025 are as follows:

| | | 2025 二零二五年 HK\$'000 千港元 | 2024 二零二四年 HK\$'000 千港元 |
|---|------------|----------------------------------|----------------------------------|
| Salaries, allowances and benefits in kind | 薪金、津貼及實物福利 | 7,470 | 9,359 |
| Performance related bonuses | 績效相關花紅 | 1,561 | 1,541 |
| Pension scheme contributions | 退休金計劃供款 | 18 | 36 |
| Total | 總計 | 9,049 | 10,936 |

The number of the non-director, highest paid employees whose remuneration fell within the following bands is as follows:

| | | Number of employees 僱員人數 | |
|--------------------------------|-------------------------|-----------------------------|---------------|
| | | 2025 二零二五年 | 2024 二零二四年 |
| HK\$4,500,001 to HK\$5,000,000 | 4,500,001港元至5,000,000港元 | 1 | – |
| HK\$4,000,001 to HK\$4,500,000 | 4,000,001港元至4,500,000港元 | 1 | 1 |
| HK\$3,500,001 to HK\$4,000,000 | 3,500,001港元至4,000,000港元 | – | 1 |
| HK\$2,500,001 to HK\$3,000,000 | 2,500,001港元至3,000,000港元 | – | 1 |
| Total | 總計 | 2 | 3 |

No emoluments were paid by the Group to any of the non-director, highest paid employees as an inducement to join or upon joining the Group or as compensation for loss of office.

10. 五名最高薪酬僱員

截至二零二五年十二月三十一日止年度，五名最高薪酬僱員包括三名董事(二零二四年：兩名董事)，其薪酬詳情載於上文附註9。截至二零二五年十二月三十一日止年度，餘下兩名(二零二四年：三名)非董事最高薪酬僱員的薪酬詳情如下：

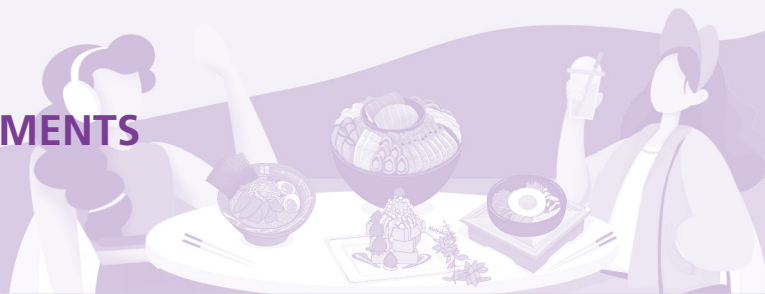
薪酬介乎以下範圍的非董事最高薪酬僱員人數如下：

本集團概無向任何非董事最高薪酬僱員支付酬金，作為吸引彼等加入本集團或於加入本集團時的獎勵或作為離職補償。

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11. INCOME TAX

Pursuant to the rules and regulation of the Cayman Islands and the BVI, the Group is not subject to any income tax in the Cayman Islands and the BVI. Hong Kong profits tax has been provided at the rate of 16.5% (2024: 16.5%) on the estimated assessable profits arising in Hong Kong during the year, except for one subsidiary of the Group which is a qualifying entity under the two-tiered profits tax rates regime. The first HK\$2,000,000 (2024: HK\$2,000,000) of assessable profits of this subsidiary are taxed at 8.25% (2024: 8.25%) and the remaining assessable profits are taxed at 16.5% (2024: 16.5%). The PRC tax and Macau tax have been provided at the rates of 25% (2024: 25%) and 12% (2024: 12%), respectively, on the estimated profits arising in the PRC and Macau during the year.

11. 所得稅

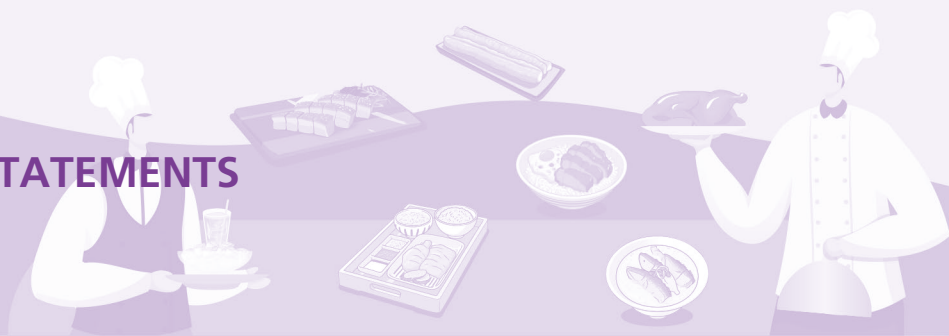
根據開曼群島及英屬處女群島的規則及法規，本集團毋須於開曼群島及英屬處女群島繳納任何所得稅。年內香港利得稅已就於香港產生之估計應課稅溢利按稅率16.5%（二零二四年：16.5%）計提撥備，惟本集團之一間附屬公司除外，該公司為符合利得稅兩級制之實體。該附屬公司應課稅溢利之首2,000,000港元（二零二四年：2,000,000港元）按8.25%（二零二四年：8.25%）之稅率計算，而餘下應課稅溢利則按16.5%（二零二四年：16.5%）計算。年內於中國及澳門產生的估計溢利分別按25%（二零二四年：25%）及12%（二零二四年：12%）的稅率就中國稅項及澳門稅項計提撥備。

| | | 2025 二零二五年 HK\$'000 千港元 | 2024 二零二四年 HK\$'000 千港元 |
|--------------------------------------|-----------------|----------------------------------|----------------------------------|
| Current – Hong Kong profit tax | 即期 – 香港利得稅 | | |
| Charge for the year | 年內開支 | 36,963 | 23,504 |
| Underprovision in prior years | 過往年度撥備不足 | 577 | 47 |
| Current – Elsewhere – income taxes | 即期 – 其他地方 – 所得稅 | | |
| Charge for the year | 年內開支 | 1,614 | 989 |
| Overprovision in prior years | 過往年度超額撥備 | (1,771) | – |
| Deferred (note 24) | 遞延(附註24) | (5,550) | (9,048) |
| Total tax charge for the year | 年內稅項開支總額 | 31,833 | 15,492 |

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11. INCOME TAX (Continued)

A reconciliation of the tax expense applicable to profit before tax at the statutory rates for the tax expense at the effective tax rate is as follows:

11. 所得稅(續)

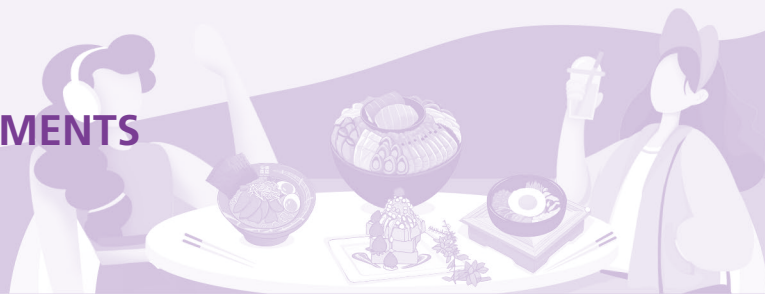
按法定稅率計算除稅前溢利適用的稅項開支與按實際稅率計算的稅項開支的對賬如下：

| | | 2025 二零二五年 HK\$'000 千港元 | 2024 二零二四年 HK\$'000 千港元 |
|--|--|----------------------------------|----------------------------------|
| Profit before tax | 除稅前溢利 | 139,934 | 78,183 |
| Tax at the statutory rates of different jurisdictions | 按不同司法權區法定稅率計算的稅項 | 21,682 | 8,725 |
| Adjustments in respect of current tax of previous years | 過往年度即期稅項調整 | (1,194) | 47 |
| Effect of withholding tax at 5% on the distributable profits of the Group's PRC subsidiaries | 5%預扣稅對本集團中國附屬公司可供分派溢利的影響 | (47) | (1,230) |
| Income not subject to tax | 毋須課稅收入 | (787) | (1,212) |
| Expenses not deductible for tax | 不可扣稅開支 | 1,348 | 1,477 |
| Tax loss not recognised | 未確認稅項虧損 | 11,507 | 20,188 |
| Tax losses utilised from previous periods | 已動用過往期間的稅項虧損 | (1,361) | (2,303) |
| Deferred tax assets recognised from previous periods | 已確認過往期間遞延稅項資產 | (524) | (4,129) |
| Tax effect of two-tiered tax rates | 兩級制稅率的稅務影響 | (165) | (165) |
| Others | 其他 | 1,374 | (5,906) |
| Tax charge at the Group's effective tax rate (2025: 22.7%; 2024: 19.8%) | 按本集團實際稅率計算的稅項開支(二零二五年：22.7%；二零二四年：19.8%) | 31,833 | 15,492 |

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12. DIVIDENDS

12. 股息

| | | 2025 二零二五年 HK\$'000 千港元 | 2024 二零二四年 HK\$'000 千港元 |
|---|--------------------------------------|----------------------------------|----------------------------------|
| Interim dividend – HK3.50 cents (2024: HK2.50 cents) per ordinary share | 中期股息—每股普通股3.50港仙 (二零二四年：2.50港仙) | 34,000 | 25,135 |
| Proposed final dividend – HK5.00 cents (2024: HK2.50 cents) per ordinary share | 建議末期股息—每股普通股5.00港仙 (二零二四年：2.50港仙) | 48,571 | 24,286 |
| Proposed special dividend – Nil (2024: HK7.50 cents) per ordinary share | 建議特別股息—每股普通股零港仙 (二零二四年：7.50港仙) | – | 72,856 |
| | | 82,571 | 122,277 |

The proposed final dividend for the year are subject to the approval of the Company's shareholders at the forthcoming annual general meeting.

年內建議末期股息須待本公司股東於應屆股東週年大會上批准後，方可作實。

13. EARNINGS PER SHARE ATTRIBUTABLE TO OWNERS OF THE COMPANY

13. 本公司股東應佔每股盈利

The calculation of the basic earnings per share for the year ended 31 December 2025 is based on the profit for the year attributable to owners of the Company of HK\$108,101,000 (31 December 2024: HK\$62,749,000) and the weighted average number of ordinary shares of 972,319,000 (31 December 2024: 1,005,302,000 ordinary shares) outstanding during the year.

截至二零二五年十二月三十一日止年度每股基本盈利按本公司股東應佔年內溢利108,101,000港元(二零二四年十二月三十一日：62,749,000港元)及年內已發行在外普通股加權平均數972,319,000股(二零二四年十二月三十一日：1,005,302,000股普通股)計算。

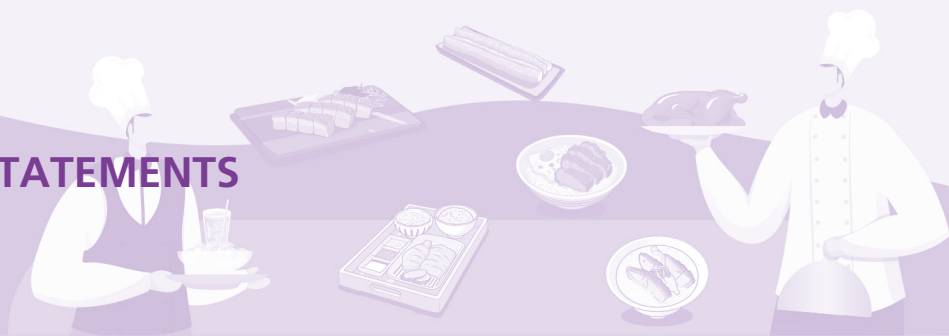
The Group had no potentially dilutive ordinary shares in issue during the years ended 31 December 2025 and 2024.

截至二零二五年及二零二四年十二月三十一日止年度，本集團概無潛在攤薄已發行普通股。

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13. EARNINGS PER SHARE ATTRIBUTABLE TO OWNERS OF THE COMPANY (Continued)

The calculations of basic and diluted earnings per share are based on:

13. 本公司股東應佔每股盈利(續)

每股基本及攤薄盈利的計算乃基於：

| | | 2025 二零二五年 HK\$'000 千港元 | 2024 二零二四年 HK\$'000 千港元 |
|--|-------------------------------|----------------------------------|----------------------------------|
| Earnings | 盈利 | | |
| Profit attributable to ordinary equity holders of the Company, used in the basic and diluted earnings per share calculation | 用於計算每股基本及攤薄盈利的本公司普通股權益持有人應佔溢利 | 108,101 | 62,749 |
| | | Number of shares 股份數目 | |
| | | 2025 二零二五年 | 2024 二零二四年 |
| Shares | 股份 | | |
| Weighted average number of outstanding ordinary shares during the year used in the basic and diluted earnings per share calculation* | 用於計算每股基本及攤薄盈利的年內發行在外普通股加權平均數* | 972,319,000 | 1,005,302,000 |

* The weighted average number of ordinary shares has accounted for the effect of treasury shares held.

* 普通股加權平均數已考慮所持庫存股份的影響。

14. PROPERTY, PLANT AND EQUIPMENT AND RIGHT-OF-USE ASSETS

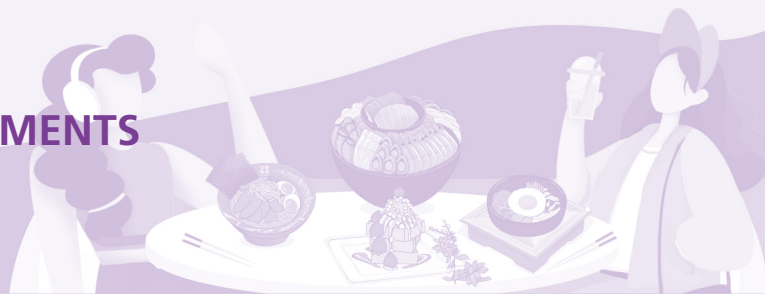
14. 物業、廠房及設備以及使用權資產

| | | Notes 附註 | 2025 二零二五年 HK\$'000 千港元 | 2024 二零二四年 HK\$'000 千港元 |
|-------------------------------|----------|-------------|----------------------------------|----------------------------------|
| Property, plant and equipment | 物業、廠房及設備 | (a) | 378,120 | 415,078 |
| Right-of-use assets | 使用權資產 | (b) | 1,241,219 | 1,315,238 |
| | | | 1,619,339 | 1,730,316 |

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14. PROPERTY, PLANT AND EQUIPMENT AND RIGHT-OF-USE ASSETS (Continued)

14. 物業、廠房及設備以及使用權資產 (續)

(a) Property, plant and equipment

(a) 物業、廠房及設備

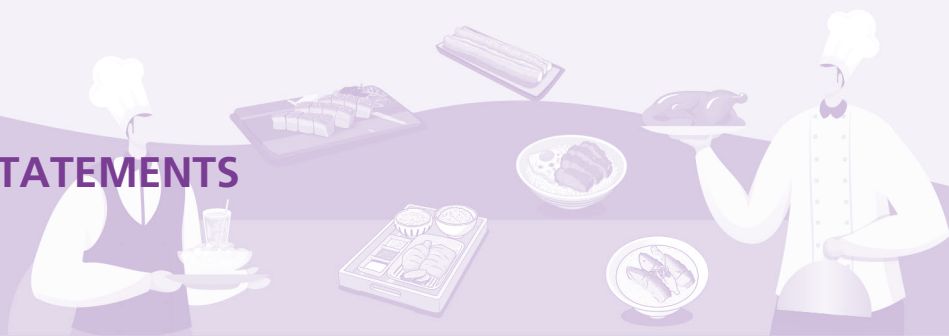
| | | Buildings | Leasehold improvements | Furniture, fixtures and office equipment | Motor vehicles | Total |
|---|---------------------------|---------------|------------------------|--|----------------|----------------|
| | | 樓宇 | 租賃裝修 | 傢俱、裝置及辦公室設備 | 汽車 | 總計 |
| | | HK\$'000 | HK\$'000 | HK\$'000 | HK\$'000 | HK\$'000 |
| | | 千港元 | 千港元 | 千港元 | 千港元 | 千港元 |
| 31 December 2025 | 二零二五年十二月三十一日 | | | | | |
| At 1 January 2025: | 於二零二五年一月一日： | | | | | |
| Cost | 成本 | 113,979 | 963,094 | 261,263 | 28,725 | 1,367,061 |
| Accumulated depreciation and impairment | 累計折舊及減值 | (46,462) | (700,886) | (180,231) | (24,404) | (951,983) |
| Net carrying amount | 賬面淨額 | 67,517 | 262,208 | 81,032 | 4,321 | 415,078 |
| At 1 January 2025, net of accumulated depreciation and impairment | 於二零二五年一月一日 (扣除累計折舊及減值) | 67,517 | 262,208 | 81,032 | 4,321 | 415,078 |
| Additions | 添置 | 599 | 79,330 | 20,740 | 2,273 | 102,942 |
| Disposals | 出售 | - | (1,984) | (563) | (1,130) | (3,677) |
| Depreciation (note 6) | 折舊(附註6) | (2,997) | (92,369) | (29,074) | (1,175) | (125,615) |
| Impairment (note 6) | 減值(附註6) | - | (13,148) | (2,347) | - | (15,495) |
| Exchange realignment | 匯兌調整 | 1,414 | 2,083 | 1,388 | 2 | 4,887 |
| At 31 December 2025, net of accumulated depreciation and impairment | 於二零二五年十二月三十一日 (扣除累計折舊及減值) | 66,533 | 236,120 | 71,176 | 4,291 | 378,120 |
| At 31 December 2025: | 於二零二五年十二月三十一日： | | | | | |
| Cost | 成本 | 117,578 | 997,434 | 276,572 | 27,948 | 1,419,532 |
| Accumulated depreciation and impairment | 累計折舊及減值 | (51,045) | (761,314) | (205,396) | (23,657) | (1,041,412) |
| Net carrying amount | 賬面淨額 | 66,533 | 236,120 | 71,176 | 4,291 | 378,120 |

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14. PROPERTY, PLANT AND EQUIPMENT AND RIGHT-OF-USE ASSETS (Continued)

14. 物業、廠房及設備以及使用權資產 (續)

(a) Property, plant and equipment (Continued)

