



廣駿
集團

Grand Talents Group Holdings Limited
廣駿集團控股有限公司

(Incorporated In The Cayman Islands With Limited Liability)
Stock Code: 8516

ANNUAL REPORT 2023



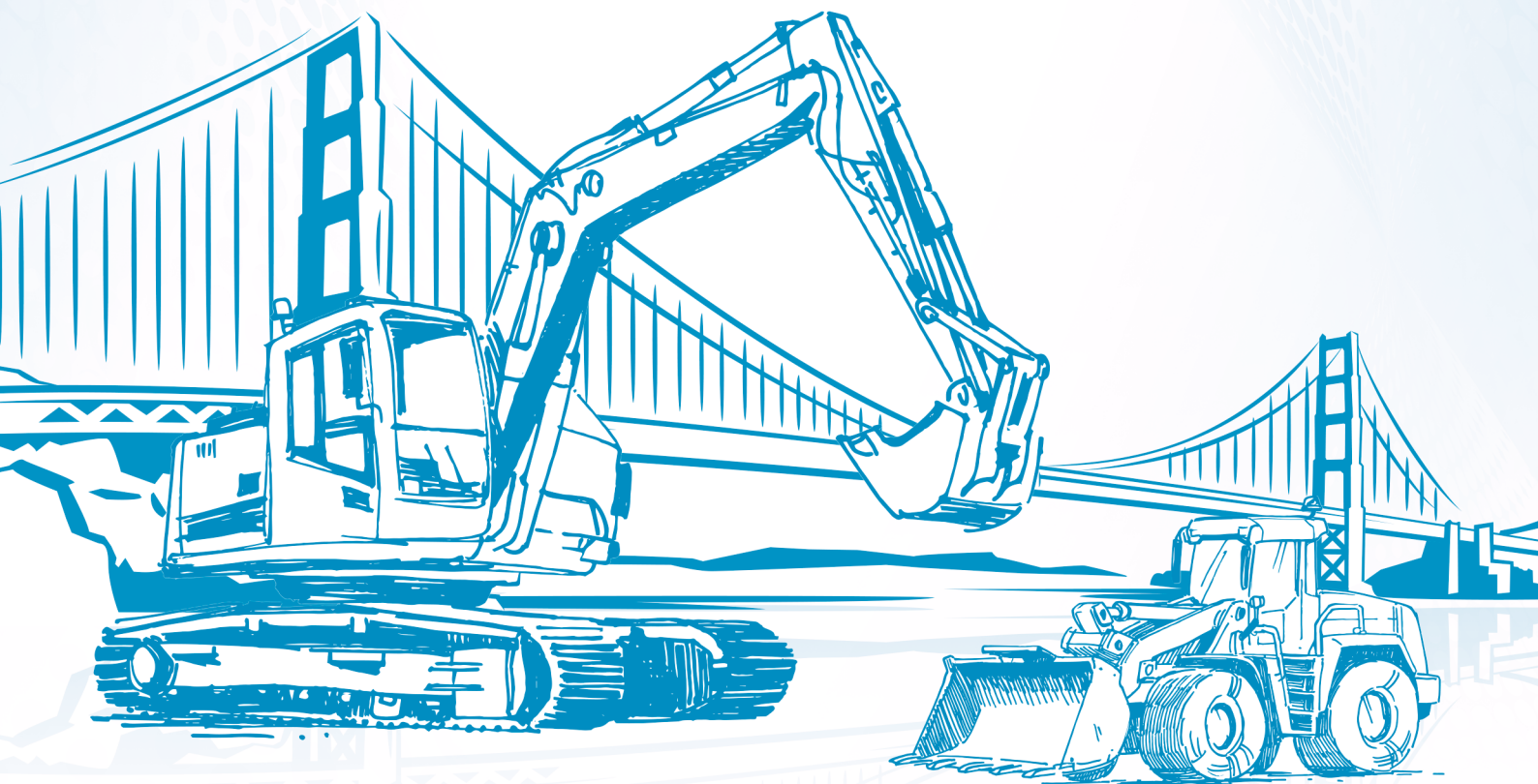
CHARACTERISTICS OF GEM OF THE STOCK EXCHANGE OF HONG KONG LIMITED (THE “STOCK EXCHANGE”)

GEM has been positioned as a market designed to accommodate small and mid-sized companies to which a higher investment risk may be attached than other companies listed on the Stock Exchange. Prospective investors should be aware of the potential risks of investing in such companies and should make the decision to invest only after due and careful consideration.

Given that the companies listed on GEM are generally small and mid-sized companies, there is a risk that securities traded on GEM may be more susceptible to high market volatility than securities traded on the Main Board of the Stock Exchange and no assurance is given that there will be a liquid market in the securities traded on GEM.

Hong Kong Exchanges and Clearing Limited and the Stock Exchange take no responsibility for the contents of this report, make no representation as to its accuracy or completeness and expressly disclaim any liability whatsoever for any loss howsoever arising from or in reliance upon the whole or any part of the contents of this report.

*This report, for which the directors (the “**Directors**”) of Grand Talents Group Holdings Limited (the “**Company**” and together with its subsidiaries, the “**Group**”) collectively and individually accept full responsibility, includes particulars given in compliance with the Rules Governing the Listing of Securities on GEM of the Stock Exchange (the “**GEM Listing Rules**”) for the purpose of giving information with regard to the Company. The Directors, having made all reasonable enquiries, confirm that to the best of their knowledge and belief the information contained in this report is accurate and complete in all material respects and not misleading or deceptive, and there are no other matters the omission of which would make any statement herein or this report misleading.*



CONTENTS

Corporate Information	3
Highlights	5
Chairman's Statement	6
Biographies of Directors and Senior Management	8
Management Discussion and Analysis	13
Corporate Governance Report	19
Environmental, Social and Governance Report	32
Directors' Report	55
Independent Auditor's Report	66
Consolidated Statement of Profit or Loss and Other Comprehensive Income	71
Consolidated Statement of Financial Position	72
Consolidated Statement of Changes in Equity	73
Consolidated Statement of Cash Flows	74
Notes to the Consolidated Financial Statements	75
Financial Summary	134



CORPORATE INFORMATION

BOARD OF DIRECTORS

Executive Directors

Mr. Ha Chak Hung (*Chairman*)
Mr. Ip Chu Shing (*Chief Executive Officer*)

Independent Non-executive Directors

Ms. Tang Shui Man
Dr. Fok Wai Sun
Mr. Yuk Kai Yao (*resigned on 2 May 2023*)
Ms. Wu Jing (*appointed on 2 May 2023*)

AUDIT COMMITTEE

Ms. Tang Shui Man (*Chairman*)
Dr. Fok Wai Sun
Mr. Yuk Kai Yao (*resigned on 2 May 2023*)
Ms. Wu Jing (*appointed on 2 May 2023*)

REMUNERATION COMMITTEE

Dr. Fok Wai Sun (*Chairman*)
Ms. Tang Shui Man
Mr. Yuk Kai Yao (*resigned on 2 May 2023*)
Mr. Ha Chak Hung
Ms. Wu Jing (*appointed on 2 May 2023*)

NOMINATION COMMITTEE

Mr. Yuk Kai Yao (*Chairman*) (*resigned on 2 May 2023*)
Ms. Wu Jing (*Chairman*) (*appointed on 2 May 2023*)
Ms. Tang Shui Man
Dr. Fok Wai Sun
Mr. Ha Chak Hung

COMPANY SECRETARY

Ms. Wong Chi Ling (*CPA, FCCA, FCA*)

AUTHORISED REPRESENTATIVES

Mr. Ha Chak Hung
Ms. Wong Chi Ling

COMPLIANCE OFFICER

Mr. Ha Chak Hung

REGISTERED OFFICE IN THE CAYMAN ISLANDS

Windward 3, Regatta Office Park
P.O. Box 1350
Grand Cayman KY1-1108
Cayman Islands

PRINCIPAL PLACE OF BUSINESS IN HONG KONG

Office 15, 9/F., Mega Cube
No. 8 Wang Kwong Road
Kowloon
Hong Kong

LEGAL ADVISOR

CFN Lawyers in association with Broad & Bright
Units 4101–4104, 41st Floor
Sun Hung Kai Centre
30 Harbour Road
Wanchai, Hong Kong

PRINCIPAL SHARE REGISTRAR AND TRANSFER OFFICE

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

HONG KONG BRANCH SHARE REGISTRAR AND TRANSFER OFFICE

Tricor Investor Services Limited
Level 54, Hopewell Centre
183 Queen's Road East
Hong Kong

PRINCIPAL BANKER

Fubon Bank (Hong Kong) Limited



CORPORATE INFORMATION

AUDITOR

BDO Limited
25th Floor, Wing On Centre
111 Connaught Road Central
Hong Kong

COMPANY'S WEBSITE

www.grandtalentsgroup.com.hk

STOCK CODE

8516



HIGHLIGHTS

- The revenue of the Group was approximately HK\$29.4 million for the year ended 31 March 2023, representing a decrease from approximately HK\$42.5 million for the year ended 31 March 2022. Such decrease mainly due to completion of the repair and maintenance work project.
- The gross loss was approximately HK\$5.0 million for the year ended 31 March 2023, representing a decrease from gross profit of approximately HK\$3.8 million for the year ended 31 March 2022. Such decrease was mainly due to the Group recorded decrease in the revenue.
- The loss attributable to owners of the Company is approximately HK\$27.3 million for the year ended 31 March 2023, as compared to loss of approximately HK\$20.4 million recorded for the year ended 31 March 2022. Such decrease was mainly due to decrease in revenue.
- The board of directors of the Company (the “**Board**”) does not recommend the payment of any dividend for the year ended 31 March 2023.



CHAIRMAN'S STATEMENT

Dear Shareholders,

On behalf of the Board, I am pleased to present the annual report of the Company for the year ended 31 March 2023 (the **"Reporting Period"**).

BUSINESS REVIEW

The Group is an established subcontractor engaged in the provision of civil engineering works with over twelve years of experience. The Group principally specialises in repairing and maintaining structures of roads and highways in Hong Kong, with focus on Kowloon and Hong Kong Island. Since 2013, the Group has extended its services to include civil engineering construction works, including construction drainage systems in Hong Kong.

During the Reporting Period, the Group has undertaken (i) repair and maintenance projects for roads and highways and other infrastructures such as construction of pavilion and drainage systems in Kowloon region; and (ii) civil engineering construction projects. During the past year, the Company operated under a challenging atmosphere as the outbreak of novel coronavirus ("**COVID-19**") in Hong Kong adversely impacted the Group's construction activities. The construction industry in Hong Kong has also been negatively impacted by the outbreak of the COVID-19, which has caused temporary closure of some construction sites to prevent the spread of the virus among construction workers. Moreover, the lockdown policies in China have seriously disrupted the supply chains for construction materials, leading to delays in our construction completion activities. Despite the government initiate the recovery process in Hong Kong by increasing in the number of available tenders in the industry, bidding prices have remained relatively competitive, resulting in very low project profit margins. The project profit margin is still considered very low. Nevertheless, the Group has continued to focus on developing its business of undertaking repair and maintenance works and civil engineering construction works in Hong Kong.

FINANCIAL REVIEW

For the year ended 31 March 2023, the revenue of the Group was approximately HK\$29.4 million for the year ended 31 March 2023 representing a decrease from approximately HK\$42.5 million of the year ended 2022, which was mainly due to completion of the repair and maintenance work project. The Group's loss before taxation decreased from approximately HK\$20.6 million for the year ended 31 March 2022 to approximately HK\$27.4 million for the year ended 31 March 2023, which was mainly due to the decrease in revenue.



OUTLOOK

The outbreak of the COVID-19 throughout the year ended 31 March 2023 has created uncertainty to Hong Kong and imposed negative impacts on the construction industry, including supply chain disruptions, workforce shortages due to illness and quarantines measures, and work stoppages due to measures imposed by the government. Looking ahead, Hong Kong government will allocate annual capital works expenditure in infrastructure to more than \$100 billion in coming years. Therefore, the Group has continued to focus on developing its business of undertaking repair and maintenance works and civil engineering construction works in Hong Kong.

The outbreak of the COVID-19 throughout the years has created uncertainty to Hong Kong and imposed negative impacts on the construction industry, including supply chain disruption, workforce shortage due to illness and preventive quarantine, and work stoppage due to measures imposed by the government. On the other hand, as the impact of the outbreak of COVID-19 decreases, the government launches "back to normal" recovery steps for all area of field in Hong Kong. From the 2022 Policy Address of Hong Kong, the government recommended taking progress of three major roads projects and three strategic railway projects to improve territory development. We are optimistic on getting some coming projects and our Group will continue to submit tenders for civil engineering projects as well as the maintenance projects in order to generate more profits for the Group and the shareholders of the Company (the "**Shareholders**").

APPRECIATION

I would like to express my gratitude on behalf of the Group to all customers, suppliers, subcontractors, business partners and professional parties for their support to our business development. I also take this opportunity to thank the management and employees of the Group for their contribution and commitment throughout the year.

Mr. Ha Chak Hung

Chairman

Hong Kong, 28 June 2023



BIOGRAPHIES OF DIRECTORS AND SENIOR MANAGEMENT

BOARD OF DIRECTORS

Our Board is responsible and has general powers for the management and conduct of our business. Our Board currently consists of five Directors, including two executive Directors and three independent non-executive Directors. The following table sets forth certain information of our Directors:

Name	Age	Present position	Date of joining the Group	Relationship with other Director(s) and senior management
Executive Directors				
Mr. Ha Chak Hung (夏澤虹)	48	Chairman and executive Director	8 June 2010	Brother-in-law of Ms. Chung Miu Chi, the accounting manager of the Company
Mr. Ip Chu Shing (葉柱成)	52	Chief Executive Officer and executive Director	8 June 2010	None
Independent non-executive Directors				
Ms. Tang Shui Man (鄧瑞文)	43	Independent non-executive Director	21 September 2018	None
Ms. Wu Jing (吳靜)	45	Independent non-executive Director	2 May 2023	None
Dr. Fok Wai Sun (霍惠新)	50	Independent non-executive Director	21 September 2018	None

EXECUTIVE DIRECTORS

Mr. Ha Chak Hung (夏澤虹) (“Mr. Ha”), aged 48, is the Chairman and executive Director of our Group. Mr. Ha was appointed as a Director on 23 October 2017 and was redesignated as our executive Director on 21 September 2018. Mr. Ha is responsible for the overall strategic management and development of our business and operations. Mr. Ha is currently a director of Talent Mart Construction Co., Limited (“TMC”) and Talent Mark Development Limited (“TMD”). He is also a member of the Remuneration Committee and Nomination Committee.

Mr. Ha graduated with a Bachelor of Business Administration from Chu Hai College in January 2000. He also completed a Postgraduate Certificate in Business and Management in University of Bradford in July 2014 through distance learning.

Mr. Ha has over 19 years of experience in the roads and highways management and maintenance industry. Mr. Ha began his career as a sales executive in Wah Lam Construction Co., Limited from 1999 to 2001. He then worked as a sales manager in Hongkong United Dockyards Limited from 2001 to 2004. Later, he worked in Good Intelligent Development Engineering Limited from May 2005 to April 2010 and Mr. Ha’s major roles and responsibilities included projects co-ordination, marketing and business development. Throughout the period, he acquired extensive knowledge and expertise in the roads and highway management and maintenance industry by participating in different construction projects.



BIOGRAPHIES OF DIRECTORS AND SENIOR MANAGEMENT

Mr. Ip Chu Shing (葉柱成) (“Mr. Ip”), aged 52, is the Chief Executive Officer and executive Director of our Group. Mr. Ip was appointed as a Director on 23 October 2017 and was redesignated as an executive Director on 21 September 2018. Mr. Ip is responsible for overseeing our operations, business development, human resources, finance and administration. Mr. Ip is currently a director of TMC and TMD.

Mr. Ip obtained a Bachelor of Science in Civil Engineering and a Master of Science in Civil Engineering from San Jose State University in December 1994 and December 1998 respectively.

Mr. Ip has over 26 years of experience in the civil engineering industry, during which he gathered extensive knowledge of the industry and established close relationships with customers, suppliers and subcontractors alike. Mr. Ip began his career as a site engineer in Kin Wing Engineering Company Limited in September 1994 with his last position held as a project engineer in 1997. He then worked as an assistant engineer in Atkins China Limited from May 1997 to August 1997. From 1997 to 1998, Mr. Ip worked as a project manager in Man Wah General Contractor Company Inc. in the United States. He also worked as a design engineer in T. Y. Lin International Consultant Limited in the United States from 1999 to 2000. From 2000 to 2001, Mr. Ip worked as a transportation engineer in California Department of Transportation in the United States. After working as a project engineer in HUD General Engineering Services Limited from 2001 to 2003, he worked as a project manager in Ki Wan Development Limited from April 2005 to December 2010.

INDEPENDENT NON-EXECUTIVE DIRECTORS

Ms. Tang Shui Man (鄧瑞文) (Ms. Tang), aged 43, was appointed as our independent non-executive Director on 21 September 2018. She is also the chairman of the Audit Committee and a member of each of the Remuneration Committee and the Nomination Committee. Ms. Tang is responsible for providing independent judgement on issues relating to our strategy, performance, resources and standard of conduct.

Ms. Tang obtained a Bachelor of Arts in Accountancy from The Hong Kong Polytechnic University in June 2003.

Ms. Tang worked in Shinewing (HK) CPA Limited from February 2004 to September 2005 with her last position held as an audit semi senior. She then worked in Deloitte Touche Tohmatsu from September 2005 to September 2007 with her last position held as an audit senior. Ms. Tang subsequently worked in Benetton Asia Pacific Limited from October 2007 to January 2009 with her last position held as a financial analyst. She also worked in i.t apparels Limited, a subsidiary of I.T Limited (a company listed on the Main Board of the Stock Exchange (stock code: 0999)) from January 2009 to August 2009 with her last position held as an assistant internal audit manager. She further worked in BWC Capital Markets Limited from September 2009 to July 2010 with her last position held as an internal audit and compliance director. Ms. Tang was an independent non-executive director of China Finance Investment Holdings Limited, a company listed on the Main Board of the Stock Exchange (stock code: 875) from December 2014 to June 2017. Ms. Tang has been working in Tang Clansmen Association as an accounting consultant since 2013.

* For identification purpose only



BIOGRAPHIES OF DIRECTORS AND SENIOR MANAGEMENT

Ms. Tang has been a member and fellow member of the Hong Kong Institute of Certified Public Accountants since July 2011 and March 2019, respectively. She has also been a member and fellow member of the Association of Chartered Certified Accountants since October 2007 and October 2012 respectively.

Ms. Wu Jing (吳靜) (“Ms. Wu”), aged 45, graduated from Liaoning University* (遼寧大學) in 2010. Ms. Wu has over 15 years’ experience in corporate financing and investment. Ms. Wu worked as partner of Beijing Nonghui Xinneng Yufeng Muguang Technology Company* (北京農匯新能馭風沐光科技公司) from March 2020 to March 2023. She has been the investment controller of Shenzhen Tengjin Investment Fund Management Company Limited* (深圳騰晉投資基金管理有限公司) from January 2018 to August 2019. Ms. Wu has been the general manager of Beijing Yunhua Software Company Limited* (北京雲華軟體有限公司) from 2011 to December 2017.

Dr. Fok Wai Sun (霍惠新) (“Dr. Fok”), aged 50, was appointed as our independent non-executive Director on 21 September 2018. He is also the chairman of the Remuneration Committee and a member of each of the Audit Committee and Nomination Committee. Dr. Fok is responsible for providing independent judgment on issues relating to our strategy, performance, resources and standard of conduct.

Dr. Fok obtained a Bachelor of Science in Civil Engineering from San Jose State University in May 1994 and Master of Business Administration in Management from Golden Gate University in April 1995. He later obtained a Bachelor of Science in Quantity Surveying from The University of Reading through distance learning in December 2005. He further obtained a Master of Science in Finance from City University of Hong Kong in November 2006. He continued to pursue his education and graduated with a Doctor of Philosophy in Engineering Management from Neuva Ecija University of Science and Technology in Republic of Philippines through distance learning in June 2010. He also earned Master of Art in Comparative and Public History at The Chinese University of Hong Kong in November 2018 and Graduate Diploma in International Relations at University of London in August 2018.

Dr. Fok worked as an assistant engineer in United Reliance Corporation Limited from July 1995 to March 1996. He then worked as an analyst in Hopewell Holdings Limited, a company listed on the Main Board of the Stock Exchange (stock code: 0054), from January 1997 to June 1998. Dr. Fok later worked as a quantity surveyor in Pui Hing Construction Company Limited from January 1999 to August 1999. He then worked as a project manager in KPA Engineering Limited from March 2000 to August 2000. He subsequently worked as a quantity surveyor/estimator in Lam Geotechnics Limited from September 2000 to February 2002. Dr. Fok also worked as a technical manager in Stanger Asia Limited from May 2002 to November 2012. He has been a senior manager in Castco Testing Centre Limited since December 2012.

* For identification purpose only



BIOGRAPHIES OF DIRECTORS AND SENIOR MANAGEMENT

Dr. Fok was admitted to memberships of the following institutions and bodies:

Name of institution	Membership grade	Active period of membership
Hong Kong Institution of Engineers	Member	August 2016–Present
Hong Kong Concrete Institute	Fellow member	May 2016–December 2018
The Royal Institute of Chartered Surveyors	Professional member	April 2007–April 2008
The Institution of Civil Engineers	Member	March 2006–Present
The Chartered Institute of Building	Member	June 2003–June 2004
The Chartered Institute of Arbitrators	Associate	December 2002–December 2003
The American Society of Civil Engineers	Member	June 2001–December 2018

Dr. Fok has been a certified cost engineer of the Association for Advancement of Cost Engineering and a chartered engineer accredited by Engineering Council in the United Kingdom since February 2002 and April 2006 respectively. Dr. Fok has been certified by the Hong Kong Engineers Registration Board as a Registered Professional Engineer (RPE).

SENIOR MANAGEMENT

The following table sets forth certain information of our senior management:

Name	Age	Present Position	Date of joining us	Relationship with other Director(s) and senior management
Ms. Chung Miu Chi (鍾妙姿)	39	Accounting Manager	2 January 2017	Sister-in-law of Mr. Ha

Ms. Chung Miu Chi (鍾妙姿) (“Ms. Chung”), aged 39, was appointed as our accounting manager and accounting supervisor on 2 January 2021 and 2 January 2017, respectively. She is responsible for our overall management and operations of finance and accounting.

Ms. Chung obtained a Diploma in Pitman Secretarial Studies from Man Sheung College in July 2001. She completed a full-time English Language Intensive Course for Overseas Students held by Central TAFE in Perth, Western Australia in November 2002.



BIOGRAPHIES OF DIRECTORS AND SENIOR MANAGEMENT

Prior to joining us, Ms. Chung worked as a temporary clerk in Crosston International Investment Limited from January 2003 to April 2003. She then worked as a contract clerk in Bureau Veritas Consumer Products Services Hong Kong Ltd. from February 2004 to February 2005. Ms. Chung later worked in Sheen Busy Limited from October 2005 to March 2006 with her last position held as a site clerk. She further worked as a site clerk in China State Construction Limited and New Fordly Engineering Limited from January 2007 to May 2008 and May 2010 to April 2011 respectively. Ms. Chung subsequently worked as an administration clerk in Kaiser Global (Hong Kong) Company Limited and Kaiser Global from May 2011 to February 2015 and from March 2015 to December 2016 respectively.

Ms. Chung is the sister-in-law of Mr. Ha.

COMPANY SECRETARY

Ms. Wong Chi Ling (黃子玲) (“Ms. Wong”) was appointed as the company secretary on 30 April 2021.

Ms. Wong currently serves as the head of finance and operations of an insurance underwriting agencies company and is responsible for the overall finance, operations and compliance functions of the group companies. She has been an associate member of Hong Kong Institute of Certified Public Accountants since February 1999. Ms. Wong graduated from The Hong Kong Polytechnic University with a bachelor degree of arts in accountancy.

COMPLIANCE OFFICER

Mr. Ha is the compliance officer of our Group. For details of his biographical details, please refer to the paragraph headed “Executive Directors” in this section.



MANAGEMENT DISCUSSION AND ANALYSIS

BUSINESS REVIEW

The Group is an established subcontractor engaged in the provision of civil engineering works with over twelve years of experience. The Group principally specialises in repairing and maintaining structures of roads and highways in Hong Kong, with focus on Kowloon and Hong Kong Island. Since 2013, the Group has extended its services to include civil engineering construction works, including construction drainage systems in Hong Kong.

During the Reporting Period, the Group has undertaken (i) repair and maintenance projects for roads and highways and other infrastructures such as construction of pavilion and the drainage system in Kowloon region; and (ii) civil engineering construction projects. During the past year, the Company operated under a challenging atmosphere as the outbreak of novel coronavirus (“**COVID-19**”) in Hong Kong adversely impacted the Group’s construction activities. The construction industry in Hong Kong has also been negatively impacted by the outbreak of the COVID-19, which has caused temporary closure of some construction sites to prevent the spread of the virus among construction workers. Moreover, the lockdown policies in China have seriously disrupted the supply chains for construction materials, leading to delays in our construction completion activities. Despite an increase in the number of available tenders in the industry, bidding prices have remained relatively competitive, resulting in very low project profit margins. The project profit margin is still considered very low. Nevertheless, the Group has continued to focus on developing its business of undertaking repair and maintenance works and civil engineering construction works in Hong Kong.

FINANCIAL REVIEW

Revenue

The Group’s revenue principally represented income derived from the provision of civil engineering works such as management and maintenance of roads and highways in Hong Kong and construction projects.

The revenue of the Group was approximately HK\$29.4 million for the year ended 31 March 2023, representing a decrease from approximately HK\$42.5 million for the year ended 31 March 2022. Such decrease mainly due to completion of the repair and maintenance works project.

Cost of revenue

The cost of revenue primarily consists of staff costs, sub-contracting fees, and construction materials and supplies. The cost of revenue decreased by approximately 11.1% from approximately HK\$38.7 million for the year ended 31 March 2022 to approximately HK\$34.4 million for the year ended 31 March 2023, which was mainly attributable to the decrease in staff costs and material cost.

Gross profit/(loss) and gross profit/(loss) margin

The gross profit was approximately HK\$3.8 million for the year ended 31 March 2022 and the gross loss was HK\$5.0 million for the year ended 31 March 2023. The gross profit margin was approximately 8.8% in FY2022 and gross loss margin approximately 16.9% in FY2023. The decrease in our gross profit and decrease in gross profit margin was primarily due to the Group recorded decrease in the revenue.

Other income

The Group recorded other income of approximately HK\$1.3 million during the year ended 31 March 2023 (year ended 31 March 2022: approximately HK\$3.2 million). The decrease was mainly due to decrease of waiver of other payables (note 7) to the consolidated financial statements.



MANAGEMENT DISCUSSION AND ANALYSIS

Administrative expenses

Administrative expenses consist primarily of auditor's remunerations, depreciation, directors' remuneration, entertainments, legal and professional fee, motor vehicles expenses, and staff costs. The administrative expenses remained stable at approximately HK\$11.9 million for the year ended 31 March 2023 and approximately HK\$12.0 million for the year ended 31 March 2022.

Finance costs

The finance costs decreased from approximately HK\$2.2 million for the year ended 31 March 2022 to approximately HK\$1.0 million for the year ended 31 March 2023. The decrease was due to no bank interest expenses as a result of full repayment of bank and other borrowings during the year ended 31 March 2022.

Income tax

Income tax represents income tax paid or payable by us, at the applicable tax rates in accordance with the relevant laws and regulations in each tax jurisdiction our Group operates or domiciles and deferred tax. We had no tax payable in other jurisdiction other than Hong Kong during the years ended 31 March 2022 and 2023. We recorded income tax credit of approximately HK\$177,000 for the year ended 31 March 2023, as compared to nil income tax expenses for the year ended 31 March 2022.

Loss for the year

As a result of the foregoing, the Group's loss increased from approximately HK\$20.4 million for the year ended 31 March 2022 to a loss of approximately HK\$27.3 million for the year ended 31 March 2023. Such decrease was mainly due to decrease in revenue.

CORPORATE FINANCE AND RISK MANAGEMENT

Liquidity and financial resources and capital structure

The Group has been maintaining its corporate finance and risk management during the year ended 31 March 2023.

As at 31 March 2023, the Group had net current assets of approximately HK\$22.6 million (31 March 2022: approximately HK\$45.7 million), of which the cash and cash equivalents were approximately HK\$5.6 million (31 March 2022: approximately HK\$14.2 million). The Group's current ratio as at 31 March 2023 is approximately 2.2 times (31 March 2022: approximately 3.1 times). The gearing ratio as at 31 March 2023 was approximately 1.6% (as at 31 March 2022: approximately 0.6%) which is calculated on the basis of the Group's lease liabilities over the total equity.

The lease liabilities of the Group amounted to approximately HK\$0.4 million as at 31 March 2023 (31 March 2022: approximately HK\$0.3 million). The Group had no bank and other borrowings during the years ended 31 March 2022 and 2023 and at the end of each of the reporting period.

The Group adopts centralised financing and treasury policies in order to ensure its funding is utilized efficiently. The Group also regularly monitors its liquidity requirements, its compliance with lending covenants and its relationship with bankers to ensure that it maintains sufficient reserves of cash and adequate committed lines of funding from major financial institutions to meet its liquidity requirements in the short and long term.



MANAGEMENT DISCUSSION AND ANALYSIS

PRINCIPAL RISKS AND UNCERTAINTIES

The Group is susceptible to material risks associated with the Group's business, including but not limited to the following:

- I. the Group relies on public sector projects which by their nature are only awarded by a limited number of customers who are normally main contractors of the Government projects
- II. the Group's operations may be affected by adverse weather conditions and are subject to other construction risks
- III. the Group may not be able to bill and receive the full amounts due from customers for contract work
- IV. the amount of revenue that the Group is able to derive from a project may be higher or lower than the original contract sum due to factors such as variation orders
- V. the Group is exposed to its customers' credit risks and its liquidity position may be adversely affected if its customers fail to make payment on time or in full
- VI. Error or inaccurate estimation of project duration and costs when determining the tender price may result in substantial loss incurred by the Group
- VII. the outbreak of COVID-19 may significantly and adversely impact the Group's business operation and financial performance

For further details, please refer to the section headed "Risk Factors" of the prospectus of the Company dated 29 September 2018 (the "**Prospectus**").

CAPITAL STRUCTURE

The Group's shares were successfully listed on GEM of the Stock Exchange on 15 October 2018 ("**Listing Date**"). There has been no change in the capital structure of the Group since the Listing Date and up to the date of this report.