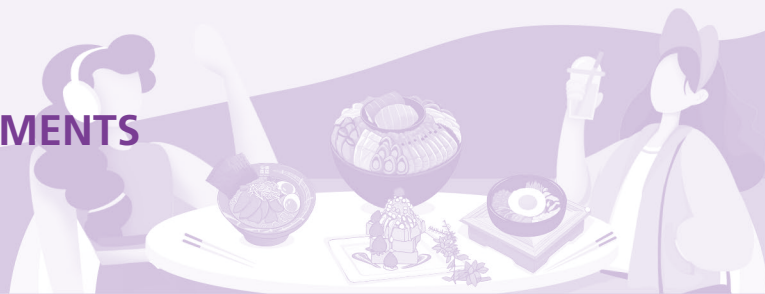
(a) 物業、廠房及設備(續)

| | | Buildings | Leasehold improvements | Furniture, fixtures and office equipment 傢俱、裝置及辦公室設備 | Motor vehicles 汽車 | Total 總計 |
|--|--------------------------------------|-----------------------|-------------------------|---|-----------------------|-----------------------|
| | | 樓宇 HK\$'000 千港元 | 租賃裝修 HK\$'000 千港元 | 辦公室設備 HK\$'000 千港元 | 汽車 HK\$'000 千港元 | 總計 HK\$'000 千港元 |
| 31 December 2024 | 二零二四年十二月三十一日 | | | | | |
| At 1 January 2024: | 於二零二四年一月一日： | | | | | |
| Cost | 成本 | 115,128 | 968,049 | 276,566 | 27,135 | 1,386,878 |
| Accumulated depreciation and impairment | 累計折舊及減值 | (44,106) | (675,385) | (199,434) | (24,808) | (943,733) |
| Net carrying amount | 賬面淨額 | 71,022 | 292,664 | 77,132 | 2,327 | 443,145 |
| At 1 January 2024, net of accumulated depreciation and impairment | 於二零二四年一月一日 (扣除累計折舊及減值) | 71,022 | 292,664 | 77,132 | 2,327 | 443,145 |
| Additions | 添置 | 1,006 | 92,138 | 31,170 | 3,084 | 127,398 |
| Disposals | 出售 | - | (3,684) | (1,402) | (70) | (5,156) |
| Depreciation (note 6) | 折舊(附註6) | (3,404) | (106,625) | (22,914) | (1,016) | (133,959) |
| Impairment (note 6) | 減值(附註6) | - | (11,010) | (1,723) | - | (12,733) |
| Exchange realignment | 匯兌調整 | (1,107) | (1,275) | (1,231) | (4) | (3,617) |
| At 31 December 2024, net of accumulated depreciation and impairment | 於二零二四年十二月三十一日 (扣除累計折舊及減值) | 67,517 | 262,208 | 81,032 | 4,321 | 415,078 |
| At 31 December 2024: | 於二零二四年十二月三十一日： | | | | | |
| Cost | 成本 | 113,979 | 963,094 | 261,263 | 28,725 | 1,367,061 |
| Accumulated depreciation and impairment | 累計折舊及減值 | (46,462) | (700,886) | (180,231) | (24,404) | (951,983) |
| Net carrying amount | 賬面淨額 | 67,517 | 262,208 | 81,032 | 4,321 | 415,078 |

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14. PROPERTY, PLANT AND EQUIPMENT AND RIGHT-OF-USE ASSETS (Continued)

(a) Property, plant and equipment (Continued)

At 31 December 2025, the Group's property, plant and equipment and right-of-use assets with a carrying amount of approximately HK\$196,738,000 (as at 31 December 2024: HK\$205,886,000), were pledged to secure general banking facilities granted to the Group.

As at 31 December 2025, the Group's management identified certain restaurants which continued to underperform and estimated the corresponding recoverable amounts of their property, plant and equipment. Based on these estimates, net impairment loss of HK\$15,495,000 (2024: HK\$12,733,000) of which HK\$13,214,000 (2024: HK\$6,206,000) was for the Group's Hong Kong restaurants and HK\$2,281,000 (2024: HK\$6,527,000) was for the Group's Chinese Mainland restaurants, was recognised to write down/up the carrying amounts of these items of property, plant and equipment to their recoverable amounts of HK\$26,486,000 as at 31 December 2025. The recoverable amount of the items of property, plant and equipment is determined based on a value in use calculation using cash flow projections based on financial budgets covering a period of the remaining lease terms plus the anticipated renewal period approved by senior management. The pre-tax discount rates applied for the cash flow projection ranged from 11.2% to 12.8% (2024: 12.0% to 12.6%).

(b) Leases

The Group as a lessee

The Group has lease contracts for properties used in its operations. Lump sum payments were made upfront to acquire the leased land from the owners with remaining lease periods between 22 and 40 years, and no ongoing payments will be made under the terms of these land leases. Leases of properties generally have lease terms between 3 and 9 years. There are several lease contracts that include extension and termination options and variable lease payments based on revenue.

14. 物業、廠房及設備以及使用權資產 (續)

(a) 物業、廠房及設備(續)

於二零二五年十二月三十一日，本集團已質押賬面值約為196,738,000港元的物業、廠房及設備以及使用權資產(於二零二四年十二月三十一日：205,886,000港元)，以取得授予本集團之一般銀行融資。

於二零二五年十二月三十一日，本集團管理層識別出若干表現持續欠佳的餐廳，並對其物業、廠房及設備的相應可收回金額進行估計。根據該等估計，減值虧損淨額15,495,000港元(二零二四年：12,733,000港元)(其中13,214,000港元(二零二四年：6,206,000港元)由本集團香港餐廳產生及2,281,000港元(二零二四年：6,527,000港元)由本集團中國內地餐廳產生)已於二零二五年十二月三十一日確認，以將物業、廠房及設備項目的賬面值撇減/增記至其可收回金額26,486,000港元。物業、廠房及設備項目的可收回金額根據使用價值計算法釐定，該計算方法使用基於高級管理層所批准涵蓋剩餘租期加上預期續約期間財務預算的現金流量預測。現金流量預測所用稅前貼現率介乎11.2%至12.8%(二零二四年：12.0%至12.6%)。

(b) 租賃

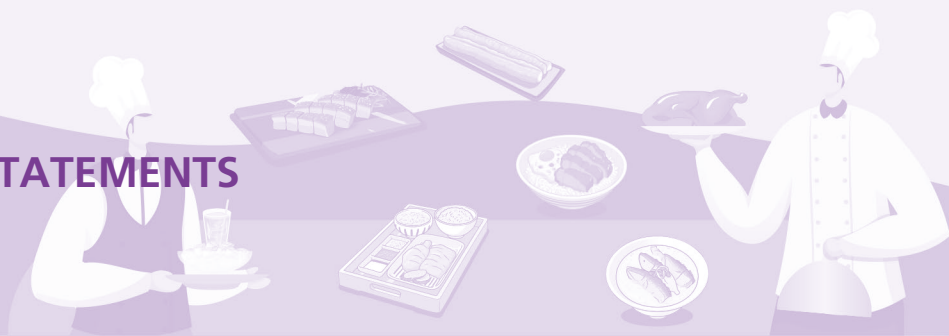
本集團作為承租人

本集團就用於其營運的物業訂有租賃合約。我們已提前作出一次性付款以自業主獲得租賃土地，剩餘租期為22至40年，且根據該等土地租賃的條款毋須繼續支付任何款項。物業租賃的租期通常為3至9年。若干租賃合約包括延長及終止選擇權及基於收益的可變租賃付款。

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14. PROPERTY, PLANT AND EQUIPMENT AND RIGHT-OF-USE ASSETS (Continued)

(b) Leases (Continued)

The Group as a lessee (Continued)

(b)(i) Right-of-use assets

The carrying amounts of the Group's right-of-use assets and the movements during the year are as follows:

| | | Leasehold land 租賃土地 HK\$'000 千港元 | Land and buildings 土地及樓宇 HK\$'000 千港元 | Total 總計 HK\$'000 千港元 |
|--|---------------------------------|--|---|--------------------------------|
| As at 1 January 2024 | 於二零二四年一月一日 | 10,020 | 1,347,971 | 1,357,991 |
| Additions | 添置 | – | 453,755 | 453,755 |
| Amortisation (note 6) | 攤銷(附註6) | (436) | (418,381) | (418,817) |
| Modification and termination of leases | 修訂及終止租約 | – | (39,438) | (39,438) |
| Impairment | 減值 | – | (34,705) | (34,705) |
| Exchange realignment | 匯兌調整 | (319) | (3,229) | (3,548) |
| As at 31 December 2024 and 1 January 2025 | 於二零二四年 十二月三十一日及 二零二五年一月一日 | 9,265 | 1,305,973 | 1,315,238 |
| Additions | 添置 | – | 381,186 | 381,186 |
| Amortisation (note 6) | 攤銷(附註6) | (437) | (399,320) | (399,757) |
| Modification and termination of leases | 修訂及終止租約 | – | (29,305) | (29,305) |
| Impairment | 減值 | – | (30,399) | (30,399) |
| Exchange realignment | 匯兌調整 | 409 | 3,847 | 4,256 |
| As at 31 December 2025 | 於二零二五年 十二月三十一日 | 9,237 | 1,231,982 | 1,241,219 |

14. 物業、廠房及設備以及使用權資產 (續)

(b) 租賃(續)

本集團作為承租人(續)

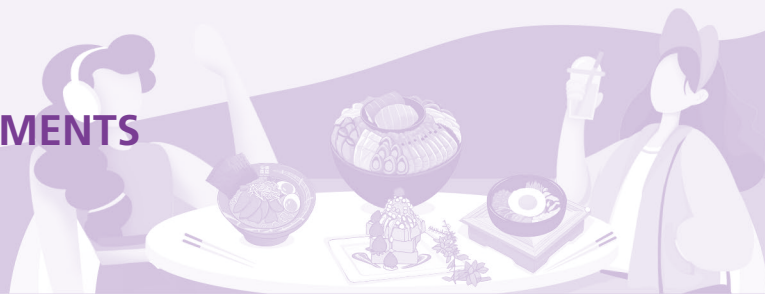
(b)(i) 使用權資產

本集團年內使用權資產的賬面值及變動如下：

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二零二五年十二月三十一日



14. PROPERTY, PLANT AND EQUIPMENT AND RIGHT-OF-USE ASSETS (Continued)

(b) Leases (Continued)

The Group as a lessee (Continued)

(b)(i) Right-of-use assets (Continued)

As at 31 December 2025, the Group's management identified certain restaurants which continued to underperform and estimated the corresponding recoverable amounts of their right-of-use assets. Based on these estimates, net impairment loss of HK\$30,399,000 (2024: HK\$34,705,000), of which HK\$25,334,000 (2024: HK\$14,294,000) was for the Group's Hong Kong restaurants and HK\$5,065,000 (2024: HK\$20,411,000) was for the Group's Chinese Mainland restaurants, was recognised to write down/up the carrying amounts of these items of right-of-use assets to their recoverable amounts of HK\$72,234,000 as at 31 December 2025. The recoverable amount of the items of right-of-use assets is determined based on a value in use calculation using cash flow projections based on financial budgets covering a period of the remaining lease terms plus the anticipated renewal period approved by senior management. The pre-tax discount rates applied for the cash flow projection ranged from 11.2% to 12.8% (2024: 12.0% to 12.6%).

14. 物業、廠房及設備以及使用權資產 (續)

(b) 租賃(續)

本集團作為承租人(續)

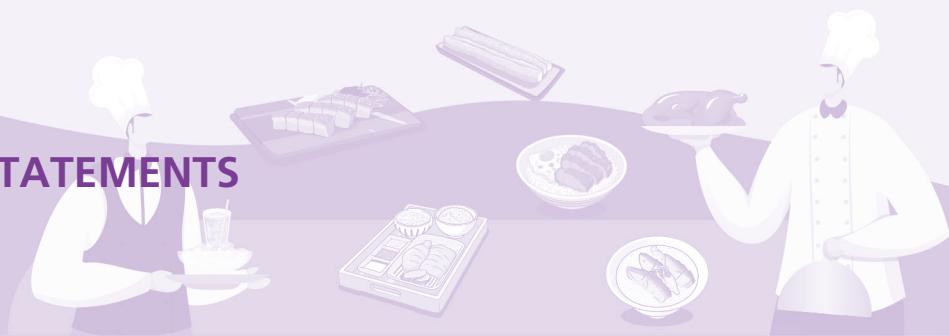
(b)(i) 使用權資產(續)

於二零二五年十二月三十一日，本集團管理層識別出若干表現持續欠佳的餐廳，並對其使用權資產的相應可收回金額進行估計。根據該等估計，減值虧損淨額30,399,000港元(二零二四年：34,705,000港元)(其中25,334,000港元(二零二四年：14,294,000港元)由本集團香港餐廳產生及5,065,000港元(二零二四年：20,411,000港元)由本集團中國內地餐廳產生)已於二零二五年十二月三十一日確認，以將該等使用權資產項目的賬面值撇減／增記至其可收回金額72,234,000港元。使用權資產項目的可收回金額根據使用價值計算方法釐定，該計算方法使用基於高級管理層所批准涵蓋剩餘租期加上預期續約期間財務預算的現金流量預測。現金流量預測所用稅前貼現率介乎11.2%至12.8%(二零二四年：12.0%至12.6%)。

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二零二五年十二月三十一日



14. PROPERTY, PLANT AND EQUIPMENT AND RIGHT-OF-USE ASSETS (Continued)

(b) Leases (Continued)

The Group as a lessee (Continued)

(b)(ii) Lease liabilities

The carrying amount of lease liabilities and the movements during the year are as follows:

| | | 2025 二零二五年 HK\$'000 千港元 | 2024 二零二四年 HK\$'000 千港元 |
|---|--------------------|----------------------------------|----------------------------------|
| Carrying amount at 1 January | 於一月一日的賬面值 | 1,103,808 | 1,136,849 |
| New leases | 新租賃 | 373,802 | 440,021 |
| Accretion of interest recognised during the year (note 8) | 年內已確認利息增加 (附註8) | 40,370 | 37,434 |
| Payments | 付款 | (436,347) | (448,911) |
| Modification and termination of leases | 修訂及終止租約 | (38,448) | (56,857) |
| Exchange realignment | 匯兌調整 | 4,606 | (4,728) |
| Carrying amount at 31 December | 於十二月三十一日的 賬面值 | 1,047,791 | 1,103,808 |

(a) Analysed into:

| | | 2025 二零二五年 HK\$'000 千港元 | 2024 二零二四年 HK\$'000 千港元 |
|---------------------|-------|----------------------------------|----------------------------------|
| Current portion | 流動部分 | 364,143 | 367,587 |
| Non-current portion | 非流動部分 | 683,648 | 736,221 |
| Total | 總計 | 1,047,791 | 1,103,808 |

14. 物業、廠房及設備以及使用權資產 (續)

(b) 租賃(續)

本集團作為承租人(續)

(b)(ii) 租賃負債

年內租賃負債的賬面值及變動如下：

| | | 2025 二零二五年 HK\$'000 千港元 | 2024 二零二四年 HK\$'000 千港元 |
|---|--------------------|----------------------------------|----------------------------------|
| Carrying amount at 1 January | 於一月一日的賬面值 | 1,103,808 | 1,136,849 |
| New leases | 新租賃 | 373,802 | 440,021 |
| Accretion of interest recognised during the year (note 8) | 年內已確認利息增加 (附註8) | 40,370 | 37,434 |
| Payments | 付款 | (436,347) | (448,911) |
| Modification and termination of leases | 修訂及終止租約 | (38,448) | (56,857) |
| Exchange realignment | 匯兌調整 | 4,606 | (4,728) |
| Carrying amount at 31 December | 於十二月三十一日的 賬面值 | 1,047,791 | 1,103,808 |

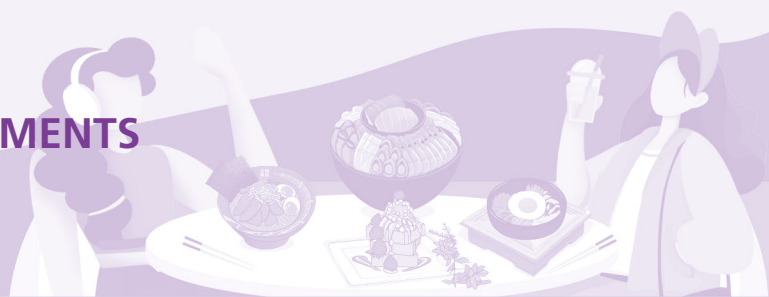
(a) 分析如下：

| | | 2025 二零二五年 HK\$'000 千港元 | 2024 二零二四年 HK\$'000 千港元 |
|---------------------|-------|----------------------------------|----------------------------------|
| Current portion | 流動部分 | 364,143 | 367,587 |
| Non-current portion | 非流動部分 | 683,648 | 736,221 |
| Total | 總計 | 1,047,791 | 1,103,808 |

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14. PROPERTY, PLANT AND EQUIPMENT AND RIGHT-OF-USE ASSETS (Continued)

(b) Leases (Continued)

The Group as a lessee (Continued)

(b)(ii) Lease liabilities (Continued)

(b) Lease liabilities repayable:

| | | 2025 二零二五年 HK\$'000 千港元 | 2024 二零二四年 HK\$'000 千港元 |
|---|--------------------|----------------------------------|----------------------------------|
| Within 1 year | 一年內 | 364,143 | 367,587 |
| In the second year | 第二年 | 283,944 | 308,740 |
| In the third to fifth years, inclusive | 第三至第五年 (包括首尾兩年) | 375,159 | 402,397 |
| Beyond five years | 五年以上 | 24,545 | 25,084 |
| Total | 總計 | 1,047,791 | 1,103,808 |

(b)(iii) The amounts recognised in profit or loss in relation to leases are as follows:

| | | 2025 二零二五年 HK\$'000 千港元 | 2024 二零二四年 HK\$'000 千港元 |
|---|-------------------------|----------------------------------|----------------------------------|
| Interest on lease liabilities (note 8) | 租賃負債利息(附註8) | 40,370 | 37,434 |
| Amortisation for right-of-use assets (note 6) | 使用權資產攤銷(附註6) | 399,757 | 418,817 |
| Expense relating to short-term leases and leases of low-value assets (note 6) | 與短期租賃及低價值資產租賃有關的開支(附註6) | 7,903 | 7,158 |
| Impairment of right-of-use assets (note 6) | 使用權資產減值(附註6) | 30,399 | 34,705 |
| Variable lease payments not included in the measurement of lease liabilities (note 6) | 未計入租賃負債計量的可變租賃付款(附註6) | 15,390 | 10,555 |
| Gain on leases modifications and termination (note 6) | 修訂及終止租約收益(附註6) | (9,143) | (17,419) |
| Total amount recognised in profit or loss | 於損益中確認的款項總額 | 484,676 | 491,250 |

14. 物業、廠房及設備以及使用權資產 (續)

(b) 租賃(續)

本集團作為承租人(續)

(b)(ii) 租賃負債(續)

(b) 應償還租賃負債：

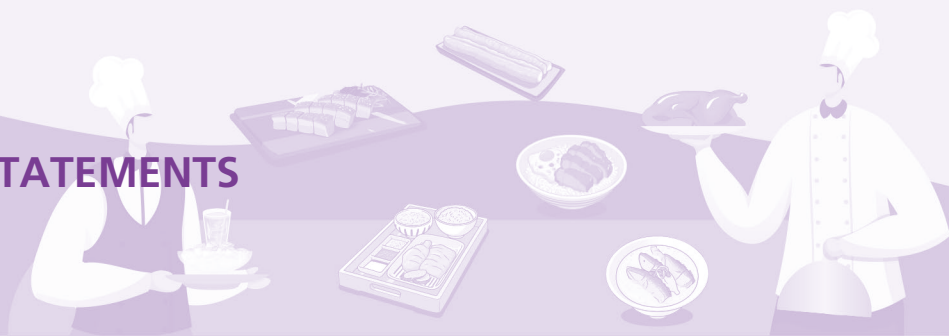
(b)(iii) 於損益中確認的與租賃有關的金額如下：

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14. PROPERTY, PLANT AND EQUIPMENT AND RIGHT-OF-USE ASSETS (Continued)

(b) Leases (Continued)

The Group as a lessee (Continued)

(b)(iv) The total cash outflow for leases and future cash outflows relating to leases that have not yet commenced are disclosed in notes 28(c) and 34 to the consolidated financial statements.

The Group as a lessor

The Group leases its investment properties (note 15) which consisted of two (2024: two) commercial properties in the PRC under operating lease arrangements. The terms of the leases generally require the tenants to pay security deposits and provide for periodic rent adjustments according to the then prevailing market conditions. Rental income recognised by the Group during the year was HK\$1,531,000 (2024: HK\$1,900,000), details of which are included in note 5 to the financial statements.

At 31 December 2025, the undiscounted lease receivables by the Group in future periods under non-cancellable operating leases with its tenants are as follows:

| | | 2025 二零二五年 HK\$'000 千港元 | 2024 二零二四年 HK\$'000 千港元 |
|-------------------------------------|-----------|----------------------------------|----------------------------------|
| Within one year | 一年內 | 808 | 1,160 |
| After one year but within two years | 一年以上但兩年以內 | 155 | - |
| Total | 總計 | 963 | 1,160 |

14. 物業、廠房及設備以及使用權資產 (續)

(b) 租賃(續)

本集團作為承租人(續)

(b)(iv) 租賃現金流出總額及尚未開始租賃之相關未來現金流出於綜合財務報表附註28(c)及34中披露。

本集團作為出租人

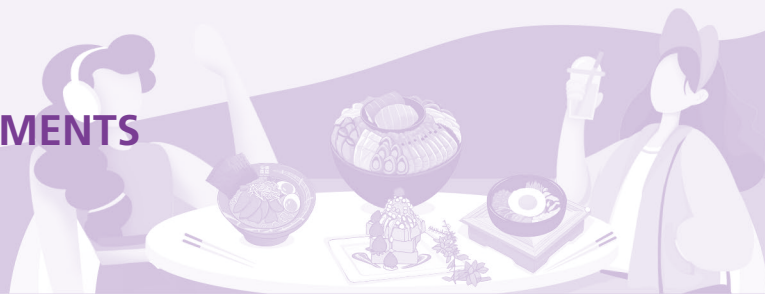
本集團根據經營租賃安排出租其投資物業(附註15)，其中包括兩項(二零二四年：兩項)於中國的商業物業。該等租賃的條款通常要求租戶須繳付保證按金及訂明根據當時市況定期作出租金調整。年內本集團已確認租金收入1,531,000港元(二零二四年：1,900,000港元)，有關詳情載於財務報表附註5。

於二零二五年十二月三十一日，本集團根據與其租戶訂立的不可撤銷經營租賃於未來期間應收的未貼現租賃如下：

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二零二五年十二月三十一日



15. INVESTMENT PROPERTIES

15. 投資物業

| | | 2025 二零二五年 HK\$'000 千港元 | 2024 二零二四年 HK\$'000 千港元 |
|---|-----------------|----------------------------------|----------------------------------|
| Carrying amount at 1 January | 於一月一日的賬面值 | 24,051 | 27,507 |
| Net loss from fair value adjustments (note 6) | 公平值調整的虧損淨額(附註6) | (435) | (2,605) |
| Exchange realignment | 匯兌調整 | 1,078 | (851) |
| Carrying amount at 31 December | 於十二月三十一日之賬面值 | 24,694 | 24,051 |

The Group's investment properties as at 31 December 2025 consisted of 2 (as at 31 December 2024: 2) commercial properties in Chinese Mainland, which are held under medium to long term leases (as at 31 December 2024: medium to long term leases). The Directors have determined that as at 31 December 2025, the investment properties consisted of 1 class (as at 31 December 2024: 1 class) of assets, i.e., commercial (as at 31 December 2024: commercial), based on the nature, characteristics and risks of each property.

The Group's investment properties were revalued on 31 December 2025 based on valuations performed by Jones Lang LaSalle Limited, independent professionally qualified valuers, at HK\$24,694,000 (as at 31 December 2024: HK\$24,051,000). Each year, the Group's chief financial officer decides, after approval from the executive directors, to appoint which external valuers to be responsible for the external valuations of the Group's properties. Selection criteria include market knowledge, reputation, independence and whether professional standards are maintained. The Group's chief financial officer has discussions with the valuers on the valuation assumptions and valuation results once a year when the valuation is performed for annual financial reporting.

The investment properties are leased to third parties under operating leases, further details of which are included in note 14(b).

截至二零二五年十二月三十一日，本集團的投資物業包括兩項(於二零二四年十二月三十一日：兩項)於中國內地的商業物業，並以中至長期租賃(於二零二四年十二月三十一日：中至長期租賃)持有。根據各物業的性質、特性及風險，董事已確定，於二零二五年十二月三十一日，投資物業包括一種(於二零二四年十二月三十一日：一種)資產類別，即商業物業(於二零二四年十二月三十一日：商業物業)。

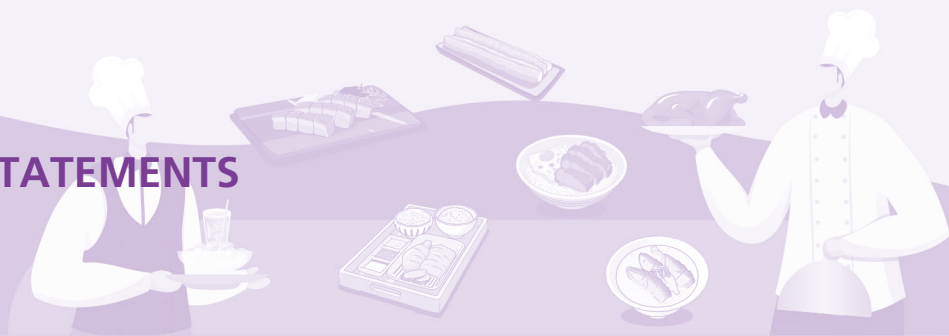
根據獨立專業合資格估值師仲量聯行有限公司進行的估值，本集團的投資物業已於二零二五年十二月三十一日進行重新估值，估價為24,694,000港元(於二零二四年十二月三十一日：24,051,000港元)。每年，本集團的首席財務官經執行董事批准後，決定委聘為本集團物業作出估值的外部估值師人選。甄選標準包括市場知識、聲譽、獨立性以及能否維持專業標準。就年度財務報告進行估值時，本集團的首席財務官與估值師每年就估值假設及估值結果進行討論。

投資物業已根據經營租賃出租予第三方，有關進一步詳情載於附註14(b)。

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二零二五年十二月三十一日



15. INVESTMENT PROPERTIES (Continued)

Fair value hierarchy

The following table illustrates the fair value measurement hierarchy of the Group's investment properties:

| Fair value measurement as at 31 December 2025 using 於二零二五年十二月三十一日使用下列項目進行的公平值計量 | | | | | |
|--|--|---|--------------------------------|--------|--------|
| Quoted price in active markets 於活躍市場的 報價 (Level 1) (第一層級) HK\$'000 千港元 | Significant observable inputs 重大可觀察 輸入數據 (Level 2) (第二層級) HK\$'000 千港元 | Significant unobservable inputs 重大不可觀察 輸入數據 (Level 3) (第三層級) HK\$'000 千港元 | Total 總計 HK\$'000 千港元 | | |
| Recurring fair value measurement for: Commercial properties | 就下列項目作經常性公平值計量： 商業物業 | - | - | 24,694 | 24,694 |

15. 投資物業(續)

公平值層級

下表說明本集團投資物業的公平值計量層級：

| Fair value measurement as at 31 December 2024 using 於二零二四年十二月三十一日使用下列項目進行的公平值計量 | | | | | |
|--|--|---|--------------------------------|--------|--------|
| Quoted price in active markets 於活躍市場的 報價 (Level 1) (第一層級) HK\$'000 千港元 | Significant observable inputs 重大可觀察 輸入數據 (Level 2) (第二層級) HK\$'000 千港元 | Significant unobservable inputs 重大不可觀察 輸入數據 (Level 3) (第三層級) HK\$'000 千港元 | Total 總計 HK\$'000 千港元 | | |
| Recurring fair value measurement for: Commercial properties | 就下列項目作經常性公平值計量： 商業物業 | - | - | 24,051 | 24,051 |

During the year, there were no transfers of fair value measurements between Level 1 and Level 2 and no transfers into or out of Level 3 (2024: Nil).

於年內，公平值計量未有發生第一層級與第二層級之間轉移，亦無任何轉入或轉出至第三層級(二零二四年：無)。

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15. INVESTMENT PROPERTIES (Continued)

Fair value hierarchy (Continued)

Reconciliation of fair value measurements categorised within Level 3 of the fair value hierarchy:

31 December 2025

| | | Commercial properties 商業物業 HK\$'000 千港元 |
|---|-----------------|--|
| Carrying amount at beginning of the year | 於年初的賬面值 | 24,051 |
| Net losses from fair value adjustments (note 6) | 公平值調整的虧損淨額(附註6) | (435) |
| Exchange realignment | 匯兌調整 | 1,078 |
| Carrying amount at end of the year | 於年末的賬面值 | 24,694 |

31 December 2024

| | | Commercial properties 商業物業 HK\$'000 千港元 |
|---|-----------------|--|
| Carrying amount at beginning of the year | 於年初的賬面值 | 27,507 |
| Net losses from fair value adjustments (note 6) | 公平值調整的虧損淨額(附註6) | (2,605) |
| Exchange realignment | 匯兌調整 | (851) |
| Carrying amount at end of the year | 於年末的賬面值 | 24,051 |

15. 投資物業(續)

公平值層級(續)

分類為公平值層級第三層級的公平值計量之間的對賬：

二零二五年十二月三十一日

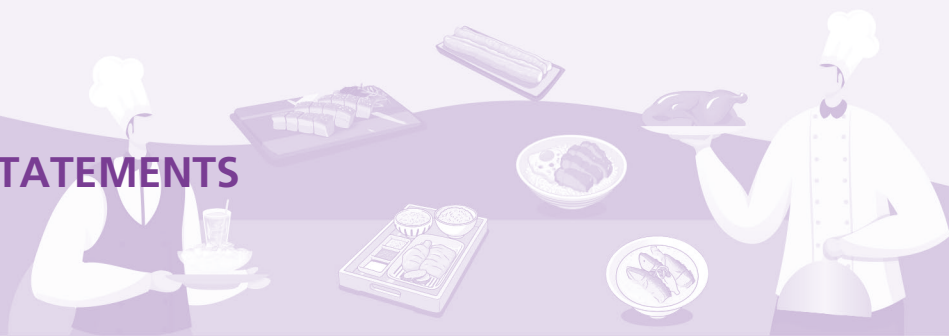
二零二四年十二月三十一日

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二零二五年十二月三十一日



15. INVESTMENT PROPERTIES (Continued)

Fair value hierarchy (Continued)

Below is a summary of the valuation techniques used and the key inputs to the valuation of investment properties:

| Valuation techniques | Significant unobservable inputs | Range or weighted average | Sensitivity of fair value to the input |
|----------------------|-----------------------------------|--|---|
| 估值技術 | 重大不可觀察輸入數據 | 範圍或加權平均值 | 公平值對輸入數據的敏感度 |
| Commercial 商業 | Direct comparison method 直接比較法 | Estimated market value (per square foot) 估計市價(每平方呎) | 5% increase/(decrease) in fair value would result in increase/(decrease) in fair value by HK\$1,235,000/(HK\$1,235,000) (2024: HK\$1,203,000/(HK\$1,203,000)) 公平值每上升/(下跌)5%將導致公平值增加/(減少)1,235,000港元/(1,235,000港元) (二零二四年: 1,203,000港元/(1,203,000港元)) |

Under the direct comparison method, fair value is estimated by making reference to the comparable market transactions as available. This method involves the identification of the highest and best use of the properties, identification of comparable sales and adjustment of the comparable sales values to reflect their superior and inferior characteristics to the investment properties held by the Group. Factors to be considered in making the adjustments include the size, shape topography and location of the comparable sales.

15. 投資物業(續)

公平值層級(續)

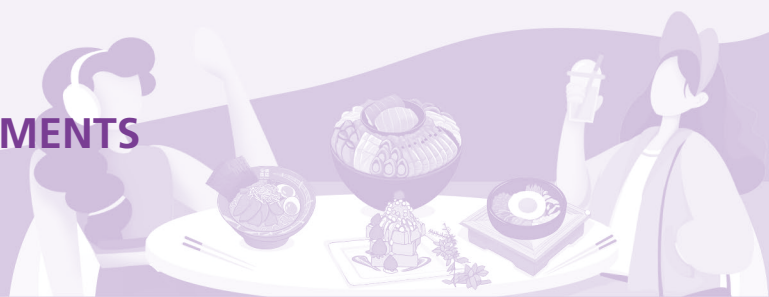
下文為投資物業估值所用的估值技術及主要輸入數據的概要：

根據直接比較法，公平值經參考可取得的可資比較市場交易而估計。此方法包括識別物業最高及最佳用途、識別可資比較銷售及可資比較銷售價值調整，以反映其對本集團所持投資物業的優缺點。於作出調整時需考量的因素包括可資比較銷售的規模、外形地形及地點。

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16. INTANGIBLE ASSETS

16. 無形資產

| | | Licenses 牌照 HK\$'000 千港元 |
|---|--|-----------------------------------|
| Indefinite useful lives 31 December 2024 and 2025 | 無限可使用年期 二零二四年及二零二五年 十二月三十一日 | |
| At 1 January 2024, 31 December 2024, 1 January 2025 and 31 December 2025 | 於二零二四年一月一日、 二零二四年十二月三十一日、 二零二五年一月一日及 二零二五年十二月三十一日 | |
| Cost and net carrying amount | 成本及賬面淨額 | 200 |

17. INVENTORIES

17. 存貨

| | | 2025 二零二五年 HK\$'000 千港元 | 2024 二零二四年 HK\$'000 千港元 |
|--|--------------------------|----------------------------------|----------------------------------|
| Food and beverages, and other operating items for restaurant operations | 用於餐廳營運的食品及飲料 以及其他經營項目 | 90,243 | 79,859 |

18. TRADE RECEIVABLES

18. 貿易應收款項

| | | 2025 二零二五年 HK\$'000 千港元 | 2024 二零二四年 HK\$'000 千港元 |
|-------------------|--------|----------------------------------|----------------------------------|
| Trade receivables | 貿易應收款項 | 26,743 | 28,203 |

The Group's trading terms with its customers are mainly on cash, credit card, electronic settlement and on credit. The credit period is generally a few days to two months. Each customer has a maximum credit limit. The Group seeks to maintain strict control over its outstanding receivables. Overdue balances are reviewed regularly by senior management. The Group does not hold any collateral or other credit enhancements over its trade receivable balances. Trade receivables are non-interest-bearing.

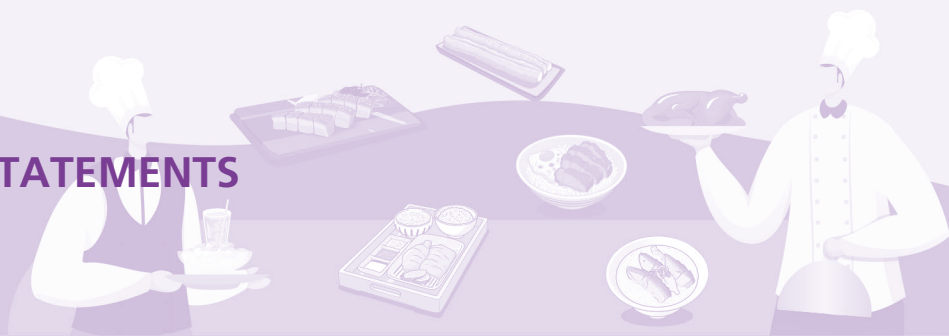
本集團與其客戶之貿易條款主要以現金、信用卡、電子貨幣結算及按除賬形式進行。信貸期一般介乎數天至兩個月。每名客戶均設最高信貸限額。本集團力求嚴格控制其尚未收回應收款項。高級管理層定期審閱逾期結餘。本集團並未就其貿易應收款項結餘持有任何抵押品或採取其他增強信貸措施。貿易應收款項均為免息。

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18. TRADE RECEIVABLES (Continued)

An ageing analysis of the trade receivables as at the end of the reporting period, based on the invoice date, is as follows:

| | | 2025 二零二五年 HK\$'000 千港元 | 2024 二零二四年 HK\$'000 千港元 |
|----------------|-------|----------------------------------|----------------------------------|
| Within 1 month | 1個月內 | 22,613 | 23,655 |
| 1 to 2 months | 1至2個月 | 2,297 | 2,985 |
| 2 to 3 months | 2至3個月 | 360 | 424 |
| Over 3 months | 超過3個月 | 1,473 | 1,139 |
| Total | 總計 | 26,743 | 28,203 |

An impairment analysis is performed at each reporting date using a provision matrix to measure expected credit losses. The provision rates are based on days past due for groupings of various customer segments with similar loss patterns (i.e., by geographical region and customer type and rating). The calculation reflects the probability-weighted outcome, the time value of money and reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions. Generally, trade receivables are written off if past due for more than one year and are not subject to enforcement activity.