CAPITAL EXPENDITURE

Capital expenditure primarily comprised of purchase of construction equipment, furniture fixtures and equipment, computers and motor vehicles. The capital expenditure was funded by net proceeds from the Listing, internal resources and lease liabilities during the years ended 31 March 2022 and 2023.

The following sets forth the Group's capital expenditure as at the dates indicated:

	As at 31 March 2023 HK\$'000	As at 31 March 2022 HK\$'000
Property, plant and equipment	—	5,284
Right-of-use assets	474	—



MANAGEMENT DISCUSSION AND ANALYSIS

CONTINGENT LIABILITIES

- (a) On 19 February 2019, a writ of summons and statement of claim was served by the plaintiff against the Group in respect of the construction services rendered to the Group. The claim is for a sum of approximately HK\$1,500,000 together with interest and cost. In the opinion of the directors of the Company, the amount claimed is not reasonable and the Group does not agree to this claim. After obtaining legal advice, the Group considers that the possibility of cash outflow is remote.

During the year ended 31 March 2022, the plaintiff filed a mediation notice to the District Court and attempted to resolve the disputes through mediation and the Group also agreed to the said proposal. Due to the COVID-19 pandemic and the suspension of court services, there was no significant progress.

In late December 2022, the Group filed several supplemental witness statements and subsequent to the end of the reporting period, filed an expert witness report in April 2023 to justify the quality of work performed by the plaintiff are poor and not satisfactory. Up to the date of authorisation for issue of these consolidated financial statements, there is no response from the plaintiff and no significant progress on the case.

- (b) On 14 February 2023, a writ of summons together with statement of claim was served by the Group, as the plaintiff, against a supplier as a defendant (the “**Supplier**”), in respect of an over-payment of HK\$287,000 in relation to a contract which is under dispute with the customer as disclosed in note 29(b). The over-payment was identified by the Group during the year on the preparation of statement of claims thereto. On 15 February 2023, the directors of the Company instructed the lawyer engaged by the Company to write to the Supplier and demanded the refund of over-repayment.

Subsequent to the reporting period, the Supplier, through its lawyer, proposed to repay HK\$137,000 to the Group but denied that the remaining balance of HK\$150,000 is an over-payment. Up to the date of authorisation for issue of these consolidated financial statements, there is no significant progress on the case.

- (c) On 25 August 2021, a writ of summons was served by the Group, as the plaintiff, against the customer in respect of the construction services rendered by the Group. On 10 December 2021, the Group filed a statement of claim to the court for a sum of approximately HK\$15,500,000 and there was no further progress from the customer up to the year ended 31 March 2022. On 31 January 2023, the customer filed a defence and counter-claim on the statement of claim served by the Group during the year ended 31 March 2022 and claimed an over-payment to the Group in prior years. On 15 May 2023, the Group filed a “Reply and Defence to counter-claim” to the court which denied the customer’s claims. The customer and the Group are still in disputes on the amount of claim. Up to the date of this report, there is no significant progress on the case. Details are set out in note 29(b) to the consolidated financial statements.

PLEDGE OF ASSETS

As at 31 March 2022 and 2023, other than those disclosed in the note 24(c) to the consolidated financial statements, the Group did not have any pledged assets.

MANAGEMENT DISCUSSION AND ANALYSIS

EMPLOYEES AND REMUNERATION POLICY

As at 31 March 2023, the Group had 10 employees in total (31 March 2022: 54).

The Directors and senior management receive compensation in the form of director fees, salaries, benefits in kind and/or discretionary bonuses with reference to those paid by comparable companies, time commitment and the performance of the Group. The Group also reimburses the Directors and senior management for expenses which are necessarily and reasonably incurred for the provision of services to the Group or executing their functions in relation to the operations of the Group. The Group regularly reviews and determines the remuneration and compensation packages of the Directors and senior management by reference to, among other things, market level of remuneration and compensation paid by comparable companies, the respective responsibilities of the Directors and the performance of the Group. The Group is dedicated to providing training programs for new employees and regular on-the-job trainings to employees to enhance their skills and know-how,

MATERIAL ACQUISITIONS OR DISPOSALS OF SUBSIDIARIES AND AFFILIATED COMPANIES AND SIGNIFICANT INVESTMENTS

There was no material acquisition or disposal of subsidiaries and affiliated companies and significant investments by the Group during the year ended 31 March 2023.

IMPORTANT EVENTS AFFECT THE GROUP DURING THE FINANCIAL YEAR

Save as disclosed above, there were no other significant events subsequent to year end and up to the date of this announcement.

DIVIDEND

The Board does not recommend the payment of a final dividend for the year ended 31 March 2023 (2022: nil).

FOREIGN CURRENCY EXPOSURE

Since the Group's business activities are mainly operated in Hong Kong and mainly denominated in Hong Kong dollars, the Directors consider that the Group's risk in foreign exchange is insignificant.

SIGNIFICANT INVESTMENT

At 31 March 2023, the Group did not hold any significant investment.



MANAGEMENT DISCUSSION AND ANALYSIS

USE OF PROCEEDS FROM PLACING TWO UNDER SPECIFIC MANDATE

References are made to the announcements of the Company dated 24 November 2021, 26 November 2021, 24 December 2021, 31 January 2022, 8 February 2022 and 14 February 2023 and the circular of the Company dated 8 December 2021.

The net proceeds (after deducting the placing fee and other related expenses incurred in the Placing Two) from the Placing Two was approximately HK\$29.6 million. During the year ended 31 March 2023, the Company had applied the net proceeds according to the disclosure as set out in the announcement dated 8 February 2022 (the “**Announcement**”).

Details of the use of the net proceeds from the Placing Two for the year ended 31 March 2023 are as follows:

	Planned use of net proceeds as stated in the Announcement (HK\$'000)	Actual use of net proceeds up to 31 March 2023 (HK\$'000)	Net proceeds utilised during the nine months ended 31 March 2023 (HK\$'000)	Unutilised net proceeds as at 31 March 2023 (HK\$'000)	Expected timeline for utilising the unutilised net proceeds (Note 1)
Repayment of outstanding indebtedness	17,800	—	17,800	—	—
Expansion of workforce	6,800	3,385	3,385	3,415	March 2024
General working capital	5,000	—	5,000	—	—
Total	29,600	3,385	26,185	3,415	

Note:

1. The expected timeline for fully utilising the unutilised net proceeds is based on the best estimations of the future market conditions made by the Group and is subject to change based on the current and future development of the market conditions.

INTRODUCTION

The Board is pleased to present its corporate governance report of the Company for the year ended 31 March 2023, pursuant to Rule 18.44(2) of the GEM Listing Rules.

The Company has made continued efforts to incorporate the key elements of sound corporate governance in its management structures and internal control procedures. The Company is committed to maintaining a high standard of corporate governance, the principles of which serve to uphold a high standard of ethics, transparency, responsibility and integrity in all aspects of business, and to ensure that affairs are conducted in accordance with applicable laws and regulations.

The Board believes that good and effective corporate governance practices are keys to obtaining and maintaining the trust of the shareholders of the Company (the "**Shareholders**") and other stakeholders, and are essential for encouraging accountability and transparency so as to sustain the success of the Group and to create long-term value for the Shareholders.

CORPORATE GOVERNANCE PRACTICES

The Board is responsible for performing the corporate governance duties as set out in the Corporate Governance Code (the "**CG Code**") contained in Appendix 15 of the GEM Listing Rules, which includes developing and reviewing the Company's policies and practices on corporate governance, training and continuous professional development of Directors, and reviewing the Company's compliance with the code provision in the CG Code and disclosures in this annual report.

The Board is of the view that the Company has complied with all the principles and applicable code provisions of the CG Code throughout the year ended 31 March 2023.

DIRECTORS' SECURITIES TRANSACTIONS

The Company has adopted the required standard of dealings as set out in Rules 5.48 to 5.68 of the GEM Rules in respect of directors' securities transactions ("**Required Standard Dealing**").

Specific enquiry has been made with all the Directors and the Directors have confirmed that they have complied with the Required Standard Dealing throughout the year ended 31 March 2023.

The Company has adopted a compliance manual for securities transactions by senior management as written guidelines no less exacting than the Required Standard of Dealing for relevant employees ("**Written Guidelines**") in respect of dealing in the Company's shares.

During the year ended 31 March 2023, the Company is not aware of any incident of non-compliance of the Required Standard Dealing and Written Guidelines by the relevant employees.



CORPORATE GOVERNANCE REPORT

BOARD OF DIRECTORS

The Board oversees the Group's businesses, strategic decisions and performance and should take decisions objectively in the best interests of the Company.

The Board regularly reviews the contribution required from a Director to perform his/her responsibilities to the Company, and whether the Director is spending sufficient time in performing them.

Board Composition

The composition of the Board during the year ended 31 March 2023 and up to the date of this annual report is set out below:

Executive Directors

Mr. Ha Chak Hung (*Chairman*)
Mr. Ip Chu Shing (*Chief Executive Officer*)

Independent non-executive Directors

Ms. Tang Shui Man
Mr. Yuk Kai Yao (*resigned on 2 May 2023*)
Dr. Fok Wai Sun
Ms. Wu Jing (*appointed on 2 May 2023*)

The biographical information of the Directors as at the date of this annual report are set out in the section headed "Biographies of Directors and Senior Management" on pages 8 to 12 of this annual report.

The relationships between the Directors are also disclosed in the respective Director's biography under the section "Biographies of Directors and Senior Management" on pages 8 to 12 of this annual report.

The Company has taken out director liability insurance to cover liabilities arising from legal action against the Directors.



CORPORATE GOVERNANCE REPORT

Attendance Records of Directors and Committee Members

The attendance records of each Director at the Board and Board Committee meetings and annual general meeting held during the year ended 31 March 2023 are set out in the table below:

Name of Director	Attendance/Number of Meetings				
	Board	Audit Committee	Nomination Committee	Remuneration Committee	Annual General Meeting
Mr. Ha Chak Hung	4/4	N/A	1/1	1/1	1/1
Mr. Ip Chu Shing	4/4	N/A	N/A	N/A	1/1
Ms. Tang Shui Man	4/4	4/4	1/1	1/1	0/1
Mr. Yuk Kai Yao (resigned on 2 May 2023)	4/4	4/4	1/1	1/1	1/1
Dr. Fok Wai Sun	4/4	4/4	1/1	1/1	1/1

Besides the above-mentioned Board meetings, the Chairman also held a meeting with the independent non-executive Directors (“INEDs”) without the presence of other executive Directors during the year ended 31 March 2023.

Chairman and Chief Executive Officer

The positions of Chairman and Chief Executive Officer are held by Mr. Ha Chak Hung and Mr. Ip Chu Shing respectively. The Chairman provides leadership and is responsible for the effective functioning and leadership of the Board as well as the overall management of the Group’s corporate strategies planning. The Chief Executive Officer focuses on the overall management of the Group’s business development and marketing matters.

INDEPENDENT NON-EXECUTIVE DIRECTORS

In compliance with Rules 5.05A, 5.05(1) and (2) of the GEM Listing Rules, the Company has appointed three INEDs representing at least one-third of the Board and at least one of whom has appropriate professional qualifications, or accounting or related financial management expertise. As such, there is a strong element in the Board to provide independent judgment.

The Company has entered into a letter of appointment with each of the INEDs for initially a fixed term of three years commencing from the Listing Date and will continue thereafter until terminated by either party giving not less than three months’ written notice to the other party.

The Company has received an annual confirmation of independence from each independent non-executive Director pursuant to Rule 5.09 of the GEM Listing Rules. The Company considers the INEDs are independent during the year ended 31 March 2023 and as at the date of this annual report.



CORPORATE GOVERNANCE REPORT

TERMS OF APPOINTMENT AND RE-ELECTION OF DIRECTORS

Each executive and non-executive Director has entered into a service agreement with the Company for initially a fixed term of three years commencing from the Listing Date or date of appointment and will continue thereafter until terminated by either party giving not less than three months' written notice to the other party.

The service agreements and/or letters of appointment of the Directors are subject to termination in accordance with their respective terms. They can be renewed in accordance with the articles of association of the Company ("**Articles**") and the applicable GEM Listing Rules.

In accordance with the Article 108 of the Articles, one-third of the Directors for the time being, or, if their number is not three or a multiple of three, then the number nearest to but not less than one-third, shall retire from office by rotation provided that every Director (including those appointed for a specific term) shall be subject to retirement by rotation at least once every three years. A retiring Director shall be eligible for re-election. Articles 111 and 112 of the Articles provide that any Director appointed by the Board to fill a casual vacancy shall hold office only until the first general meeting of the Company after his appointment and be subject to re-election at such meeting.

Also, the Directors to retire by rotation shall include any Director who wishes to retire and not to hold office himself for re-election. Any Director who has not been subject to retirement by rotation in the three years preceding the annual general meeting shall retire by rotation at such annual general meeting. Any further Directors so to retire shall be those who have been longest in office since their last re-election or appointment, and between persons who became or were last re-elected Directors on the same day, those to retire shall be determined by lot.

Accordingly, Mr. Ha Chak Hung, Mr. Ip Chu Shing and Ms. Wu Jing will retire by rotation at the forthcoming annual general meeting of the Company to be held on 25 August 2023 and, being eligible, offer themselves for re-election.

At the forthcoming annual general meeting of the Company, separate ordinary resolutions will be put forward to the shareholders of the Company in relation to the proposed re-election of Mr. Ha Chak Hung and Mr. Ip Chu Shing as executive Directors and Ms. Wu Jing as independent non-executive Director.

In accordance with code provision B.2.2 of the CG Code, every director including those appointed for a specific term shall be subject to retirement by rotation at least once every three years.

RESPONSIBILITIES, ACCOUNTABILITIES AND CONTRIBUTIONS OF THE BOARD AND MANAGEMENT

The Board supervises the management of the business and affairs of the Company and ensures that it is managed in the best interests of the Shareholders as a whole while taking into account the interest of other stakeholders. The Board is primarily responsible for formulating the business strategy, reviewing and monitoring the business performance of the Group, approving the financial statements and annual budgets as well as directing and supervising the management of the Company. Execution of operational matters and the powers thereof are delegated to the management by the Board with clear directions. The Board is regularly provided with management report to give a balanced and understandable assessment of the performance, position, recent development and prospect of the Group in sufficient details.

The Board is also responsible for the corporate governance functions under code provision A.2.1 of the CG Code. The Board has reviewed and discussed the corporate governance policy of the Group and is satisfied with the effectiveness of the corporate governance policy.



DIRECTORS TRAINING AND PROFESSIONAL DEVELOPMENT

To assist the Directors' continuing professional development, the Company recommends Directors to attend relevant seminars to develop and refresh their knowledge and skills. The Directors also participate in continuous professional development programmes such as external seminars and forums organised by qualified professionals, to develop and refresh their knowledge as to the industry and skills in relation to their contribution to the Board.

All the Directors understand the importance of continuous professional development and are committed to participate in any suitable training to develop and refresh their knowledge and skills.

During the year ended 31 March 2023, all the Directors participated in a training seminar regarding the latest developments and changes in relation to the GEM Listing Rules and corporate governance.

The Company has maintained the training record in respect of each Director. There are also arrangements in place for providing continuing briefing and professional development to Directors by the Company whenever necessary.

A summary of training received by Directors for the year ended 31 March 2023 according to the records provided by the Directors is as follows:

Name of Directors	Attending seminars and trainings
Mr. Ha Chak Hung	√
Mr. Ip Chu Shing	√
Ms. Tang Shui Man	√
Mr. Yuk Kai Yao (resigned on 2 May 2023)	√
Dr. Fok Wai Sun	√

BOARD COMMITTEES

The Board has established three Board committees, namely, the audit committee, the remuneration committee and the nomination committee, for overseeing particular aspects of the Company's affairs. All Board committees have been established with respective written terms of reference. All the Board committees should report to the Board on their decisions and works. The practices, procedures and arrangements of conduct of committee meetings follow in line with, so far as practicable, those of the Board meetings and the respective terms of reference of the committees.

All Board committees are provided with sufficient resources to perform their duties and, upon reasonable request, are able to seek independent professional advice in appropriate circumstance, at the Company's expense.

Audit Committee

The audit committee was established on 21 September 2018 with its written terms of reference in compliance with the CG Code. The primary duties of the audit committee are to review and supervise our financial reporting process and internal control system, nominate and monitor external auditors and to provide advice and comments to the Board on matters related to corporate governance.

During the year ended 31 March 2023, the audit committee consists of three independent non-executive Directors, being Ms. Tang Shui Man (Chairman), Mr. Yuk Kai Yao (resigned on 2 May 2023) and Dr. Fok Wai Sun. As at the date of this annual report, the audit committee consists of three independent non-executive Directors, being Ms. Tang Shui Man (Chairman), Ms. Wu Jing (appointed on 2 May 2023) and Dr. Fok Wai Sun. None of the members of the audit committee is a former partner of the existing external auditor of the Company, BDO Limited.



CORPORATE GOVERNANCE REPORT

During the year ended 31 March 2023, four audit committee meetings were held on 29 June 2022, 10 August 2022, 10 November 2022 and 10 February 2023 to review the annual results for the year ended 31 March 2022, the quarterly results for the three months ended 30 June 2022, the interim results for the six months ended 30 September 2022 and the quarterly results for the nine months ended 31 December 2022 of the Company and its subsidiaries respectively and other related matters.

Subsequent to the year ended 31 March 2023, the audit committee met on 27 June 2023 and reviewed (i) the Group's audited consolidated financial statements for the year ended 31 March 2023, with a recommendation to the Board for approval; (ii) the Group's financing and accounting policies; (iii) the Group's internal control system and risk management functions and (iv) recommended to the Board for consideration the reappointment of BDO Limited as the Company's external auditor at the annual general meeting.

Remuneration Committee

The remuneration committee was established on 21 September 2018 with its written terms of reference in compliance with the CG Code. The primary duties of the remuneration committee are to make recommendations to the Board on the remuneration of all Directors and senior management and determine, with delegated responsibilities, the remuneration package of individual Director and senior management.

During the year ended 31 March 2023, the remuneration committee consists of one executive Director, namely Mr. Ha Chak Hung and three independent non-executive Directors, being Dr. Fok Wai Sun (Chairman), Ms. Tang Shui Man and Mr. Yuk Kai Yao (resigned on 2 May 2023). As at the date of this annual report, the remuneration committee consists of one executive Director, namely Mr. Ha Chak Hung and three independent non-executive Directors, being Dr. Fok Wai Sun (Chairman), Ms. Tang Shui Man and Ms. Wu Jing (appointed on 2 May 2023).

During the year ended 31 March 2023, one remuneration committee meetings were held. On 29 June 2022, the remuneration committee held a meeting to review and consider the remuneration packages of individual executive directors and senior management for the year ended 31 March 2023, share schemes under Chapter 23 of the GEM Listing Rules and other related matters.

Subsequent to the year ended 31 March 2023 and up to the date of this report, the remuneration committee met on 27 June 2023 to discuss the remuneration package of individual directors and senior management of the Company for the year ending 31 March 2024.

The Directors and senior management receive compensation in the form of director fees, salaries, benefits in kind and/or discretionary bonuses with reference to those paid by comparable companies, time commitment and the performance of the Group. The Group also reimburses the Directors and senior management for expenses which are necessarily and reasonably incurred for the provision of services to the Group or executing their functions in relation to the operations of the Group. The Group regularly reviews and determines the remuneration and compensation packages of the Directors and senior management by reference to, among other things, market level of remuneration and compensation paid by comparable companies, the respective responsibilities of the Directors and the performance of the Group.



Nomination Committee

The nomination committee was established on 21 September 2018 with its written terms of reference in compliance with the code provisions of the CG Code. The primary duties of the nomination committee are to make recommendations to the Board regarding candidates to fill vacancies on the Board and/or in senior management, review the structure, size and composition of the Board, assess the independence of the independent non-executive Directors and make recommendations to the Board on re-appointment of Directors.

During the year ended 31 March 2023, the nomination committee consists one executive Director, namely Mr. Ha Chak Hung and three independent non-executive Directors, being Mr. Yuk Kai Yao (Chairman) (resigned on 2 May 2023), Ms. Tang Shui Man and Dr. Fok Wai Sun. As at the date of this annual report, the nomination committee consists of one executive Director, namely Mr. Ha Chak Hung and three independent non-executive Directors, being Ms. Wu Jing (Chairman) (appointed on 2 May 2023), Ms. Tang Shui Man and Dr. Fok Wai Sun.

During the year ended 31 March 2023, one nomination committee meetings were held. On 30 June 2022, the nomination committee held a meeting to review the independence of independent non-executive Directors and composition of the Board. Subsequent to the year ended 31 March 2023, the nomination committee met on 27 June 2023 to discuss and recommend to the Board regarding candidates to fill vacancies on the Board and/or in the senior management.

BOARD NOMINATION POLICY

The Company has adopted a Board Nomination Policy for the Nomination Committee to consider and make recommendations to Shareholders for election as Directors at general meetings or appoint as Directors to fill casual vacancies.

Selection Criteria

The factors listed below would be used as reference by the Nomination Committee in assessing the suitability of a proposed candidate:

- (1) reputation for integrity;
- (2) accomplishment and experience in the business in which the Group is engaged in;
- (3) commitment in respect of available time and relevant interest;
- (4) diversity in all its aspects, including but not limited to race, gender, age (18 years or above), educational background, professional experience, skills and length of service;
- (5) qualifications which include professional qualifications, skills, knowledge and experience that are relevant to the Company's business and corporate strategy;
- (6) the number of existing directorships and other commitments that may demand the attention of the candidate;
- (7) requirement for the Board to have Independent Non-executive Directors in accordance with the GEM Listing Rules and whether the candidates would be considered independent with reference to the independence guidelines set out in Rules 5.09 of the GEM Listing Rules;
- (8) Board Diversity Policy of the Company and any measurable objectives adopted by the Nomination Committee for achieving diversity on the Board; and
- (9) such other perspectives appropriate to the Company's business.



CORPORATE GOVERNANCE REPORT

Director Nomination Procedure

Subject to the provisions in the Articles of Association of the Company and the GEM Listing Rules, if the Board recognises the need for an additional Director or a member of the senior management, the following procedure will be followed:

- (1) The Nomination Committee and/or Board will identify potential candidates based on the criteria as set out in the selection criteria, possibly with assistance from external agencies and/or advisors;
- (2) The Nomination Committee and/or the Company Secretary of the Company will then provide the Board with the biographical details and details of the relationship between the candidate and the Company and/or Directors, directorships held, skills and experience, other positions which involve significant time commitment and any other particulars required by the Listing Rules, the Companies Law of the Cayman Islands and other regulatory requirements for any candidate for appointment to the Board;
- (3) The Nomination Committee would then make recommendation to the Board on the proposed candidate(s) and the terms and conditions of the appointment;
- (4) The Nomination Committee should ensure that the proposed candidate(s) will enhance the diversity of the Board, being particularly mindful of gender balance;
- (5) In the case of the appointment of an Independent Non-executive Director, the Nomination Committee and/or the Board should obtain all information in relation to the proposed Director to allow the Board to adequately assess the independence of the Director in accordance with the factors set out in Rule 5.09 of the GEM Listing Rules, subject to any amendments as may be made by the Stock Exchange from time to time; and
- (6) The Board will then deliberate and decide on the appointment based upon the recommendation of the Nomination Committee.

Board Diversity Policy

The Company has adopted a Board Diversity Policy which sets out the approach to achieve diversity of the Board and is available on the website of the Company. The Company recognizes and embraces the benefits of having a diverse Board and sees increasing diversity at the Board level as an essential element in maintaining the Company's competitive advantage.

Pursuant to the Board Diversity Policy, the Nomination Committee will review annually the structure, size and composition of the Board and where appropriate, make recommendations on changes to the Board to complement the Company's corporate strategy and to ensure that the Board maintains a balanced diverse profile. In relation to reviewing and assessing the Board composition, the Nomination Committee is committed to diversity at all levels and will consider a number of aspects, including but not limited to gender, age, cultural and educational background, professional qualifications, skills, knowledge and regional and industry experience.

The Company aims to maintain an appropriate balance of diversity perspectives that are relevant to the Company's business growth and is also committed to ensuring that recruitment and selection practices at all levels (from the Board downwards) are appropriately structured so that a diverse range of candidates are considered.

During the year ended 31 March 2023 and as at the date of this annual report, the Board is comprised of members with a diverse range of expertise, including management and maintenance, civil engineering, finance and accounting and sales and marketing. The Board is also comprised of individuals from different age group and genders. As such, the Board considers that its current board composition is diversified with appropriate balanced professional background, skill and experience, and has achieved gender diversity in respect of the Board.

The Board will consider setting measurable objectives to implement the Board Diversity Policy and review such objectives from time to time to ensure their appropriateness and ascertain the progress made towards achieving those objectives.



Gender Ratio in the Workforce

The Company values gender diversity across all levels of the Group. In terms of employment, the Group insists on the principle of fairness and equal treatment regardless of citizenship, nationality, race, gender, religious belief and cultural background, and does not impose any restrictive requirements on gender, ethnicity, nationality and region. The gender ratio in the workforce (including senior management) is set out in the section headed “Employment and Labour Practices — Employment conditions” in the Environment, Social and Governance Report of this annual report. The Company will continue to take steps to promote gender diversity at all levels of the Group, including but not limited to the Board and the senior management levels.

DIVIDEND POLICY

The Company has adopted a Dividend Policy that aims to provide guidelines for the Board to determine whether dividends are to be declared and paid to the shareholders and the level of dividend to be paid. Under the Dividend Policy, in deciding whether to propose a dividend and in determining the dividend amount, the Board shall take into account, among others,

- (1) the Group’s actual and expected financial performance;
- (2) the Group’s expected working capital requirements, capital expenditure requirements and future expansion plans;
- (3) retained earnings and distributable reserves of the Company and each of the members of the Group;
- (4) the Group’s liquidity position;
- (5) interest of shareholder;
- (6) taxation consideration;
- (7) potential effect on creditworthiness;
- (8) the general economic conditions and other internal or external factors that may have an impact on the business or financial performance and position of the Group; and
- (9) any other factors that the Board deems appropriate.

The declaration and payment of dividends by the Company shall remain to be determined at the sole discretion of the Board and is also subject to any restrictions under the Companies Law of the Cayman Islands, the GEM Listing Rules, the laws of Hong Kong and the Company’s Memorandum and Articles of Association and any other applicable laws and regulations. The Company does not have any pre-determined dividend distribution ratio. The Company’s dividend distribution record in the past may not be used as a reference or basis to determine the level of dividends that may be declared or paid by the Company in the future.

The Company will continually review the Dividend Policy and reserves the right in its sole and absolute discretion to update, amend and/or modify the Dividend Policy at any time, and the Dividend Policy shall in no way constitute a legally binding commitment by the Company that dividends will be paid in any particular amount and/or in no way obligate the Company to declare a dividend at any time or from time to time.



CORPORATE GOVERNANCE REPORT

INTERNAL CONTROLS AND RISK MANAGEMENT

The Board acknowledges its responsibility for the risk management and internal control systems and reviewing their effectiveness. Such systems are designed to manage rather than eliminate the risk of failure to achieve business objectives, and can only provide reasonable and not absolute assurance against material misstatement or loss.

The Board has the overall responsibility for evaluating and determining the nature and extent of the risks it is willing to take in achieving the Company's strategic objectives, and establishing and maintaining appropriate and effective risk management and internal control systems.

The Audit Committee assists the Board in leading the management and overseeing their design, implementation and monitoring of the risk management and internal control systems.

The Company has developed and adopted various risk management procedures and guidelines with defined authority for implementation by key business processes and office functions, including production, procurement, marketing, finance, human resources, information technology. Review of the Company's risk management and internal control systems has been conducted annually to confirm that control policies are properly complied with by each department.

All departments conducted internal control assessment regularly to identify risks that potentially impact the business of the Group and various aspects including key operational and financial processes, regulatory compliance and information security. The management, in coordination with department heads, assess the likelihood of risk occurrence, provide treatment plans, and monitor the risk management progress. The management has reported to the Board and the Audit Committee on the effectiveness of the risk management and internal control systems for the year ended 31 March 2023.

There is no internal audit unit as the Board does not perceive the cost efficiency to set up one at the present scale of operations of the Company, the Board has invested resources to enhance the internal control system and to take active steps in addressing the recommendation of the internal control system review in the management letter from the external auditors during the audit process.

During the year ended 31 March 2023, the Board reviewed the effectiveness of the Group's risk management and internal control systems, including the financial, operational and compliance controls, and considered that such systems are effective and adequate.

The Company has developed its disclosure policy which provides a general guide to the Company's directors, officers, senior management and relevant employees in handling confidential information, monitoring information disclosure and responding to enquiries.

Whistleblowing Policy and Anti-Corruption Policy

The Board adopted a whistleblowing policy (the "**Whistleblowing Policy**") in April 2022. The purpose of the Whistleblowing Policy is to commit to the highest possible standards of openness, probity and accountability. It provides the employees of the Group with protection, support, reporting channels and guidance on whistleblowing. The nature, status and the results of the complaints received under the Whistleblowing Policy are reported to designated officers and the Audit Committee. No incident of fraud or misconduct that have material effect on the Group's financial statements or overall operations for the year ended 31 March 2023 has been discovered. The Whistleblowing Policy is reviewed annually by the Audit Committee to ensure its effectiveness.



Anti-corruption Policy

The Board adopted an anti-fraud and gifts and kickbacks policy (the “**Anti-corruption Policy**”) in April 2022. The Group is committed to preventing, detecting and reporting fraud, including fraudulent financial reporting. The Anti-corruption Policy applies to the Directors, officers and employees of the Group. The Group encourages all of its business partners, including joint venture partners, associated companies, contractors and suppliers to abide by the principles of the Anti-corruption Policy. In the Anti-corruption Policy, fraud is defined as acts such as deception, bribery, forgery, extortion, corruption, theft, conspiracy, embezzlement, misappropriation, false representation, concealment of material facts and collusion. For practical purposes, fraud may be defined as the use of deception with the intention of obtaining an advantage, avoiding an obligation or causing loss to another party. The Anti-corruption Policy forms an integral part of the Group’s corporate governance framework. The Anti-corruption Policy sets out the specific behavioural guidelines that the Group’s personnel and business partners must follow to combat corruption. It demonstrates the Group’s commitment to the practice of ethical business conduct and the compliance of the anti-corruption laws and regulations that apply to its local and foreign operations. The Anti-corruption Policy is reviewed and updated periodically to align with the applicable laws and regulations as well as the industry best practice.

Handling and dissemination of inside information

The Group has in place a policy on disclosure of inside information which sets out the procedures and internal controls for handling and dissemination of inside information. The policy provides guidelines to the Directors, officers and all relevant employees of the Group to ensure proper safeguards exist to prevent the Company from breaching the statutory disclosure requirements. It also includes appropriate internal control and reporting systems to identify and assess potential inside information.

Key procedures in place include:

- defines the requirements of periodic financial and operational reporting to the Board and Company Secretary to enable them to assess inside information and make timely disclosures, if necessary;
- controls the access to inside information by employees on a need-to-know basis, and safeguarding the confidentiality of the inside information before it is properly disclosed to public; and
- procedures of communicating with the Group’s stakeholders, including shareholders, investors, analysts, etc. in ways which are in compliance with the Listing Rules.

The Group has also established and implemented procedures to handle enquiries from external parties related to the market rumours and other Group’s affairs.

To avoid uneven dissemination of inside information, the dissemination of inside information of the Company shall be conducted by publishing the relevant information on the Stock Exchange’s website and the Company’s website.



CORPORATE GOVERNANCE REPORT

DIRECTORS' AND AUDITORS' RESPONSIBILITIES FOR THE CONSOLIDATED FINANCIAL STATEMENTS

All Directors acknowledge their responsibilities to prepare the Group's consolidated financial statements for the year ended 31 March 2023 to give a true and fair view of the state of affairs of the Group and of the results and cash flows for that year. The auditor has indicated some material uncertainties relating to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. The Group incurred a loss before taxation of approximately HK\$27.4 million and reported an operating cash outflow of approximately HK\$2.5 million. As of that date, the Group had current bank and other borrowings of approximately HK\$5.6 million, trade and other payables of approximately HK\$6.3 million and amounts due to shareholders of approximately HK\$12.9 million. These conditions, along with other matters as set forth in Note 3(b)(ii) to the consolidated financial statements, indicate that a material uncertainty exists that may cast significant doubt on the Group's ability to continue as a going concern. The auditor's opinion is not modified in respect of this matter.

The Directors, having made appropriate enquiries to the circumstances and taken into account certain plans and measures, consider that the Group has adequate resources to continue in operational existence for the foreseeable future and hence decide that it is appropriate to prepare the financial statements on a going concern basis. For details of plans and measures taken by the Directors, please refer to note 3(b)(ii) to the consolidated financial statements in this annual report.

The responsibilities of the external auditors about their financial reporting are set out in the independent auditor's report attached to the Company's consolidated financial statements for the year ended 31 March 2023 in this report.

AUDITOR'S REMUNERATION

During the year ended 31 March 2023, the Company engaged BDO Limited ("**BDO**") as the external auditor. The fees in respect of audit and non-audit services (excluding disbursement fees) provided by BDO for the year ended 31 March 2023 amounted to HK\$850,000 and nil, respectively.

COMPANY SECRETARY

Ms. Wong Chi Ling, was appointed by the Board as the company secretary of the Company. The biographical details of Ms. Wong are set out in the section headed "Biographies of Directors and Senior Management" of this report. Ms. Wong's primary contact at the Company was Mr. Ha Chak Hung, the Chairman and Executive Director during the Reporting Period.

Ms. Wong had confirmed that she had taken no less than 15 hours of relevant professional training in accordance with Rule 5.15 of the GEM Listing Rules during the year ended 31 March 2023.

SHAREHOLDERS' RIGHT

Convening of Extraordinary General Meeting on Requisition by Shareholders

Pursuant to Article 64 of the Articles, the Board may, whenever it thinks fit, convene an extraordinary general meeting ("**EGM**"). EGMs shall also be convened on the requisition of one or more Shareholders holding, at the date of deposit of requisition, not less than one tenth of the paid up capital of the Company having the right of voting at general meetings. Such requisition shall be made in writing to the Board or the Secretary for the purpose of requiring an EGM to be called by the Board for the transaction if any business specified in such requisition.



CORPORATE GOVERNANCE REPORT

Right to put enquiries to the Board

For putting forward any enquiries to the Board, Shareholders may send written enquiries to the Company. Shareholders may send their enquiries or requests in respect of their rights to the Company's principal place of business in Hong Kong.

Procedure for shareholders to put forward proposals at shareholders' meetings

The Companies Ordinance provides that, a company must give notice of a resolution if it has received requests that it do so from: (a) the members of the company representing at least 2.5% of the total voting rights of all the members who have a right to vote on the resolution at the annual general meeting to which the requests relate; or (b) at least 50 members who have a right to vote on the resolution at the annual general meeting to which the requests relate.

The Companies Ordinance also provides that, the request (a) may be sent to the company in hard copy form or in electronic form; (b) must identify the resolution of which notice is to be given; (c) must be authenticated by the person or persons making it; and (d) must be received by the company not later than (i) 6 weeks before the annual general meeting to which the requests relate; or (ii) if later, the time at which notice is given of that meeting.

All request shall be sent to the principal place of business of the Company in Hong Kong or by e-mail to tm.angiechung@gmail.com for the attention of the Company Secretary.

COMMUNICATION WITH SHAREHOLDERS AND INVESTOR RELATIONS

The Company has adopted shareholders communication policy (the "**Shareholders Communication Policy**") with the objective of ensuring that the shareholders and potential investors are provided with ready, equal and timely access to balanced and understandable information about the Company.

The Group uses several formal channels to ensure fair disclosure and comprehensive and transparent reporting of its performance and activities in accordance with GEM Listing Rules.

The Company's annual and interim reports and circulars are printed and sent to all Shareholders.

Moreover, announcements, circulars, publications and press releases of the Company are published on the Company's website (www.grandtalentsgroup.com.hk). The Company's website disseminates corporate information and other relevant financial and non-financial information electronically on a timely basis.

The Company acknowledges that general meetings are good communication channel with Shareholders and the Directors and the members of the Board committees are encouraged to attend and answer questions raised by Shareholders at the general meetings.

The Company is committed to promoting and maintaining effective communication with Shareholders and other stakeholders. The Board is committed to ensuring that the Shareholders are provided with ready, equal and timely access to balanced and understandable information about the Company so as to enable Shareholders to exercise their rights in an informed manner, and to allow Shareholders to engage actively with the Company.

During the year ended 31 March 2023, the Company has reviewed the implementation and effectiveness of the Shareholder Communication Policy including steps taken at the general meetings, the handling of queries received (if any) and the multiple channels of communication and engagement in place, and considered that the Shareholder Communication Policy has been properly implemented and is effective.

CONSTITUTIONAL DOCUMENTS

During the year ended 31 March 2023, there had been no change in the Company's constitutional documents.



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

TABLE OF CONTENTS

Our Reporting Approach	33
Scope of Report	33
Reporting Standards	33
Reporting Principles	33
Information source	34
Contact and Feedback	34
Our Business	34
Our ESG Governance	34
Stakeholder Engagement	36
Materiality Assessment	37
Environmental Protection	38
Emission Control	38
Use of Resources	40
The Environment and Natural Resources	42
Climate Change	42
Employment and Labour Practices	43
Employment Conditions	43
Health and Safety	45
Development and Training	46
Labour Standards	46
Operating Practices	47
Supply Chain Management	47
Supplier Management	47
Service Responsibility	48
Anti-corruption	49
Community Investment	50
Our Action	50
HKEx ESG Reporting Guide Index	51



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

OUR REPORTING APPROACH

Grand Talents Group Holdings Limited (hereafter the “**Company**” or “**Grand Talents**”) and its subsidiaries (collectively the “**Group**” or “**We**”) are delighted to present our fourth environmental, social and governance (“**ESG**”) report (the “**Report**”) in presenting the strategies we adopted in achieving balanced and optimal performance in ESG while conducting our businesses. We are an established subcontractor engaged in civil engineering works in Hong Kong for over ten years, undertaking (i) repair and maintenance projects for roads and highways and other infrastructures such as construction of pavilion and seawall; and (ii) civil engineering construction projects.

Scope of Report

The Report covers our core business operations between 1 April 2022 and 31 March 2023 (“**FY2023**” or the “**Reporting Period**”). The Report boundary encloses our subsidiaries engaged in civil engineering works, namely Talent Mark Development Limited and Talent Mart Construction Co. Ltd. Unless otherwise specified, the data covers the offices of the subsidiaries and one construction project, which are consistent with FY2022.

Reporting Standards

This Report has been prepared according to the Environmental, Social and Governance Reporting Guide under Appendix 20 of the Rules Governing the Listing of Securities on GEM of The Stock Exchange of Hong Kong Limited (“**the Guide**”). This report will answer to parts (a) mandatory disclosure requirements; and (b) “comply or explain” provisions. The information in this report has been approved and verified by the board of directors (the “**Board**”) of the Group, such that this report could include content and data that is accurate, up-to-date and prompt.

Reporting Principles

The report is prepared and processed under the following reporting principles:

Materiality	Quantitative
With peer review and stakeholder engagement, a materiality review was made. It provided aspects for us as it guided the focus of this Report. Issues that will potentially impact the Group materially was also identified and reported such that the information could provide a full picture of the situation and the effort the Group has committed into ESG performances.	To provide a more concrete and applicable ideology on the Group’s ESG actions. The Report also consists of quantitative data. All of the disclosed information, including statistics of environmental and social KPIs in particular, were well organized and calculated according to a series of standardized methodologies which are illustrated in the relevant sessions provided by the Guide or by other well-credited sources.
Balance	Consistency
The Board reviewed the Report and confirmed that the information from the ESG Report is free from omission and errors. This Report had been prepared without bias to ensure the transparency of the operation and the meaningfulness for readers to view this report.	Consistent environmental and social data treatment approaches were utilized to allow fair comparison of our environmental, social and governance of our past, current and future performances.



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

Information Source

Unless otherwise indicated, the data disclosed in this Report is derived from official internal documents, paperwork, internal statistics, and pertinent official public information records of the Group.

Contact and Feedback

The Group heavily values your feedback on this Report, were you to have any comments, suggestions, or feedback of any kind, you are more than welcome to contact us via info@grandtalentsgroup.com.hk.

This report is available for download and viewing on HKEXnews (via www.hkexnews.com) and the company's website www.grandtalentsgroup.com.hk under "What's new" and a printed version of the ESG Report is to be available to the shareholders of the Company upon request.

OUR BUSINESS

Grand Talents Group Holdings Limited engages in the provision of civil engineering construction works of road and highway related infrastructures in Hong Kong. The Group's services also cover repair and maintenance projects for roads and highways, and other infrastructures, such as construction of pavilion and seawall; and construction projects for barrier-free access facilities and drainage systems. Established in 2010, the Group has engaged civil engineering works with over ten years of experience.

During the past year, the Company operated under a challenging atmosphere during the outbreak of novel coronavirus ("**COVID-19**"). The construction industry in Hong Kong has also been negatively impacted by the outbreak of the COVID-19, including temporary closure of some construction sites to prevent construction workers from being infected by the contagious disease, construction materials supply chains being seriously interrupted due to lock down policies in China, thus our construction completion activities had been delayed. The Group has continued to focus on developing its business of undertaking repair and maintenance works and civil engineering construction works in Hong Kong.

Moving forward, the economy starts to recover in the aftermath of the COVID-19 pandemic, the government remains to resume to execute the infrastructure projects as planned in the coming years. With the recently awarded specialised roads repair and maintenance term contract in part of New Territories, our Group will continue to submit tenders for civil engineering projects as well as the maintenance projects in order to gain more profit for the Group and the shareholders of the Company (the "**Shareholders**"). The Group will also continue to focus on developing its business with ESG consideration.

OUR ESG GOVERNANCE

Grand Talents Group Holdings Limited emphasizes ESG risk management in our decision-making processes, protecting our business growth and the environment simultaneously. We intend to not only comply with laws and regulations but also strive to build sustainability into everything we do so as to create values for our key stakeholders.

To ensure effective implementation of our ESG strategies, our Board maintains a strong oversight role and closely monitor the direction of our sustainability strategy and track the progress of our sustainability performance. Our Chief Executive Officer represents the different departments of the Group and reports to the Board about the sustainability implementations. The potential risks and strategies are under monitoring and assessed to ensure the internal system is undergoing properly.



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

At the core of our sustainability approach lies the belief that ESG governance plays a vital role in solving social and governance issues as well as environmental challenges. Our sustainability policy is subject to regular review, with active involvement from the Board. This ensures that the ESG standards established by the Group are consistently met and aligned with best practices in the industry.

We firmly believe that comprehensive sustainability strategies and commitments contributes to the sustainable growth of our business, fosters resilience in the face of environmental challenges, and builds trust among our stakeholders. We are committed to continually improving our ESG performance and upholding our responsibilities as a responsible corporate.



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

STAKEHOLDER ENGAGEMENT

Stakeholders play an important role for the Group; we affect them as much as they do to us, we listen to their interests and opinions no matter their size or power. Some of our stakeholders include shareholders, the community, our clients, employees, and suppliers. By understanding the concerns, needs, and aspirations of our stakeholders, we can incorporate their feedback into our decision-making processes. In order to develop our direction in devising appropriate ESG strategies, the Group believes that through regular engagement, we can work towards a more sustainable business operation and our long-term business goals.

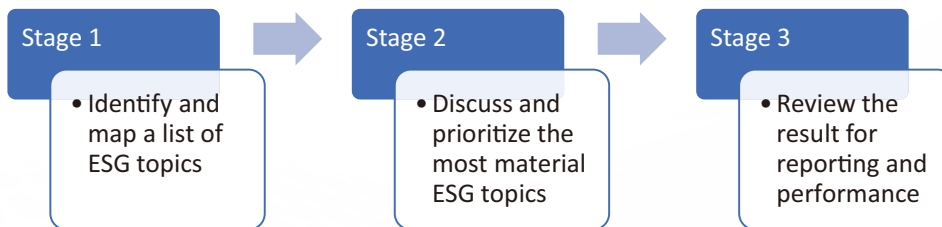
Shareholders and Investors	<ul style="list-style-type: none">• Company transparency• Announcements• Annual General Meeting• Annual, Interim, Quarterly and ESG Reports• Company Website
The Community and Media	<ul style="list-style-type: none">• Company Website• Press Release• Public Welfare• Community benefits• Minimization of inconvenience and nuisance
Clients and Consumers	<ul style="list-style-type: none">• Company website• Direct communication• Document submissions• Feedback and complaints
Employees and Sub-contractors	<ul style="list-style-type: none">• Training and Orientation• Regular Meetings and Communication• Employee Performance Evaluation• Fair and Ethical contracts
Employees and Sub-contractors	<ul style="list-style-type: none">• Training and Orientation• Regular Meetings and Communication• Employee Performance Evaluation• Fair and Ethical contracts
Local Government and Other Authorities	<ul style="list-style-type: none">• Compliance to Laws and regulations• Publicity and Notice• Public Consultation



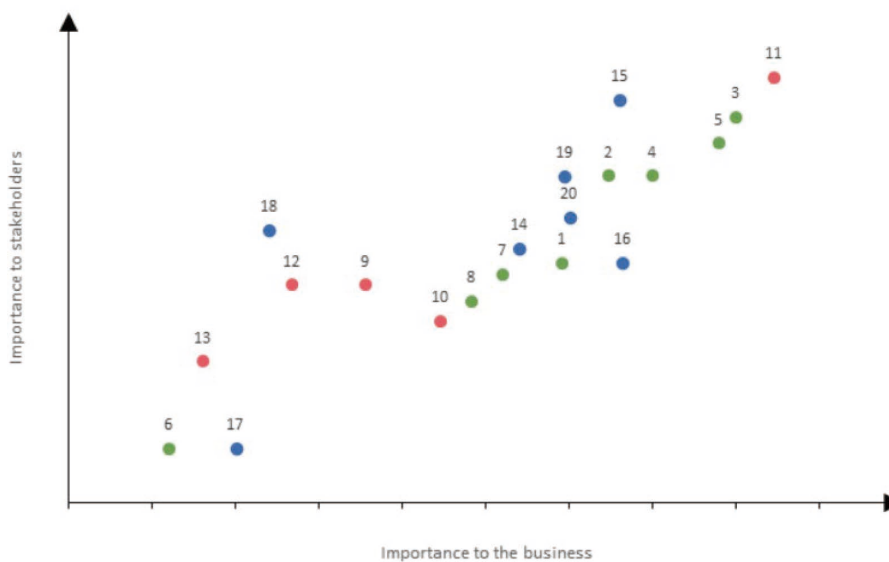
ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

MATERIALITY ASSESSMENT

To conduct the materiality analysis, we conducted in-depth focus group discussions to understand which ESG topics these groups find most relevant to our business. We also researched various ESG reports as well as international and local industry peers to assess topics, which valuable input from the board was gathered. These analyses provide a foundation for prioritizing and addressing ESG topics, aligning our sustainability efforts with stakeholder expectations, and effectively managing ESG risks and opportunities.



A materiality matrix has been set out to show a total of 20 topics that are relevant to our stakeholders and our business were considered this year.



- | | | |
|-------------------------------------|-----------------------------|---------------------------------|
| 1 Air Pollutants Emissions | 8 Climate Change | 15 Information Privacy |
| 2 GHG Emissions | 9 Equality | 16 Quality Management |
| 3 Waste Management | 10 Employee Benefits | 17 Intellectual Property Rights |
| 4 Energy Consumption | 11 Occupational Safety | 18 Client Services |
| 5 Use of Resources | 12 Training and Development | 19 Anti-corruption |
| 6 Use of Packaging Material | 13 Child and Forced Labour | 20 Community Investment |
| 7 Environment and Natural Resources | 14 Supply Chain Management | |

According to the materiality matrix, Occupational Safety, Waste Management, and Use of Resources were ranked the top three material issues, in line with our business development. Consequently, we have placed a heightened emphasis on addressing these concerns and have allocated substantial resources to tackle them effectively. Nevertheless, issues such as Greenhouse Gas (“GHG”) Emissions, Energy Consumption, Information Privacy, Quality Management and Anti-corruption are also highly important to our operation and hence we have devoted much efforts on them during our operation. Through our ongoing efforts, we strive to address these important issues comprehensively, ensuring a sustainable and responsible operational approach.



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

ENVIRONMENTAL PROTECTION

The consequence of human's damage to the environment has become more apparent and collective efforts are required to minimize further damage. The Group adheres to good environmental management, striving to implement sustainable practices, promote eco-friendly initiatives, and minimize our ecological footprint. By adopting responsible resource management strategies, we aim to preserve the environment with our best effort.

Emission Control

Emission control plays an important role in environmental protection, and our Group would opt to minimize all unwanted emissions regardless of its shape or form. The majority of the Company's operations lies on contracting jobs, where emission policies follow the construction methods and procedures of the main contractor in implementing appropriate control and mitigation measures, while at the same time ensuring all the emissions comply with relevant laws and regulations in Hong Kong. Good site practices are performed with collaboration, communication, screening and monitoring. The Group regularly inspects the conduct and works of our staff to ensure their actions align with the assigned emission policies and provides further guidance and practical advice, or warnings where appropriate. In our experience, the focus of most of our main contractors is to prevent fugitive dust emission, wastewater discharges and noise generation. Air Pollution Control Ordinance and the Noise Control Ordinance are some of the great examples of laws and regulations the Group strictly follows. Our Group ensures these our ESG-related policies and plans are implemented so our operations could inflict the least amount of damage to the environment and the minimizes inconvenience to the public.

Waste¹

KPIs	Unit	FY2023	FY2022	FY2021
Non-hazardous waste				
Total construction Waste	Tonnes	2,901.7	4,916.7	6,965
— Non-inert	Tonnes	215.6	171.2	185
— Inert	Tonnes	2,686	4,745.5	6,780
Total construction waste intensity	Tonnes per floor area (m ²)	1.11	2.28	3.22

¹ Non-hazardous waste produced from the office is collected by the property management company and hence the data is not available.



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

Recognizing the importance of waste management, the Group strictly and heavily reinforces waste management principles and strives to properly manage and dispose of wastes produced by our business activities. The Group takes appropriate measures to develop and improve the prevention and treatment of waste, such as construction waste and industrial solid waste, in accordance with the Waste Disposal Ordinance. Throughout the financial year, the non-hazardous waste produced by the Group was mainly construction waste, for example concrete and rubble. Due to the office's non-hazardous waste being collected by the property management company, we currently lack access to the relevant data. In order to rectify this situation, we will be committed to enhancing our collaboration with the property management company and working towards the establishment of an efficient data collection system, enabling us to make informed decisions and implement effective waste management strategies. Currently, the Group lacks access to relevant hazardous waste statistics. However, as part of our commitment to transparency and continuous improvement, we intend to refine our methods of collecting and recording hazardous waste statistics for comprehensive disclosures in the future. Due to the impact of the COVID-19 pandemic, our group experienced a decrease in the number of construction projects undertaken during FY2023, resulting in a notable reduction in construction waste generation.

We primarily focus on maximizing the reuse of materials until they reach the end of their usable life, therefore minimizing the need for disposal. Only after exhausting all possibilities for reusability, any remaining non-recyclable material will be transported and directed to disposal site. By prioritizing reuse and implementing effective waste management practices, we aim to reduce the amount of waste that ultimately ends up in landfills, thereby minimizing the environmental impact associated with disposal. Strict compliance with the main contractor's waste management plan and procedures are practiced in the process of disposal of the waste. Relevant laws and regulations such as Waste Disposal Ordinance were also fulfilled in storing and handling the waste. A trip ticket system is established and implemented to track the disposal process and ensure the construction waste is disposed to assigned dumping sites appropriately.

GHG Emissions

KPIs	Unit	FY2023	FY2022	FY2021
GHG Emission²				
Total GHG Emission	tCO ₂ e	238.2	275.8	274.0
— Direct GHG Emissions (Scope 1) ³	tCO ₂ e	212.2	251.9	250.6
— Indirect GHG Emission (Scope 2) ⁴	tCO ₂ e	23.4	23.9	23.4
— Other indirect GHG Emission (Scope 3) ⁵	tCO ₂ e	2.58	—	—
Intensity	tCO ₂ e per floor area (m ²)	0.09	0.13	0.13
Air Emissions				
SO _x	kg	1.2	1.6	1.7
NO _x	kg	821.6	—	—
PM	kg	81.0	—	—

² The GHG emission is calculated based on the "How to prepare an ESG Report? Appendix 2: Reporting Guidance on Environmental KPIs" published by the Stock Exchange of Hong Kong ("HKEx") and international standards such as ISO 14064 and GHG Protocol.

³ Direct emission (Scope 1) covers the emission from the mobile and statutory sources combustion.

⁴ Indirect emission (Scope 2) covers the emission from the purchased electricity. The calculation is based on the published emission factors of the 2022 Sustainability Report of CLP Group.

⁵ Other indirect GHG Emission (Scope 3) covers the emission from indirect emissions that occur in the upstream and downstream activities of an organization, including treatment of waste, clean water and sewage.



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

Our business involved the use of vehicles, petrol fuel-powered and diesel fuel-powered mechanical equipment, which are the major greenhouse gas emission sources. To mitigate the emissions, the Group adopted cleaner fuels (Euro V or VI Diesel) in our transportation. In the construction industry, electricity consumption is generally high in several areas, for example lighting, power tools and machinery, heating, ventilation, and air conditioning (HVAC system), material handling and conveying. However, by recognizing these specific areas of high electricity consumption, the Group has pursued to implement energy-efficient practices, embrace renewable energy sources, and leverage advanced technologies. These proactive measures help reduce GHG emission thus minimize the environmental impacts. During the reporting period, the intensity of GHG emissions has been lowered by 31%. The Group is closely monitoring the emission and actively seeking new ways to reduce the air pollution brought by our business.

Measures adopted by the Group to mitigate the direct GHG emissions in our operations:

- Regularly maintain and check-up on vehicles and equipment to lower inefficient fuel consumption or abnormal operations;
- Plan an effective route to reduce unnecessary trips to save time and fuel;
- Encourage staff to shut down electrical appliances when idle or leaving the workplace;
- Invest in energy-saving appliances and make use of other ways to reduce electricity consumption.

Use of Resources

Energy consumption

Types of Energy	Unit	FY2023	FY2022	FY2021
Total Energy Consumption ⁶	'000 kWh	859.1	1,143	1,108
Direct Energy Consumption				
— Diesel	'000 kWh	619.53	730.3	836.5
— Gasoline	'000 kWh	177.11	344.6	207.9
— Renewable energy	'000 kWh	2.43	3.6	—
Indirect Energy Consumption				
— Purchased electricity	'000 kWh	60.0	64.5	63.33
Total energy intensity	'000 kWh per floor area (m ²)	0.33	0.440	0.513

The reduction of resource usage significantly lowers the impact on the environment. As waste is usually made during the production and disposal of resources, minimizing resource consumption is a good way to be more eco-friendly. The Group strives to minimize our footprint in consuming resources within our business operation and continues with initiatives to introduce resource-efficient and eco-friendly plans and policies. The Group is committed to optimize the use of resources in all of our business operations while encouraging our suppliers and (sub)contractors to follow. By fostering a collective effort, we can make a substantial and lasting impact on the environment.

⁶ The conversion factors from volumetric units of unleaded petrol and diesel oil consumption to energy units are with reference to CDP Technical note: Conversion of fuel data to '000 kWh.



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

The Group has adopted internal written procedures to ensure higher energy efficiency, and reduction of use of resources is achieved; for instance, all members are encouraged to switch off electrical appliances when they are not in use, thereby minimizing unnecessary power consumption. Furthermore, the Group emphasizes the proper disposal of recyclable materials by providing designated recycling bins for easy and convenient recycling. This holistic approach ensures that both energy efficiency and waste management are prioritized. To further enhance our sustainability initiatives, we will continue our monitoring and analytics of the energy consumption and make amendments to our energy-saving policy and plans accordingly, with the help of this report. In FY2023, total energy consumption is 859.1 kWh. This figure serves as a benchmark against which future energy-saving measures can be measured and assessed. By establishing a baseline, we can track our progress and set realistic goals for reducing energy consumption in subsequent years.

Since July 2019, PV system were installed on the rooftop of the Group's Choi Hing Road Depot. In FY2023, 2,425 kWh of energy was generated.

Resource Use

Resource Use	Unit	FY2023	FY2022	FY2021
Water consumption	m ³	810.22	1,210.5	1,138.6 ⁷
Total water consumption intensity	m ³ per floor area (m ²)	0.311	0.465	0.527
Electricity consumption	kWh	60,022	68,098	63,334
Total electricity consumption intensity	kWh per floor area (m ²)	23.09	26.19	29.32
Paper consumption ⁸	kg	400	1000.3	575.22
Total paper consumption intensity	kg per floor area (m ²)	0.154	0.385	0.266

In addition, we consume 0.311 m³ per floor area (m²) of water and 23.09 kWh per floor area (m²) of electricity in FY2023, which a large proportion is generated from the construction project. We will continue to monitor our consumption patterns, identify potential improvement areas to reduce the use of resources and enhance our planning in reducing energy and resource consumption.

Water Supplies Department is the water source for the Group's projects and construction works. In our business activities, there is no significant water usage and wastewater generated. However, water conservation is still an important issue considered by the Group. To commit preservation of water usage, the Group encourages our staff to switch off the water tap after using it, and we also consider the installation of flow controllers for a water tap to reduce unnecessary water consumption. As the result of these efforts of various water conservation measures, there has been a remarkable 33% decrease in water consumption during the FY2023. It highlights the success of initiatives aimed at raising awareness and promoting responsible water usage.

The issue of packaging is not a material issue for the Group's business as the construction work services do not involve any packaging procedures. The Group has not produced any packaging material during the Reporting Period.

⁷ Water charge of the office was included in the property management fee and hence the water consumption included the consumption in construction site only.

⁸ Paper Consumption in the office is included.



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

Apart from construction waste management, the Group also focuses on waste reduction management in daily office operations. Paper consumption is considered the major waste management issue in the office. To reduce the amount of paper consumed, electronic communication, such as E-mail, is recommended for usual business communication and two-sided printing is recommended whenever printing is required. The Group places heavy efforts to reduce the harmfulness brought by the Group's businesses to the environment. These initiatives reflect the Group's concerted efforts to mitigate the environmental impact of its operations. Notably, the Group achieved an impressive 60% reduction in total paper consumption in FY2023. This notable accomplishment was primarily attributed to our successful promotion of required reports being submitted in electronic format, leading to a reduced demand for paper materials.

The Environment and Natural Resources

The Group is concerned about the protection of the environment and natural resources, in various aspects, we implement environmental-friendly measures as mentioned in the previous sections to minimize the impacts brought by our businesses. Not only the environment and natural resources are taken into account, but we also consider the sensitive receivers. The Group undertakes proper environmental protection policies to mitigate the adverse environmental impacts:

- Installation of sound insulation materials on our machines and setting up sound barriers in the construction site to eliminate the noise generated;
- Dust controlling with water spraying regularly when the construction is under operation;
- Sorting construction wastes for transporting to public fill reception facilities; and
- Collection of polluted water in sedimentary tanks for sewage disposal at the designated area.

The Group integrated the elements of sustainable development into the internal management and daily business to pursue the best achievement in environmental protection by complying with the relevant environmental laws and regulations, as well as preserving the natural resources. Regarding our construction businesses, we strive to minimize any adverse impacts brought by our operation; thus, we provide sufficient supports and training for the staff to practice eco-friendly procedures and methods in their respective work fields. The Group also cooperated with business partners and main contractor to build a sustainable environment by increasing the utilization of clean energy in our business. As being an environmentally sustainable enterprise, we are willing to pay more efforts on environmental conservation. We believe that bringing a long-term profitable result to the environment can be in tandem with financial growth through the establishment of high environmental awareness and positive behavioral changes.

Climate Change

In construction industry, energy use and waste disposal may constitute impacts on climate change. The Group recognizes the importance of reducing our operational impact on climate change and maintaining our commitment to sustainable development. We are committed to incorporating plans and measures to address climate change into our business operations. During the reporting period, we have implemented several strategies to achieve these goals. First, we prioritize energy-efficient practices in construction and adopting sustainable design principles to minimize energy consumption and greenhouse gas emissions. Second, we actively explore renewable energy sources and integrate them into our projects whenever feasible including the utilization of solar panels and other clean energy technologies.

By implementing these measures, we aim to contribute to the broader efforts of combating climate change, while ensuring the long-term sustainability of our operations and the resilience of the built environment.