The Group applies the simplified approach to provide for expected credit losses prescribed by HKFRS 9 which permits the use of the lifetime expected loss provision for all trade receivables. The expected credit loss rate for the Group's trade receivables is minimal for all bands of trade receivables.

18. 貿易應收款項(續)

於報告期末，按發票日期劃分之貿易應收款項賬齡分析如下：

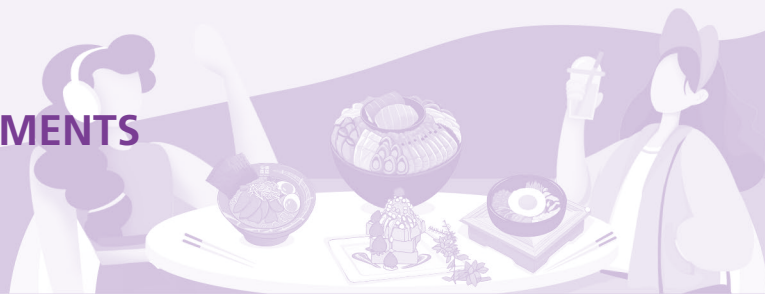
於各報告日期使用撥備矩陣進行減值分析，以計算預期信貸虧損。該等撥備率基於虧損模式相近的不同客戶分部組別(即按地區及客戶類別及評級)的逾期日數得出。計算結果反映概率加權結果、貨幣的時間價值以及於報告日期可得有關過往事件、現況及未來經濟狀況預測的合理及可靠資料。一般而言，逾期超過一年的貿易應收款項將予以撇銷，且不受執行行動規限。

本集團應用香港財務報告準則第9號訂明的簡化法計提預期信貸虧損撥備，該準則允許將全期預期虧損撥備用於所有貿易應收款項。本集團所有貿易應收款項類別的貿易應收款項預期信貸虧損率均極低。

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19. PREPAYMENTS, DEPOSITS AND OTHER RECEIVABLES

| | | 2025 二零二五年 HK\$'000 千港元 | 2024 二零二四年 HK\$'000 千港元 |
|--------------------------------|-----------|----------------------------------|----------------------------------|
| Prepayments | 預付款項 | 39,895 | 30,160 |
| Deposits and other receivables | 按金及其他應收款項 | 203,001 | 208,545 |
| Total | 總計 | 242,896 | 238,705 |
| Less: Non-current portion | 減：非流動部分 | (136,219) | (145,695) |
| Current portion | 流動部分 | 106,677 | 93,010 |

None of the above assets is either past due or impaired. The financial assets included in the above balances relate to receivables for which there was no recent history of default.

Deposits and other receivables mainly represent rental deposits and deposits with suppliers. Where applicable, an impairment analysis is performed at each reporting date by applying a loss rate approach with reference to the historical loss record of the Group. The loss rate is adjusted to reflect the current conditions and forecasts of future economic conditions, as appropriate.

The expected credit losses for the Group's deposits and other receivables are assessed to be minimal. The financial assets included in the above balance related to receivables for which there was no recent history of default and past due amounts as at 31 December 2025 and 2024.

上述資產並無逾期或減值。計入上述結餘的金融資產與近期並無拖欠還款記錄的應收款項有關。

按金及其他應收款項主要指租金按金及與供應商的按金。本集團經參考過往虧損記錄及透過應用虧損率法於各報告日期進行減值分析(如適用)。虧損率將於適當時候作出調整以反映現況及預測未來經濟狀況。

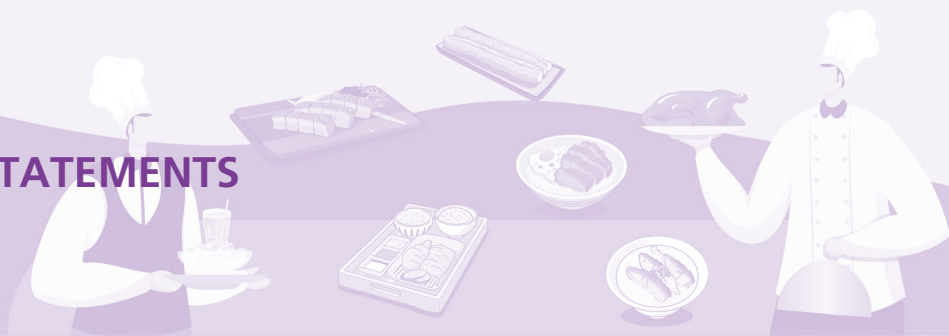
本集團按金及其他應收款項之預期信貸虧損獲評估為極低。於二零二五年及二零二四年十二月三十一日，計入上述結餘之金融資產與近期並無違約及逾期款項記錄之應收款項有關。

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20. CASH AND CASH EQUIVALENTS

20. 現金及現金等價物

| | | 2025 二零二五年 HK\$'000 千港元 | 2024 二零二四年 HK\$'000 千港元 |
|--|---------------------------|----------------------------------|----------------------------------|
| Cash and bank balances | 現金及銀行結餘 | 170,389 | 175,724 |
| Non-pledged time deposits with original maturity of less than three months when acquired | 自取得日期起計原定到期日少於三個月之非抵押定期存款 | 180,053 | 145,034 |
| Non-pledged time deposits with original maturity of more than three months when acquired | 自取得日期起計原定到期日超過三個月之非抵押定期存款 | 30,000 | 10,000 |
| Cash and cash equivalents | 現金及現金等價物 | 380,442 | 330,758 |

The cash and bank balances of the Group denominated in Renminbi ("RMB") as at 31 December 2025 amounted to approximately HK\$28,247,000 (as at 31 December 2024: HK\$40,256,000). The RMB is not freely convertible into other currencies, however, under Chinese Mainland's Foreign Exchange Control Regulations and Administration of Settlement, and Sale and Payment of Foreign Exchange Regulations, the Group is permitted to exchange RMB for other currencies through banks authorised to conduct foreign exchange business.

Cash at banks earns interest at floating rates based on daily bank deposit rates. Short term time deposits are made for approximately one month depending on the immediate cash requirements of the Group, and earn interest at the respective short term time deposit rates. The bank balances are deposited with creditworthy banks with no recent history of default. The carrying amounts of the cash and cash equivalents approximate to their fair values.

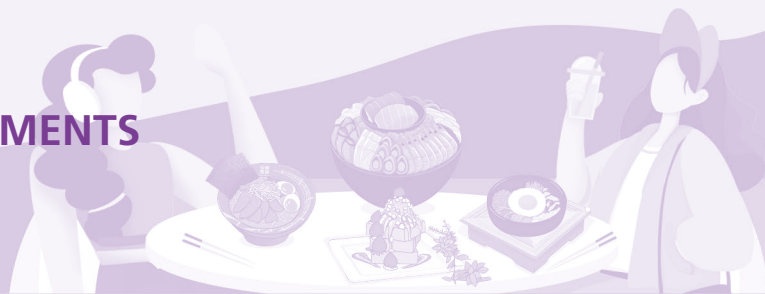
於二零二五年十二月三十一日，本集團以人民幣（「人民幣」）計值的現金及銀行結餘約為28,247,000港元（於二零二四年十二月三十一日：40,256,000港元）。人民幣不可自由兌換為其他貨幣，然而，根據中國內地外匯管制條例以及結匯、售匯及付匯管理規定，本集團可通過獲授權從事外匯業務的銀行將人民幣兌換為其他貨幣。

銀行現金按根據每日銀行存款利率計算的浮動利率計息。短期定期存款的存款期約為一個月，視乎本集團的即時現金需要而定，並按相關短期定期存款利率賺取利息。銀行結餘存於近期並無拖欠記錄且信譽良好的銀行。現金及現金等價物的賬面值與其公平值相若。

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21. TRADE PAYABLES

An ageing analysis of the trade payables as at the end of the reporting period, based on the invoice date, is as follows:

| | | 2025 二零二五年 HK\$'000 千港元 | 2024 二零二四年 HK\$'000 千港元 |
|----------------|-------|----------------------------------|----------------------------------|
| Within 1 month | 1個月內 | 83,806 | 74,796 |
| 1 to 2 months | 1至2個月 | 7,145 | 6,301 |
| 2 to 3 months | 2至3個月 | 1 | 554 |
| Over 3 months | 超過3個月 | 1,003 | 3,618 |
| Total | 總計 | 91,955 | 85,269 |

The trade payables are non-interest-bearing and are normally settled on 30-day to 120-day terms.

21. 貿易應付款項

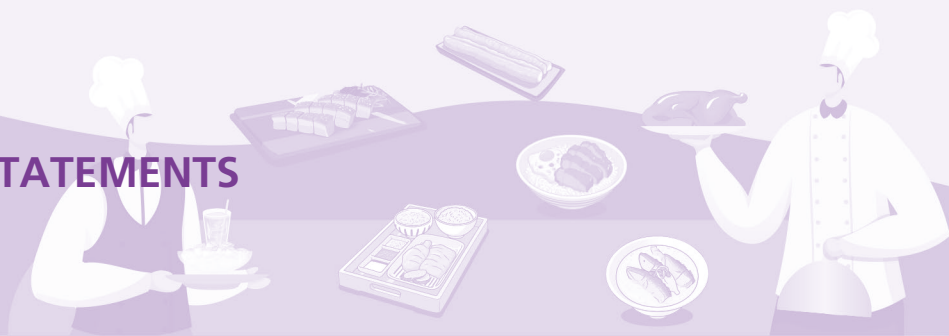
於報告期末，按發票日期劃分之貿易應付款項賬齡分析如下：

貿易應付款項為免息，其結算期限一般為30日至120日。

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22. OTHER PAYABLES AND ACCRUALS

22. 其他應付款項及應計費用

| | | 2025 二零二五年 HK\$'000 千港元 | 2024 二零二四年 HK\$'000 千港元 |
|--|-------------|----------------------------------|----------------------------------|
| Other payables and accruals | 其他應付款項及應計費用 | 225,340 | 220,822 |
| Deposits received | 已收按金 | 1,538 | 1,617 |
| Provision for reinstatement costs (note) | 還原成本撥備(附註) | 55,267 | 49,823 |
| Total | 總計 | 282,145 | 272,262 |
| Less: Non-current portion | 減：非流動部分 | (39,157) | (38,674) |
| Current portion | 流動部分 | 242,988 | 233,588 |

Other payables are non-interest-bearing and have an average term of 30 days to 90 days.

其他應付款項為免息，其平均期限為30日至90日。

Note:

附註：

The movements in the provision for reinstatement costs during the year are as follows:

年內還原成本撥備變動如下：

| | | HK\$'000 千港元 |
|---|--------------------------------|-----------------|
| At 1 January 2024 | 於二零二四年一月一日 | 48,432 |
| Addition during the year | 年內添置 | 4,921 |
| Utilised during the year | 年內動用 | (3,411) |
| Exchange realignment | 匯兌調整 | (119) |
| At 31 December 2024 and 1 January 2025 | 於二零二四年十二月三十一日及二零二五年一月一日 | 49,823 |
| Addition during the year | 年內添置 | 6,955 |
| Utilised during the year | 年內動用 | (1,638) |
| Exchange realignment | 匯兌調整 | 127 |
| At 31 December 2025 | 於二零二五年十二月三十一日 | 55,267 |

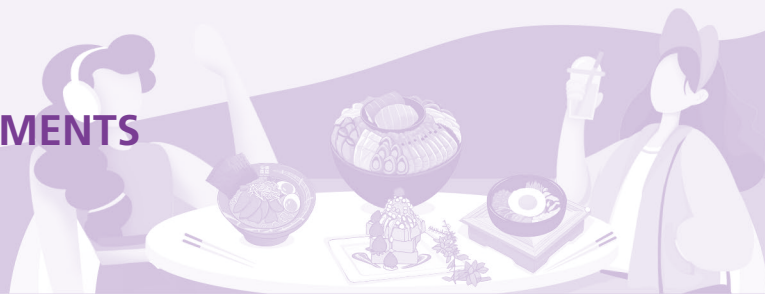
Pursuant to the terms of the respective tenancy agreements entered into by the Group, the Group is required to return its leased properties to the conditions as stipulated in the tenancy agreements at the expiration of the corresponding lease term as appropriate. The provision for reinstatement costs was estimated based on certain assumptions and estimates made by the Group's management with reference to historical reinstatement costs and/or other available market information. The estimation basis is reviewed on an ongoing basis and revised where appropriate.

根據本集團所訂立的相關租賃協議條款，於有關租期屆滿時(倘適用)，本集團須將其租賃物業恢復至有關租賃協議訂明的狀態。還原成本撥備基於本集團管理層參考過往還原成本及/或其他可得市場資料所作出的若干假設及估計後作出估計。估計基準會持續進行檢討，並適時作出修訂。

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23. CONTRACT LIABILITIES

23. 合約負債

| | 2025 二零二五年 HK\$'000 千港元 | 2024 二零二四年 HK\$'000 千港元 |
|---|----------------------------------|----------------------------------|
| Advances received from customers 已收客戶墊款 | 81,648 | 61,290 |

The contract liabilities represent the aggregate amount of the transaction price allocated to the performance obligations that are unsatisfied in relation to the unredeemed cash coupons and other coupons outstanding as of the end of the reporting period. The Group expects the transaction price allocated to the unsatisfied performance obligations to be recognised as revenue when the related cash coupons are redeemed. The increase in contract liabilities in 2025 was mainly due to the increase in short-term advances received from customers in relation to the restaurant operations at the end of the year. In the prior year, the decrease in contract liabilities was mainly due to the decrease in short-term advances received from customers in relation to the restaurant operations at the end of the year.

合約負債指分配至未履行履約責任的交易價格總額，其與截至報告期末未兌換現金券及其他優惠券有關。本集團預期就未履行履約責任分配的交易價格將於相關現金券獲兌換時確認為收益。二零二五年的合約負債增加主要由於與餐廳營運有關的已收客戶短期墊款於年末增加所致。於上一年度，合約負債減少主要由於與餐廳營運有關的已收客戶短期墊款於年末減少所致。

Details of contract liabilities are as follows:

有關合約負債的詳情如下：

| | 31 December 2025 二零二五年 十二月三十一日 HK\$'000 千港元 | 31 December 2024 二零二四年 十二月三十一日 HK\$'000 千港元 | 1 January 2024 二零二四年 一月一日 HK\$'000 千港元 |
|---|--|--|---|
| Advances received from customers 已收客戶墊款 | 81,648 | 61,290 | 63,678 |

The following table shows unsatisfied performance obligations as at the end of the year resulting from restaurant operations:

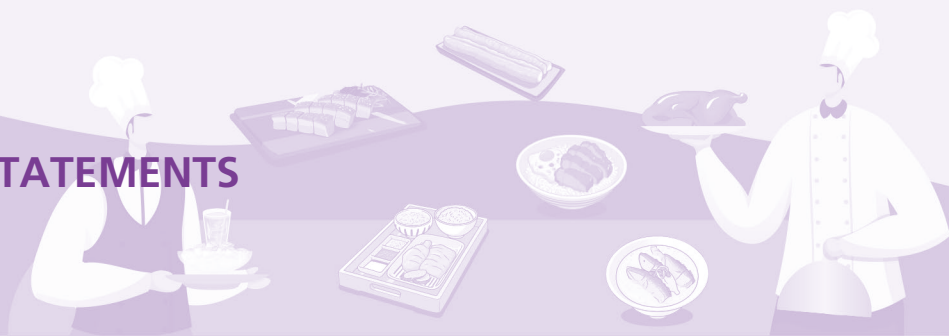
下表顯示於年末由餐廳營運產生的未履行履約責任：

| | 2025 二零二五年 HK\$'000 千港元 | 2024 二零二四年 HK\$'000 千港元 |
|--|----------------------------------|----------------------------------|
| Expected to be recognised within two years — Restaurant operations 預計於兩年內確認 — 餐廳營運 | 81,648 | 61,290 |

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24. DEFERRED TAX

The movements in deferred tax assets and liabilities during the years are as follows:

Deferred tax assets

24. 遞延稅項

年內遞延稅項資產及負債變動如下：

遞延稅項資產

| | | Tax losses | Decelerated tax depreciation | Impairment of right-of-use assets | Lease liabilities | Provision for reinstatement costs | Total |
|---|--------------------------|------------|------------------------------|-----------------------------------|-------------------|-----------------------------------|----------|
| | | 稅項虧損 | 減速稅項折舊 | 使用權資產減值 | 租賃負債 | 還原成本撥備 | 總計 |
| | | HK\$'000 | HK\$'000 | HK\$'000 | HK\$'000 | HK\$'000 | HK\$'000 |
| | | 千港元 | 千港元 | 千港元 | 千港元 | 千港元 | 千港元 |
| At 1 January 2024 | 於二零二四年一月一日 | 10,634 | 20,837 | 1,903 | 33,532 | - | 66,906 |
| Deferred tax credited/(charged) to profit or loss during the year (note 11) | 年內於損益內計入/(扣除)的遞延稅項(附註11) | (1,396) | (989) | 1,303 | (7,029) | 7,412 | (699) |
| Exchange realignment | 匯兌調整 | (43) | - | - | (558) | - | (601) |
| At 31 December 2024 and 1 January 2025 | 於二零二四年十二月三十一日及二零二五年一月一日 | 9,195 | 19,848 | 3,206 | 25,945 | 7,412 | 65,606 |
| Deferred tax credited/(charged) to profit or loss during the year (note 11) | 年內於損益內計入/(扣除)的遞延稅項(附註11) | (2,857) | 4,398 | 3,153 | (8,225) | 565 | (2,966) |
| Exchange realignment | 匯兌調整 | 76 | - | - | 457 | - | 533 |
| At 31 December 2025 | 於二零二五年十二月三十一日 | 6,414 | 24,246 | 6,359 | 18,177 | 7,977 | 63,173 |

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24. DEFERRED TAX (Continued)

24. 遞延稅項(續)

Deferred tax liabilities

遞延稅項負債

| | | Withholding taxes 預扣稅 HK\$'000 千港元 | Accelerated tax depreciation 加速稅項折舊 HK\$'000 千港元 | Right-of-use assets 使用權資產 HK\$'000 千港元 | Others 其他 HK\$'000 千港元 | Total 總計 HK\$'000 千港元 |
|---|--------------------------|---|---|---|---------------------------------|--------------------------------|
| At 1 January 2024 | 於二零二四年一月一日 | 2,101 | 5,486 | 32,398 | 1,045 | 41,030 |
| Deferred tax charged/(credited) to profit or loss during the year (note 11) | 年內於損益內計入/(扣除)的遞延稅項(附註11) | (1,230) | (694) | (7,179) | (644) | (9,747) |
| Exchange realignment | 匯兌調整 | (45) | - | (350) | (22) | (417) |
| At 31 December 2024 and 1 January 2025 | 於二零二四年十二月三十一日及二零二五年一月一日 | 826 | 4,792 | 24,869 | 379 | 30,866 |
| Deferred tax charged/(credited) to profit or loss during the year (note 11) | 年內於損益內計入/(扣除)的遞延稅項(附註11) | (47) | 70 | (8,431) | (108) | (8,516) |
| Exchange realignment | 匯兌調整 | 36 | - | 426 | 16 | 478 |
| At 31 December 2025 | 於二零二五年十二月三十一日 | 815 | 4,862 | 16,864 | 287 | 22,828 |

For presentation purposes, certain deferred tax assets and liabilities have been offset in the statement of financial position. The following is an analysis of the deferred tax balances of the Group for financial reporting purposes:

就呈報目的而言，若干遞延稅項資產及負債已於財務狀況表內抵銷。以下為就財務報告目的而言的本集團遞延稅項結餘分析：

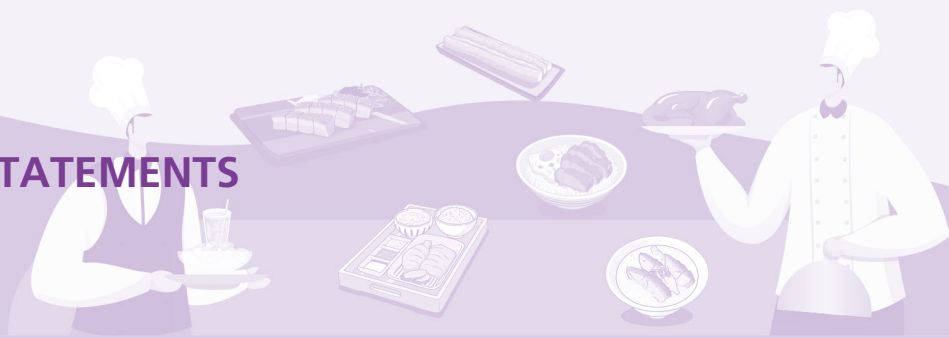
| | | 2025 二零二五年 HK\$'000 千港元 | 2024 二零二四年 HK\$'000 千港元 |
|---|----------------------|----------------------------------|----------------------------------|
| Net deferred tax assets recognised in the consolidated statement of financial position | 於綜合財務狀況表內確認的遞延稅項資產淨額 | 47,666 | 38,819 |
| Net deferred tax liabilities recognised in the consolidated statement of financial position | 於綜合財務狀況表內確認的遞延稅項負債淨額 | (7,321) | (4,079) |
| | | 40,345 | 34,740 |

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24. DEFERRED TAX (Continued)

The Group had unrecognised tax losses arising in Hong Kong of approximately HK\$48,104,000 (as at 31 December 2024: HK\$63,185,000) as at 31 December 2025, that are available indefinitely for offsetting against future taxable profits of the companies in which the losses arose. The Group had unrecognised tax losses arising in Chinese Mainland of approximately HK\$327,518,000 (as at 31 December 2024: HK\$309,500,000) as at 31 December 2025, that will expire in five years for offsetting against future taxable profits of the companies in which the losses arose, respectively. Deferred tax assets have not been recognised in respect of these losses as, in the opinion of the directors, they have arisen in subsidiaries that have been loss-making for some time and it is not certain that taxable profits will be available against which the tax losses can be utilised.

The Group is liable for withholding taxes on dividends distributed by those subsidiaries established in Chinese Mainland in respect of earnings generated from 1 January 2008. The applicable rate is 5% for the Group.

There are no income tax consequences attaching to the payment of dividends by the Company to its shareholders.

24. 遞延稅項(續)

於二零二五年十二月三十一日，本集團於香港產生的未確認稅項虧損約為48,104,000港元(於二零二四年十二月三十一日：63,185,000港元)，可無限期用作抵銷產生虧損的公司的未來應課稅溢利。於二零二五年十二月三十一日，本集團於中國內地產生將於未來五年屆滿的未確認稅項虧損約為327,518,000港元(於二零二四年十二月三十一日：309,500,000港元)，倘該等公司出現虧損，該等款項可用於抵銷其未來應課稅溢利。由於董事認為遞延稅項資產來自若干時間內持續錄得虧損及應課稅溢利未必能用作抵銷可供動用稅項虧損的附屬公司，故並無就該等虧損確認遞延稅項資產。

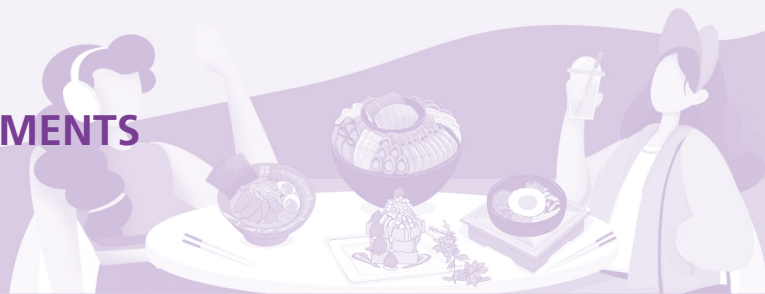
本集團有責任就在中國內地成立的附屬公司自二零零八年一月一日起產生的盈利所獲分派股息繳納預扣稅。本集團適用稅率為5%。

本公司向其股東派付股息並無導致任何所得稅後果。

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25. ISSUED CAPITAL

25. 已發行股本

| | | 2025 二零二五年 HK\$'000 千港元 | 2024 二零二四年 HK\$'000 千港元 |
|---|---|----------------------------------|----------------------------------|
| Authorised: | 法定： | | |
| 10,000,000,000 | 10,000,000,000股 | | |
| (as at 31 December 2024: 10,000,000,000) ordinary shares of HK\$0.01 each | (於二零二四年十二月三十一日： 10,000,000,000股) 每股面值0.01港元的普通股 | 100,000 | 100,000 |
| Issued and fully paid: | 已發行及繳足： | | |
| 971,419,000 | 971,419,000股 | | |
| (as at 31 December 2024: 1,005,399,000) ordinary shares of HK\$0.01 each | (於二零二四年十二月三十一日： 1,005,399,000股) 每股面值0.01港元的普通股 | 9,714 | 10,054 |

A summary of movements in the Company's issued capital is as follows:

本公司已發行股本變動的概要如下：

| | | Number of shares in issue 已發行股份數目 | Share capital 股本 HK\$'000 千港元 |
|-------------------------------|---------------|--|---|
| As at 1 January 2024, | 於二零二四年一月一日、 | | |
| 31 December 2024 and | 二零二四年十二月三十一日及 | | |
| 1 January 2025 | 二零二五年一月一日 | 1,005,399,000 | 10,054 |
| Cancellation of shares (note) | 已註銷之股份(附註) | (33,980,000) | (340) |
| As at 31 December 2025 | 於二零二五年十二月三十一日 | 971,419,000 | 9,714 |

Note: During the Year ended 31 December 2025, the Company repurchased 27,540,000 of its ordinary shares on the Stock Exchange at a total consideration of HK\$25,120,000. Together with 6,440,000 treasury shares held as of 31 December 2024 repurchased at a total consideration of HK\$4,784,000, the total of 33,980,000 repurchased shares were cancelled during the period and the total amount paid for purchase of the shares of HK\$340,000 and HK\$29,564,000 have been charged to issued capital and share premium account of the Company, respectively.

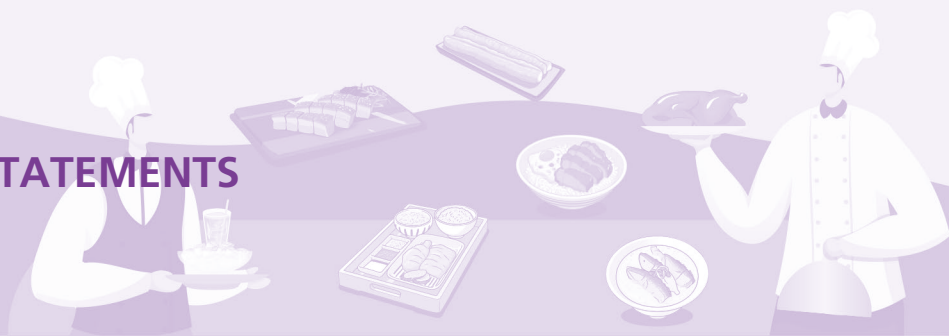
附註：截至二零二五年十二月三十一日止年度，本公司於聯交所回購其27,540,000股普通股，總代價為25,120,000港元。連同截至二零二四年十二月三十一日所持有以總代價4,784,000港元購回的6,440,000股庫存股份，合共33,980,000股被回購股份已於期內註銷，而已付回購股份的總金額340,000港元及29,564,000港元已分別於本公司的已發行股本及股份溢價賬中扣除。

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26. SHARE OPTION SCHEMES

(a) Post-IPO Share Option Scheme

The Company operates a post-IPO share option scheme for the purpose of motivating eligible persons to optimise their performance and efficiency for the benefit of the Group and to attract and retain or otherwise maintain ongoing relationships with such eligible persons whose contributions are expected to be/will be beneficial to the Group. The Post-IPO Share Option Scheme was approved and conditionally adopted by the Shareholders on 22 May 2019 and, unless otherwise cancelled or amended, will remain in force for 10 years commencing on the effective date of the Post-IPO Share Option Scheme.

The maximum number of shares in respect of which options may be granted under the Post-IPO Share Option Scheme and any other schemes involving the issue or grant of options or similar rights over shares or other securities by the Company shall not, in aggregate, exceed 10% of the issued share capital of the Company as at the Listing Date (without taking into account the shares which may be issued and allotted pursuant to the exercise of the over-allotment option and the options which may be or have been granted under the Pre-IPO share option scheme and the Post-IPO Share Option Scheme) unless shareholders' approval has been obtained.

The maximum number of shares which may be issued upon exercise of all outstanding options granted and yet to be exercised under the Post-IPO Share Option Scheme and any other schemes must not, in aggregate, exceed 10% of the issued share capital of the Company from time to time. No options may be granted under any schemes of the Company (including the share option scheme) if this will result in the said 10% limit being exceeded.

26. 購股權計劃

(a) 首次公開發售後購股權計劃

本公司設有一項首次公開發售後購股權計劃，旨在鼓勵合資格人士為本集團利益提升個人表現及效率，並吸引及留聘預期會／將會為本集團帶來有利貢獻的該等合資格人士或以其他方式與彼等維持持續關係。首次公開發售後購股權計劃於二零一九年五月二十二日獲股東批准及有條件採納，除非另行註銷或修訂，否則自首次公開發售後購股權計劃生效日期起有效年期為十年。

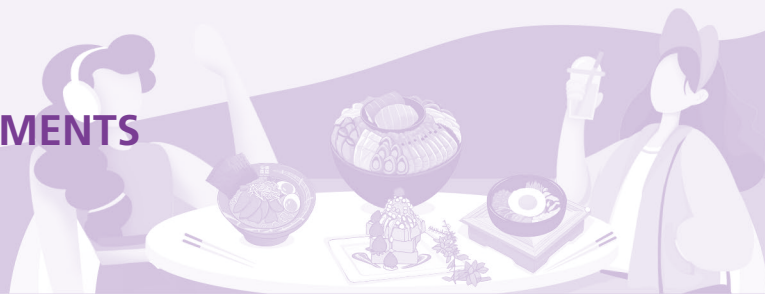
除非獲股東批准，否則就根據首次公開發售後購股權計劃及涉及本公司發行或授出購股權或有關股份或其他證券類似權利之任何其他購股權計劃而可能授出之購股權所涉及之股份數目上限，合共不得超過本公司在上市日期已發行股本之10%（並無計及因超額配股權及根據首次公開發售前購股權計劃及首次公開發售後購股權計劃可能或已授出之購股權獲行使而可能發行及配發之股份）。

於行使根據首次公開發售後購股權計劃及任何其他計劃已授出且尚未行使之所有尚未行使購股權而可能發行之股份數目上限，合共不得超過本公司不時已發行股本之10%。倘將導致超出上述10%上限，則不得根據本公司任何計劃（包括購股權計劃）授出購股權。

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26. SHARE OPTION SCHEMES (Continued)

(a) Post-IPO Share Option Scheme (Continued)

The total number of shares issued and to be issued upon the exercise of the options granted to or to be granted to each eligible participant under the Share Option Scheme and any other schemes of the Group (including exercised, cancelled and outstanding options) in any 12-month period shall not exceed 1% of the shares of the Company in issue. Any grant of further share options above this limit shall be subject to certain requirements provided under the Listing Rules.

Any grant of options to a connected person under the Listing Rules must be approved in accordance with the requirements of the Listing Rules.

The offer of a grant of share options may be accepted upon payment of a nominal consideration of HK\$1 in total by the grantee. The exercise period of the share options granted is determinable by the directors and ends on a date which is not later than 10 years from the date of offer of the share options.

The exercise price for any share under the Share Option Scheme shall be a price determined by the board of directors and notified to each grantee and shall not be less than the highest of (i) the closing price of a share as stated in the Stock Exchange's daily quotation sheet on the date of grant of the relevant option, which must be a business day, (ii) an amount equivalent to the average of the closing prices of a share as stated in the Stock Exchange's daily quotation sheets for the five business days immediately preceding the date of grant of the relevant option and (iii) the nominal value of a share on the date of grant.

Share options do not confer rights on the holders to dividends or to vote at shareholders' meetings.

Since the Adoption Date and up to 31 December 2025, no share options of the Company were granted, exercised, cancelled or lapsed under the Post-IPO Share Option Scheme.

26. 購股權計劃(續)

(a) 首次公開發售後購股權計劃(續)

於任何12個月期間內，因根據購股權計劃及本集團任何其他計劃向各合資格參與者授出或將予授出之購股權(包括已行使、已註銷及未行使購股權)獲行使而發行及將予發行之股份總數不得超過本公司已發行股份1%。授出超出該限額之任何額外購股權須遵守上市規則項下訂明之若干規定。

根據上市規則向關連人士授出任何購股權均須按上市規則之規定獲得批准。

承授人可於支付名義代價合共1港元後接納要約授出之購股權。所授出購股權之行使期由董事釐定，並於購股權要約日期起計十年內結束。

購股權計劃項下任何股份之行使價將由董事會釐定及通知各承授人，惟該價格不得低於以下各項之最高者：(i)於授出有關購股權日期(該日必須為營業日)在聯交所每日報價表所報之股份收市價；(ii)相等於緊接授出有關購股權日期前五個營業日在聯交所每日報價表所報之股份平均收市價之金額；及(iii)股份於授出日期之面值。

購股權並無賦予持有人收取股息或在股東大會上投票的權利。

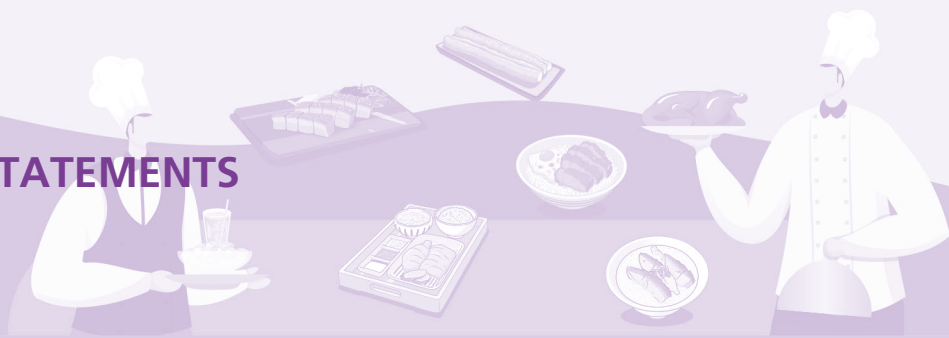
自採納日期起及直至二零二五年十二月三十一日，概無本公司購股權根據首次公開發售後購股權計劃獲授出、行使、註銷或失效。

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26. SHARE OPTION SCHEMES (Continued)

(b) Pre-IPO Share Option Scheme

The Company operates a Pre-IPO share option scheme for the purpose of providing incentives and rewards to eligible participants who contribute to the success of the Group's operations. Eligible participants of the Pre-IPO Share Option Scheme include the senior management and employees of the Group. The Pre-IPO Share Option Scheme was approved and conditionally adopted by the Shareholders on 22 May 2019 and, unless otherwise cancelled or amended, will remain in force for 10 years from the effective date of the Pre-IPO Share Option Scheme.