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

EMPLOYMENT AND LABOUR PRACTICES

Employment Conditions

Number of employees

Staff Information	FY2023	FY2022	FY2021
Total number⁹ and percentage (%)	12 (100%)	65 (100%)	61 (100%)
By employment type			
— Permanent	10 (83%)	65 (100%)	61 (100%)
— Part-time	2 (17%)	0 (0%)	0 (0%)
By employment category			
— General Staff	3 (25%)	45 (69%)	42 (69%)
— Management/Supervisor	3 (25%)	14 (22%)	8 (13%)
— Senior Management	6 (50%)	6 (9%)	11 (18%)
By age group			
— Under 30 years old	1 (8%)	11 (17%)	11 (18%)
— 30–50 years old	9 (75%)	28 (43%)	27 (44%)
— Over 50 years old	2 (17%)	26 (40%)	23 (38%)
By gender			
— Male	9 (75%)	55 (85%)	54 (89%)
— Female	3 (25%)	10 (15%)	7 (11%)
By geographical region			
— Hong Kong	11 (92%)	64 (98%)	60 (98%)
— Mainland China	1 (8%)	1 (2%)	1 (2%)

⁹ The Number of staff information is presented in headcount as of 31 March 2023.



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

Employee Turnover Rate

Departed Employment	FY2023	FY2022	FY2021
Total number⁹ and turnover rate	44 (68%)	20 (31%)	34(54%)
By employment type			
— Permanent	43 (98%)	20 (100%)	34 (100%)
— Part-time	1 (2%)	0 (0%)	0 (0%)
By employment category			
— General Staff	34 (78%)	14 (70%)	30 (88%)
— Management/Supervisor	9 (20%)	0 (0%)	2 (6%)
— Senior Management	1 (2%)	6 (30%)	2 (6%)
By age group			
— Under 30 years old	12 (27%)	7 (35%)	4 (12%)
— 30–50 years old	15 (34%)	9 (45%)	16 (47%)
— Over 50 years old	17 (39%)	4 (20%)	14 (41%)
By gender			
— Male	37 (84%)	19 (95%)	32 (94%)
— Female	7 (16%)	1 (5%)	2 (6%)
By geographical region			
— Hong Kong	44 (100%)	20 (100%)	34 (100%)
— Mainland China	0 (0%)	0 (0%)	0 (0%)

The Group opens multiple and fair channels to recruit the most suited individuals. In FY2023, the total number of employees in our Group as of 31 March 2023 is 12. The Group firmly believe that our employees are not only our most valuable asset, but also the driving force behind our continued growth and prosperity. We recognize that our future depends on the unwavering commitment and exceptional abilities of our dedicated team members. They are the ones who ensure the delivery of high-quality products and services to our esteemed customers. In line with our commitment to excellence, we are dedicated to cultivating a diverse and inclusive workforce that brings together individuals with a wide range of talents and capabilities. By harnessing the collective power of our integrated team, we can confidently navigate the ever-evolving business landscape and propel our Group towards new heights of success. However, due to the impact of the COVID-19 pandemic, our group received a reduced number of construction projects in FY2023. As a result, there was a decrease in the demand for employees, leading to a higher turnover rate.

EMPLOYEES RELATED POLICIES AND PRACTICES

The Group advocates fairness, inclusion, equality and employee benefits; we endeavor to provide a pleasant, diverse, and harmonious working environment for our staff. We understand that a positive workplace atmosphere is crucial for the well-being and productivity of our staff. Our employment policy strictly holds on the principles of fairness and equality, any discrimination or harassment is not tolerated in our Group. According to the employment Ordinance (Chapter 57 of the Laws of Hong Kong), the Mandatory Provident Fund Schemes Ordinance (Chapter 485), and other relevant laws and regulations, which cover all employment protection and benefits, the Group strives to offer benefits to protect employee's right and treat them equally regardless of gender, marital status, pregnancy, disability, race, or family status. We fully comply with the employment benefits-related laws and regulations during the reporting period.

The Group clearly stipulates company standards in our employment system, the standards cover recruitment and promotion, dismissal, compensation, working hours, and rest periods which are mentioned in the employee handbook. All basic employment benefits, including Mandatory Provisional Fund, sick leave, maternity leave, paternity leave, compensation leave, and overtime allowance, are provided to the eligible employees with the compliance of the employment laws and regulations.



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

We also provide fair compensation and equal opportunities based on their experience, skills, and performance. Additionally, we strive to offer reasonable working hours and paid leave to assist employees in achieving a work-life balance. This commitment to fairness and employee well-being is integral to our company culture, fostering an inclusive and supportive working environment for all.

Furthermore, the Group intends to retain the talent and motivate our staff's working performance, as such we offer attractive remuneration package, which covered competitive salary, medical insurance, and annual leaves, etc. Based on the employee's performance, experience and qualification, the salary will be reviewed and adjusted annually with reference to the peer standards. Simultaneously, we are fully committed to upholding the fundamental rights of our employees, including empowering them to make autonomous decisions regarding their chosen professions and ensuring they receive fair labor compensation.

Health and Safety

Health and safety FY2023

Health and Safety	FY2023	FY2022	FY2021
Number of fatalities	0	0	0
Number of lost days due to injury (Day)	2	0	0

As severe and fatal accidents do occur in the construction industry, we take occupation health and safety as utmost importance to safeguard the confidence of our stakeholders. We follow strictly the safety protocols, guidelines and best practices as promulgated by the main contractor of the construction project. We are committed to foster a culture that not only encourages health and safety but also raises awareness among our staff about its significance. To ensure the well-being of our employees, we enforce strict compliance with safety precautions and standards, such as wearing personal protection equipment including safety helmets and earplug as necessary. It is worth noting that there are no work-related fatalities occurred in FY2023. However, there two days lost by employees due to injury in FY2023. Recognizing the significance of this issue, we are committed to implementing additional measures to prevent such incidents from occurring again. By prioritizing safety and taking proactive steps, we aim to create a safer work environment for our employees, minimizing the risk of injuries and subsequent productivity loss.

The Group strictly complies with the relevant laws and regulations in Hong Kong, including but not limited to the Occupational Safety and Health Ordinance. During the Reporting Period, the Group was not aware of any material non-compliance with health and safety related laws and regulations that would have a significant impact on the Group.

To guarantee the competence and qualifications of our workforce, we rigorously verify and regularly check certifications such as valid Construction Workers Registration, Mandatory Basic Safety Training Course (Construction Work) and other specialized licenses are required as applicable before commencement of works. The safety condition of the site, such as the use of the lifting gear and other machineries, working at height and earthwork are checked by the safety officer of the main contractor, and our site team cooperate and comply with the instructions and recommendations of the safety officers at all times, so that the safety of the site is ensured.

Amid the ongoing challenges posed by the COVID-19 challenges of COVID-19, the Group is highly conscious of the potential health and safety risks brought to its staff and clients. Apart from strengthening the sanitation of its operations and workplace to ensure a healthy and safe working environment, precautionary measures such as temperature screening before entering the site or any workplace, and ensuring sufficient disinfection supplies like face masks and hand sanitizers in our operations are implemented.



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

Development and Training

2023 Training hours per employee (Unit: hour)

By gender and employment type	Male	%	Female	%
Full-time	2	100	0	0
Part-time	0	0	0	0

By rank	Male	%	Female	%
Senior management	0	0	0	0
Middle management	2	100	0	0
Other employees	0	0	0	0

To provide a better career prospect and job position that best suits the candidates, the Group will assign different tasks and positions as far as practicable to expose them to various work opportunities and enrich their development potential. Internal staff will be first considered for any promotion or transferal so to maximize their capability and helps retain the talents in the Group. Internal and external training are provided to the appropriate employees to enhance their technical competence. To ensure their continuous professional development, we actively support and subsidize their participation in relevant courses. One such example is the "Detection of Underground Electricity Cables and Gas Pipes Course." By investing in this specific training, we equip our employees with the necessary skills to excel in identifying and managing underground utility infrastructure. This kind of courses expands their knowledge and enhances ability to handle critical tasks, thus ensuring the safety and efficiency of our operations. By providing these opportunities for further study, we demonstrate our commitment to fostering a highly skilled workforce and maintaining a competitive edge in the industry.

Additionally, regular training is conducted by the main contractor to enhance safety awareness of our employees by refreshing their knowledge and alertness to risks associated with the working environment.

Labour Standards

The Group strictly complies with local laws and conducts recruitment based on the Hong Kong Employment Ordinance. Child and forced labour are strictly prohibited during the recruitment process as defined by laws and regulations. Personal data are collected during the recruitment process to assist in the selection of suitable candidates and to verify candidates' personal data. The Human Resources Department also ensures identity documents are carefully checked. If violation of the relevant laws and regulations are discovered, it will be dealt with in light of the circumstances, as clearly stated in the Group's Staff Handbook.

During the Reporting Period, the Group strictly complies with related child and forced labour prevention laws and regulations in Hong Kong, including but not limited to the Employment of Children Regulations and Employment Ordinance. The Group was not aware of any material noncompliance with child and forced labour-related laws and regulations that would have a significant impact on the Group.



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

OPERATING PRACTICES

Supply Chain Management

As a socially responsible enterprise, we do not only require the products and services we deliver to be sustainable in terms of business, we also manage our supply chain to ensure its reliability for delivery on time, as part of our effort to safeguard the construction programme. We also understand the importance of supply chain management in mitigating the indirect environmental and social risks. We are aware of the environmental and social practices of the suppliers, and we try to engage suppliers with responsible acts to society in view of green supply chain management.

When it comes to selecting suppliers, we prioritize those who not only meet the criteria of product quality, price, delivery time, flexibility in batch quantities, and product variety but also demonstrate a commitment to environmentally-friendly practices. We expect our suppliers to take proactive measures to improve their environmental processes and require their products to adhere to green standards. By doing so, we aim to reduce resources consumption and minimize waste generation throughout the supply chain.

In addition to selecting green suppliers, we also emphasize green logistics as a vital component of our sustainable approach. We evaluate the environmental impact of various logistics operations, including transportation, storage, handling, packaging, and distribution. This evaluation encompasses factors such as fuel consumption and emissions from transportation vehicles, potential pollution and damage to the surrounding environment during storage, and noise pollution during handling processes, which can lead to environmental pollution.

We believe that engaging suppliers who share our values and actively practice responsible behavior towards society, coupled with a focus on green logistics, will contribute to the overall promotion of environmentally-friendly practices throughout our supply chain. Through these collective efforts, we not only meet our business objectives but also upholds our broader goals of environmental protection and social responsibility.

Supplier Management

The group has strengthened our collaboration with suppliers to continuously improve the supply chain management system and supervision mechanisms. We have established a comprehensive and reliable system of supply chain management standards. Good supplier management can increase the quality of our services and products. To ensure our suppliers or (sub) contractors (who provide products and services related to our construction activities) can fulfill the project requirements, needs and specifications, our project team will also be involved in the assessment process based on their merits, including qualifications, past experience, licenses and certifications, quality of services rendered or products supplied and reputation in the industry. Qualified suppliers can be included in the approved supplier list of the Group.

Additionally, continuous evaluation of the existing suppliers and (sub)contractors is performed to ensure that the quality of their products and services are maintained up to our required standards. Performance review criteria include suppliers' capacity, delivery time, quality control standards and defect rates. If the suppliers consistently fail to meet the expected standards, the senior management may consider to suspend bidding or remove them from the list of approved contractors. Supplier relationship may also be terminated when there is substantial violation of environmental and labour laws and regulations.



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

Suppliers information¹⁰

Suppliers Information	FY2023	FY2022	FY2021
By geographical region			
— Hong Kong	9	35	87
— Mainland China	1	3	2
Total number	10	38	89

We actively source from local suppliers or vendors as far as possible in order to support community development and local employment. In FY2023, we managed 10 suppliers who are mainly based or operate in Hong Kong. During to the impact of the COVID-19 pandemic, our group experienced a decline in workload in FY2023. Consequently, there has been a reduced demand for suppliers.

Service Responsibility

The Group endeavours to provide quality construction and maintenance services by following all the contract requirements and construction programme of our clients, as well as minimizing construction risks that may pose to the public. The Group has established a quality control system in accordance with the requirements of ISO 9001:2015 to develop a substantiable performance-oriented culture emphasizing the pursue of continuous improvement and long-term development. Process control procedures have been established to ensure that the works meet the contractual specification and the environment, health and safety requirements, and the details are shown below:

- Provide a series of detailed implementation standards, delivery guidelines, and risk assessment requirements to employees with a basis for inspecting product quality;
- Assign an experienced project manager or site agent (or other site supervisors as appropriate) to monitor the performance and progress of the construction works in order to meet with the project timeline and specifications;
- Collaborate with the main contractor in delivering the construction works; and
- Inspect the site in a regular basis to ensure the work standards, procedures, methodologies are fulfilled during the project implementation stage.

In addition, suppliers from Talent Mark Development Limited and Talent Mart Construction Co., Ltd are included.

The Group strictly complies with related laws and regulations in Hong Kong, including but not limited to the Building Ordinance and Construction Industry Council Ordinance of Hong Kong. During the Reporting Period, the Group was not aware of any incidents of non-compliance with laws and regulations concerning health and safety, advertising, labelling and privacy matters relating to products and services, provided that they would have a significant impact on the Group.

Regarding our product or works quality, most of our contracts contain a defects liability period (“DLP”), during which we are responsible to rectify any works defects. In addition, there is usually a contract term for the clients to withhold retention money from us. In general, our clients may retain 3% to 10% of the interim payment for repair and maintenance projects and up to 5% of the contract sum for civil engineering construction works projects as retention money for a project. The terms and conditions in relation to the release of retention monies vary from contract to contract. Depending on the specific terms of the contract, the retention monies are generally released after completion of works or upon the expiration of the DLP. During the Reporting Period, the Group did not experience any material claims from the clients in respect of works defects.

¹⁰ Suppliers from Talent Mark Department Limited and Talent Mart Construction Co., Ltd are included.



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

We highly respect intelligence property rights and prohibit unauthorized use of patented products, technologies and concepts. We establish clear guidelines for handling all files involving customer information, including requirements for storage, confidentiality, and destruction. These guidelines ensure that customer data is handled in a secure and responsible manner throughout its lifecycle. Employees are required to obtain authorization and complete registration procedures before accessing customer information. Disclosure of any form of confidential information are prohibited under any circumstance. All the client information, such as trade secrets and construction information (including status, design, and costs) are kept in absolute confidence to prevent data or information leakage. In respect of client personal data and confidential documents, the Group preserves them properly and strictly complies with the Hong Kong Personal Data (Privacy) Ordinance. During the Reporting Period, the Group did not receive any significant complaint regarding the breach of client's privacy or loss of client's information.

Anti-Corruption

The Group has consistently upheld the principles of integrity and honesty, firmly believing that they form the foundation for maintaining business operations. As such, the Group is committed to promoting a culture of fairness and integrity and has established clear anti-corruption management systems to regulate employees' behavior and ethical standards.

As illustrated in our staff handbook, all employees must abide by business ethics and laws and regulations such as the Prevention of Bribery Ordinance while conducting business activities. We are committed to high ethical standards and adopt a zero-tolerance approach to corruption, bribery, fraud, money laundering etc. Employees are prohibited from receiving or requesting any forms of benefits, including money, gifts, loans or offers.

In case of an employee being found to have violated the code, the Group follows a well-defined procedure to address the issue promptly and effectively. The matter is immediately reported to the directors and general manager, who oversee the subsequent actions taken. A comprehensive internal investigation is initiated to gather all necessary facts and evidence, ensuring a thorough examination of the situation.

Once the risk management department confirms the veracity of the violation, appropriate actions are taken. If the misconduct is deemed a breach of the employee's labor contract or a violation of the code of business ethics, disciplinary actions are taken in strict adherence to the relevant policies and regulations. This ensures that the Group maintains a zero-tolerance approach towards corruption within its workforce, fostering an environment of integrity and ethical behavior.

Furthermore, if the employee's misconduct involves serious violations will even lead to prosecution. By involving the judicial authorities, the Group ensures that the matter is handled through the legal system, reinforcing its commitment to accountability and transparency.

The Group strictly complies with the relevant laws and regulations in Hong Kong, including but not limited to the Prevention of Bribery Ordinance of Hong Kong. During the Reporting Period, the Group was not aware of any material non-compliance with the relevant laws and regulations relating to bribery, extortion, fraud and money laundering that would have a significant impact on the Group. There were no concluded legal cases against the Group or its employees during the Reporting Period.

We always value the opinions and suggestions of our employees. By establishing an opinion box in both office and construction site, our employees can express their opinions or report any suspected malpractices through leaving an anonymous message. This is part of our whistleblowing policy and the management will take immediate action to investigate and take follow-up actions if necessary. Moreover, our also policy ensures the protection of all whistleblowers, including employees, customers, and suppliers, allowing them to report concerns without fear of retaliation.



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

COMMUNITY INVESTMENT

Our Group values that repaying the community is part of the responsibility of being a corporate, through social participation, donating funds or holding charitable events, the Group is seeking more opportunities in contributing to the wellbeing of the community. As the Group continues to focus their efforts on the services to improve the society, by ethically operating and valuing community safety, the group is very encouraging to its staff to take part in community investing.

Our Action

Our Group is dedicated to actively participating in the “Joyful Acts of Kindness Activities” project. Through our investment of RMB100,000, facilitated by the Guangzhou Charity Association, we will directly benefit 502 financially disadvantaged children. By covering their tuition and medical expenses, our aim is to provide essential support to these needed children and contribute to their overall well-being and future opportunities. We firmly believe that by spreading kindness through this meaningful initiative, we can contribute to creating a better and more inclusive society, where every child has the opportunity to thrive.

Hopefully, in the near future, the Group could support the community for its good causes with its profits. Contributing back to the society by holding events or funding the needs of our tomorrow.



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

APPENDIX: HKEX ESG REPORTING GUIDE INDEX

General Disclosures and KPIs	Description	Reference (Page number)	Remarks
Environmental			
Aspect A1: Emissions			
KPI A1.1	The types of emissions and respective emissions data.	Performance Table	
KPI A1.2	Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions (in tonnes) and, where appropriate, intensity.	Performance Table	
KPI A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).		
KPI A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Performance Table	
KPI A1.5	Description of emission target(s) set and steps taken to achieve them.	Emission Control	
KPI A1.6	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	Waste Management	
Aspect A2: Use of Resources			
KPI A2.1	Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility).	Performance Table	
KPI A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility).	Performance Table	
KPI A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them.	Use of Resources	
KPI A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	Use of Resources	
KPI A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	N/A	There were no packaging materials used during the reporting period.



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

General Disclosures and KPIs	Description	Reference (Page number)	Remarks
Aspect A3: The Environment and Natural Resources			
KPI A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	The Environmental and Natural	
Aspect A4: Climate Change			
KPI A4.1	Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.	Climate Change	
Social			
Employment and Labour Practices			
Aspect B1: Employment			
KPI B1.1	Total workforce by gender, employment type (for example, full-or part-time), age group and geographical region.	Performance Table	
KPI B1.2	Employee turnover rate by gender, age group and geographical region.	Performance Table	
Aspect B2: Health and Safety			
KPI B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	Health and Safety	
KPI B2.2	Lost days due to work injury.	Performance Table	
KPI B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored.	Health and Safety	
Aspect B3: Development and Training			
KPI B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	Development training	
KPI B3.2	The average training hours completed per employee by gender and employee category.	Development training	
Aspect B4: Labour Standards			
KPI B4.1	Description of measures to review employment practices to avoid child and forced labour.	Labour standard	
KPI B4.2	Description of steps taken to eliminate such practices when discovered.	Labour standard	



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

General Disclosures and KPIs	Description	Reference (Page number)	Remarks
Aspect B5: Supply Chain Management			
KPI B5.1	Number of suppliers by geographical region.	Performance Table	
KPI B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.	Supply Chain Management	
KPI B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	Supply Chain Management	
KPI B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	Supply Chain Management	
Aspect B6: Product Responsibility			
KPI B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	N/A	There were no recalls in the reporting period.
KPI B6.2	Number of products and service related complaints received and how they are dealt with.	N/A	There were no recalls in the reporting period.
KPI B6.3	Description of practices relating to observing and protecting intellectual property rights.	N/A	The Group's businesses do not involve any intellectual property rights practices.
KPI B6.4	Description of quality assurance process and recall procedures.	Services Responsibility	
KPI B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored	Services Responsibility	



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

General Disclosures and KPIs	Description	Reference (Page number)	Remarks
Aspect B7: Anti-Corruption			
KPI B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.	Anti-Corruption	
KPI B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.	Anti-Corruption	
KPI B7.3	Description of anti-corruption training provided to directors and staff.	Anti-Corruption	
Aspect B8: Community Investment			
KPI B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	Community Investment	
KPI B8.2	Resources contributed (e.g. money or time) to the focus area.	Community Investment	



The Board hereby present the Directors' report and the consolidated financial statements for the year ended 31 March 2023.

LISTING ON GEM

The Company was incorporated as an exempted company with limited liability in the Cayman Islands on 23 October 2017.

The Company became the holding company of the Group upon the completion of the corporate reorganisation (the "**Reorganisation**"), details of which are set out in the section headed "History, Development and Reorganisation" in the Prospectus.

The shares of the Company (the "**Shares**") were listed on GEM of the Stock Exchange on 15 October 2018.

PRINCIPAL ACTIVITIES AND BUSINESS REVIEW

The Company is an investment holding company. The Group is principally engaged in the provision of civil engineering construction works of road and highway related infrastructures and repair and maintenance works for structures of roads and highways.

For the development, performance or position of the Group's business and events after the reporting period, details are set out in the section headed "Chairman's Statement" and the section headed "Management Discussion and Analysis" of this annual report.

For the principal risks and uncertainties facing the Company, details are set out in the paragraph headed "Principal Risks and Uncertainties" in the section headed "Management Discussion and Analysis" in this annual report.

COMPLIANCE WITH APPLICABLE LAWS AND REGULATIONS

To the best knowledge and belief of the Directors, the Group's operation in Hong Kong has complied with the applicable laws and regulations in all material respects during the year ended 31 March 2023, and up to the date of this annual report.

RESULTS AND DIVIDENDS

The results of the Group for the year ended 31 March 2023 are presented in the consolidated statement of profit or loss and other comprehensive income of this annual report.

The Board does not recommend the payment of a final dividend for the year ended 31 March 2023.

SUMMARY FINANCIAL INFORMATION

A summary of the results and the assets and liabilities of the Group, as extracted from the Prospectus and the consolidated financial statements of the Company for the years ended 31 March 2019, 2020, 2021, 2022 and 2023 are set out in this annual report.

RELATED PARTY TRANSACTIONS

Details of significant related party transactions of the Group are set out in note 32 to the consolidated financial statements. Save as disclosed in the section headed "Connected Transactions And Continuing Connected Transactions", none of the related party transactions constitutes a connected transaction or continuing connected transaction under Chapter 20 of the GEM Listing Rules.



DIRECTORS' REPORT

CONNECTED TRANSACTIONS AND CONTINUING CONNECTED TRANSACTIONS

Kaiser Global (China) Company Limited (the “**Kaiser Global**”), a private company limited by shares, is wholly owned by Ms. Ha Tsit Hung, who is Mr. Ha's sister. Therefore, Kaiser Global is a connected person of the Company under the GEM Listing Rules. The principal business of Kaiser Global is trading of painting materials, antiskid road surfacing materials, and provision of related installation services.

As disclosed in Note 33(i) to the consolidated financial statements in this annual report, for the year ended 31 March 2023, the aggregate amount of purchase and service of the company paid to Kaiser Global in relation to the purchased raw material amounted to approximately HK\$27,000.

During the year ended 31 March 2023, two shareholders of the Company, namely Mr. Ha and Mr. Ip, have provided financings to the Group in the sum of approximately HK\$9.9 million and HK\$3.0 million respectively. The amount of HK\$8.0 million due to Mr. Ha is an unsecured twelve months loan, interest bearing at 12.0% per annum. The remaining amounts due to Mr. Ha and Mr. Ip are unsecured, interest-free and repayable on demand. During the year ended 31 March 2023, the Group paid finance costs of approximately HK\$1.0 million to Mr. Ha. Details are set out in notes 21 and 32 to the consolidated financial statements.

All these transactions fall under the definition of continuing connected transactions/connected transactions that are fully exempt from the reporting announcement, independent shareholders' approval, annual review and all other relevant disclosure requirements under Chapter 20 of the GEM Listing Rules.

SHARE CAPITAL

Details of the movements in the share capital of the Company during the year ended 31 March 2023 are set out in note 27 to the consolidated financial statements in this annual report.

SHARE OPTION SCHEME

The terms of the share option scheme adopted by the Company on 21 September 2018 (the “**Share Option Scheme**”) are in accordance with the provisions of Chapter 23 of the GEM Listing Rules. During the year ended 31 March 2023 and as at the date of this annual report, no share option was granted, exercised, expired or lapsed and there was no outstanding share option under the Share Option Scheme.

Purpose of the Share Option Scheme

The purpose of the Share Option Scheme is to attract and retain the best available personnel to provide additional incentive to employees (full-time and part-time), directors, consultants, advisors, distributors, contractors, suppliers, agents, customers, business partners or service providers of the Group and to promote the success of the business of the Group.

Who may join and basis of eligibility

The Board may, at its absolute discretion, grant any full-time or part-time employee, consultant or adviser, director, substantial shareholder, distributor, contractor, supplier, agent, customer, business partner or service provider of any member of the Group, or any person whom the Board considers has contribution or potential contribution to the development and growth of the Group, options to subscribe for ordinary shares in the capital of the Company (“**Shares**”).



Maximum number of Shares

The aggregate number of Shares which may be issued upon exercise of all outstanding options granted and yet to be exercised under the Share Option Scheme or any other share option schemes adopted by the Company must not exceed 30% of the Shares in issue from time to time.

The maximum number of Shares issuable upon exercise of all options to be granted under the Share Option Scheme and any other share option schemes of the Company must not in aggregate exceed 10% of all the Shares in issue upon the date on which the Shares are listed and permitted to be dealt in the Stock Exchange equivalent to 114,220,000 shares of the Company, which is 10% of the issued share capital of the Company as at the date of this annual report.

Maximum entitlement of each participant

Unless approved by shareholders, the total number of Shares issued and to be issued upon exercise of options granted to each participant (including both exercised and outstanding options) under the Share Option Scheme or any other share option schemes of the Company in any 12-month period up to the date of grant shall not exceed 1% of the Shares in issue.

Time of exercise of option

An option may be exercised in accordance with the terms of the Share Option Scheme at any time during a period as our Board may determine which shall not exceed ten years from the date of grant.

Performance targets

Save as determined by our Board and provided in the offer of the grant of the relevant options, there is no performance target which must be achieved before any of the options can be exercised.

Grant of options and acceptance of offers

The amount payable by a grantee to the Company on acceptance of the offer for the grant of an option is HK\$1.00. An offer for the grant of options must be accepted within seven days inclusive of the day on which such offer was made.

Price of Shares

The subscription price of a Share in respect of any particular option granted under the Share Option Scheme shall be a price solely determined by our Board and notified to a participant and shall be at least the higher of: (i) the closing price of the Shares as stated in the Stock Exchange's daily quotations sheet on the date of grant of the option, which must be a Business Day; (ii) the average of the closing price of the Shares as stated in the Stock Exchange's daily quotations sheets for the five Business Days immediately preceding the date of grant of the option; and (iii) the nominal value of a Share on the date of grant of the option.

Period of the Share Option Scheme

The Share Option Scheme will remain in force for a period of ten years and shall expire on 21 September 2028.



DIRECTORS' REPORT

Rights on winding-up

In the event a notice is given by our Company to our members to convene a general meeting for the purposes of considering, and if thought fit, approving a resolution to voluntarily wind-up our Company, our Company shall on the same date as or soon after it despatches such notice to each member of our Group give notice thereof to all grantees and thereupon, each grantee (or, as the case may be, his legal personal representative(s)) shall be entitled to exercise all or any of his options at any time not later than two Business Days prior to the proposed general meeting of our Company by giving notice in writing to our Company, accompanied by a remittance for the full amount of the aggregate subscription price for our Shares in respect of which the notice is given whereupon our Company shall as soon as possible and, in any event, no later than the Business Day immediately prior to the date of the proposed general meeting referred to above, allot the relevant Shares to the grantee credited as fully paid.

Ranking of Shares

The Shares to be allotted upon the exercise of an option will be subject to all the provisions of the Articles for the time being in force and will rank *pari passu* in all respects with our fully paid Shares in issue on the date of allotment and accordingly will entitle the holders to participate in all dividends or other distributions paid or made after the date of allotment other than any dividend or other distribution previously declared or recommended or resolved to be paid or made with respect to a record date which shall be on or before the date of allotment, save that the Shares allotted upon the exercise of any option shall not carry any voting rights until the name of the grantee has been duly entered on the register of members of our Company as the holder thereof.

EQUITY LINKED AGREEMENT

Save and except for the Share Option Scheme as disclosed in the paragraph headed "SHARE OPTION SCHEME" above, no equity-linked agreement that (i) will or may result in the Company issuing shares or (ii) requires the Company enter into any agreement that will or may result in the Company issuing shares, was entered into by the Company during the year ended 31 March 2023 or subsisted at the end of the year.

PURCHASE, SALE OR REDEMPTION OF THE SHARES

Neither the Company nor any of its subsidiaries has purchased, sold or redeemed any of the Shares during the year ended 31 March 2023.

DEBENTURE

No debenture was issued by the Company during the year ended 31 March 2023.



DISCLOSURE OF INTERESTS

(a) Interests and/or short positions of Directors and chief executive in the Shares, underlying shares and debentures of the Company or its associated corporations

As at the date of this report, the Directors and chief executives of the Company had the following interests and/or short positions in the shares, underlying shares and debentures of the Company or any of its associated corporations (within the meaning of Part XV the SFO) which will have to be notified to the Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including interests and short positions in which they are taken or deemed to have under such provisions of the SFO) or which will be required pursuant to section 352 of the SFO to be entered in the register referred to therein, or pursuant to Rule 5.46 of the GEM Listing Rules relating to securities transactions by the Directors, will be required to be notified to the Company and the Stock Exchange:

Interests in the Company

Name of Director	Capacity	Number of shares held (Note 1)	Percentage of interest in the Company
Mr. Ha (Note 2)	Interest of a controlled corporation	6,466,900 (L)	5.66%
Mr. Ip (Note 2)	Interest of a controlled corporation	6,466,900 (L)	5.66%

Notes:

1. The letter "L" denotes the person's long positions in the Shares.
2. Each of Mr. Ha and Mr. Ip beneficially owns 50% of the issued share capital of Talent Prime Group Limited. Therefore, Mr. Ha and Mr. Ip are deemed to be interested in all the Shares held by Talent Prime Group Limited for the purpose of the SFO. Mr. Ha and Mr. Ip are directors of Talent Prime Group Limited.

Save as disclosed above, as at the date of this report, none of the Directors or chief executives of the Company had any interests and/or short position in the shares, underlying shares or debentures of the Company and its associated corporations (within the meaning of Part XV of the SFO) which will have to be notified to the Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including interests and short positions which they are taken or deemed to have under such provisions of the SFO) or which will be required pursuant to section 352 of the SFO to be entered in the register referred to therein or pursuant to Rule 5.46 of the GEM Listing Rules relating to securities transactions by the Directors.



DIRECTORS' REPORT

(b) Interests and/or short position of substantial shareholders in the Shares which are discloseable under Divisions 2 and 3 of Part XV of the SFO

So far as is known to the Directors, as at the date of this report, the following persons (not being a Director or chief executive of the Company) had an interest or a short position in the Shares or underlying Shares which would fall to be disclosed to the Company under the provisions of Divisions 2 and 3 of Part XV of the SFO as recorded in the register required to be kept by the Company under Section 336 of the SFO, or who was, directly or indirectly interested in 5% or more of the issued share capital of the Company.

Name of substantial shareholder	Capacity	Number of Shares (Note 1)	Percentage of interest in our Company
Talent Prime Group Limited	Beneficial owner	6,466,900 (L)	5.66%
Ms. Chung Ching Yan (Note 2)	Interest of spouse	6,466,900 (L)	5.66%
Ms. Lee Ming Ho (Note 3)	Interest of spouse	6,466,900 (L)	5.66%

Notes:

1. The letter "L" denotes the person's long positions in the Shares.
2. Ms. Chung Ching Yan is the spouse of Mr. Ha. Under the SFO, Ms. Chung is deemed, or taken to be, interested in the same number of Shares in which Mr. Ha is interested.
3. Ms. Lee Ming Ho is the spouse of Mr. Ip. Under the SFO, Ms. Lee is deemed to be interested in the same number of Shares in which Mr. Ip is interested.

Save as disclosed above, so far as is known to the Directors, as at the date of this report, there are no other person (not being a Director or chief executive of the Company) who had an interest or a short position in the Shares or underlying shares or debentures of the Company which would fall to be disclosed to the Company under the provisions of Divisions 2 and 3 of Part XV of the SFO as recorded in the register required to be kept by the Company under Section 336 of the SFO, or who was, directly or indirectly interested in 5% or more of the issued share capital of the Company.



BOARD OF DIRECTORS

Executive Directors

Mr. Ha Chak Hung (*Chairman and executive Director*)
Mr. Ip Chu Shing (*Chief Executive Officer and executive Director*)

Independent non-executive Directors

Ms. Tang Shui Man
Mr. Yuk Kai Yao (*resigned on 2 May 2023*)
Dr. Fok Wai Sun
Ms. Wu Jing (*appointed on 2 May 2023*)

Biography details of the Directors are set out in the section headed "Biographies of Directors and Senior Management" of this annual report.

The Company has received an annual confirmation of independence from each independent non-executive Director pursuant to Rule 5.09 of the GEM Listing Rules. The Company considers the independent non-executive Director to remain independent as at the date of this annual report.

CHANGE OF DIRECTORS AND COMPOSITION OF BOARD COMMITTEES

Mr. Yuk Kai Yao resigned as an independent non-executive director of the Company, a chairman of the Nomination Committee and a member of each of the Audit Committee and the Remuneration Committee with effect from 2 May 2023 and Ms. Wu Jing was appointed as an independent non-executive director of the Company, a chairman of the Nomination Committee and a member of each of the Audit Committee and the Remuneration Committee with effect from 2 May 2023.

DIRECTORS AND THEIR SERVICE AGREEMENTS

Each Director and non-executive Director has entered into a service agreement or letter of appointment with the Company for initially a fixed term of three years commencing from the Listing Date or date of appointment and will continue thereafter until terminated by either party giving not less than three months' written notice to the other party. None of the Directors has entered into any service agreement 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.

All Directors are subject to retirement by rotation and re-election at annual general meetings every three years, and will continue thereafter until terminated in accordance with the terms of the service agreement/letter of appointment.

In accordance with the Article 108 of the Articles, at each annual general meeting one-third of the Directors for the time being, or, if their number is not a multiple of three, the number nearest to but not less than one-third, shall retire from office by rotation provided that every Director shall be subject to retirement at an annual general meeting at least once every three years. Articles 111 and 112 of the Articles provide that any Directors who are appointed to fill casual vacancies shall hold office only until the next following general meeting after their appointment, and are subject to re-election by shareholders of the Company.

Accordingly, Mr. Ha Chak Hung, Mr. Ip Chu Shing and Ms. Wu Jing will retire by rotation at the forthcoming annual general meeting of the Company to be held on 25 August 2023 and, being eligible, offer themselves for re-election.



DIRECTORS' REPORT

DIRECTORS' RIGHT TO ACQUIRE SHARES OR DEBENTURES

Save as disclosed herein, at no time during the year ended 31 March 2023 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 debentures of the Group or any other body corporate.

EMOLUMENT OF THE DIRECTORS AND THE FIVE HIGHEST PAID INDIVIDUALS

Details of the emolument of the Directors and the five highest paid individuals of the Group are set out in notes 13 and 14 to the consolidated financial statements in this report.

EMOLUMENTS OF SENIOR MANAGEMENT

The emoluments of the senior management of the Group for the year ended 31 March 2023 falls within the following band:

Emolument Band	Number of Senior Management
Nil to HK\$1,000,000	3

EMOLUMENT POLICY

The remuneration committee of the Board will make recommendations on the remuneration of the Directors and senior management and to recommend members of the Board and determine, with delegated responsibilities, the remuneration package of individual Director and senior management. The remuneration committee regularly reviews and determines the remuneration and compensation packages of the Directors and senior management by reference to, among other things, market level of remuneration and compensation paid by comparable companies, the respective responsibilities of the Directors and the performance of the Group.

PERMITTED INDEMNITY PROVISION

Every Director shall be entitled to be indemnified out of the assets of the Company against all losses or liabilities incurred or sustained by him/her as a Director in defending any proceedings, whether civil or criminal, in which judgment is given in his/her favour, or in which he/she is acquitted.

DIRECTORS' INTERESTS IN TRANSACTION, ARRANGEMENT OR CONTRACT OF SIGNIFICANCE

Save as the transactions set out in notes 13 and 33 to the consolidated financial statements in this annual report, the Group has not entered into any transaction, arrangement or contract that is significant in relation to the Group's business to which any of member of the Group was a party and in which a Director or a connected entity of that Director had, directly or indirectly, a material interest.

COMPETING BUSINESS

Other than members of the Group, none of the Directors nor the controlling shareholder of the Company nor any of their respective close associates (as defined in the GEM Listing Rules) has interest in any business which competes or is likely to compete, directly or indirectly, with the business of the Group.



NON-COMPETITION UNDERTAKING

Talent Prime Group Limited, Mr. Ha and Mr. Ip, (each a “**Covenantor**” and collectively, the “**Covenantors**”), have confirmed to the Company of their compliance with the non-competition undertakings provided to the Company under a deed of non-competition dated 21 September 2018 (the “**Deed of Non-Competition**”). Details of the Deed of Non-Competition was set out in the section headed “Relationship with Our Controlling Shareholders” of the Prospectus.

The Independent non-executive Directors of the Company have reviewed the status of compliance and confirmed that all the undertakings under the Deed of Non-Competition have been complied with by the Covenantors and duly enforced since the Listing Date and up to the date of this annual report.

INTEREST OF CONTROLLING SHAREHOLDERS

Saved as disclosed in notes 13 and 32 to the consolidated financial statements in this annual report, there was no contract of significance between the Company or one of its subsidiaries on the one hand, and a controlling shareholder or any of its subsidiaries on the other, subsisting during or at the end of the year ended 31 March 2023.

Saved as disclosed, there was also no other contract of significance for the provision of services to the Company or any of its subsidiaries by a controlling shareholder or any of its subsidiaries during or at the end of the same period.

MANAGEMENT CONTRACT

During the year ended 31 March 2023, neither the Company nor its subsidiaries has entered into a contract by which (a) a person undertakes the management and administration of the whole or any substantial part of the business of the Company; and (b) the contract is not a contract of service with any Director or any person engaged in the full-time employment of the Company.

MAJOR CUSTOMERS

For the year ended 31 March 2023, the Group's five largest customers accounted for approximately 100% of the total revenue of the Group and the largest customer of the Group accounted for approximately 90.0% of the total revenue.

To the best of the knowledge of the Directors, none of the Directors or any of their respective close associates, or any Shareholder (which to the knowledge of the Directors owns more than 5% of the Company's issued share capital) had any interest in the Group's five largest customers.

MAJOR SUPPLIERS

For the year ended 31 March 2023, the largest supplier of the Group accounted for approximately 6.5% of the cost of revenue.

To the best of the knowledge of the Directors, none of the Directors or any of their respective close associates, or any Shareholder (which to the knowledge of the Directors owns more than 5% of the Company's issued share capital) had any interest in the Group's five largest suppliers.

FUTURE PLANS FOR MATERIAL INVESTMENTS AND CAPITAL ASSETS

Save as disclosed in the section headed “Future Plans and Use of Proceeds” of the Prospectus and the “Use of Proceeds” section in the Management Discussion and Analysis of this annual report, the Group did not have other plans for material investments and capital assets as at 31 March 2023.



DIRECTORS' REPORT

CORPORATE GOVERNANCE

The corporate governance report of the Company for the year ended 31 March 2023 is set out of this annual report.

PRE-EMPTIVE RIGHTS

There is no provision for pre-emptive rights under the Articles or the laws of the Cayman Islands which oblige the Company to offer new shares on a pro rata basis to existing shareholders.

TAX RELIEF AND EXEMPTION OF HOLDERS OF LISTED SECURITIES

The Company is not aware of any tax relief or exemption available to the shareholders of the Company by reason of their holding of the Company's securities.

SUFFICIENCY OF PUBLIC FLOAT

Based on information that is publicly available to the Company and within the knowledge of the Directors as at the date of this report, the public float of the Company's issued securities is sufficient with at least 25% held by the public.

DISTRIBUTABLE RESERVES

Details of the movements in the reserves of the Company and the Group during the year are set out in note 33 to the consolidated financial statements and the consolidated statement of changes in equity on page 73 of this annual report, respectively.

At 31 March 2023, the Company's reserves available for distribution to its Shareholders, calculated in accordance with the laws of Hong Kong, amounted to approximately HK\$11.6 million.

AUDITORS

BDO Limited was then appointed as the auditor of the Company. The consolidated financial statements for the years ended 31 March 2023 and 2022 have been audited by BDO Limited. BDO Limited will retire, and being eligible, offer themselves for re-appointment at the forthcoming annual general meeting. A resolution for their re-appointment as auditor of the Company will be proposed at the forthcoming annual general meeting.



RELATIONSHIPS WITH STAKEHOLDERS

Employees are the assets of the Group. The Group provides competitive remuneration package and a pleasant workplace environment to attract and motivate the employees. An annual performance evaluation will be conducted annually based on individual's contributions and achievements throughout the year and the Group will make necessary adjustments based on the result of the performance evaluation.

The Group understands the importance of maintaining a good relationship with its business partners, including the customers, suppliers, bankers and other financial institutions. The Group believes that a healthy relationship can be built up by providing enhanced services to the customers, maintaining an effective communication channel to the employees and our business partners.

CLOSURE OF REGISTER OF MEMBERS

In order to ascertain the entitlements to attend and vote at the AGM, the register of members of the Company will be closed from Tuesday, 22 August 2023 to Thursday, 24 August 2023, both days inclusive, during which period no transfer of shares of the Company will be registered. Shareholders of the Company are reminded to ensure all properly executed transfer forms accompanied by the relevant share certificates must be lodged with the Company's branch share registrar in Hong Kong, Tricor Investor Services Limited, at Level 54, Hopewell Centre, 183 Queen's Road East, Hong Kong not later than 4:30 pm on Friday, 18 August 2023.

Mr. Ha Chak Hung
Chairman

Hong Kong, 28 June 2023



INDEPENDENT AUDITOR'S REPORT



Tel : +852 2218 8288
Fax: +852 2815 2239
www.bdo.com.hk

25th Floor Wing On Centre
111 Connaught Road Central
Hong Kong

電話 : +852 2218 8288
傳真 : +852 2815 2239
www.bdo.com.hk

香港干諾道中111號
永安中心25樓

TO THE MEMBERS OF GRAND TALENTS GROUP HOLDINGS LIMITED

(incorporated in Cayman Islands with limited liability)

OPINION

We have audited the consolidated financial statements of Grand Talents Group Holdings Limited (the “**Company**”) and its subsidiaries (together the “**Group**”) set out on pages 71 to 133, which comprise the consolidated statement of financial position as at 31 March 2023, and the consolidated statement of profit or loss and other 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 a summary of significant accounting policies.

In our opinion, the consolidated financial statements give a true and fair view of the consolidated financial position of the Group as at 31 March 2023, and of its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with Hong Kong Financial Reporting Standards issued by the Hong Kong Institute of Certified Public Accountants (“**HKICPA**”) and have been properly prepared in compliance with the disclosure requirements of the Hong Kong Companies Ordinance.

BASIS FOR OPINION

We conducted our audit in accordance with Hong Kong Standards on Auditing (“**HKSAs**”) issued by the HKICPA. Our responsibilities under those standards are further described in the “Auditor’s Responsibilities for the Audit of the Consolidated Financial Statements” section of our report. We are independent of the Group in accordance with the HKICPA’s “Code of Ethics for Professional Accountants” (the “**Code**”), and we have 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.

MATERIAL UNCERTAINTY RELATED TO GOING CONCERN

We draw attention to note 3(b)(ii) in the consolidated financial statements, which indicates that the Group incurred a net loss of HK\$27,261,000 and net operating cash outflow of HK\$2,499,000. As of that date, the Group had current trade and other payables of HK\$6,278,000, and amounts due to shareholders of HK\$12,873,000 while the Group only maintained its bank balances and cash of HK\$5,552,000. These conditions indicate that a material uncertainty exists that may cast significant doubt on the Group’s ability to continue as a going concern. Our opinion is not modified in respect of this matter.



KEY AUDIT MATTERS

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. In addition to the matter described in the “Material Uncertainty Related to Going Concern” section, we have determined the matters described below to be the key audit matters to be communicated in our report.

Revenue from civil engineering construction contracts and repair and maintenance works contracts

We identified the revenue from civil engineering construction contracts and repair and maintenance works contracts as a key audit matter due to significant judgments involved in the management’s assessment process. The Group recognised revenue from civil engineering construction contracts and repair and maintenance works contracts amounted to HK\$919,000 and HK\$28,511,000, respectively, for the year ended 31 March 2023. As disclosed in note 4, revenue from civil engineering construction works and repair and maintenance works as principal is recognised over time under output method which requires estimation made by the management of the Group on progress and outcome of the projects with reference to the reports of completion of work, relevant progress reports and other information.

Our response:

Our procedures in relation to the revenue from civil engineering construction contracts and repair and maintenance works contracts included:

- Discussing with the project managers to understand the status of completion of the civil engineering construction and repair and maintenance projects during the year, on a sample basis;
- Verifying the reasonableness of the contract revenue by checking to the latest payment certificates issued by the customers, certificates of work completion, invoices and other information before and after year end date for the work performed as at year end, on a sample basis; and
- Assessing the reasonableness of the actual gross margin during the year by comparing with the budgeted gross margin of the civil engineering construction and repair and maintenance projects, on a sample basis.



INDEPENDENT AUDITOR'S REPORT

Impairment assessment of contract assets and trade receivables

We identified impairment assessment of contract assets and trade receivables as a key audit matter due to the significance of contract assets and trade receivables to the Group's consolidated statement of financial position and the involvement of subjective judgement and management estimates in evaluating the expected credit losses ("ECL") of the Group's contract assets and trade receivables at the end of the reporting period.

As at 31 March 2023, as set out in notes 19 and 20 to the consolidated financial statements, the Group's contract assets and trade receivables amounting to HK\$5,616,000 and HK\$23,433,000, respectively, and out of these trade receivables HK\$18,336,000 were past due.

As disclosed in note 5 to the consolidated financial statements, the management of the Group estimates the amount of lifetime ECL of contract assets and trade receivables individually based on internal credit rating. Internal credit rating has been given to each debtor after considering aging, historical observed default rates, repayment history and past due status of respective trade receivables and contract assets. Estimated loss rates are based on probability of default and loss given default with reference to an external credit report and are adjusted for forward-looking information. The impairment loss amount of the contract assets and trade receivables is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows with the consideration of expected future credit losses.

As disclosed in note 29(b) to the consolidated financial statements, the Group reversed an amount of HK\$nil and HK\$357,000 and recognised an additional amount of HK\$4,579,000 and HK\$6,636,000 of impairment loss of contract assets and trade receivables, respectively, for the year and the Group's lifetime ECL on contract assets and trade receivables as at 31 March 2023 amounted to HK\$13,544,000 and HK\$21,209,000, respectively.

Our response:

Our procedures in relation to the impairment assessment of contract assets and trade receivables included:

- Challenging management's basis and judgement in determining credit loss allowance on trade receivables and contract assets as at 31 March 2023, including their identification of credit-impaired contract assets and trade receivables, the reasonableness of management's assignment of the internal credit rating to each debtor, and the basis of estimated loss rates applied;
- Testing the reasonableness of internal credit rating given to each debtor by checking trade receivables aging analysis as at 31 March 2023, historical observed default rates, repayment history and past due status of respective trade receivables by reviewing the relevant invoices, bank receipts and other supporting information, on a sample basis;
- Assessing the reasonableness of the estimated loss rates by comparing the probability of default and loss given default with reference to external credit report and reviewing the adjustment for forward-looking information, on a sample basis; and
- Evaluating the disclosures regarding the impairment assessment of contract assets and trade receivables in notes 4, 5 and 29(b) to the consolidated financial statements.

Except for the matter described in the "Material Uncertainty Related to Going Concern" section, we have determined that there are no other key audit matters to communicate in our report.



INDEPENDENT AUDITOR'S REPORT

OTHER INFORMATION IN THE ANNUAL REPORT

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

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

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

DIRECTORS' RESPONSIBILITIES FOR THE CONSOLIDATED FINANCIAL STATEMENTS

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

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

The directors are also responsible for overseeing the Group's financial reporting process. The Audit Committee assists the directors in discharging their responsibility in this regard.

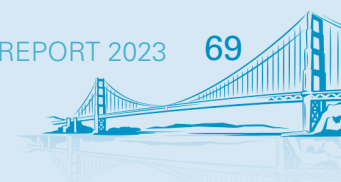
AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS

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. This report is made solely to you, as a body, in accordance with the terms of our engagement, and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this report.

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

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

- identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.



INDEPENDENT AUDITOR'S REPORT

- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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 directors, 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.

BDO Limited

Certified Public Accountants

Chau Ka Kin

Practising Certificate no. P07445

Hong Kong, 28 June 2023

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

For the year ended 31 March 2023

	NOTES	2023 HK\$'000	2022 HK\$'000
Revenue	6	29,430	42,469
Cost of revenue		(34,397)	(38,705)
Gross (loss)/profit		(4,967)	3,764
Other income	7	1,251	3,174
Other gains/(losses), net	8	221	(204)
Administrative expenses		(11,915)	(12,021)
Impairment loss under expected credit loss model		(10,858)	(13,056)
Impairment loss on property, plant and equipment	16	(151)	—
Impairment loss on right-of-use assets	17	(31)	—
Finance costs	9	(988)	(2,211)
Loss before taxation		(27,438)	(20,554)
Income tax credit	10	177	152
Loss for the year attributable to owners of the Company	11	(27,261)	(20,402)
Other comprehensive income, after tax:			
<i>Item that may be reclassified to profit or loss:</i>			
Exchange differences on translating foreign operations		—	3
Reclassification of exchange differences on deregistration of foreign operations		—	133
		—	136
Total comprehensive income for the year attributable to owners of the Company		(27,261)	(20,266)
Loss per share			
— Basic and diluted (HK cents)	15	(23.87)	(23.42)



CONSOLIDATED STATEMENT OF FINANCIAL POSITION

At 31 March 2023

	NOTES	2023 HK\$'000	2022 HK\$'000
Non-current assets			
Property, plant and equipment	16	1,213	2,735
Right-of-use assets	17	419	292
Interest in a joint venture	18	—	—
Deposits paid	20	—	2,934
		1,632	5,961
Current assets			
Contract assets	19	5,616	10,828
Trade and other receivables	20	25,011	42,090
Amount due from a shareholder	21	5,869	—
Amount due from a related company	21	2	2
Bank balances and cash	22	5,552	14,245
		42,050	67,165
Current liabilities			
Trade and other payables	23	6,278	6,248
Amounts due to shareholders	21	12,873	15,011
Lease liabilities	24	251	231
		19,402	21,490
Net current assets			
		22,648	45,675
Total assets less current liabilities			
		24,280	51,636
Non-current liabilities			
Lease liabilities	24	148	66
Deferred tax liabilities	25	9	186
		157	252
Net assets			
		24,123	51,384
Capital and reserves			
Share capital	26	11,422	11,422
Reserves		12,701	39,962
Total equity			
		24,123	51,384

The consolidated financial statements on pages 71 to 133 were approved and authorised for issue by the board of directors on 28 June 2023 and are signed on its behalf by:

Ha Chak Hung
DIRECTOR

Ip Chu Shing
DIRECTOR



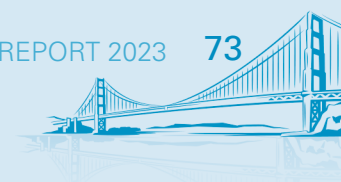
CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

For the year ended 31 March 2023

	Attributable to owners of the Company					Total HK\$'000
	Share capital HK\$'000	Share premium HK\$'000 (Note 33)	Other reserve HK\$'000 (Note (i))	Exchange reserve HK\$'000 (Note (ii))	Accumulated losses HK\$'000 (Note (iii))	
At 1 April 2021	4,800	35,187	15,457	(136)	(22,777)	32,531
Loss for the year	—	—	—	—	(20,402)	(20,402)
Other comprehensive income for the year	—	—	—	136	—	136
Total comprehensive income for the year	—	—	—	136	(20,402)	(20,266)
Issue of share (Note 26)	6,622	32,497	—	—	—	39,119
At 31 March 2022 and 1 April 2022	11,422	67,684	15,457	—	(43,179)	51,384
Total comprehensive income for the year	—	—	—	—	(27,261)	(27,261)
At 31 March 2023	11,422	67,684	15,457	—	(70,440)	24,123

Notes:

- (i) Other reserve represents (a) the deemed distribution to Ms. Wang Shen (“**Ms. Wang**”), mother of Mr. Ha Chak Hung (“**Mr. Ha**”), one of the Controlling Shareholders (as defined in note 1), and Mr. Ha and Mr. Ip Chu Shing (“**Mr. Ip**”), the directors of Talent Mark Development Limited (“**TMD**”), which arises from the differences between the fair values of the lower-than-market advances to each of them and the nominal amounts of the advances at initial recognition, and (b) share of deemed contribution of HK\$1,011,000 by the non-controlling interest of Talent Tren Construction Limited (“**Talent Tren**”) in respect of waiver of the amount due to TMD of the amount of HK\$3,062,000 pursuant to a debt waiver agreement entered into between TMD and Talent Tren on 10 October 2016, and (c) the consideration in acquiring the entire equity interests of Talent Mart Construction Co., Limited (“**TMC**”) and TMD by allotment and issuance of 4,000 and 4,200 ordinary shares with par value of US\$1 each of China Talents Group Limited (“**China Talents**”) to Talent Prime Group Limited (“**Talent Prime**”) and the reclassification of share capital of TMD and TMC to other reserve, and (d) the reclassification of share capital of China Talents of HK\$78,000 (equivalent to US\$10,000) and share premium of China Talents of HK\$13,994,000 to other reserve upon completion of the Reorganisation (as defined in note 1).
- (ii) The exchange reserve comprises all foreign exchange differences arising from the translation of the financial statements of operations outside Hong Kong which were dealt with in accordance with the accounting policy as set out in Note 4(d) to the consolidated financial statements.
- (iii) It represents cumulative net (loss)/profits recognised in the consolidated statement of profit or loss and other comprehensive income.



CONSOLIDATED STATEMENT OF CASH FLOWS

For the year ended 31 March 2023

	2023 HK\$'000	2022 HK\$'000
OPERATING ACTIVITIES		
Loss before taxation	(27,438)	(20,554)
Adjustments for:		
Depreciation on property, plant and equipment	1,371	2,124
Depreciation on right-of-use assets	316	337
Impairment loss under expected credit loss model	10,858	13,056
Impairment loss on property, plant and equipment	151	—
Impairment loss on right-of-use assets	31	—
Loss on deregistration of a subsidiary	—	319
Waiver of other payables	(83)	(2,380)
Gain on disposal of property, plant and equipment	(221)	(115)
Finance costs	988	2,211
Bank interest income	(18)	(22)
Operating cash flows before movements in working capital	(14,045)	(5,024)
Decrease in contract assets	633	3,649
Decrease/(increase) in trade and other receivables	10,800	(4,239)
Increase/(decrease) in trade and other payables	113	(6,927)
Cash used in operations	(2,499)	(12,541)
Income tax refund	—	1,082
NET CASH USED IN OPERATING ACTIVITIES	(2,499)	(11,459)
INVESTING ACTIVITIES		
Purchase of property, plant and equipment	—	(5,284)
Upfront deposit paid for right-of-use assets	(34)	—
Refund of deposits paid for purchase of property, plant and equipment	2,934	—
Advances to a shareholder	(5,869)	—
Proceeds from disposal of property, plant and equipment	221	134
Interest received	18	22
NET CASH USED IN INVESTING ACTIVITIES	(2,730)	(5,128)
FINANCING ACTIVITIES		
Proceeds from issue of shares	—	39,119
Repayment of bank and other borrowings	—	(12,957)
Proceeds from a loan from a shareholder	—	8,000
Repayment to shareholders	(3,098)	(3,902)
Interest paid	(1)	(2,187)
Capital element of lease liabilities paid	(338)	(415)
Interest element of lease liabilities paid	(27)	(24)
NET CASH (USED IN)/FROM FINANCING ACTIVITIES	(3,464)	27,634
NET (DECREASE)/INCREASE IN CASH AND CASH EQUIVALENTS	(8,693)	11,047
CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE YEAR	14,245	3,195
Effect of foreign exchange rate changes	—	3
CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR, represented by	5,552	14,245
Bank balances and cash	5,552	14,245



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2023

1. GENERAL

The Company was incorporated in the Cayman Islands under the Companies Law Chapter 22 of the Cayman Islands (the “**Companies Law**”) as an exempted company with limited liability on 23 October 2017. Its parent and ultimate holding company is Talent Prime, a limited liability company incorporated in the British Virgin Islands (“**the BVI**”). Its ultimate controlling parties are Mr. Ha and Mr. Ip who are also the directors of the Company.

The addresses of the registered office of the Company is located at Windward 3, Regatta Office Park, P.O. Box 1350, Grand Cayman KY1-1108, Cayman Islands and the principal place of business of the Company is located at Office 15, 9/F., Mega Cube, No. 8 Wang Kwong Road, Kowloon, Hong Kong.

The Company is an investment holding company. The Group is principally engaged in provision of civil engineering construction works of road and highway related infrastructures and repair and maintenance works for structures of roads and highways. The principal activities of its subsidiaries are set out in note 34 to the consolidated financial statements.

The consolidated financial statements are presented in Hong Kong dollars (“**HK\$**”), which is also the functional currency of the Company.

2. APPLICATION OF NEW AND AMENDMENTS TO HONG KONG FINANCIAL REPORTING STANDARDS (“**HKFRSs**”)

(a) Adoption of new/revised HKFRSs — effective on 1 April 2022

Amendments to HKAS 37	Onerous Contracts — Cost of Fulfilling a Contract
Amendments to HKAS 16	Property, Plant and Equipment: Proceeds before Intended Use
Amendments to HKFRS 3	Reference to the Conceptual Framework
Amendments to HKFRS Standards	Annual Improvements to HKFRS Standards 2018–2020

The new or amended HKFRSs that are effective from 1 April 2022 did not have any significant impact on the Group’s consolidated financial statements.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2023

2. APPLICATION OF NEW AND AMENDMENTS TO HONG KONG FINANCIAL REPORTING STANDARDS (“HKFRSs”) (continued)

(b) New/revised HKFRSs that have been issued but are not yet effective

Amendments to HKAS 1	Classification of Liabilities as Current or Non-current ²
Amendments to HKAS 1 and HK Interpretation 5 (Revised)	Non-current Liabilities with Covenants ²
Amendments to HKAS 1	Disclosure of Accounting Policies ¹
Amendments to HKAS 8	Definition of Accounting Estimates ¹
Amendments to HKAS 12	Deferred Tax related to Assets and Liabilities arising from a Single Transaction ¹
Amendments to HKFRS 16	Lease Liability in a Sale and Leaseback ²
Amendments to HKFRS 10 and HKAS 28	Sale or Contribution of Assets between an Investor and its Associate or Joint Venture ³

1 Effective for annual periods beginning on or after 1 January 2023

2 Effective for annual periods beginning on or after 1 January 2024

3 No mandatory effective date yet determined but is available for early adoption

The directors of the Company do not anticipate that the application of all new and amendments to HKFRSs will have material impact on the consolidated financial statements in the foreseeable future.

Amendments to HKAS 1, Classification of Liabilities as Current or Non-current

The amendments clarify that the classification of liabilities as current or non-current is based on rights that are in existence at the end of the reporting period, specify that classification is unaffected by expectations about whether an entity will exercise its right to defer settlement of a liability and explain that rights are in existence if covenants are complied with at the end of the reporting period. The amendments also introduce a definition of ‘settlement’ to make clear that settlement refers to the transfer to the counterparty of cash, equity instruments, other assets or services.

HK Int 5 (2020) was revised as a consequence of the Amendments to HKAS 1 issued in August 2020. The revision to HK Int 5 (2020) updates the wordings in the interpretation to align with the Amendments to HKAS 1 with no change in conclusion and do not change the existing requirements.