There were no outstanding share options under the Pre-IPO Share Option Scheme as at 31 December 2025 and 2024.

Share options do not confer rights on the holders to dividends or to vote at shareholders' meetings.

27. RESERVES

The amounts of the Group's reserves and the movements therein during the year are presented in the consolidated statement of changes in equity.

(a) Treasury shares

During the year, the Company repurchased 27,540,000 (2024: 6,440,000) of its ordinary shares on the Stock Exchange at a total consideration of HK\$25,120,000 (2024: HK\$4,784,000). All those repurchased shares were cancelled during the year.

(b) Capital reserve

Capital reserve represents the contribution from an intermediate holding company with respect to the consideration for the acquisition of a subsidiary in prior years and the transfer from non-controlling interests upon the Group's acquisition of non-controlling interests on 27 December 2017.

26. 購股權計劃(續)

(b) 首次公開發售前購股權計劃

本公司設有一項首次公開發售前購股權計劃，旨在獎勵及酬謝為本集團成功營運作出貢獻的合資格參與者。首次公開發售前購股權計劃的合資格參與者包括本集團高級管理層及僱員。首次公開發售前購股權計劃於二零一九年五月二十二日獲股東批准及有條件採納，除非另行註銷或修訂，否則自首次公開發售前購股權計劃生效日期起有效年期為十年。

於二零二五年及二零二四年十二月三十一日，首次公開發售前購股權計劃項下概無未獲行使之購股權。

購股權並無賦予持有人收取股息或在股東大會上投票的權利。

27. 儲備

本集團本年度的儲備及其變動金額於綜合權益變動表內呈列。

(a) 庫存股份

於本年度，本公司於聯交所回購其 27,540,000 股普通股（二零二四年：6,440,000 股普通股），總代價為 25,120,000 港元（二零二四年：4,784,000 港元）。全部被回購股份於年內註銷。

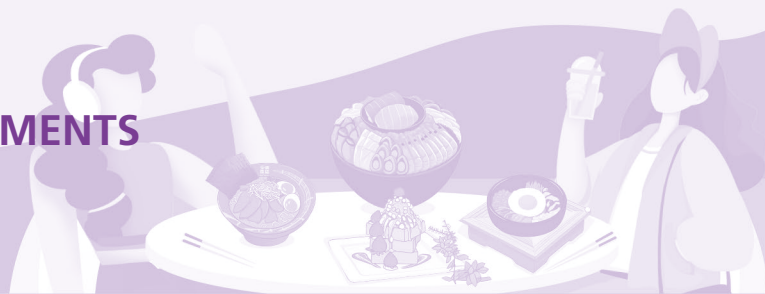
(b) 資本儲備

資本儲備指一間中間控股公司就過往年度收購一間附屬公司的代價的注資金額及本集團於二零一七年十二月二十七日收購非控股權益後轉撥自非控股權益的部分。

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27. RESERVES (Continued)

(c) Exchange fluctuation reserve

The exchange fluctuation reserve comprises all relevant exchange differences arising from the translation of the financial statements of foreign operations.

(d) Statutory reserve

In accordance with the Company law of the PRC, certain subsidiaries of the Group which are domestic enterprises are required to allocate 10% of their profit after tax, as determined in accordance with the relevant PRC accounting standards to their respective statutory reserve until the reserve reaches 50% of their respective registered capital. Subject to certain restrictions set out in the Company law of the PRC, part of the statutory reserve may be converted to increase share capital, provided that the remaining balance after the capitalisation is not less than 25% of the restricted capital.

28. NOTES TO THE CONSOLIDATED STATEMENT OF CASH FLOWS

(a) Major non-cash transactions

- (i) The Group recognised estimated obligations to dismantle, remove and restore certain items of property, plant and equipment of HK\$6,955,000 (2024: HK\$4,921,000) in respect of the premises under operating leases in the Group's property, plant and equipment which had been recorded under other payables and accruals.
- (ii) During the year, the Group had non-cash additions to right-of-use assets and lease liabilities of HK\$373,802,000 (2024: HK\$440,021,000) and HK\$373,802,000 (2024: HK\$440,021,000), respectively, in respect of lease arrangements for leased assets.
- (iii) During the year, the Group had non-cash lease modification and termination to right-of-use assets and lease liabilities of HK\$29,305,000 (2024: HK\$39,438,000) and HK\$38,448,000 (2024: HK\$56,857,000), respectively, in respect of lease arrangements for leased assets.

27. 儲備(續)

(c) 匯兌波動儲備

匯兌波動儲備包括換算境外業務財務報表而產生的所有相關匯兌差額。

(d) 法定儲備

根據中國公司法，本集團若干屬內資企業的附屬公司須提取其除稅後溢利的10%（按相關中國會計準則釐定）至其各自的法定儲備，直至該儲備達到其各自註冊資本的50%。在中國公司法所載若干限制的規限下，部分法定儲備可轉增至股本，惟資本化後的餘下結餘不得少於受限制資本的25%。

28. 綜合現金流量表附註

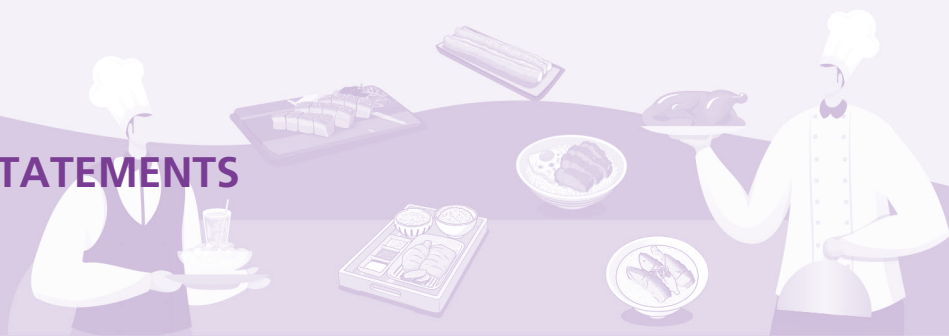
(a) 重大非現金交易

- (i) 本集團就本集團物業、廠房及設備經營租賃項下之物業確認若干物業、廠房及設備項目之估計拆除、移除及復原責任6,955,000港元（二零二四年：4,921,000港元），有關款項先入賬列作其他應付款項及應計費用。
- (ii) 年內，本集團就租賃資產租賃安排之使用權資產及租賃負債非現金添置分別為373,802,000港元（二零二四年：440,021,000港元）及373,802,000港元（二零二四年：440,021,000港元）。
- (iii) 年內，本集團就租賃資產租賃安排之使用權資產及租賃負債非現金租賃修訂及終止分別為29,305,000港元（二零二四年：39,438,000港元）及38,448,000港元（二零二四年：56,857,000港元）。

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28. NOTES TO THE CONSOLIDATED STATEMENT OF CASH FLOWS (Continued)

28. 綜合現金流量表附註(續)

(b) Changes in liabilities arising from financing activities

(b) 融資活動所致負債變動

| | | Lease liabilities 租賃負債 HK\$'000 千港元 |
|---|-------------------------|--|
| At 1 January 2024 | 於二零二四年一月一日 | 1,136,849 |
| Changes from financing cash flows | 融資現金流量變動 | (448,911) |
| New leases (note 14(b)(ii)) | 新租賃(附註14(b)(ii)) | 440,021 |
| Foreign exchange movement | 外匯變動 | (4,728) |
| Interest expense (note 8) | 利息開支(附註8) | 37,434 |
| Modification and termination of leases (note 14(b)(ii)) | 修訂及終止租約(附註14(b)(ii)) | (56,857) |
| At 31 December 2024 and 1 January 2025 | 於二零二四年十二月三十一日及二零二五年一月一日 | 1,103,808 |
| Changes from financing cash flows | 融資現金流量變動 | (436,347) |
| New leases (note 14(b)(ii)) | 新租賃(附註14(b)(ii)) | 373,802 |
| Foreign exchange movement | 外匯變動 | 4,606 |
| Interest expense (note 8) | 利息開支(附註8) | 40,370 |
| Modification and termination of leases (note 14(b)(ii)) | 修訂及終止租約(附註14(b)(ii)) | (38,448) |
| At 31 December 2025 | 於二零二五年十二月三十一日 | 1,047,791 |

(c) Total cash outflow for leases

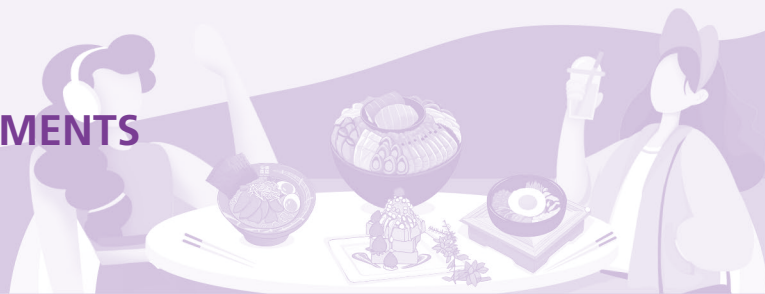
(c) 租賃現金流出總額

| | | 2025 二零二五年 HK\$'000 千港元 | 2024 二零二四年 HK\$'000 千港元 |
|-----------------------------|-------|----------------------------------|----------------------------------|
| Within operating activities | 經營活動內 | 23,293 | 17,713 |
| Within financing activities | 融資活動內 | 436,347 | 448,911 |
| Total | 總計 | 459,640 | 466,624 |

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29. CONTINGENT LIABILITIES

At the end of the reporting periods, contingent liabilities not provided for were as follows:

| | | 2025 二零二五年 HK\$'000 千港元 | 2024 二零二四年 HK\$'000 千港元 |
|--|-----------------------|----------------------------------|----------------------------------|
| Bank guarantees in favour of landlords and utility companies in lieu of deposits | 向業主及公共事業公司提供銀行擔保以代替按金 | 78,502 | 62,106 |

29. 或然負債

於報告期末，並無計提撥備的或然負債如下：

30. RELATED PARTY TRANSACTIONS

(a) The Group had the following transactions with related parties during the year:

| | | 2025 二零二五年 HK\$'000 千港元 | 2024 二零二四年 HK\$'000 千港元 |
|--|---------------------|----------------------------------|----------------------------------|
| Rental payments paid to related companies (note) | 向關聯公司支付之租金付款(附註) | 1,178 | 1,362 |
| Management fee income received from a related company (note) | 向一間關聯公司收取之管理費收入(附註) | 480 | — |

Note:

Rental payments to related companies were for properties leased from related companies for restaurant operations and staff quarters based on rates determined between the parties, which approximated to market rates.

Management fee income from a related company was for the accounting and company secretary services based on amount determined between the parties.

The transactions were conducted on terms and conditions mutually agreed between the relevant parties. The directors are of the opinion that those related party transactions were conducted in the ordinary course of business of the Group.

30. 關聯方交易

(a) 本集團於年內與關聯方進行下列交易：

附註：

向關聯公司支付之租金付款根據訂約方釐定的租金(與市值租金相若)支付，以向關聯公司租賃用作餐廳營運及員工宿舍的物業。

向一間關聯公司收取之管理費收入是按訂約方訂立的金額就所提供的會計及公司秘書服務收取。

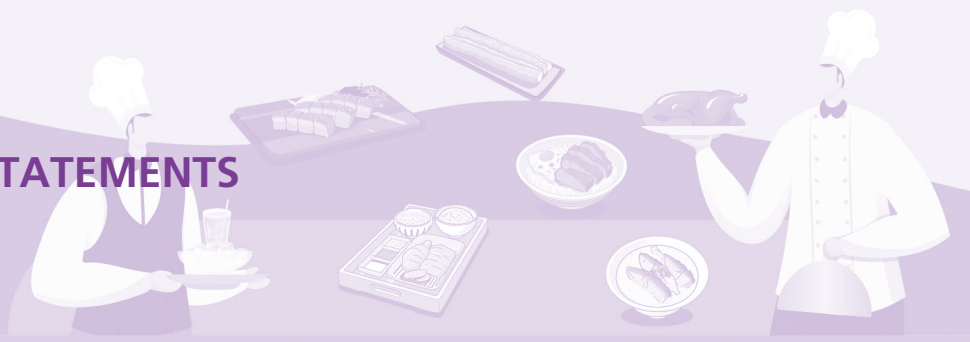
該等交易按相關訂約方相互協定的條款及條件進行。董事認為，該等關聯方交易均於本集團日常業務過程中進行。

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30. RELATED PARTY TRANSACTIONS (Continued)

(b) Commitments with related parties

During the year, certain subsidiaries of the Group entered into lease agreements with related companies, which are controlled by certain directors of the Group, to lease the investment properties for the Group's restaurant operations and staff quarters. The amounts of rental payments paid to the related companies are included in note 30(a) to the financial statements. The leases are negotiated for one to three years with a one-month notice period for termination.

As at 31 December 2025, the Group had outstanding future minimum lease payments under non-cancellable operating leases for such properties owned by related companies amounting to HK\$1,081,000 (as at 31 December 2024: HK\$3,010,000), for the properties owned by related companies.

(c) Compensation of key management personnel of the Group

| | | 2025 二零二五年 HK\$'000 千港元 | 2024 二零二四年 HK\$'000 千港元 |
|---|---------------|----------------------------------|----------------------------------|
| Short-term employee benefits | 短期僱員福利 | 25,969 | 25,077 |
| Post-employment benefits | 離職後福利 | 45 | 54 |
| Total compensation paid to key management personnel | 已付主要管理人員的薪酬總額 | 26,014 | 25,131 |

The compensation of key management personnel of the Group for each reporting period included emoluments of the executive directors and the five highest paid employees as disclosed in notes 9 and 10, respectively.

30. 關聯方交易(續)

(b) 與關聯方的承擔

年內，本集團若干附屬公司與由本集團若干董事控制的關聯公司訂立租賃協議，以租賃用作本集團餐廳營運及員工宿舍的投資物業。向關聯公司支付之租金付款金額載於財務報表附註30(a)。有關租賃租期經協商為一至三年，在終止前須發出一個月通知。

於二零二五年十二月三十一日，根據就關聯公司擁有的有關物業訂立的不可撤銷經營租賃，本集團就關聯公司所擁有物業的尚未償還未來最低租賃付款為1,081,000港元（於二零二四年十二月三十一日：3,010,000港元）。

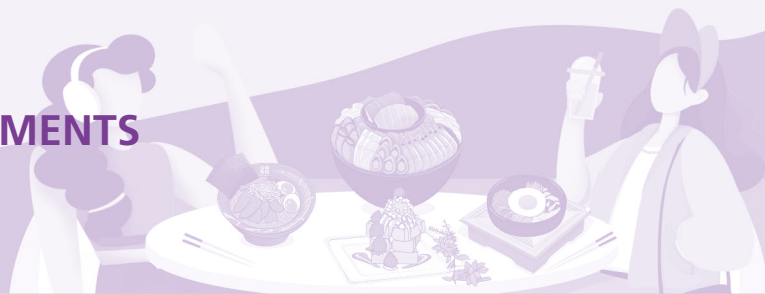
(c) 本集團主要管理人員薪酬

本集團於各報告期的主要管理人員薪酬包括執行董事酬金及五名最高薪僱員，有關內容分別於附註9及10披露。

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31. COMMITMENTS

The Group had the following contractual commitments at the end of the reporting period:

| | | 2025 二零二五年 HK\$'000 千港元 | 2024 二零二四年 HK\$'000 千港元 |
|--------------------------------------|---------|----------------------------------|----------------------------------|
| Leasehold improvements and equipment | 租賃裝修及設備 | 6,636 | 3,459 |

31. 承擔

本集團於報告期末有下列合約承擔：

32. FINANCIAL INSTRUMENTS BY CATEGORY

The carrying amounts of each of the categories of the Group's financial instruments as at 31 December 2025 and 2024 are as follows:

Financial assets

| | | Financial assets at amortised cost 按攤銷成本計量的金融資產 | |
|--|-----------------------------|---|----------------------------------|
| | | 2025 二零二五年 HK\$'000 千港元 | 2024 二零二四年 HK\$'000 千港元 |
| Trade receivables | 貿易應收款項 | 26,743 | 28,203 |
| Financial assets included in prepayments, deposits and other receivables (note 19) | 計入預付款項、按金及其他應收款項的金融資產(附註19) | 203,001 | 208,545 |
| Cash and cash equivalents | 現金及現金等價物 | 380,442 | 330,758 |
| Total | 總計 | 610,186 | 567,506 |

32. 按類別劃分的金融工具

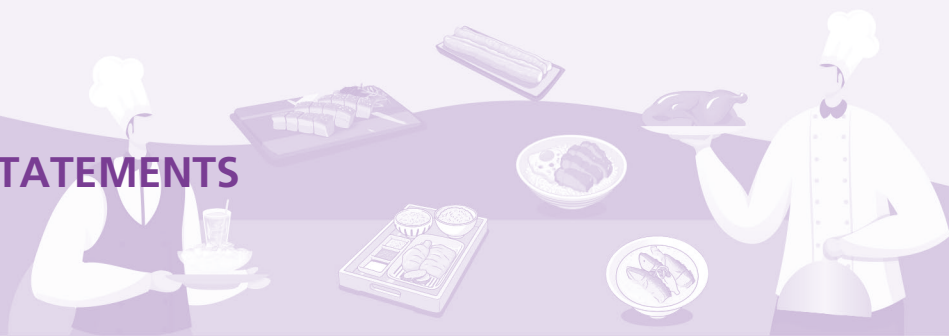
於二零二五年及二零二四年十二月三十一日，本集團各類別金融工具的賬面值如下：

金融資產

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32. FINANCIAL INSTRUMENTS BY CATEGORY (Continued)

32. 按類別劃分的金融工具(續)

Financial liabilities

金融負債

| | | Financial liabilities at amortised cost | |
|--|------------------------|--|-----------|
| | | 按攤銷成本計量的金融負債 | |
| | | 2025 | 2024 |
| | | 二零二五年 | 二零二四年 |
| | | HK\$'000 | HK\$'000 |
| | | 千港元 | 千港元 |
| Trade payables | 貿易應付款項 | 91,955 | 85,269 |
| Financial liabilities included in other payables and accruals | 計入其他應付款項及 應計費用的金融負債 | 80,061 | 82,650 |
| Lease liabilities | 租賃負債 | 1,047,791 | 1,103,808 |
| Total | 總計 | 1,219,807 | 1,271,727 |

33. FAIR VALUE AND FAIR VALUE HIERARCHY OF FINANCIAL INSTRUMENTS

33. 金融工具的公平值及公平值層級

Management has assessed that the fair values of cash and cash equivalents, trade receivables, trade payables, financial assets included in prepayments, deposits and other receivables, and financial liabilities included in other payables and accruals approximate to their carrying amounts largely due to the short term maturities of these instruments.

據管理層評估，現金及現金等價物、貿易應收款項、貿易應付款項、計入預付款項、按金及其他應收款項的金融資產，以及計入其他應付款項及應計費用的金融負債的公平值與其賬面值相若，主要由於該等工具的到期期限較短所致。

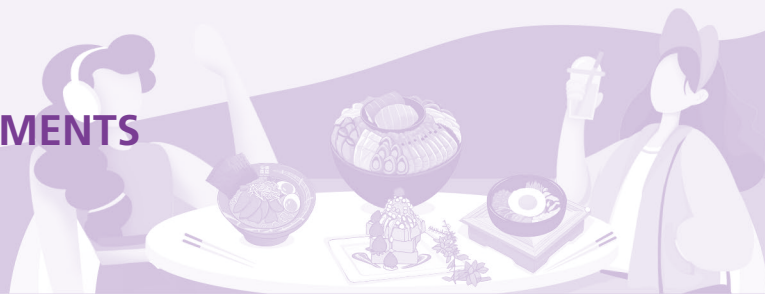
The fair values of non-current deposits and other receivables have been calculated by discounting the expected future cash flows using rates currently available for instruments with similar terms, credit risk and remaining maturities, and were assessed to approximate to their carrying amounts.

非流動按金及其他應收款項的公平值使用具類似條款、信貸風險及剩餘到期期限的工具目前可得之利率貼現預期未來現金流量計算，並估計與其賬面值相若。

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33. FAIR VALUE AND FAIR VALUE HIERARCHY OF FINANCIAL INSTRUMENTS (Continued)

The Group's finance department is responsible for determining the policies and procedures for the fair value measurement of financial instruments. The finance department reports directly to the directors. At each reporting date, the finance department analyses the movements in the values of financial instruments and determines the major inputs applied in the valuation. The valuation is reviewed and approved by the directors.

The fair values of the financial assets and liabilities are included at the amount at which the instrument could be exchanged in a current transaction between willing parties, other than in a forced or liquidation sale.

34. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Group's principal financial instruments comprise cash and cash equivalents. The main purpose of these financial instruments is to raise finance for the Group's operations. The Group has various other financial assets and liabilities such as trade receivables, other receivables, trade payables and other payables, which arise directly from the Group's operations.

The main risks arising from the Group's financial instruments are foreign currency risk, credit risk and liquidity risk. The board of directors reviews and agrees policies for managing each of these risks and they are summarised below.

33. 金融工具的公平值及公平值層級 (續)

本集團財務部負責釐定金融工具公平值計量的政策及程序。財務部直接向董事匯報。於各報告日期，財務部分析金融工具的價值變動，並釐定估值中所應用的主要輸入數據。估值由董事審閱及批准。

金融資產及負債的公平值以自願交易方在當前交易(而非強迫或清盤銷售)中該工具的可交換金額入賬。

34. 財務風險管理目標及政策

本集團的主要金融工具包括現金及現金等價物。該等金融工具主要旨在為本集團的營運籌集資金。本集團擁有多項其他金融資產及負債，如本集團經營業務直接產生的貿易應收款項、其他應收款項、貿易應付款項及其他應付款項。

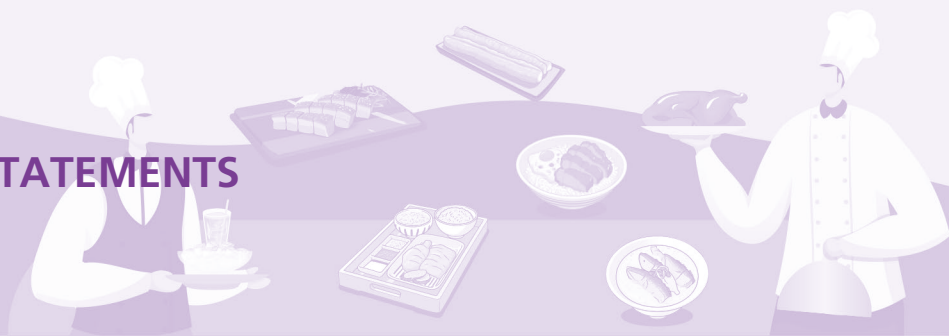
本集團金融工具產生的主要風險為外幣風險、信貸風險及流動資金風險。經董事會審閱及同意用於管理各項該等風險的政策於下文概述。

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34. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (Continued)

Foreign currency risk

The Group has transactional currency exposures. Such exposures arise from sales or purchases by operating units in currencies other than the units' functional currencies.

The following table demonstrates the sensitivity at the end of the each of the years to a reasonably possible change in the Hong Kong dollar exchange rates, with all other variables held constant, of the Group's profit before tax (arising from HK\$ and RMB denominated financial instruments) and the Group's equity.

34. 財務風險管理目標及政策(續)

外幣風險

本集團面對交易貨幣風險。該等風險源自以營運單位使用該單位功能貨幣以外的貨幣進行買賣。

下表顯示於各年度末，在所有其他變數保持不變的情況下，本集團的除稅前溢利(源自以港元及人民幣計值的金融工具)及本集團的權益對港元匯率合理可能變動的敏感度。

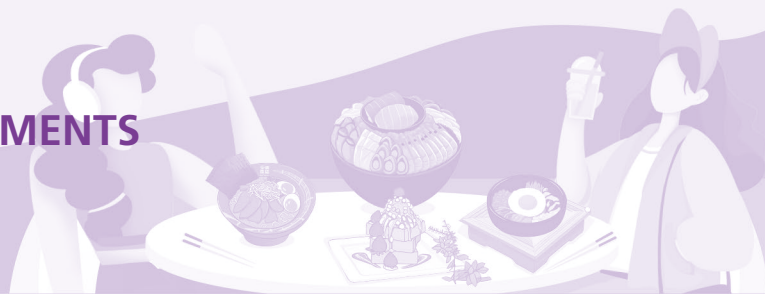
| | | Increase/ (decrease) in exchange rate 匯率上升/ (下降) % | Increase/ (decrease) profit before tax 除稅前溢利 增加/(減少) HK\$'000 千港元 |
|--------------------------------------|----------------------|--|--|
| As at 31 December 2025 | 於二零二五年十二月三十一日 | | |
| If Renminbi weakens against HK\$ | 倘人民幣兌港元貶值 | 10 | (34) |
| If Renminbi strengthens against HK\$ | 倘人民幣兌港元升值 | (10) | 34 |

| | | Increase/ (decrease) in exchange rate 匯率上升/ (下降) % | Increase/ (decrease) profit before tax 除稅前溢利 增加/(減少) HK\$'000 千港元 |
|--------------------------------------|----------------------|--|--|
| As at 31 December 2024 | 於二零二四年十二月三十一日 | | |
| If Renminbi weakens against HK\$ | 倘人民幣兌港元貶值 | 10 | (30) |
| If Renminbi strengthens against HK\$ | 倘人民幣兌港元升值 | (10) | 30 |

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34. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (Continued)

Credit risk

All the Group's cash and bank balances are held in major financial institutions located in Hong Kong and PRC, which management believes are of high credit quality. The Group has policies in place to evaluate credit risk when accepting new business and to limit its credit exposure to individual customers.

Maximum exposure and year-end staging

The tables below show the credit quality and the maximum exposure to credit risk based on the Group's credit policy, which is mainly based on past due information unless other information is available without undue cost or effort, and year-end staging classification as at 31 December 2025 and 2024. The amounts presented are gross carrying amounts for financial assets.

As at 31 December 2025

| | | 12-month ECLs | Lifetime ECLs | Total |
|--|-----------------------|----------------|---------------------|----------------|
| | | 12個月預期信貸虧損 | 全期預期信貸虧損 | |
| | | Stage 1 | Simplified approach | Total |
| | | 第1階段 | 簡化法 | 總計 |
| | | HK\$'000 | HK\$'000 | HK\$'000 |
| | | 千港元 | 千港元 | 千港元 |
| Trade receivables* | 貿易應收款項* | – | 26,743 | 26,743 |
| Financial assets included in prepayments, deposits and other receivables | 計入預付款項、按金及其他應收款項的金融資產 | | | |
| – Normal** | – 正常** | 203,001 | – | 203,001 |
| Cash and bank balances | 現金及銀行結餘 | | | |
| – Not yet past due | – 未逾期 | 380,442 | – | 380,442 |
| Total | 總計 | 583,443 | 26,743 | 610,186 |

34. 財務風險管理目標及政策(續)

信貸風險

本集團的現金及銀行結餘均由管理層認為信貸質素良好的香港及中國主要金融機構持有。本集團已實施政策，在接納新業務時評估信貸風險，限制其所承受來自個別客戶之信貸風險。

最高風險及年終階段

下表載列於二零二五年及二零二四年十二月三十一日根據本集團信貸政策(主要基於逾期資料，除可在不必花費過多成本或努力即可取得其他資料的情況則另作別論)的信貸質素及最高信貸風險以及年終階段分類。所呈列的金額為金融資產的賬面總額。

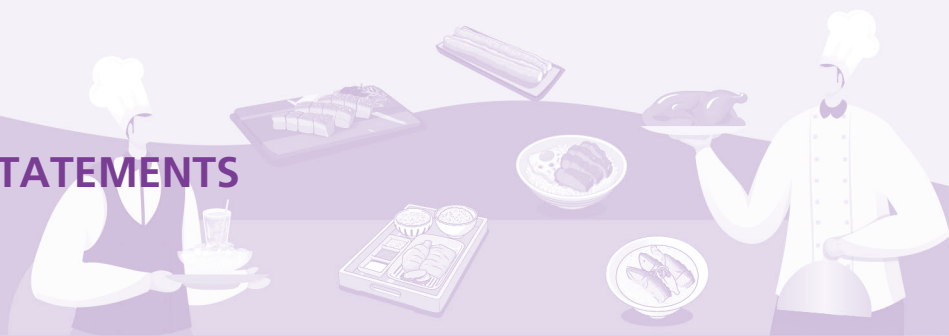
於二零二五年十二月三十一日

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34. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (Continued)

34. 財務風險管理目標及政策(續)

Credit risk (Continued)

信貸風險(續)

Maximum exposure and year-end staging (Continued)

最高風險及年終階段(續)

As at 31 December 2024

於二零二四年十二月三十一日

| | | 12-month ECLs 12個月 預期信貸虧損 | Lifetime ECLs 全期預期 信貸虧損 | Total 總計 HK\$'000 千港元 |
|--|-----------------------|------------------------------------|--|--------------------------------|
| | | Stage 1 第1階段 HK\$'000 千港元 | Simplified approach 簡化法 HK\$'000 千港元 | |
| Trade receivables* | 貿易應收款項* | – | 28,203 | 28,203 |
| Financial assets included in prepayments, deposits and other receivables | 計入預付款項、按金及其他應收款項的金融資產 | | | |
| – Normal** | – 正常** | 208,545 | – | 208,545 |
| Cash and bank balances | 現金及銀行結餘 | | | |
| – Not yet past due | – 未逾期 | 330,758 | – | 330,758 |
| Total | 總計 | 539,303 | 28,203 | 567,506 |

* For trade receivables to which the Group applies the simplified approach for impairment, information is disclosed in note 18 to the consolidated financial statements.

* 就本集團應用簡化法進行減值的貿易應收款項而言，有關資料於綜合財務報表附註18中披露。

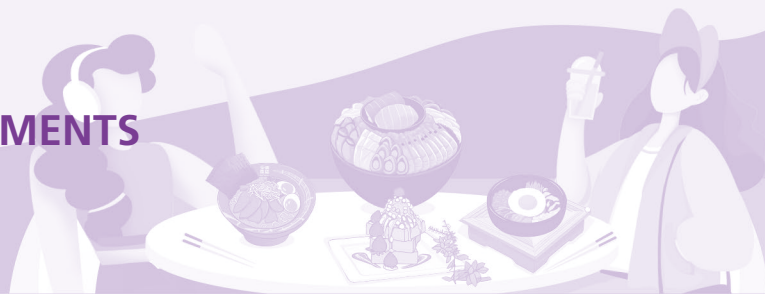
** The credit quality of the financial assets included in prepayments, deposits and other receivables is considered to be “normal” when they are not past due and there is no information indicating that the financial assets had a significant increase in credit risk since initial recognition. Otherwise, the credit quality of the financial assets is considered to be “doubtful”.

** 倘計入預付款項、按金及其他應收款項的金融資產並無逾期，且概無資料表明金融資產自初始確認起信貸風險明顯增加，其信貸質素則被視為「正常」。否則，金融資產的信貸質素被視為「可疑」。

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34. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (Continued)

Liquidity risk

The Group monitors its risk to a shortage of funds using a recurring liquidity planning tool. This tool considers the maturity of both its financial instruments and financial assets and projected cash flows from operations. The Group's objective is to maintain a balance between continuity of funding and flexibility through the use of bank loans and funds generated from operations.

The maturity profile of the Group's financial liabilities as at the end of the reporting period, based on the contractual undiscounted payments, is as follows:

34. 財務風險管理目標及政策(續)

流動資金風險

本集團利用經常性流動資金規劃工具監察資金短缺風險。有關工具考慮其金融工具及金融資產的到期日以及營運所得的預測現金流量。本集團的目標為透過動用銀行貸款及營運所得資金，維持資金在持續性與靈活性之間的平衡。

本集團於報告期間末根據合約及未貼現付款釐定的金融負債到期情況如下：

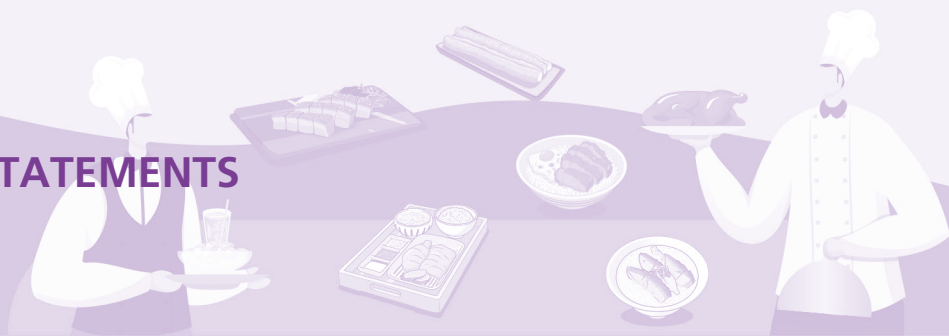
| | | Within 1 year 一年內 HK\$'000 千港元 | 2 to 5 years 兩至五年 HK\$'000 千港元 | Beyond 5 years 五年以上 HK\$'000 千港元 | Total 總計 HK\$'000 千港元 |
|--|------------------------|--|--|--|--------------------------------|
| As at 31 December 2025 | 於二零二五年 十二月三十一日 | | | | |
| Trade payables | 貿易應付款項 | 91,955 | – | – | 91,955 |
| Financial liabilities included in other payables and accruals | 計入其他應付款項及 應計費用的金融負債 | 80,061 | – | – | 80,061 |
| Lease liabilities | 租賃負債 | 398,759 | 692,502 | 24,787 | 1,116,048 |
| Total | 總計 | 570,775 | 692,502 | 24,787 | 1,288,064 |
| As at 31 December 2024 | 於二零二四年 十二月三十一日 | | | | |
| Trade payables | 貿易應付款項 | 85,269 | – | – | 85,269 |
| Financial liabilities included in other payables and accruals | 計入其他應付款項及 應計費用的金融負債 | 82,650 | – | – | 82,650 |
| Lease liabilities | 租賃負債 | 401,686 | 754,944 | 25,548 | 1,182,178 |
| Total | 總計 | 569,605 | 754,944 | 25,548 | 1,350,097 |

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34. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (Continued)

Capital management

The primary objectives of the Group's capital management are to safeguard the Group's ability to continue as a going concern in order to provide returns for shareholders and to maintain an optimal capital structure to reduce the cost of capital.

The Group manages its capital structure and makes adjustments to it in light of changes in economic conditions. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders and return capital to shareholders. No changes were made in the objectives, policies or processes for managing capital during the years.