Amendments to HKAS 1 and HK Interpretation 5 (Revised), Presentation of Financial Statements — Non-current Liabilities with Covenants

The amendments clarify that if the right to defer settlement for at least 12 months is subject to an entity complying with conditions after the reporting period, then those conditions would not affect whether the right to defer settlement exists at the end of the reporting period for the purposes of classifying a liability as current or non-current; and for non-current liabilities subject to conditions, an entity is required to disclose information about the conditions (for example, the nature of and date by which the entity must comply with the condition); whether the entity would comply with the conditions based on its circumstances at the reporting date; and whether and how the entity expects to comply with the conditions by the date on which they are contractually required to be tested.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2023

2. APPLICATION OF NEW AND AMENDMENTS TO HONG KONG FINANCIAL REPORTING STANDARDS (“HKFRSs”) *(continued)*

(b) New/revised HKFRSs that have been issued but are not yet effective *(continued)*

Amendments to HKAS 1, Disclosure of Accounting Policies

HKAS 1 is amended to replace all instances of the term “significant accounting policies” with “material accounting policy information”. Accounting policy information is material if, when considered together with other information included in an entity’s financial statements, it can reasonably be expected to influence decisions that the primary users of general purpose financial statements make on the basis of those financial statements.

The amendments also clarify that accounting policy information may be material because of the nature of the related transactions, other events or conditions, even if the amounts are immaterial. However, not all accounting policy information relating to material transactions, other events or conditions is itself material. If an entity chooses to disclose immaterial accounting policy information, such information must not obscure material accounting policy information.

Amendments to HKAS 8, Definition of Accounting Estimates

The amendments define accounting estimates as “monetary amounts in financial statements that are subject to measurement uncertainty”. An accounting policy may require items in financial statements to be measured in a way that involves measurement uncertainty — that is, the accounting policy may require such items to be measured at monetary amounts that cannot be observed directly and must instead be estimated. In such a case, an entity develops an accounting estimate to achieve the objective set out by the accounting policy. Developing accounting estimates involves the use of judgements or assumptions based on the latest available, reliable information.

In addition, the concept of changes in accounting estimates in HKAS 8 is retained with additional clarifications.

Amendments to HKAS 12, Deferred Tax related to Assets and Liabilities arising from a Single Transaction

The amendments narrow the scope of the recognition exemption in paragraphs 15 and 24 of HKAS 12 so that it does not apply to such transactions as leases and decommissioning provisions that, on initial recognition, give rise to equal taxable and deductible temporary differences. Consequently, entities will need to recognise a deferred tax asset and a deferred tax liability for temporary differences arising on these transactions.

Amendments to HKFRS 16 — Lease Liability in a Sale and Leaseback

The amendments add subsequent measurement requirements for sale and leaseback transactions that satisfy the requirements of HKFRS 15 to be accounted for as a sale. The amendments require a seller-lessee to determine “lease payments” or “revised lease payments” such that the seller-lessee would not recognise a gain or loss that relates to the right of use retained by the seller-lessee. The amendments also clarify that applying the requirements does not prevent the seller-lessee from recognising in profit or loss any gain or loss relating to subsequent partial or full termination of a lease.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2023

2. APPLICATION OF NEW AND AMENDMENTS TO HONG KONG FINANCIAL REPORTING STANDARDS (“HKFRSs”) (continued)

(b) New/revised HKFRSs that have been issued but are not yet effective (continued)

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

The amendments clarify with situations where there is a sale or contribution of assets between an investor and its associate or joint venture. When the transaction with an associate or joint venture that is accounted for using the equity method, any gains or losses resulting from the loss of control of a subsidiary that does not contain a business are recognised in the profit or loss only to the extent of the unrelated investors’ interests in that associate or joint venture. Similarly, any gains or losses resulting from the remeasurement of retained interest in any former subsidiary (that has become an associate or a joint venture) to fair value are recognised in the profit or loss only to the extent of the unrelated investors’ interests in the new associate or joint venture.

3. BASIS OF PREPARATION

(a) Statement of compliance

The consolidated financial statements have been prepared in accordance with all Hong Kong Financial Reporting Standards, Hong Kong Accounting Standards (“**HKASs**”) and Interpretations (hereinafter collectively referred to as the “**HKFRS**”) and the disclosure requirements of the Hong Kong Companies Ordinance. In addition, the consolidated financial statements include applicable disclosures required by the Rules Governing the Listing of Securities on GEM of the Stock Exchange (“**Listing Rules**”).

(b) Basis of measurement and going concern assumption

(i) Basic of measurement

The consolidated financial statements have been prepared on the historical cost basis at the end of each reporting period as explained in the accounting policies. Historical cost is generally based on the fair value of the consideration given in exchange for goods and services.

(ii) Going concern basis

During the year ended 31 March 2023, the Group incurred a net loss of HK\$27,261,000 and net operating cash outflow of HK\$2,499,000. As of that date, the Group had current trade and other payables of HK\$6,278,000 (note 23) and amounts due to shareholders of HK\$12,873,000 (note 21) while the Group only maintained its bank balances and cash of HK\$5,552,000 (note 22).

In view of such circumstances, the directors of the Company have prepared a cash flow forecast of the Group covering a period of fifteen-month (the “**Cash Flow Forecast**”) for the purpose of assessing the appropriateness of the use of the going concern basis for the preparation of these consolidated financial statements. In preparing the Cash Flow Forecast, the directors of the Company have given careful consideration to its operating needs, the future liquidity of the Group and its available sources of financing in assessing whether the Group will be able to repay the outstanding debts and be able to finance its future working capital and other financial requirements.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2023

3. BASIS OF PREPARATION *(continued)*

(b) Basis of measurement and going concern assumption *(continued)*

(ii) *Going concern basis (continued)*

Plans and measures have been taken to mitigate the liquidity pressure and to improve the financial position of the Group, which mainly include the following:

- (a) Two shareholders have undertaken in writing that they would not demand repayment from the Group for the amounts due to them (note 21) until the Group is in a position to repay. Two shareholders have also undertaken that they will provide further financial support to the Group to meet its daily operating needs and financial obligations when they fall due;
- (b) The management has taken a more vigilant approach in managing the progress of projects and related costs with the aim to enable the Group to attain more profitable operations by controlling costs and to improve its operating cash outflows. During the year, the Group had terminated an unprofitable contract and, in April 2023, the Group has obtained a new contract as well as has been involved in active negotiations for other potential projects; and
- (c) The management has endeavored to recover slowing settling trade receivables and anticipated that a cash flow of not less than HK\$15,000,000 would be received over the forecast period.

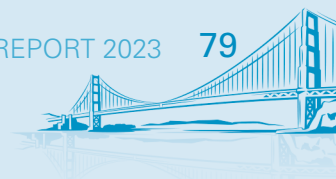
Based on the above plans and measures, the directors are of the opinion that the Group would have sufficient working capital to financial its operations and to meet its financial obligations as and when they fall due within the forecast period. Accordingly, it is appropriate to prepare the consolidated financial statements for the year ended 31 March 2023 on a going concern basis.

However, there are uncertainties inherently associated with the future outcomes as to whether (a) the Group would be able to attain more profitable operations; (b) the two shareholders would be financially viable to provide finance to the Group and would honor the undertakings that they made; and (c) the customer would settle the outstanding trade receivables on time that meets the liquidity need of the Group. As a result, there is a material uncertainty related to the events or conditions that may cast significant doubt on the Group's ability to continue as a going concern and, therefore, that it may be unable to realise its assets and discharge its liabilities in the normal course of business.

The consolidated financial statements do not include any adjustments that may be necessary should the going concern basis of preparation be determined to be inappropriate. These would include any adjustments to write down the Group's assets to their net realisable amounts, to provide for any liabilities which may arise and to reclassify non-current assets and non-current liabilities as current assets and current liabilities, respectively. The effect of these adjustments has not been reflected in these consolidated financial statements.

(c) Functional and presentation currency

The consolidated financial statements are presented in Hong Kong dollars ("HK\$"), which is the same as the functional currency of the Company.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2023

4. SIGNIFICANT ACCOUNTING POLICIES

(a) Basis of consolidation

The consolidated financial statement incorporates the financial statements of the Company and entities controlled by the Company and its subsidiaries. Control is achieved when the Company:

- has power over the investee;
- is exposed, or has rights, to variable returns from its involvement with the investee; and
- has the ability to use its power to affect its returns.

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 listed above.

Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Specifically, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated statement of profit or loss and other comprehensive income from the date the Group gains control until the date when the Group ceases to control the subsidiary.

Profit or loss and each item of other comprehensive income are attributed to the owners of the Company and to the non-controlling interests. Total comprehensive income of subsidiaries is attributed to the owners of the Company and to the non-controlling interests even if this results in the non-controlling interests having a deficit balance.

When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies in line with the Group's accounting policies.

All intragroup assets, liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

Non-controlling interests in subsidiaries are presented separately from the Group's equity therein, which represent present ownership interests entitling their holders to a proportionate share of net assets of the relevant subsidiaries upon liquidation.

Changes in the Group's ownership interests in existing subsidiaries

When the Group loses control of a subsidiary, the assets and liabilities of that subsidiary and non-controlling interest (if any) are derecognised. A gain or loss is recognised in profit or loss and is calculated as the difference between (i) the aggregate of the fair value of the consideration received and the fair value of any retained interest and (ii) the carrying amount of the assets (including goodwill), and liabilities of the subsidiary attributable to the owners of the Company. All amounts previously recognised in other comprehensive income in relation to that subsidiary are accounted for as if the Group had directly disposed of the related assets or liabilities of the subsidiary (i.e. reclassified to profit or loss or transferred to another category of equity as specified/permitted by applicable HKFRSs). The fair value of any investment retained in the former subsidiary at the date when control is lost is regarded as the fair value on initial recognition for subsequent accounting under HKFRS 9 or, when applicable, the cost on initial recognition of an investment in a joint venture.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2023

4. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

(a) Basis of consolidation *(continued)*

Merger accounting for business combination involving businesses under common control

The consolidated financial statements incorporate the financial statements items of the combining businesses in which the common control combination occurs as if they had been combined from the date when the combining businesses first came under the control of the controlling party.

The net assets of the combining businesses are consolidated using the existing book values from the controlling party's perspective. No amount is recognised in respect of goodwill or bargain purchase gain at the time of common control combination.

The consolidated statement of profit or loss and other comprehensive income includes the results of each of the combining businesses from the earliest date presented or since the date when the combining businesses first came under the common control, where this is a shorter period.

The comparative amounts in the consolidated financial statements are presented as if the businesses had been combined at the beginning of the previous reporting period or when they first came under common control, whichever is shorter.

(b) Interest in a joint venture

A joint venture is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the joint arrangement. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require unanimous consent of the parties sharing control.

The results and assets and liabilities of a joint venture are incorporated in these consolidated financial statements using the equity method of accounting. The financial statements of the joint venture used for equity accounting purposes are prepared using uniform accounting policies as those of the Group for like transactions and events in similar circumstances. Under the equity method, an interest in a joint venture is initially recognised in the consolidated statement of financial position at cost and adjusted thereafter to recognise the Group's share of the profit or loss and other comprehensive income of the joint venture. Changes in net assets of the joint venture other than profit or loss and other comprehensive income are not accounted for unless such changes resulted in changes in ownership interests held by the Group. When the Group's share of losses of a joint venture exceeds the Group's interest in that joint venture (which includes any long-term interests that, in substance, form part of the Group's net investment in the joint venture), the Group discontinues recognising its share of further losses. Additional losses are recognised only to the extent that the Group has incurred legal or constructive obligations or made payments on behalf of the joint venture.

An interest in a joint venture is accounted for using the equity method from the date on which the investee becomes a joint venture. On acquisition of the interest in a joint venture, any excess of the cost of the investment over the Group's share of the net fair value of the identifiable assets and liabilities of the investee is recognised as goodwill, which is included within the carrying amount of the investment. Any excess of the Group's share of the net fair value of the identifiable assets and liabilities over the cost of the investment, after reassessment, is recognised immediately in profit or loss in the period in which the investment is acquired.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2023

4. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

(b) Interest in a joint venture *(continued)*

The Group assesses whether there is an objective evidence that the interest in a joint venture may be impaired. When any objective evidence exists, the entire carrying amount of the investment (including goodwill) is tested for impairment in accordance with HKAS 36 as a single asset by comparing its recoverable amount (higher of value in use and fair value less costs of disposal) with its carrying amount. Any impairment loss recognised forms part of the carrying amount of the investment. Any reversal of that impairment loss is recognised in accordance with HKAS 36 to the extent that the recoverable amount of the investment subsequently increases.

When a group entity transacts with a joint venture of the Group, profits and losses resulting from the transactions with the joint venture are recognised in the Group's consolidated financial statements only to the extent of interests in the joint venture that are not related to the Group.

(c) Revenue from contracts with customers

HKFRS 15 introduces a 5-step approach when recognising revenue:

- Step 1: Identify the contract(s) with a customer;
- Step 2: Identify the performance obligations in the contract;
- Step 3: Determine the transaction price;
- Step 4: Allocate the transaction price to the performance obligations in the contract; and
- Step 5: Recognise revenue when (or as) the entity satisfies a performance obligation.

Under HKFRS 15, the Group recognises revenue when (or as) a performance obligation is satisfied, i.e. when "control" of the goods or services underlying the particular performance obligation is transferred to the customer.

A performance obligation represents a good or service (or a bundle of goods or services) that is distinct or a series of distinct goods or services that are substantially the same.

Control is transferred over time and revenue is recognised over time by reference to the progress towards complete satisfaction of the relevant performance obligation if one of the following criteria is met:

- the customer simultaneously receives and consumes the benefits provided by the Group's performance as the Group performs;
- the Group's performance creates or enhances an asset that the customer controls as the Group performs; or
- the Group's performance does not create an asset with an alternative use to the Group and the Group has an enforceable right to payment for performance completed to date.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2023

4. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

(c) Revenue from contracts with customers *(continued)*

Otherwise, revenue is recognised at a point in time when the customer obtains control of the distinct good or service.

Principal versus agent

When another party is involved in providing goods or services to a customer, the Group determines whether the nature of its promise is a performance obligation to provide the specified goods or services itself (i.e. the Group is a principal) or to arrange for those goods or services to be provided by the other party (i.e. the Group is an agent).

The Group is a principal if it controls the specified good or service before that good or service is transferred to a customer.

The Group is an agent if its performance obligation is to arrange for the provision of the specified good or service by another party. In this case, the Group does not control the specified good or service provided by another party before that good or service is transferred to the customer. When the Group acts as an agent, it recognises revenue in the amount of any fee or commission to which it expects to be entitled in exchange for arranging for the specified goods or services to be provided by the other party.

Principal versus agent consideration (principal)

The Group engages in provision of civil engineering construction works specialising in repairing and maintaining structures of roads and highways and construction drainage systems and repair and maintenance works on roads and highways and other infrastructures such as construction of pavilion and seawall in Hong Kong. The Group concluded that the Group acts as the principal for such transactions as it controls the specified good before it is transferred to the customer after taking into consideration indicators such as the Group is primarily responsible for fulfilling the promise to provide the services to the customers. The Group has inventory risk and has the discretion in price-setting of the services rendered by sub-contractors to be charged against the customers. When the Group satisfies the performance obligation, the Group recognises revenue in the gross amount of consideration to which the Group expects to be entitled as specified in the contracts.

Revenue from civil engineering construction works and repair and maintenance works as principal are recognised overtime since the Group's performance creates or enhances an asset that the customer controls as the Group performs. The progress towards complete satisfaction of a performance obligation is measured based on output method, which is to recognise revenue on the basis of direct measurements of the value of the goods or services transferred to the customer to date relative to the remaining goods or services promised under the contract, that best depict the Group's performance in transferring control of goods or services.

During the year ended 31 March 2023, the Group recognised revenue relating to civil engineering works and certain repair and maintenance works as principal amounted to HK\$26,873,000 (2022: HK\$40,931,000).



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2023

4. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

(c) Revenue from contracts with customers *(continued)*

Principal versus agent *(continued)*

Principal versus agent consideration (agent)

The Group is considered as an agent for its contracts with customers relating to arranging for another party, that is sub-contractor, to deliver resurfacing and thermal patching service to the customer and the Group did not have the ability to direct the sub-contractor to provide such service to the customers. It is the customer who contracted with the sub-contractor set the price for the service without visibility to the Group. The service performed by the sub-contractor is not an input to a combined performance obligation for which the Group is providing significant service of integration. The Group does not have the practical ability to instruct the sub-contractor and direct the sub-contractor to provide the service. The Group is also not primarily responsible for fulfilling the promise, not exposed to inventory risk and not involved in the price negotiation between the customer and the sub-contractor. When the Group satisfies the performance obligation, the Group recognises a commission revenue in the amount it expects to be entitled as specified in the contracts, which amounted to certain percentage of the gross amount of consideration as specified in the contracts.

Revenue from civil engineering construction works and repair and maintenance works as agent are recognised at a point in time when the Group had arranged the sub-contractor to deliver service to the customer.

During the year ended 31 March 2023, the Group recognised commission revenue relating to the delivery of resurfacing and thermal patching service amounted to HK\$2,557,000 (2022: HK\$1,538,000).

A contract asset represents the Group's right to consideration in exchange for goods or services that the Group has transferred to a customer that is not yet unconditional. It is assessed for impairment in accordance with HKFRS 9 on the same basis as trade receivables as set out in note 4(k). In contrast, a receivable represents the Group's unconditional right to consideration, i.e. only the passage of time is required before payment of that consideration is due.

A contract liability represents the Group's obligation to transfer goods or services to a customer for which the Group has received consideration (or an amount of consideration is due) from the customer.

A contract asset and a contract liability relating to the same contract are accounted for and presented on a net basis.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2023

4. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

(d) Foreign currencies

Transactions entered into by group entities in currencies other than the currency of the primary economic environment in which they operate (the “**functional currency**”) are recorded at the rates ruling when the transactions occur. Foreign currency monetary assets and liabilities are translated at the rates ruling at the end of reporting period. Non-monetary items carried at fair value that are denominated in foreign currencies are retranslated at the rates prevailing on the date when the fair value was determined. Non-monetary items that are measured in terms of historical cost in a foreign currency are not retranslated.

Exchange differences arising on the settlement of monetary items, and on the translation of monetary items, are recognised in profit or loss in the period in which they arise. Exchange differences arising on the retranslation of non-monetary items carried at fair value are included in profit or loss for the period except for differences arising on the retranslation of non-monetary items in respect of which gains and losses are recognised directly in other comprehensive income, in which case, the exchange differences are also recognised directly in other comprehensive income.

On consolidation, income and expense items of foreign operations are translated into the presentation currency of the Group (i.e. Hong Kong dollars) at the average exchange rates for the year, unless exchange rates fluctuate significantly during the period, in which case, the rates approximating to those ruling when the transactions took place are used. All assets and liabilities of foreign operations are translated at the rate ruling at the end of reporting period. Exchange differences arising, if any, are recognised in other comprehensive income and accumulated in equity as exchange reserve. Exchange differences recognised in profit or loss of group entities’ separate financial statements on the translation of long-term monetary items forming part of the Group’s net investment in the foreign operation concerned are reclassified to other comprehensive income and accumulated in equity as exchange reserve.

On disposal of a foreign operation, the cumulative exchange differences recognised in the exchange reserve relating to that operation up to the date of disposal are reclassified to profit or loss as part of the profit or loss on disposal.

(e) Borrowing costs

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

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



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2023

4. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

(f) Leases

All leases are required to be capitalised in the statement of financial position as right-of-use assets and lease liabilities, but accounting policy choices exist for an entity to choose not to capitalise (i) leases which are short-term leases and/or (ii) leases for which the underlying asset is of low-value. The Group has elected not to recognise right-of-use assets and lease liabilities for low-value assets and leases for which at the commencement date have a lease term of 12 months or less and do not contain purchase option. The lease payments associated with those leases have been expensed on straight-line basis over the lease term.

Right-of-use asset

The right-of-use asset should be recognised at cost and would comprise: (i) the amount of the initial measurement of the lease liability (see below for the accounting policy to account for lease liability); (ii) any lease payments made at or before the commencement date, less any lease incentives received; (iii) any initial direct costs incurred by the lessee and (iv) an estimate of costs to be incurred by the lessee in dismantling and removing the underlying asset to the condition required by the terms and conditions of the lease, unless those costs are incurred to produce inventories. The Group measures the right-of-use assets applying a cost model. Under the cost model, the Group measures the right-to-use at cost, less any accumulated depreciation and any impairment losses, and adjusted for any remeasurement of lease liability.

The Group has leased a number of properties under tenancy agreements which are held for own use and are carried at depreciated cost.

Lease liability

The lease liability is recognised at the present value of the lease payments that are not paid at the date of commencement of the lease. The lease payments are discounted using the interest rate implicit in the lease, if that rate can be readily determined. If that rate cannot be readily determined, the Group uses the lessee's incremental borrowing rate.

The following payments for the right-to-use the underlying asset during the lease term that are not paid at the commencement date of the lease are considered to be lease payments: (i) fixed payments less any lease incentives receivable; (ii) variable lease payments that depend on an index or a rate, initially measured using the index or rate as at commencement date; (iii) amounts expected to be payable by the lessee under residual value guarantees; (iv) the exercise price of a purchase option if the lessee is reasonably certain to exercise that option and (v) payments of penalties for terminating the lease, if the lease term reflects the lessee exercising an option to terminate the lease.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2023

4. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

(f) Leases *(continued)*

Subsequent to the commencement date, the Group measures the lease liability by: (i) increasing the carrying amount to reflect interest on the lease liability; (ii) reducing the carrying amount to reflect the lease payments made; and (iii) remeasuring the carrying amount to reflect any reassessment or lease modifications, e.g., a change in future lease payments arising from change in an index or rate, a change in the lease term, a change in the in-substance fixed lease payments or a change in assessment to purchase the underlying asset.

(g) Retirement benefits costs

Payments to the Mandatory Provident Fund Scheme (the “**MPF Scheme**”) in Hong Kong are recognised as an expense when employees have rendered service entitling them to the contributions.

Short-term employee benefits

Short-term employee benefits are recognised at the undiscounted amount of the benefits expected to be paid as and when employees rendered the services. All short-term employee benefits are recognised as an expense unless another HKFRS requires or permits the inclusion of the benefits in the cost of an asset.

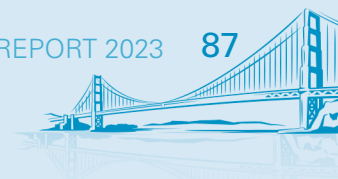
A liability is recognised for benefits accruing to employees (such as wages, salaries and annual leave) after deducting any amount already paid.

(h) Taxation

Income tax expense represents the sum of the tax currently payable and deferred tax.

The tax currently payable is based on taxable profit for the year. Taxable profit differs from “profit before taxation” as reported in the consolidated statement of profit or loss and other comprehensive income because of items of income or expense that are taxable or deductible in other years and items that are never taxable or deductible. The Group’s liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the end of each reporting period.

Deferred tax is recognised on temporary differences between the carrying amounts of assets and liabilities in the consolidated financial statements and the corresponding tax bases used in the computation of taxable profit. Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are generally recognised for all deductible temporary differences to the extent that it is probable that taxable profits will be available against which those deductible temporary differences can be utilised. Such deferred tax assets and liabilities are not recognised if the temporary difference arises from the initial recognition (other than in a business combination) of assets and liabilities in a transaction that affects neither the taxable profit nor the accounting profit.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2023

4. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

(h) Taxation *(continued)*

Deferred tax liabilities are recognised for taxable temporary differences associated with interest in a joint venture, except where the Group is able to control the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future. Deferred tax assets arising from deductible temporary differences associated with such interests are only recognised to the extent that it is probable that there will be sufficient taxable profits against which to utilise the benefits of the temporary differences and they are expected to reverse in the foreseeable future.

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 profits will be available to allow all or part of the asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the period in which the liability is settled or the asset is realised, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of each reporting period.

The measurement of deferred tax assets and liabilities reflects the tax consequences that would follow from the manner in which the Group expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when they relate to income taxes levied by the same taxation authority and the Group intends to settle its current tax assets and liabilities on a net basis.

Current and deferred tax are recognised in profit or loss, except when they relate to items that are recognised in other comprehensive income or directly in equity, in which case, the current and deferred tax are also recognised in other comprehensive income or directly in equity respectively. Where current tax or deferred tax arises from the initial accounting for a business combination, the tax effect is included in the accounting for the business combination.

(i) Property, plant and equipment

Property, plant and equipment are stated in the consolidated statement of financial position at cost less subsequent accumulated depreciation and subsequent accumulated impairment losses, if any.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2023

4. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

(i) Property, plant and equipment *(continued)*

Depreciation is recognised so as to write off the cost of assets less their residual values over their useful lives, using the straight-line method. The estimated useful lives, residual values and depreciation method are reviewed at the end of each reporting period, with the effect of any changes in estimate accounted for on a prospective basis.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected to arise from the continued use of the asset. Any gain or loss arising on the disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognised in profit or loss.

(j) Impairment of assets (other than financial assets)

At the end of each reporting period, the Group reviews the carrying amounts of the following assets to determine whether there is any indication that those assets have suffered an impairment loss or an impairment loss previously recognised no longer exists or may have decreased:

- property, plant and equipment under cost model;
- right-of-use assets;
- investments in subsidiaries; and
- interest in a joint venture.

If any such indicator exists the recoverable amount (i.e. the greater of the fair value less costs of disposal and value in use) of an asset is estimated to be less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. An impairment loss is recognised as an expense immediately. Where it is not possible to estimate the recoverable amount of an individual asset, the Group estimates the recoverable amount of the smallest group of assets that generates cash flows independently (i.e. a cash generating unit).

Where an impairment loss subsequently reverses, the carrying amount of the asset is increased to the revised estimate of its recoverable amount, to the extent that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years. A reversal of an impairment loss is recognised as income immediately.

Value in use is based on the estimated future cash flows expected to be derived from the asset or cash generating unit, 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 or cash generating unit.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2023

4. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

(k) Financial instruments

Financial assets and financial liabilities are recognised when a group entity becomes a party to the contractual provisions of the instrument. All regular way purchases or sales of financial assets are recognised and derecognised on a trade date basis. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the time frame established by regulation or convention in the market place.

Financial assets and financial liabilities are initially measured at fair value except for trade receivables arising from contracts with customers which are initially measured in accordance with HKFRS 15 since 1 April 2018. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition.

The effective interest method is a method of calculating the amortised cost of a financial asset or financial liability and of allocating interest income and interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts and payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial asset or financial liability, or, where appropriate, a shorter period, to the net carrying amount on initial recognition.

Financial assets

Financial assets that meet the following conditions are subsequently measured at amortised cost:

- the financial asset is held within a business model whose objective is to collect contractual cash flows; and
- the contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

All of the Group's financial assets are subsequently measured at amortised cost.

Interest income is recognised using the effective interest method for financial assets measured subsequently at amortised cost. Interest income is calculated by applying the effective interest rate to the gross carrying amount of a financial asset, except for financial assets that have subsequently become credit-impaired (see below). For financial assets that have subsequently become credit-impaired, interest income is recognised by applying the effective interest rate to the amortised cost of the financial asset from the next reporting period. If the credit risk on the credit-impaired financial instrument improves so that the financial asset is no longer credit-impaired, interest income is recognised by applying the effective interest rate to the gross carrying amount of the financial asset from the beginning of the reporting period.

The Group recognises an impairment loss for ECL on financial assets which are subject to impairment under HKFRS 9 including trade receivables, other receivables, amounts due from a shareholder and a related company and bank balances. The amount of ECL is updated at each reporting date to reflect changes in credit risk since initial recognition.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2023

4. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

(k) Financial instruments *(continued)*

Financial assets (continued)

Lifetime ECL represents the ECL that will result from all possible default events over the expected life of the relevant instrument. In contrast, 12m ECL represents the portion of lifetime ECL that is expected to result from default events that are possible within 12 months after the reporting date. Assessment are done based on the Group's historical credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current conditions at the reporting date as well as the forecast of future conditions.

The Group always recognises lifetime ECL for trade receivables. The ECL on these assets are assessed individually.

For all other instruments, the Group measures the impairment loss equal to 12m ECL, unless when there has been a significant increase in credit risk since initial recognition, the Group recognises lifetime ECL. The assessment of whether lifetime ECL should be recognised is based on significant increases in the likelihood or risk of a default occurring since initial recognition.

Significant increase in credit risk

In assessing whether the credit risk has increased significantly since initial recognition, 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. In making this assessment, the Group considers both quantitative and qualitative information that is reasonable and supportable, including historical experience and forward-looking information that is available without undue cost or effort.

In particular, the following information is taken into account when assessing whether credit risk has increased significantly:

- an actual or expected significant deterioration in the financial instrument's external (if available) or internal credit rating;
- significant deterioration in external market indicators of credit risk, e.g. a significant increase in the credit spread, the credit default swap prices for the debtor;
- existing or forecast adverse changes in business, financial or economic conditions that are expected to cause a significant decrease in the debtor's ability to meet its debt obligations;
- an actual or expected significant deterioration in the operating results of the debtor;
- an actual or expected significant adverse change in the regulatory, economic, or technological environment of the debtor that results in a significant decrease in the debtor's ability to meet its debt obligations.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2023

4. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

(k) Financial instruments *(continued)*

Financial assets (continued)

Significant increase in credit risk (continued)

Irrespective of the outcome of the above assessment, the Group presumes that the credit risk has increased significantly since initial recognition when contractual payments are more than 30 days past due, unless the Group has reasonable and supportable information that demonstrates otherwise.

The Group regularly monitors the effectiveness of the criteria used to identify whether there has been a significant increase in credit risk and revises them as appropriate to ensure that the criteria are capable of identifying significant increase in credit risk before the amount becomes past due.

Definition of default

For internal credit risk management, the Group considers an event of default occurs when information developed internally or obtained from external sources indicates that the debtor is unlikely to pay its creditors, including the Group, in full (without taking into account any collaterals held by the Group).

Irrespective of the above, the Group considers that default has occurred when a financial asset is more than 90 days past due unless the Group has reasonable and supportable information to demonstrate that a more lagging default criterion is more appropriate.

Credit-impaired financial assets

A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of that financial asset have occurred. Evidence that a financial asset is credit-impaired includes observable data about the following events:

- (a) significant financial difficulty of the issuer or the borrower;
- (b) a breach of contract, such as a default or past due event;
- (c) the lender(s) of the borrower, for economic or contractual reasons relating to the borrower's financial difficulty, having granted to the borrower a concession(s) that the lender(s) would not otherwise consider; or
- (d) it is becoming probable that the borrower will enter bankruptcy or other financial reorganisation.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2023

4. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

(k) Financial instruments *(continued)*

Financial assets (continued)

Write-off policy

The Group writes off a financial asset when there is information indicating that the counterparty is in severe financial difficulty and there is no realistic prospect of recovery, for example, when the counterparty has been placed under liquidation or has entered into bankruptcy proceedings. Financial assets written off may still be subject to enforcement activities under the Group's recovery procedures, taking into account legal advice where appropriate. A write-off constitutes a derecognition event. Any subsequent recoveries are recognised in profit or loss.