The Group monitors capital using a gearing ratio which is net debt divided by capital plus net debt. Net debt includes trade payables, other payables and accruals, contract liabilities, lease liabilities, less cash and cash equivalents. Capital represents the equity attributable to owners of the Company. The gearing ratios as at the end of the reporting periods were as follows:

34. 財務風險管理目標及政策(續)

資本管理

本集團的資本管理主要旨在保障本集團的持續經營能力，從而為股東提供回報，並維持最佳的資本結構，降低資本成本。

本集團因應經濟狀況變動管理其資本架構並對其作出調整。為維持或調整資本架構，本集團可能調整向股東派付的股息，並向股東退還資本。年內，概無對資本管理的目標、政策或程序作出變更。

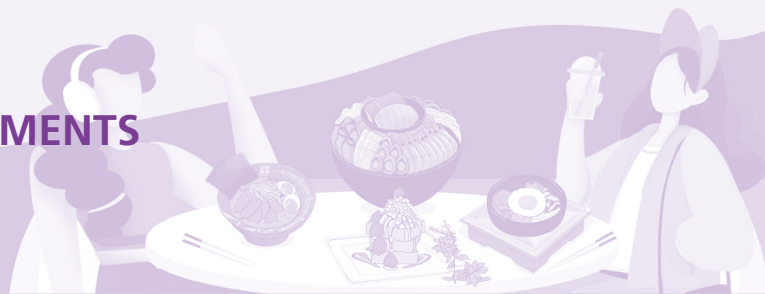
本集團使用資產負債比率(淨債務除以資本加淨債務)監察資本。淨債務包括貿易應付款項、其他應付款項及應計費用、合約負債、租賃負債，扣除現金及現金等價物。資本指本公司股東應佔權益。於各報告期末的資產負債比率如下：

| | | 2025 二零二五年 HK\$'000 千港元 | 2024 二零二四年 HK\$'000 千港元 |
|--|---------------|----------------------------------|----------------------------------|
| Trade payables | 貿易應付款項 | 91,955 | 85,269 |
| Other payables and accruals | 其他應付款項及應計費用 | 282,145 | 272,262 |
| Contract liabilities | 合約負債 | 81,648 | 61,290 |
| Lease liabilities | 租賃負債 | 1,047,791 | 1,103,808 |
| Less: Cash and cash equivalents | 減：現金及現金等價物 | (380,442) | (330,758) |
| Net debt | 淨債務 | 1,123,097 | 1,191,871 |
| Equity attributable to owners of the Company | 本公司股東應佔權益 | 897,705 | 935,619 |
| Capital and net debt | 資本及淨債務 | 2,020,802 | 2,127,490 |
| Gearing ratio | 資產負債比率 | 55.6% | 56.0% |

NOTES TO FINANCIAL STATEMENTS

財務報表附註

31 December 2025
二零二五年十二月三十一日



35. STATEMENT OF FINANCIAL POSITION OF THE COMPANY

35. 本公司財務狀況表

Information about the statement of financial position of the Company at the end of the reporting period is as follows:

有關於報告期末本公司財務狀況表之資料如下：

| | | 2025 二零二五年 HK\$'000 千港元 | 2024 二零二四年 HK\$'000 千港元 |
|---|----------------|----------------------------------|----------------------------------|
| NON-CURRENT ASSET | 非流動資產 | | |
| Investments in subsidiaries | 於附屬公司的投資 | —* | —* |
| CURRENT ASSETS | 流動資產 | | |
| Due from subsidiaries | 應收附屬公司款項 | 757,770 | 813,951 |
| Prepayments, deposits and other receivables | 預付款項、按金及其他應收款項 | —* | —* |
| Cash and cash equivalents | 現金及現金等價物 | 4,173 | 22,113 |
| Total current assets | 流動資產總額 | 761,943 | 836,064 |
| CURRENT LIABILITY | 流動負債 | | |
| Accruals and other payables | 應計費用及其他應付款項 | 33 | 26 |
| NET CURRENT ASSETS | 流動資產淨額 | 761,910 | 836,038 |
| Net assets | 資產淨額 | 761,910 | 836,038 |
| EQUITY | 權益 | | |
| Issued capital | 已發行股本 | 9,714 | 10,054 |
| Reserves (note) | 儲備(附註) | 752,196 | 825,984 |
| Total equity | 權益總額 | 761,910 | 836,038 |

* less than HK\$1,000

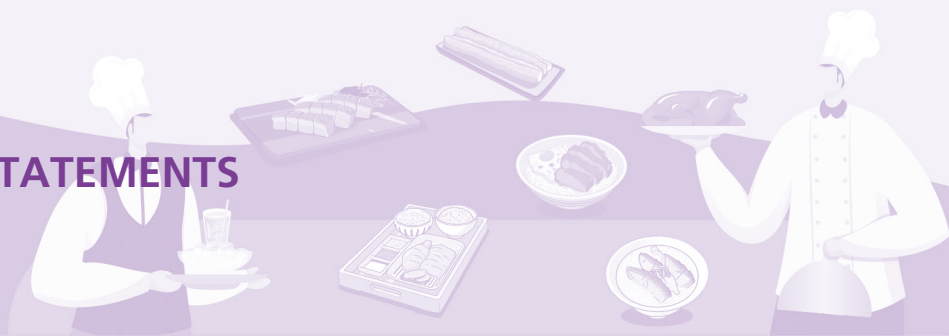
* 少於1,000港元

NOTES TO FINANCIAL STATEMENTS

財務報表附註

31 December 2025

二零二五年十二月三十一日



35. STATEMENT OF FINANCIAL POSITION OF THE COMPANY (Continued)

35. 本公司財務狀況表(續)

Note:

附註：

A summary of the Company's reserves is as follows:

本公司的儲備概要如下：

| | | Share premium 股份溢價 HK\$'000 千港元 | Treasury shares 庫存股份 HK\$'000 千港元 | Retained profits 保留溢利 HK\$'000 千港元 | Total 總計 HK\$'000 千港元 |
|---|-------------------------|--|--|---|--------------------------------|
| At 1 January 2024 | 於二零二四年一月一日 | 728,032 | – | 74,536 | 802,568 |
| Profit for the year and total comprehensive income for the year | 年內溢利及年內全面收益總額 | – | – | 123,713 | 123,713 |
| Repurchase of shares | 購回股份 | – | (4,784) | – | (4,784) |
| Final 2023 dividend declared | 已宣派二零二三年末期股息 | – | – | (35,189) | (35,189) |
| Special dividend declared | 已宣派特別股息 | – | – | (35,189) | (35,189) |
| Interim 2024 dividend | 二零二四年中期股息 | – | – | (25,135) | (25,135) |
| At 31 December 2024 and 1 January 2025 | 於二零二四年十二月三十一日及二零二五年一月一日 | 728,032 | (4,784) | 102,736 | 825,984 |
| Profit for the year and total comprehensive income for the year | 年內溢利及年內全面收益總額 | – | – | 82,134 | 82,134 |
| Repurchase and cancellation of shares | 購回及註銷股份 | (29,564) | 4,784 | – | (24,780) |
| Final 2024 dividend declared | 已宣派二零二四年末期股息 | – | – | (24,286) | (24,286) |
| Special dividend declared | 已宣派特別股息 | – | – | (72,856) | (72,856) |
| Interim 2025 dividend | 二零二五年中期股息 | – | – | (34,000) | (34,000) |
| At 31 December 2025 | 於二零二五年十二月三十一日 | 698,468 | – | 53,728 | 752,196 |

36. APPROVAL OF THE FINANCIAL STATEMENTS

36. 批准財務報表

The financial statements were approved and authorised for issue by the board of directors on 20 March 2026.

財務報表已於二零二六年三月二十日經董事會批准及授權刊發。

FIVE-YEAR FINANCIAL SUMMARY

五年財務概要



A summary of the results and of the assets, liabilities and non-controlling interests of the Group for the last five financial years, as extracted from the published audited financial statements, is set out below.

下表載列本集團過往五個財政年度之業績以及資產、負債及非控股權益概要，有關資料摘錄自己刊發經審核財務報表。

RESULTS

業績

| | | 2025 | 2024 | 2023 | 2022 | 2021 |
|--------------------------------|----------------|------------------|-----------|-----------|-----------|-----------|
| | | 二零二五年 | 二零二四年 | 二零二三年 | 二零二二年 | 二零二一年 |
| | | HK\$'000 | HK\$'000 | HK\$'000 | HK\$'000 | HK\$'000 |
| | | 千港元 | 千港元 | 千港元 | 千港元 | 千港元 |
| REVENUE | 收益 | 3,538,495 | 3,291,954 | 3,211,993 | 2,675,166 | 3,173,027 |
| PROFIT/(LOSS) BEFORE TAX | 除稅前溢利/(虧損) | 139,934 | 78,183 | 115,958 | (43,460) | 128,304 |
| Income tax credit/(expense) | 所得稅抵免/(開支) | (31,833) | (15,492) | (22,108) | 386 | (32,949) |
| PROFIT/(LOSS) FOR THE YEAR | 年內溢利/(虧損) | 108,101 | 62,691 | 93,850 | (43,074) | 95,355 |
| Profit/(loss) attributable to: | 以下人士應佔溢利/(虧損)： | | | | | |
| Owners of the Company | 本公司股東 | 108,101 | 62,749 | 93,836 | (43,153) | 99,716 |
| Non-controlling interests | 非控股權益 | - | (58) | 14 | 79 | (4,361) |
| | | 108,101 | 62,691 | 93,850 | (43,074) | 95,355 |

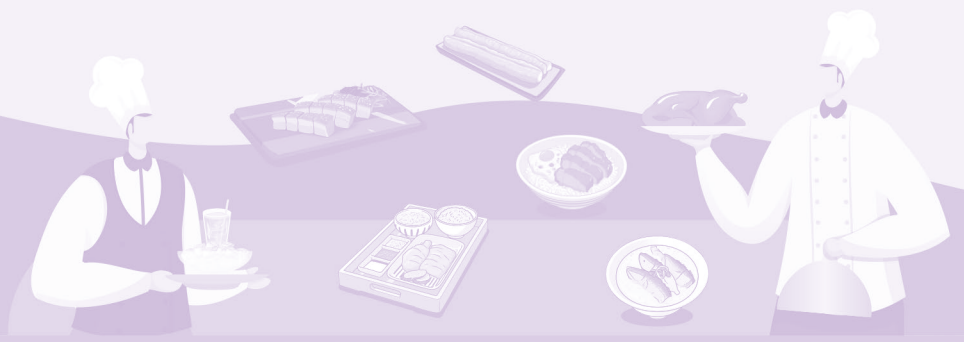
ASSETS, LIABILITIES AND NON-CONTROLLING INTERESTS

資產、負債及非控股權益

| | | 2025 | 2024 | 2023 | 2022 | 2021 |
|--|-----------|------------------|-----------|-----------|-----------|-----------|
| | | 二零二五年 | 二零二四年 | 二零二三年 | 二零二二年 | 二零二一年 |
| | | HK\$'000 | HK\$'000 | HK\$'000 | HK\$'000 | HK\$'000 |
| | | 千港元 | 千港元 | 千港元 | 千港元 | 千港元 |
| TOTAL ASSETS | 資產總額 | 2,432,725 | 2,471,145 | 2,581,624 | 2,512,657 | 2,738,787 |
| TOTAL LIABILITIES | 負債總額 | 1,535,020 | 1,535,526 | 1,597,072 | 1,557,491 | 1,643,609 |
| | | 897,705 | 935,619 | 984,552 | 955,166 | 1,095,178 |
| EQUITY: | 權益： | | | | | |
| Equity attributable to owners of the Company | 本公司股東應佔權益 | 897,705 | 935,619 | 983,336 | 953,934 | 1,093,534 |
| Non-controlling interests | 非控股權益 | - | - | 1,216 | 1,232 | 1,644 |
| | | 897,705 | 935,619 | 984,552 | 955,166 | 1,095,178 |

GLOSSARY

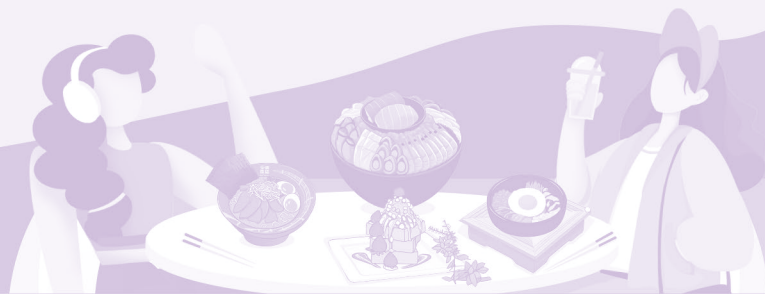
詞彙表



| | |
|--------------------------------------|--|
| Adoption Date 採納日期 | The date on which the Post-IPO Share Option Scheme was approved and conditionally adopted by Shareholders (i.e 22 May 2019) 股東批准並有條件採納首次公開發售後購股權計劃的日期(即二零一九年五月二十二日) |
| AGM 股東週年大會 | Annual general meeting of the Company 本公司股東週年大會 |
| Articles of Association 組織章程細則 | The Articles of Association of the Company 本公司組織章程細則 |
| Audit Committee 審核委員會 | the audit committee of the Company 本公司審核委員會 |
| Board 董事會 | The Board of Directors 董事會 |
| Board Diversity Policy 董事會成員多元化政策 | the board diversity policy adopted by the Company on 22 May 2019 本公司於二零一九年五月二十二日採納之董事會成員多元化政策 |
| BVI 英屬處女群島 | The British Virgin Islands 英屬處女群島 |
| CG Code 企業管治守則 | Corporate Governance Code, as contained in Appendix C1 of the Listing Rules 上市規則附錄C1所載之企業管治守則 |
| Chun Fat 俊發 | Chun Fat Company Limited, a substantial shareholder of the Company 本公司之主要股東俊發有限公司 |
| Company 本公司 | Tai Hing Group Holdings Limited, a company incorporated in the Cayman Islands with limited liability and the Shares of which are listed on the main board of the Stock Exchange 太興集團控股有限公司，於開曼群島註冊成立之有限公司，其股份於聯交所主板上市 |
| Company Secretary 公司秘書 | the company secretary of the Company 本公司之公司秘書 |
| Director Nomination Policy 董事提名政策 | the director nomination policy adopted by the Company on 22 May 2019 本公司於二零一九年五月二十二日採納之董事提名政策 |
| Directors 董事 | The director(s) of the Company 本公司董事 |

GLOSSARY

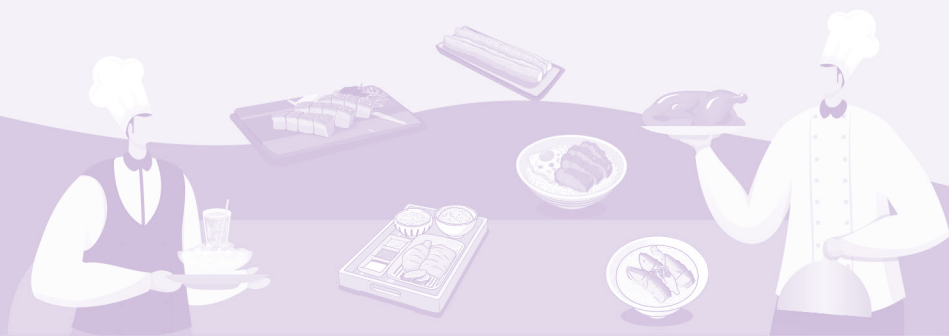
詞彙表



| | |
|-----------------------------|--|
| Dividend Policy 股息政策 | the dividend policy adopted by the Company on 22 May 2019 本公司於二零一九年五月二十二日採納之股息政策 |
| FY2024 二零二四財年 | the year ended 31 December 2024 截至二零二四年十二月三十一日止年度 |
| HKASs 香港會計準則 | The Hong Kong Accounting Standards 香港會計準則 |
| HKFRSs 香港財務報告準則 | Hong Kong Financial Reporting Standards 香港財務報告準則 |
| HKICPA 香港會計師公會 | The Hong Kong Institute of Certified Public Accountants 香港會計師公會 |
| HK\$ 港元 | Hong Kong dollars 港元 |
| Listing 上市 | The listing of Shares on the Stock Exchange on 13 June 2019 股份於二零一九年六月十三日在聯交所上市 |
| Listing Date 上市日期 | The date on which dealings in the Shares commenced on the Stock Exchange (i.e. 13 June 2019) 股份開始在聯交所買賣當日(即二零一九年六月十三日) |
| Listing Rules 上市規則 | The Rules Governing the Listing of Securities on the Stock Exchange 聯交所證券上市規則 |
| Management 管理層 | The management of the Company 本公司管理層 |
| Model Code 標準守則 | Model Code for Securities Transactions by Directors of Listed Issuers as set out in Appendix C3 of the Listing Rules 上市規則附錄C3所載上市發行人董事進行證券交易的標準守則 |
| Mr. KK Chan 陳家強先生 | Mr. Chan Ka Keung, chairman of Board and an executive director of the Company 本公司之董事會主席兼執行董事陳家強先生 |
| Mr. Mak Ping Leung 麥炳良先生 | Mr. Mak Ping Leung (alias: Mak Wah Cheung), an independent non-executive director of the Company 本公司之獨立非執行董事麥炳良先生(又名麥華章) |

GLOSSARY

詞彙表



| | |
|--|---|
| Ms. Chan 陳女士 | Ms. Chan Shuk Fong, vice chairman of the Board and an executive director of the Company 本公司之董事會副主席兼執行董事陳淑芳女士 |
| Ms. Hung 洪女士 | Ms. Hung Shih-han, spouse of Mr. Chan Ka Keung 陳家強先生之配偶洪詩涵女士 |
| Nomination Committee 提名委員會 | the nomination committee of the Company 本公司提名委員會 |
| Post-IPO Share Option Scheme 首次公開發售後購股權計劃 | The Company's post-IPO share option scheme 本公司首次公開發售後購股權計劃 |
| PRC 中國 | People's Republic of China 中華人民共和國 |
| Pre-IPO Share Options 首次公開發售前購股權 | The pre-IPO share options 首次公開發售前購股權 |
| Pre-IPO Share Option Scheme 首次公開發售前購股權計劃 | The Company's pre-IPO share option scheme 本公司首次公開發售前購股權計劃 |
| Remuneration Committee 薪酬委員會 | the remuneration committee of the Company 本公司薪酬委員會 |
| Reporting Period or Review Year or FY2025 報告期間或回顧年度或二零二五財年 | the year ended 31 December 2025 截至二零二五年十二月三十一日止年度 |
| SFO 證券及期貨條例 | Securities and Futures Ordinance (Chapter 571 of the Laws of Hong Kong) 香港法例第571章證券及期貨條例 |
| Share(s) 股份 | Ordinary shares of HK\$0.01 each in the share capital of the Company 本公司股本中每股面值0.01港元的普通股 |
| Shareholders 股東 | The shareholders of the Company 本公司股東 |
| Share Option Schemes 該等購股權計劃 | The Pre-IPO Share Option Scheme and Post-IPO Share Option Scheme 首次公開發售前購股權計劃及首次公開發售後購股權計劃 |
| Stock Exchange 聯交所 | The Stock Exchange of Hong Kong Limited 香港聯合交易所有限公司 |
| Tai Hing Group or Group 太興集團或本集團 | The Company and its subsidiaries 本公司連同其附屬公司 |



太興集團控股有限公司
TAI HING GROUP HOLDINGS LIMITED