Measurement and recognition of ECL

The measurement of ECL is a function of the probability of default, loss given default (i.e. the magnitude of the loss if there is a default) and the exposure at default. The assessment of the probability of default and loss given default is based on historical data adjusted by forward-looking information. Estimation of ECL reflects an unbiased and probability-weighted amount that is determined with the respective risks of default occurring as the weights.

Generally, the ECL is the difference between all contractual cash flows that are due to the Group in accordance with the contract and the cash flows that the Group expects to receive, discounted at the effective interest rate determined at initial recognition.

Interest income is calculated based on the gross carrying amount of the financial asset unless the financial asset is credit impaired, in which case interest income is calculated based on amortised cost of the financial asset.

The Group recognises an impairment gain or loss in profit or loss for all financial instruments by adjusting their carrying amount, with the exception of trade receivables and contract assets where the corresponding adjustment is recognised through a loss allowance account.

Derecognition of financial assets

The Group derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity. If the Group neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Group recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Group retains substantially all the risks and rewards of ownership of a transferred financial asset, the Group continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

On derecognition of a financial asset measured at amortised cost, the difference between the asset's carrying amount and the sum of the consideration received and receivable is recognised in profit or loss.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2023

4. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

(k) Financial instruments *(continued)*

Financial liabilities and equity instruments

Classification as debt or equity

Debt and equity instruments issued by the Company are classified as either financial liabilities or as equity in accordance with the substance of the contractual arrangements and the definitions of a financial liability and an equity instrument.

Equity instruments

An equity instrument is any contract that evidences a residual interest in the assets of the group entity after deducting all of its liabilities. Equity instruments issued by the Group are recognised at the proceeds received, net of direct issue costs.

Financial liabilities at amortised cost

Financial liabilities are subsequently measured at amortised cost, using the effective interest method.

Derecognition of financial liabilities

The Group derecognises financial liabilities when, and only when, the Group's obligations are discharged, cancelled or have expired. The difference between the carrying amount of the financial liability derecognised and the consideration paid and payable is recognised in profit or loss.

(l) Provisions and contingent liabilities

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that the Group will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation. When a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flow (when the effect of the time value of money is material).

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of each reporting period, taking into account the risks and uncertainties surrounding the obligation.

Where it is not probable that an outflow of resources embodying economic benefits will be required, or the amount cannot be estimated reliably, the obligation is disclosed as a contingent liability, unless the probability of outflow of resources embodying economic benefits is remote. Possible obligations, the existence of which will only be confirmed by the occurrence or non-occurrence of one or more future events, are also disclosed as contingent liabilities unless the probability of outflow of resources embodying economic benefits is remote.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2023

4. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

(m) Related parties

- (a) A person or a close member of that person's family is related to the Group if that person:
 - (i) has control or joint control over the Group;
 - (ii) has significant influence over the Group; or
 - (iii) is a member of key management personnel of the Group or the Company's parent.
- (b) An entity is related to the Group if any of the following conditions apply:
 - (i) The entity and the Group are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others).
 - (ii) One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member).
 - (iii) Both entities 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 the employees of 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 key management personnel of the entity (or of a parent of the entity).
 - (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 Company's parent.

Close members of the family of a person are those family members who may be expected to influence, or be influenced by, that person in their dealings with the entity and include:

- (a) that person's children and spouse or domestic partner;
- (b) children of that person's spouse or domestic partner; and
- (c) dependents of that person or that person's spouse or domestic partner.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2023

4. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

(n) Government grant

Government grants are not recognised until there is reasonable assurance that the Group will comply with the conditions attaching to them and that the grants will be received.

Government grants are recognised in profit or loss on a systematic basis over the periods in which the Group recognises as expenses the related costs for which the grants are intended to compensate. Specifically, government grants whose primary condition is that the Group should purchase, construct or otherwise acquire non-current assets (including property, plant and equipment) are recognised as deferred income in the statement of financial position and transferred to profit or loss on a systematic and rational basis over the useful lives of the related assets.

5. CRITICAL ACCOUNTING JUDGEMENT AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of the Group's accounting policies, which are described in note 4, the directors of the Group are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

Critical judgements in applying accounting policies

The following are the critical judgements, apart from those involving estimations (see below), that the directors of the Company have made in the process of applying the Group's accounting policies and that have the most significant effect on the amounts recognised in the consolidated financial statements.

Going concern basis

These consolidated financial statements have been prepared on a going concern basis, the validity of which depends upon the operating results of the Group's operations and financing plan assessed using cash flows forecasts as detailed in note 3(b)(ii) to these consolidated financial statements. However, because not all future events or conditions can be predicted, this assumption is not a guarantee as to the Group's and Company's ability to continue as a going concern.

The following are the key assumptions concerning the future, and other key sources of estimation uncertainty at the end of each reporting period, that may have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2023

5. CRITICAL ACCOUNTING JUDGEMENT AND KEY SOURCES OF ESTIMATION UNCERTAINTY *(continued)*

Key sources of estimation uncertainty

(i) *Estimated revenue of civil engineering construction works and repair and maintenance works*

Revenue from civil engineering construction works and repair and maintenance works as principal is recognised over time under output method which requires estimation made by the management of the Group on progress and outcome of the projects with reference to the reports of completion of work, relevant progress reports (internal/external) and other information. The management's estimate of revenue and the completion status of contract works requires significant judgement and has a significant impact on the amount and timing of revenue recognised. The civil engineering construction works and repair and maintenance works performed by the Group would also be certified by the customers periodically according to the construction contracts. The Group regularly reviews and revises the estimation of contract revenue prepared for each contract as the contract progresses based on the internal progress reports.

(ii) *Impairment assessment of non-financial assets*

At each reporting date, the Group and Company review internal and external sources of information to identify indications that the following assets may be impaired or an impairment loss previously recognised no longer exists or may have decreased:

- property, plant and equipment; and
- right-of-use assets.

If any such indication exists, the asset's recoverable amount is estimated. An impairment loss is recognised in the consolidated statement of profit or loss whenever the carrying amount of an asset exceeds its recoverable amounts. If an indication of impairment is identified, the Group is required to estimate the recoverable amount, representing the greater of the asset's fair value less cost of disposal or its value in use. Changes in any of these estimates could result in a material change to the asset's carrying amount in the financial statements.

(iii) *Impairment assessment of contract assets and trade receivables*

The management of the Group estimates the amount of lifetime ECL of contract assets and trade receivables individually based on internal credit rating. Internal credit rating has been given to each debtor after considering aging, historical observed default rates, repayment history and past due status of respective trade receivables. Estimated loss rates are based on probability of default and loss given default with reference to an external credit report and are adjusted for forward-looking information. The impairment loss amount of the contract assets and trade receivables is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows with the consideration of expected future credit losses.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2023

5. CRITICAL ACCOUNTING JUDGEMENT AND KEY SOURCES OF ESTIMATION UNCERTAINTY *(continued)*

Key sources of estimation uncertainty *(continued)*

(iv) Current tax and deferred tax

The Group is mainly subjected to income tax in Hong Kong. Significant judgement is required in determining the amount of the provision and the timing of payment. There are many transactions and calculations for which the ultimate tax expense is uncertain during the ordinary course of business. The Group recognises taxes based on estimates of the likely outcome with reference to current tax laws and practices. Where the final outcome of these matters is different from the amounts that were originally estimated, such differences will impact the provision for income tax and deferred tax in the period in which such determination is made.

Deferred tax assets relating to certain deductible temporary differences and tax losses will be recognised when management considers it is probable that future taxable profit will be available against which the deductible temporary differences or tax losses can be utilised. Where the expectation is different from the original estimate, such differences will impact the recognition of deferred tax assets and income tax expense in the period in which such estimate is changed.

6. REVENUE AND SEGMENT INFORMATION

Revenue represents the amounts received and receivable from provision of civil engineering construction works and repair and maintenance works.

Disaggregation of revenue from contracts with customers

	2023 HK\$'000	2022 HK\$'000
Type of services		
Civil engineering construction works	919	1,324
Repair and maintenance works	28,511	41,145
	29,430	42,469

Determination of transaction price

Most of the Group's revenue is derived from fixed price contracts and therefore the amount of revenue to be earned from each contract is determined by reference to those fixed prices except that some contracts provides variable consideration relating to discounts, which has been constrained in estimating contract revenue in order that it is highly probable that there will not be a future reversal in the amount of revenue recognised when the amount of discount has been determined.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2023

6. REVENUE AND SEGMENT INFORMATION *(continued)*

Performance obligations for contracts with customers *(continued)*

A contract asset is recognised over the period in which the contract services are performed representing the Group's right to consideration for the services performed because the rights are conditional on the Group's future performance in achieving specified milestones. The contract assets are transferred to trade receivables when the rights become unconditional.

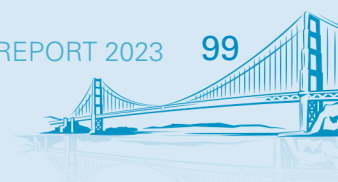
Retention receivables, prior to expiration of defect liability period, are classified as contract assets, which ranges from one to two years from the date of the practical completion of the contract works. The relevant amount of contract asset is reclassified to trade receivables when the defect liability period expires. The defect liability period serves as an assurance that the contract services performed comply with agreed upon specifications and such assurance cannot be purchased separately.

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

The Group has applied the practical expedient in paragraph 121 of HKFRS 15 to its contracts for civil engineering construction works and repair and maintenance works such that the Group need not disclose the information of remaining performance obligations at the end of the year provided that these contracts have expected durations of one year or less.

The Group determines its operating segments based on the reports reviewed by the chief operating decision maker ("**CODM**"), Mr. Ha and Mr. Ip, the executive directors, for the purposes of resource allocation and assessment of segment performance focuses on types of services delivered or provided. Information reported to CODM is based on business line operated by the Group. No operating segments identified by the CODM have been aggregated in arriving at the reportable segments of the Group. Specifically, the Group's reportable and operating segments under HKFRS 8 *Operating Segments* are as follows:

- (i) Civil engineering construction works — Provision of civil engineering construction works of road and highway related infrastructures
- (ii) Repair and maintenance works — Provision of repair and maintenance works for structures of roads and highways



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2023

6. REVENUE AND SEGMENT INFORMATION *(continued)*

The Group's CODM makes decisions according to the operating results of each segment. No analysis of segment assets and segment liabilities is presented as the Group's CODM does not regularly review such information for the purpose of resources allocation and performance assessment. Therefore, only segment revenue and segment results are presented.

Segment revenue and results

The following is an analysis of the Group's revenue and results by operating and reportable segments:

For the year ended 31 March 2023

	Civil engineering construction works HK\$'000	Repair and maintenance works HK\$'000	Total HK\$'000
<i>Segment revenue</i>			
External customers	919	28,511	29,430
<i>Segment results</i>	9	(4,976)	(4,967)
Impairment loss under expected credit loss model	(4,100)	(6,758)	(10,858)
Impairment loss on property, plant and equipment	(151)	—	(151)
Impairment loss on right-of-use assets	(31)	—	(31)
Other income			1,251
Other gains/(losses), net			221
Administrative expenses			(11,915)
Finance costs			(988)
Loss before taxation			(27,438)

For the year ended 31 March 2022

	Civil engineering construction works HK\$'000	Repair and maintenance works HK\$'000	Total HK\$'000
<i>Segment revenue</i>			
External customers	1,324	41,145	42,469
<i>Segment results</i>	279	3,485	3,764
Impairment loss under expected credit loss model [#]	(3,098)	(9,744)	(13,056)
Other income			3,174
Other gains/(losses), net			(204)
Administrative expenses			(12,021)
Finance costs			(2,211)
Loss before taxation			(20,554)

[#] Out of the amount, HK\$214,000 does not relate to the reportable segments.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2023

6. REVENUE AND SEGMENT INFORMATION *(continued)*

Segment revenue and results *(continued)*

The accounting policies of the operating segments are the same as the Group's accounting policies described in note 4 to the consolidated financial statements. Segment results mainly represented gross profit/(loss) earned by each segment without allocation of other income, other gains and losses, net, administrative expenses, impairment loss under expected credit loss model, impairment loss on property, plant and equipment, impairment loss on right-of-use assets and finance costs. This is the measure reported to CODM for the purposes of resource allocation and performance assessment. During the year ended 31 March 2023 and 2022, the impairment loss under expected credit loss model, impairment loss on property, plant and equipment and impairment loss on right-of-use assets are not included in the segment results.

Disaggregated revenue information

	2023 HK\$'000	2022 HK\$'000
Revenue recognised over time:		
Civil engineering construction works	919	1,324
Repair and maintenance works	25,954	39,607
	26,873	40,931
Revenue recognised point-in time		
Repair and maintenance works	2,557	1,538
	29,430	42,469

Geographical information

The Group's operations are principally located in Hong Kong and all of the Group's revenue are derived from and non-current assets are mainly located in Hong Kong.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2023

6. REVENUE AND SEGMENT INFORMATION *(continued)*

Information about major customers

Revenue from customers for the year individually contributing over 10% of the Group's revenue is as follows:

	2023 HK\$'000	2022 HK\$'000
Customer A ¹	26,328	40,215

¹ Revenue from repair and maintenance works.

7. OTHER INCOME

	2023 HK\$'000	2022 HK\$'000
Bank interest income	18	22
Government grant <i>(note (a))</i>	1,102	760
Waiver of other payables	83	2,380
Others	48	12
	1,251	3,174

Notes:

- (a) During the years ended 31 March 2023 and 2022, the Group successfully applied for funding support from the Employment Support Scheme (the "ESS") under the Anti-epidemic Fund, set up by the Government of Hong Kong Special Administrative Region. The purpose of the funding support is to provide financial support to enterprises against the outbreak of coronavirus. There are no unfulfilled conditions or contingencies relating to the grants recognised.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2023

8. OTHER GAINS/(LOSSES), NET

	2023 HK\$'000	2022 HK\$'000
Gain on disposal of property, plant and equipment	221	115
Loss on deregistration of a subsidiary	—	(319)
	221	(204)

9. FINANCE COSTS

	2023 HK\$'000	2022 HK\$'000
Interests on a loan from a shareholder (<i>note 21</i>)	960	640
Interests on bank and other borrowings and bank overdraft	1	1,547
Interests on lease liabilities (<i>notes 17 and 24</i>)	27	24
	988	2,211

10. INCOME TAX CREDIT

	2023 HK\$'000	2022 HK\$'000
Current tax — Hong Kong Profits Tax		
For the year	—	—
Overprovision in prior year	—	152
Deferred tax (<i>note 25</i>)	177	—
	177	152

Pursuant to the rules and regulations of Cayman Islands and the British Virgin Islands (the “BVI”), the Group is not subject to any income tax under such jurisdictions for the years ended 31 March 2023 and 2022.

Hong Kong Profits Tax is calculated at 16.5% of the estimated assessable profits. No provision for Hong Kong profits tax has been made as the group companies have no assessable profits or have sufficient tax losses brought forward to set off against current year's estimated assessable profits for both years.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2023

10. INCOME TAX CREDIT (continued)

The income tax credit for the year can be reconciled to loss before taxation per the consolidated statement of profit or loss and other comprehensive income as follows:

	2023 HK\$'000	2022 HK\$'000
Loss before taxation	(27,438)	(20,554)
Tax credit at Hong Kong Profits Tax rate of 16.5% (2022: 16.5%)	(4,527)	(3,391)
Tax effect of expenses not deductible for tax purpose	743	429
Tax effect of income not taxable for tax purpose	(182)	(169)
Tax effect of deductible temporary differences not recognised	328	324
Tax effect of unused tax loss not recognised	4,032	2,807
Tax effect of utilisation of tax loss	(217)	—
Overprovision in prior year	—	152
Income tax credit for the year	177	152

In respect of deferred tax assets and liabilities, details are set out in note 25 to the consolidated financial statements.

11. LOSS FOR THE YEAR

	2023 HK\$'000	2022 HK\$'000
Loss for the year has been arrived at after charging:		
Directors' remuneration (note 13)		
Fees	360	542
Salaries and other allowances	1,440	1,440
Retirement benefits scheme contributions	54	61
	1,854	2,043
Other staff costs:		
Salaries and other allowances	14,760	17,596
Retirement benefits scheme contributions	633	623
Total staff costs	17,247	20,262
Auditor's remuneration	850	830
Expenses relating to short-term leases (note 17)		
— Office premises (note 17)	165	138
— Machinery and equipment	478	366
Expenses relating to a lease of low-value assets (note 17)	12	12
	655	516
Material costs	2,073	5,075
Depreciation on property, plant and equipment (note 16)	1,371	2,124
Depreciation on right-of-use assets (note 17)	316	337
Impairment loss on property, plant and equipment (note 16)	151	—
Impairment loss on right-of-use assets (note 17)	31	—

Note: There is no renewal option for the lease of office premises.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2023

12. DIVIDEND

No dividend was paid or proposed during the year, nor has any dividend been proposed since the end of reporting period (2022: HK\$nil).

13. DIRECTORS' EMOLUMENTS

Directors' and chief executive's remuneration for the year, disclosed pursuant to the applicable Listing Rules and Hong Kong Companies Ordinance, is as follows:

	Directors' fee HK\$'000	Salaries and other allowances HK\$'000	Retirement benefits scheme contributions HK\$'000	Total HK\$'000
Year ended 31 March 2023				
Executive directors:				
Mr. Ha	—	720	18	738
Mr. Ip	—	720	18	738
Independent non-executive directors:				
Ms. Tang Shui Man (" Ms. Tang ")	120	—	6	126
Mr. Yuk Kai Yao (" Mr. Yuk ") (resigned on 2 May 2023)	120	—	6	126
Dr. Fok Wai Sun (" Dr. Fok ")	120	—	6	126
Total	360	1,440	54	1,854

	Directors' fee HK\$'000	Salaries and other allowances HK\$'000	Retirement benefits scheme contributions HK\$'000	Total HK\$'000
Year ended 31 March 2022				
Executive directors:				
Mr. Ha	—	720	18	738
Mr. Ip	—	720	18	738
Ms. Tang Minzhen (resigned on 6 September 2021)	182	—	7	189
Independent non-executive directors:				
Ms. Tang Shui Man (" Ms. Tang ")	120	—	6	126
Mr. Yuk Kai Yao (" Mr. Yuk ")	120	—	6	126
Dr. Fok Wai Sun (" Dr. Fok ")	120	—	6	126
Total	542	1,440	61	2,043

The executive directors' emoluments shown above were for their services in connection with the management of the affairs of the Company and the Group.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2023

13. DIRECTORS' EMOLUMENTS (continued)

The independent non-executive directors' emoluments shown above were for their services as directors of the Company.

During both years, no emoluments were paid by the Group to any of the directors as an inducement to join or upon joining the Group or as compensation for loss of office.

None of the directors waived or agreed to waive any emoluments in both years.

14. EMOLUMENTS OF FIVE HIGHEST PAID INDIVIDUALS

The five highest paid individuals of the Group during the year included two directors (2022: two directors). Details of their emoluments are set out in note 13 above. Details of the emoluments of the remaining three (2022: three) highest paid non-director individuals for the year, are as follows:

	2023 HK\$'000	2022 HK\$'000
Salaries and other benefits	1,443	1,473
Discretionary bonus	—	42
Retirement benefits scheme contributions	14	17
	1,457	1,532

Discretionary bonus was determined with reference of the Group's operating result and individual performance for such financial year.

The emoluments were within the following band:

	2023 No of individuals	2022 No of individuals
Nil to HK\$1,000,000	3	3

During both years, no emoluments were paid by the Group to the remaining three (2022: three) highest paid individuals as an inducement to join or upon joining the Group or as compensation for loss of office.

15. LOSS PER SHARE

(a) Basic loss per share

The calculation of basic loss per share attributable to owners of the Company is based on the following data:

	2023 HK\$'000	2022 HK\$'000
Loss		
Loss for the purpose of basic loss per share	(27,261)	(20,402)



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2023

15. LOSS PER SHARE (continued)

(a) Basic loss per share (continued)

	2023 '000	2022 '000
Weighted average number of ordinary shares		
Weighted average number of ordinary shares in issue during the year	114,220	87,112

(b) Diluted loss per share

Diluted loss per share for the years ended 31 March 2023 and 2022 are the same as the basic loss per share of the Company as there are no dilutive potential ordinary shares for the years ended 31 March 2023 and 2022.

16. PROPERTY, PLANT AND EQUIPMENT

	Construction equipment HK\$'000	Furniture, fixtures and equipment HK\$'000	Computer HK\$'000	Motor vehicles HK\$'000	Total HK\$'000
COST					
At 1 April 2021	5,638	373	76	3,422	9,509
Additions	2,314	—	—	30	2,344
Disposals	—	—	—	(327)	(327)
At 31 March 2022 and 1 April 2022	7,952	373	76	3,125	11,526
Disposals	—	—	—	(463)	(463)
At 31 March 2023	7,952	373	76	2,662	11,063
ACCUMULATED DEPRECIATION AND IMPAIRMENT					
At 1 April 2021	3,600	373	53	2,949	6,975
Depreciation for the year (note 11)	1,650	—	9	465	2,124
Eliminated on disposals	—	—	—	(308)	(308)
At 31 March 2022 and 1 April 2022	5,250	373	62	3,106	8,791
Depreciation for the year (note 11)	1,350	—	9	12	1,371
Impairment loss for the year (note 11)	150	—	—	1	151
Eliminated on disposals	—	—	—	(463)	(463)
At 31 March 2023	6,750	373	71	2,656	9,850
CARRYING VALUES					
At 31 March 2023	1,202	—	5	6	1,213
At 31 March 2022	2,702	—	14	19	2,735



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2023

16. PROPERTY, PLANT AND EQUIPMENT *(continued)*

The above items of property, plant and equipment are depreciated over their estimated useful lives, after taking into account of their estimated residual value, using straight-line method, at the following rates per annum:

Construction equipment	30%
Furniture, fixtures and equipment	20%
Computer	20%
Motor vehicles	30%

During the year ended 31 March 2023, the Group has received loss making work orders of the repair and maintenance works and as a result the performance of the Group deteriorated and incurred a net gross loss of HK\$4,967,000. Hence, the directors of the Group considered that this condition indicates that an impairment indicator exists for the Group.

For the purpose of impairment testing, the Group has engaged an independent firm of professional valuers (the “**Valuers**”) to perform an appraisal of the fair value of the individual assets of the cash generating unit (the “**CGU**”) in the civil engineering construction works segment and repair and maintenance works segment. The recoverable amounts of the CGU have been determined on the basis of higher of the fair value less costs of disposal (“**FVLCTD**”) and VIU calculations of the CGU.

As at 31 March 2023, based on the valuation report prepared by Valuers, the impairment loss should be considered on the FVLCTD on the individual assets of the CGU. During the year ended 31 March 2023, impairment loss of HK\$151,000 and HK\$31,000 (2022: HK\$nil and HK\$nil) were recognised for property, plant and equipment (note 16) and right-of-use assets (note 17) for the year ended 31 March 2023.

Valuation techniques and inputs in level 2 fair value measurements

As at 31 March 2023 and 2022, the directors of the Company determined that the fair value of the property, plant and equipment and right-of-use assets by adopting depreciated replacement cost (the “**DRC**”) approach. The DRC approach requires a valuation of the fair value of the individual assets in its existing use and an estimate of the new replacement cost of the individual assets from which deductions are then made to allow for physical deterioration and all forms of obsolescence and optimisation. The fair value is a level 2 input as defined in HKFRS 13 “Fair Value Measurement”.

The fair value measurement is based on the asset’s highest and best use, which does not differ from its actual use.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2023

17. RIGHT-OF-USE ASSETS

The carrying amounts of the Group's right-of-use assets and the movements during the year are as follows:

	Office premises HK\$'000	Motor vehicles HK\$'000	Total HK\$'000
COST			
At 1 April 2021	324	1,691	2,015
Additions	—	256	256
Written off upon expiry of lease	(324)	—	(324)
At 31 March 2022 and 1 April 2022	—	1,947	1,947
Additions	—	474	474
At 31 March 2023	—	2,421	2,421
ACCUMULATED DEPRECIATION AND IMPAIRMENT			
At 1 April 2021	324	1,318	1,642
Depreciation for the year (<i>note 11</i>)	—	337	337
Written off upon expiry of lease	(324)	—	(324)
At 31 March 2022 and 1 April 2022	—	1,655	1,655
Depreciation for the year (<i>note 11</i>)	—	316	316
Impairment loss for the year (<i>note 11</i>)	—	31	31
At 31 March 2023	—	2,002	2,002
CARRYING VALUES			
At 31 March 2023	—	419	419
At 31 March 2022	—	292	292

Details of impairment assessment is set out in the note 16 to the consolidated financial statements.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2023

17. RIGHT-OF-USE ASSETS (continued)

The amounts recognised in profit or loss in relation to leases are as follows:

	2023 HK\$'000	2022 HK\$'000
Interest on lease liabilities (note 9)	27	24
Depreciation on right-of-use assets (note 11)	316	337
Impairment loss on right-of-use assets (note 11)	31	—
Expenses relating to short-term leases (note 11)	643	504
Expenses relating to leases of low-value assets (note 11)	12	12
Total amount recognised in profit or loss	1,029	877

Details of the carrying amount and contractual maturity analysis of lease liabilities and total cash outflow for leases are set out in note 24(b) to the consolidated financial statements.

18. INTEREST IN A JOINT VENTURE

Details of the Group's interest in a joint venture is as follows:

	2023 HK\$'000	2022 HK\$'000
Cost of investment in a joint venture	—	—
Share of post-acquisition losses and other comprehensive expense (note)	—	—
	—	—

Note: Share of loss has been fully recognised up to the investment in a joint venture during the year ended 31 March 2020. No further share of loss is required to be recognised for the years ended 31 March 2023 and 2022.

Details of the Group's joint venture at the end of each reporting period are as follows:

Name of entity	Country of incorporation	Principal place of business	Proportion of ownership interest held by the Group		Proportion of voting rights held by the Group		Principal activities
			2023	2022	2023	2022	
Talent Global Development Limited	Hong Kong	Hong Kong	50%	50%	50%	50%	Provision of repair and maintenance works for structures of roads and highways



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2023

19. CONTRACT ASSETS

	2023 HK\$'000	2022 HK\$'000
Unclaimed revenue	12,652	13,281
Retention receivables	6,508	6,512
	19,160	19,793
Less: impairment loss	(13,544)	(8,965)
	5,616	10,828

Notes:

- (a) Unclaimed revenue of HK\$2,331,000 (2022: HK\$5,465,000) (net of impairment loss of HK\$9,441,000 (2022: HK\$6,307,000)) and HK\$834,000 (2022: HK\$1,455,000) (net of impairment loss of HK\$46,000 (2022: HK\$54,000)) in respect of civil engineering construction projects and repair and maintenance projects included in contract assets represents the Group's right to receive consideration for work completed but not yet claimed because the right is conditional upon the satisfaction by the customers on the contract work completed by the Group and the work is pending for the certification by the customers. The contract assets are transferred to the trade receivables when the rights become unconditional, which is typically at the time the Group obtains the certification of the completed contract work from the customers or external surveyors.
- (b) Retention receivables of HK\$1,118,000 (2022: HK\$2,027,000) (net of impairment loss of HK\$2,725,000 (2022: HK\$1,820,000)) and HK\$1,333,000 (2022: HK\$1,881,000) (net of impairment loss of HK\$1,332,000 (2022: HK\$784,000)) in respect of civil engineering construction projects and repair and maintenance projects included in contract assets represents the Group's right to receive the receivables because the right is conditional until the expiry of defect liability period. The retention receivables are transferred to the trade receivables when the rights become unconditional. Retention receivables are unsecured, interest-free and recoverable at the end of the defect liability period of individual contracts, ranging from 1 to 2 years from the date of the completion of the respective project. The Group does not hold any collateral over these balances.

The Group classifies these contract assets as current because the Group expects to realise them in its normal operating cycle.

Details of the impairment assessment of contract assets for the years ended 31 March 2023 and 2022 are set out in note 29(b) to the consolidated financial statements.

Significant changes in the contract assets during the year are as follows:

	2023 HK\$'000	2022 HK\$'000
Transfers from the contract assets recognised at the beginning of year to trade receivables	1,509	4,322



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2023

20. TRADE AND OTHER RECEIVABLES

	2023 HK\$'000	2022 HK\$'000
Non-Current		
Deposits paid (note (a))	—	2,934
Current		
Trade receivables	44,642	51,545
Less: impairment loss	(21,209)	(14,930)
	23,433	36,615
Other receivables, deposits and prepayments (note (b))	1,578	5,475
Total trade and other receivables	25,011	42,090

Notes:

- (a) It represented deposits paid for the acquisition of construction equipment and a motor vehicle during the year ended 31 March 2022, which was refunded during the year ended 31 March 2023.
- (b) Other receivables, deposits and prepayments mainly represented the prepayment for construction materials and advance payments to sub-contractors/suppliers. The Group had advance payments of HK\$430,000 (2022: HK\$4,986,000) to sub-contractors/suppliers in order to securing the capacity and construction materials from subcontractors/suppliers. The remaining balance mainly represented deposits paid of HK\$490,000 (2022: HK\$490,000) and government grant receivables of HK\$658,000 (2022: HK\$nil) which was received in May 2023.

Trade receivables

The Group recognises trade receivables upon obtaining the completion of work certificates/issuance of invoices. The payment certificates will generally be issued by project employer one month to ten months after obtaining the completion of work certificates/issuance of invoices for billing purpose and the credit term granted to customers is generally 30 days from the date of invoice.

The following is an aged analysis of trade receivables, net of impairment loss, presented based on date of completion of work certificate/invoice at the end of each reporting period:

	2023 HK\$'000	2022 HK\$'000
0–30 days	5,097	6,451
31–60 days	513	767
61–90 days	84	1,202
91–180 days	229	3,940
181–365 days	5,071	2,754
> 365 days	12,439	21,501
	23,433	36,615

The Group rebutted the presumption of default under ECL model for trade receivables over 90 days past due based on the historical and periodic repayments records and continuous business relationship with those customers.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2023

20. TRADE AND OTHER RECEIVABLES (continued)

Trade receivables (continued)

At 31 March 2023, included in the Group's trade receivables balance are debtors with aggregate carrying amount of HK\$18,336,000 (2022: HK\$29,397,000) which are past due as at the reporting date. Out of the past due balances, HK\$17,739,000 (2022: HK\$27,319,000) has been past due for 90 days or more and is not considered as default due to long-term on-going relationship with and past payment history of these debtors.

Details of impairment assessment of trade and other receivables for the years ended 31 March 2023 and 2022 are set out in note 29(b) to the consolidated financial statements.

21. AMOUNTS DUE FROM/(TO) A RELATED COMPANY/SHAREHOLDERS

The Group

	Maximum balance outstanding during the year HK\$'000	2023 HK\$'000	2022 HK\$'000
Amount due from a related company			
Talent Prime Group Limited ("Talent Prime") (Note (a))	2	2	2
Amount due from a shareholder (Note (b))			
Mr. Ha	5,869	5,869	—
Amounts due to shareholders (Note (c))			
Mr. Ha	N/A	9,923	12,011
Mr. Ip	N/A	2,950	3,000
		12,873	15,011

Notes:

- Talent Prime is the ultimate holding company of the Company. The amount is non-trade in nature, unsecured, interest free and repayable on demand.
- The amount is non-trade in nature, unsecured, interest-free and repayable on demand.
- Included in the amount due to Mr. Ha as at 31 March 2023, HK\$7,950,000 (2022: HK\$8,000,000) is an unsecured twelve-month loan, interest-bearing at 12.00% per annum and originally due on 11 December 2021 and extended to 11 January 2023. Upon the original and extended due dates, the Company and Mr. Ha entered into a supplemental agreement to further extend the due date for one year and other terms remained unchanged. The remaining amounts due to Mr. Ha and Mr. Ip are non-trade in nature, unsecured, interest-free and repayable on demand. All directors have agreed in writing that they would not demand repayment from the Group until the Group is in a position to repay.

22. BANK BALANCES AND CASH

Bank balances and cash comprise bank balances and cash on hand. Included in the bank balances as at 31 March 2023, was a time deposit of HK\$5,000,000 (2022: HK\$10,000,000) with original maturity of less than three months carrying a fixed-rate interest of 4.36% (2022: 2.20%). The remaining bank balances carry interest at prevailing market interest rate at 0.01% (2022: 0.01%) per annum.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2023

23. TRADE AND OTHER PAYABLES

	2023 HK\$'000	2022 HK\$'000
Trade payables	1,883	1,191
Retention payables	—	567
Accrued expenses	3,442	2,430
Accrued payroll expenses	953	2,060
Total trade and other payables	6,278	6,248

Trade payables

The average credit period on trade payables is 30 days. The following is an aged analysis of trade payables presented based on the date of invoices/payment certificates at the end of each reporting period:

	2023 HK\$'000	2022 HK\$'000
0–30 days	882	68
31–60 days	—	—
61–90 days	—	—
> 90 days	1,001	1,123
	1,883	1,191

Retention payables

The retention payables are to be settled within 1 year, based on the expiry of defects liability period, at the end of each reporting period.

The following is an aged analysis of retention payables presented based on the dates of invoices/payment certificates at the end of each reporting period:

	2023 HK\$'000	2022 HK\$'000
Within one year	—	567



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2023

24. LEASE LIABILITIES

The Group leases office premises and certain motor vehicles in Hong Kong, which comprise only fixed payments over the lease terms.

(a) The carrying amounts of the Group's lease liabilities and the movements during the year are as follows:

	2023 HK\$'000	2022 HK\$'000
At 1 April	297	462
Additions during the year	440	250
Accretion of interest recognised during the year (<i>notes 9 and 17</i>)	27	24
Lease payments	(365)	(439)
At 31 March	399	297
	2023 HK\$'000	2022 HK\$'000
Analysed into:		
Current portion	251	231
Non-current portion	148	66

(b) The following table shows the remaining contractual maturities of the Group's lease liabilities at the end of the current and previous reporting periods:

	2023 HK\$'000	2022 HK\$'000
Total future lease payments:		
Due within one year	269	242
Due within the second to fifth year inclusive	155	67
	424	309
Less: future finance charges	(25)	(12)
Present value of lease liabilities	399	297
Present value of lease liabilities is as follows:		
Due within one year	251	231
Due within the second to fifth year inclusive	148	66
	399	297
Less: portion classified as current liabilities	(251)	(231)
Non-current liabilities	148	66



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2023

25. DEFERRED TAX LIABILITIES

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when the deferred taxes relate to tax levied by the same taxation authority on the same taxable entity or different taxable entities where there is an intention to settle the balances on a net basis. The following amounts, determined after appropriate offsetting, are shown in the consolidated statement of financial position:

	2023 HK\$'000	2022 HK\$'000
Deferred tax liability	(9)	(186)

Deferred tax assets are recognised for tax losses carried forward to the extent that the realisation of the related tax benefit through taxable profits is probable. At the end of the reporting period, the Group had unused tax losses of approximately HK\$74,404,000 (2022: HK\$51,287,000) available for offset against future profits and carried forward indefinitely in Hong Kong. No deferred tax asset has been recognised in respect of the unused tax losses of approximately HK\$74,404,000 (2022: HK\$51,287,000) due to the unpredictability of future profits streams.

The following is the deferred tax assets and liabilities recognised by the Group and movement thereon during the year:

	Accelerated tax depreciation HK\$'000	Tax losses HK\$'000	Total HK\$'000
At 1 April 2021	(186)	—	(186)
Credit to the profit or loss for the year (<i>note 10</i>)	—	—	—
At 31 March 2022 and 1 April 2022	(186)	—	(186)
Credit to the profit or loss for the year (<i>note 10</i>)	177	—	177
At 31 March 2023	(9)	—	(9)



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2023

26. SHARE CAPITAL

(a) Authorised and issued share capital

	2023			2022		
	Par value per share HK\$	Number of shares '000	Amount HK\$'000	Par value per share HK\$	Number of shares '000	Amount HK\$'000
Authorised						
At 1 April	0.01	200,000	20,000	0.01	1,000,000	10,000
Share Consolidation	0.90	—	—	0.90	(900,000)	—
Increase in authorised shares after Share Consolidation	0.10	—	—	0.10	100,000	10,000
At 31 March	0.10	200,000	20,000	0.10	200,000	20,000
Issued and fully paid						
At 1 April	0.01	114,220	11,422	0.01	480,000	4,800
Shares issued before Share Consolidation	0.01	—	—	0.01	91,200	912
Share Consolidation	0.90	—	—	0.90	(514,080)	—
Shares issued after Share Consolidation	0.10	—	—	0.10	57,100	5,710
At 31 March	0.10	114,220	11,422	0.10	114,220	11,422

Increase in authorised share capital

On 29 December 2021 after the Share Consolidation, the authorised share capital of the Company was increased from HK\$10,000,000 to HK\$20,000,000 by an creation of an additional 100,000,000 shares with a nominal value of HK\$0.1 each.

Placing of shares during the year ended 31 March 2022

On 5 July 2021, 91,200,000 ordinary shares were issued and allocated to six placees who are independent third parties to the Group through a placing agent at HK\$0.105 per share. Accordingly, the Company's issued share capital was increased by HK\$912,000 and the balance of the proceeds, net of direct cost incurred, of HK\$8,424,000 was credited to the share premium account.

The Company has used certain net proceeds for the repayment of outstanding indebtedness of the Group. The remaining proceeds will be used for general working capital of the Group.

On 8 February 2022, 57,100,000 ordinary shares issued and allocated to six placees who are independent third parties to the Group through a placing agent at HK\$0.535 per share. Accordingly, the Company's issued share capital was increased by HK\$5,710,000 and the balance of the proceeds, net of direct cost incurred, of HK\$24,073,000 was credited to the share premium account.

The Company has used certain net proceeds for the repayment of the outstanding indebtedness of the Group. The remaining proceeds will be used for development of the Group's business and the general working capital of the Group.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2023

26. SHARE CAPITAL *(continued)*

Share Consolidation

With effect from 29 December 2021, every ten issued and unissued existing shares of par value of HK\$0.01 each in the share capital of the Company were consolidated into one consolidated share (the “**Consolidated Share**”) of par value of HK\$0.10 each (the “**Share Consolidation**”). All Consolidated Shares rank pari passu in all respects with each other. The Share Consolidation has led to adjustments to the exercise price of the share options and the number of Consolidated Shares falling to be issued upon exercise of the subscription rights attaching to the share options in accordance with the terms and conditions of the share option scheme of the Company. As no share options have been granted, exercised or cancelled by the Company under the scheme since its adoption, the adjustment is not necessary to reflect in these consolidated financial statements.

27. SHARE OPTIONS SCHEME

The share option scheme was conditionally adopted pursuant to the written resolutions of the shareholders passed on 21 September 2018 (the “**Adoption Date**”). The purpose of the share option scheme is to enable the Company to grant options to selected participants as incentives or rewards for their contribution to it. This will be in accordance with Chapter 23 of the GEM Listing Rules and other relevant rules and regulations.

The share option scheme will remain in force for a period of ten years commencing on the Adoption Date.

The directors may grant any employee, director, consultant or adviser of the Group, or any substantial shareholder of the Group, or any distributor, contractor, supplier, agent, customer, business partner or service provider of the Group, options to subscribe shares in accordance with the terms of the share option scheme.

The maximum number of shares issuable upon exercise of all options to be granted under the share option scheme must not in aggregate exceed 10% of all the shares in issue as at the listing date. Therefore, it is expected that the Company may grant options in respect of up to 48,000,000 shares to the participants under the share option scheme.

The aggregate number of shares which may be issued upon exercise of all outstanding options granted and yet to be exercised under the share option scheme must not exceed 30% of the shares in issue from time to time.

Unless approved by shareholders of the Company, the total number of shares issued and to be issued upon exercise of options granted under the share option scheme in any 12-month period up to the date of grant shall not exceed 1% of the shares in issue.

An option may be exercised in accordance with the terms of the share option scheme at any time during a period as the directors may determine which shall not exceed ten years from the date of grant.

The subscription price of a share shall be solely determined by the directors and shall be at least the higher of: (i) the closing price of shares of the Company as stated in the Stock Exchange’s daily quotations sheet on the date of grant of the option, which must be a business day; (ii) the average of the closing prices of shares of the Company as stated in the Stock Exchange’s daily quotations sheets for the five business days immediately preceding the date of grant of the option; and (iii) the nominal value of a share of the Company on the date of grant of the option.

An offer for the grant of options must be accepted within seven days inclusive of the day on which such offer was made. The amount payable by the grantee of an option to the Company on acceptance of the offer for the grant of an option is HK\$1.

No share options have been granted, exercised or cancelled by the Company under the scheme since its adoption.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2023

28. CAPITAL RISK MANAGEMENT

The Group manages its capital to ensure that entities in the Group will be able to continue as a going concern while maximising the return to stakeholders through the optimisation of the debt and equity balance. The Group's overall strategy remains unchanged from prior year.

The capital structure of the Group consists of trade and other payables, amounts due to shareholders, lease liabilities and equity attributable to owners of the Company, comprising issued share capital, share premium, other reserve, exchange reserve and accumulated losses.

The management of the Group reviews the capital structure on a continuous basis. As part of this review, the management of the Group considers the cost of capital and the risks associated with each class of capital. Based on recommendations of the management of the Group, the Group will balance its overall capital structure through the payment of dividends or new share issues as well as the issue of new debts and redemption of existing debts. The net debts-to-equity ratios at 31 March 2023 and 2022 were as follows:

	2023 HK\$'000	2022 HK\$'000
Total debts:		
Trade and other payables	6,278	6,248
Amounts due to shareholders	12,873	15,011
Lease liabilities	399	297
	19,550	21,556
Less: Cash and cash equivalents		
Bank balances and cash	(5,552)	(14,245)
Net debts	13,998	7,311
Equity	24,123	51,384
Net debts-to-equity ratio	58.0%	14.3%

Neither the Company nor any of its subsidiaries are subject to externally imposed capital requirements.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2023

29. FINANCIAL INSTRUMENTS

(a) Categories of financial instruments

	2023 HK\$'000	2022 HK\$'000
Financial assets		
Financial assets at amortised cost	35,346	51,352
Financial liabilities		
Financial liabilities at amortised cost	19,550	21,556

(b) Financial risk management objectives and policies

The Group's financial instruments include trade and other receivables, amount due from a related company, bank balances and cash, trade and other payables, amounts due to shareholders and lease liabilities.

Details of the financial instruments are disclosed in respective notes. The risks associated with these financial instruments include market risk (interest rate risk), credit risk and liquidity risk. The policies on how to mitigate these risks are set out below. The management manages and monitors these exposures to ensure appropriate measures are implemented on a timely and effective manner.

Interest rate risk

The Group is exposed to cash flow interest rate risk in relation to variable-rate bank balances, as set out in note 22. The Group is also exposed to fair value interest rate risk in relation to fixed-rate bank deposit and lease liabilities as set out in notes 22 and 24, respectively. The Group currently does not have an interest rate hedging policy. The directors monitor the Group's exposures on an ongoing basis and will consider hedging the interest rate should the need arises.

Sensitivity analysis

The sensitivity analysis below has been determined based on the exposure to interest rates for non-derivative instruments at the end of the reporting period. The analysis is prepared assuming the variable-rate amounts of bank balances at the end of the reporting period was outstanding for the whole year. 25 basis points (2022: 25 basis points) increase or decrease are used on bank balances when reporting interest rate risk internally to key management personnel and represents management's assessment of the reasonably possible change in interest rates.

If interest rates on bank balances had been 25 basis points (2022: 25 basis points) higher/lower and all other variables were held constant, the Group's post-tax loss would decrease/increase by HK\$10,000 (2022: HK\$40,000).



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2023

29. FINANCIAL INSTRUMENTS *(continued)*

(b) Financial risk management objectives and policies *(continued)*

Credit risk and impairment assessment

As at 31 March 2023 and 2022, the Group's maximum exposure to credit risk which will cause a financial loss to the Group due to failure to discharge an obligation by the counterparties is arising from the carrying amount of the respective recognised financial assets and contract assets as stated in the consolidated statement of financial position.

The Group is exposed to concentration of credit risk as at 31 March 2023 on contract assets and trade receivables from the Group's 1 (2022: 2) major customers amounting to HK\$40,205,000 (2022: HK\$46,985,000) and accounted for 63% (2022: 66%), of the Group's total gross amount of contract assets and trade receivables. In the opinion of the management of the Group, the major customers of the Group are certain reputable and sizable companies in the market with good settlement history. The management of the Group considers that the credit risk is limited in this regard.

Trade receivables and contract assets arising from contracts with customers

In order to minimise the credit risk, the management of the Group has delegated a team responsible for determination of credit limits and credit approvals. Before accepting any new customer, the Group uses an internal credit scoring system to assess the potential customer's credit quality and defines credit limits by customer. Limits and scoring attributed to customers are reviewed twice a year. Other monitoring procedures are in place to ensure that follow-up action is taken to recover overdue debts. In this regard, the management of the Group considers that the Group's credit risk is significantly reduced.

In addition, the management of the Group performs impairment assessment under ECL model on trade balances and contract assets individually. Internal credit rating has been given to each debtor after considering aging, historical observed default rates, repayment history and past due status of respective trade receivables and contract assets. Estimated loss rates are based on probability of default and loss given default with reference to an external credit report and are adjusted for forward-looking information that is reasonable and supportable available without undue costs or effort and trade receivables and contract assets with credit impaired were assessed based on the probability of the sums expected to be recovered.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2023

29. FINANCIAL INSTRUMENTS *(continued)*

(b) Financial risk management objectives and policies *(continued)*

Credit risk and impairment assessment *(continued)*

Trade receivables and contract assets arising from contracts with customers (continued)

The management of the Group also actively monitors the outstanding amounts owed by each debtor and identifies any credit risks in a timely manner in order to reduce the risk of a credit related loss. The management of the Group reviews the recoverable amount of these receivables and contract assets at the end of the reporting period.

Bank balances

The credit risk on liquid funds is limited because the counterparties are banks with high credit ratings assigned by international credit-rating agencies. The Group is exposed to concentration of credit risk on liquid funds which are deposited with several banks with high credit ratings.

Other receivables

For the purposes of internal credit risk management on other receivables, the management of the Group considers the financial capacity of the debtors to assess whether credit risk has increased significantly since initial recognition.

The Group's internal credit risk grading assessment comprises the following categories:

Internal credit rating	Description	Trade receivables/ contract assets	Other financial assets
Low risk	The counterparty has a low risk of default or does not have any past-due amounts	Lifetime ECL — not credit-impaired	12m ECL
Watch list	Debtor frequently repays after due dates but usually settle after due date	Lifetime ECL — not credit-impaired	12m ECL
Doubtful	There have been significant increases in credit risk since initial recognition through information developed internally or external resources	Lifetime ECL — not credit-impaired	Lifetime ECL — not credit-impaired
Loss	There is evidence indicating the asset is credit-impaired	Lifetime ECL — credit-impaired	Lifetime ECL — credit-impaired
Write-off	There is evidence indicating that the debtor is in severe financial difficulty or there is a disagreement with customers and the Group has no realistic prospect of recovery	Amount is written off	Amount is written off



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2023

29. FINANCIAL INSTRUMENTS *(continued)*

(b) Financial risk management objectives and policies *(continued)*

Credit risk and impairment assessment (continued)

The tables below detail the credit risk exposures of the Group's financial assets and contract assets, which are subject to ECL assessment:

2023	Notes	External credit rating	Internal credit rating	12-month or Lifetime ECL	Loss rate	Gross carrying amount HK\$'000
Financial assets at amortised cost						
Trade receivables	20	N/A	Low risk <i>(note 1)</i>	Lifetime ECL — not credit-impaired	5.2%	11,598
			Watch risk <i>(note 1)</i>	Lifetime ECL — not credit-impaired	N/A	—
			Doubtful <i>(note 1)</i>	Lifetime ECL — not credit-impaired	69.7%	907
			Loss <i>(note 1)</i>	Lifetime ECL — credit-impaired	55.2% – 100.0%	32,137
						44,642
Amount due from a shareholder	21	N/A	Low risk <i>(note 2)</i>	12m ECL	N/A	5,869
Amount due from a related company	21	N/A	Low risk <i>(note 2)</i>	12m ECL	N/A	2
Other receivables and deposits	20	N/A	Low risk <i>(note 2)</i>	12m ECL	N/A	490
			Loss <i>(note 2)</i>	Lifetime ECL — credit-impaired	100%	1,022
Bank balances	22	Baa1 to Aa2	N/A	12m ECL	N/A	5,344
Other item						
Contract assets	19	N/A	Low risk <i>(note 1)</i>	Lifetime ECL — not credit-impaired	5.2%	2,442
			Watch list <i>(note 1)</i>	Lifetime ECL — not credit-impaired	N/A	—
			Doubtful <i>(note 1)</i>	Lifetime ECL — not credit-impaired	69.7%	1,000
		N/A	Loss <i>(note 1)</i>	Lifetime ECL — credit-impaired	80.2% – 100.0%	15,718
						19,160



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2023

29. FINANCIAL INSTRUMENTS *(continued)*

(b) Financial risk management objectives and policies *(continued)*

Credit risk and impairment assessment (continued)

2022	Notes	External credit rating	Internal credit rating	12-month or Lifetime ECL	Loss rate	Gross carrying amount HK\$'000
Financial assets at amortised cost						
Trade receivables	20	N/A	Low risk <i>(note 1)</i>	Lifetime ECL — not credit-impaired	3.6%	26,617
			Watch risk <i>(note 1)</i>	Lifetime ECL — not credit-impaired	31.0%	2,170
			Doubtful <i>(note 1)</i>	Lifetime ECL — not credit-impaired	75.3%	4,001
			Loss <i>(note 1)</i>	Lifetime ECL — credit-impaired	54.9%	18,757
						51,545
Amount due from a related company	21	N/A	Low risk <i>(note 2)</i>	12m ECL	N/A	2
Other receivables and deposits	20	N/A	Low risk <i>(note 2)</i>	12m ECL	N/A	490
			Loss <i>(note 2)</i>	Lifetime ECL — credit-impaired	100%	1,022
Bank balances	22	Baa1 to Aa2	N/A	12m ECL	N/A	14,106
Other item						
Contract assets	19	N/A	Low risk <i>(note 1)</i>	Lifetime ECL — not credit-impaired	3.6%	3,076
			Watch list <i>(note 1)</i>	Lifetime ECL — not credit-impaired	31.0%	1,000
			Doubtful <i>(note 1)</i>	Lifetime ECL — not credit-impaired	75.3%	578
		N/A	Loss <i>(note 1)</i>	Lifetime ECL — credit-impaired	53.6%	15,139
						19,793

Notes:

- For contract assets and trade receivables, the Group has applied the simplified approach in HKFRS 9 to measure the impairment loss using lifetime ECL. The Group assessed the expected credit losses for each debtor individually.
- For the purposes of internal credit risk management, the Group considers the financial capacity of the debtors to assess whether credit risk has increased significantly since initial recognition. In determining the ECL for other receivables and deposits and amount due from a related company, the Group has given internal credit rating to each debtor after considering the historical default experience, repayment history and forward-looking information, as appropriate, and concluded that credit risk inherent in the outstanding balance of deposits and amount due from a related company is insignificant. During the year ended 31 March 2023, the Group neither provided nor reversed any impairment loss on other receivables (2022: provided HK\$1,022,000 and reversed HK\$168,000).



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2023

29. FINANCIAL INSTRUMENTS *(continued)*

(b) Financial risk management objectives and policies *(continued)*

Credit risk and impairment assessment (continued)

During the year ended 31 March 2023, the Group provided HK\$6,636,000 and reversed HK\$357,000 (2022: provided HK\$10,673,000 and reversed HK\$584,000) impairment loss for trade receivables. Trade receivables of HK\$32,173,000 (2022: HK\$18,757,000) was considered to be credit-impaired during the year ended 31 March 2023.

The following table shows the movement in lifetime ECL that has been recognised for trade receivables under simplified approach.

	Lifetime ECL (not credit- impaired) HK\$'000	Lifetime ECL (credit- impaired) HK\$'000	Total HK\$'000
At 1 April 2021	4,841	—	4,841
Transfer	(1,594)	1,594	—
Impairment loss recognised	1,972	8,701	10,673
Impairment loss reversed	(584)	—	(584)
At 31 March 2022 and 1 April 2022	4,635	10,295	14,930
Transfer	(3,116)	3,116	—
Impairment loss recognised	73	6,563	6,636
Impairment loss reversed	(357)	—	(357)
At 31 March 2023	1,235	19,974	21,209

During the year ended 31 March 2021, the management of the Group and a customer were in negotiation on long-aged trade receivables and contract assets (before impairment) of HK\$759,000 and HK\$11,772,000, respectively.

On 25 August 2021, a writ of summons was served by the Group, as the plaintiff, against the customer in respect of the construction services rendered by the Group. On 10 December 2021, the Group filed a statement of claim to the court for a sum of approximately HK\$15,500,000 and there was no further progress from the customer up to the year ended 31 March 2022. On 31 January 2023, the customer filed a defence and counter-claim on the statement of claim served by the Group during the year ended 31 March 2022 and claimed an over-payment to the Group in prior years. On 15 May 2023, the Group filed a "Reply and Defence to counter-claim" to the court which denied the customer's claims. The customer and the Group are still in disputes on the amount of claim. Up to the date of authorisation for issue of these consolidated financial statements, there is no significant progress on the case.

Management of the Group transferred the opening balance of lifetime ECL on trade receivables and contract assets of HK\$361,000 and HK\$6,013,000, respectively, from not credit-impaired to credit-impaired during the year ended 31 March 2022, and an additional lifetime ECL (credit-impaired) on trade receivables and contract assets of HK\$61,000 (2022: HK\$187,000) and HK\$4,032,000 (2022: HK\$2,097,000), respectively, were recognised during the year ended 31 March 2023.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2023

29. FINANCIAL INSTRUMENTS *(continued)*

(b) Financial risk management objectives and policies *(continued)*

Credit risk and impairment assessment (continued)

During the year ended 31 March 2023, the management of the Group assessed the recoverability of on long-aged trade receivables and contract assets (before impairment) from several customers of HK\$4,336,000 and HK\$578,000, respectively, these balances had no settlement for more than three years, and therefore, management of the Group considered they were irrecoverable and credit-impaired. Management of the Group transferred the opening balance of lifetime ECL on trade receivables and contract assets of HK\$3,116,000 and HK\$435,000, respectively, from not credit-impaired to credit-impaired, and an additional lifetime ECL (credit-impaired) on trade receivables and contract assets of HK\$1,220,000 and HK\$143,000, respectively, were recognised during the year ended 31 March 2023.

The Group writes off a trade receivables when there is information indicating that the debtor is in severe financial difficulty or there is disagreement to the balances and there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation, has entered into bankruptcy proceedings or determined as uncollectible.

During the year ended 31 March 2023, the Group provided HK\$4,579,000 and reversed HK\$nil (2022: provided HK\$2,387,000 and reversed HK\$274,000) impairment loss for contract assets, respectively. Contract assets of HK\$15,718,000 (2022: HK\$15,139,000) was considered to be credit-impaired during the year ended 31 March 2023.

The following table shows the movement in lifetime ECL that has been recognised for contract assets under simplified approach.

	Lifetime ECL (not credit- impaired) HK\$'000	Lifetime ECL (credit- impaired) HK\$'000	Total HK\$'000
At 1 April 2021	6,852	—	6,852
Transfer	(6,013)	6,013	—
Impairment loss recognised	290	2,097	2,387
Impairment loss reversed	(274)	—	(274)
At 31 March 2022 and 1 April 2022	855	8,110	8,965
Transfer	(435)	435	—
Impairment loss recognised	404	4,175	4,579
At 31 March 2023	824	12,720	13,544

During the year ended 31 March 2023, the Group neither provided nor reversed any impairment loss on a deposit for a surety bond and other receivables, respectively, (2022: provided HK\$1,022,000 and reversed HK\$168,000) which is included in "trade and other receivables" (note 20).



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2023

29. FINANCIAL INSTRUMENTS *(continued)*

(b) Financial risk management objectives and policies *(continued)*

Credit risk and impairment assessment (continued)

The following table shows the movement in 12m ECL and lifetime ECL that has been recognised for other receivables under general approach ECL model.

	12m ECL (not credit- impaired)	Lifetime ECL (credit- impaired)	Total
	HK\$'000	HK\$'000	HK\$'000
At 1 April 2021	168	—	168
Impairment loss recognised	—	1,022	1,022
Impairment loss reversed	(168)	—	(168)
At 31 March 2022, 1 April 2022 and 31 March 2023	—	1,022	1,022

Liquidity risk

In the management of the liquidity risk, the Group monitors and maintains a level of cash and cash equivalents deemed adequate by management to finance the Group's operations and mitigate the effects of fluctuations in cash flows. The management of the Group monitors the utilisation of bank borrowings and ensure compliance with loan covenants.

The following table details the Group's remaining contractual maturity for its non-derivative financial liabilities. The table has been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the Group can be required to pay.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2023

29. FINANCIAL INSTRUMENTS *(continued)*

(b) Financial risk management objectives and policies *(continued)*

Liquidity risk (continued)

The table includes both interest and principal cash flows.

	Weighted average interest rate %	On demand or within 1 year HK\$'000	More than 1 year but less than 2 years HK\$'000	More than 2 years but less than 5 years HK\$'000	Total undiscounted cash flows HK\$'000	Carrying amount HK\$'000
At 31 March 2023						
Non-derivative financial liabilities						
Trade and other payables	N/A	6,278	—	—	6,278	6,278
Amounts due to shareholders ¹	N/A	13,688	—	—	13,688	12,873
Lease liabilities	6.89	269	117	38	424	399
		20,215	117	38	20,390	19,550

	Weighted average interest rate %	On demand or within 1 year HK\$'000	More than 1 year but less than 2 years HK\$'000	More than 2 years but less than 5 years HK\$'000	Total undiscounted cash flows HK\$'000	Carrying amount HK\$'000
At 31 March 2022						
Non-derivative financial liabilities						
Trade and other payables	N/A	6,248	—	—	6,248	6,248
Amounts due to shareholders ¹	N/A	15,971	—	—	15,971	15,011
Lease liabilities	5.83	242	67	—	309	297
		22,461	67	—	22,528	21,556

¹ Out of the amounts, HK\$7,950,000 (2022: HK\$8,000,000) is interest bearing at 12.00% per annum. Details are set out in note 21 (c) to the consolidated financial statements.

(c) Fair value measurement

Financial instruments not measured at fair value

Financial instruments not measured at fair value include trade and other receivables, amounts due from/(to) a related company and shareholders, bank balances and cash, trade and other payables and lease liabilities.

Due to their short term nature, their carrying values approximates fair value.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2023

30. RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES

The table below details changes in the Group's liabilities arising from financing activities, including both cash and non-cash changes. Liabilities arising from financing activities are those for which cash flows were, or future cash flows will be, classified in the Group's consolidated statement of cash flows as cash flows from financing activities.

	Lease liabilities	Bank and other borrowings	Amounts due to shareholders
	HK\$'000	HK\$'000	HK\$'000
At 1 April 2021	462	12,957	10,913
Financing cash flows	(439)	(14,504)	3,458
Finance costs recognised	24	1,547	640
Lease commencement	250	—	—
At 31 March 2022 and 1 April 2022	297	—	15,011
Financing cash flows	(365)	—	(3,098)
Finance costs recognised	27	—	960
Lease commencement	440	—	—
At 31 March 2023	399	—	12,873

31. RETIREMENT BENEFITS PLANS

The Group participates in the MPF Scheme for all qualifying employees in Hong Kong. The MPF Scheme is registered with the Mandatory Provident Fund Schemes Authority under the Mandatory Provident Fund Schemes Ordinance. The assets of the MPF scheme are held separately from those of the Group, in funds under the control of an independent trustees. Under the rule of the MPF Scheme, the employer and its employees are each required to make contributions to the MPF Scheme at rates specified in the rules. The only obligation of the Group with respect to the MPF Scheme is to make the required contributions under the MPF Scheme.

The retirement benefits scheme contributions arising from the MPF Scheme charged to profit or loss of HK\$687,000 (2022: HK\$684,000) represent contributions payable to the funds by the Group at rates specified in the rules of the scheme.

At the end of each reporting period, there were no forfeited contributions which arose upon employees leaving the scheme prior to their interests in the Group's contribution becoming fully vested and which are available to reduce the contributions payable by the Group in future years.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2023

32. RELATED PARTY DISCLOSURES

(i) Transactions

During the year, the Group entered into the following transactions with its related parties:

Name of related parties	Nature of transactions	2023 HK\$'000	2022 HK\$'000
Mr. Ha	Advances	5,869	—
Mr. Ha	Financing	(9,923)	(12,011)
Mr. Ip	Financing	(2,950)	(3,000)
Mr. Ha	Finance costs	960	640
Kaiser Global (China) Company Limited	Purchases of raw materials	27	473

For the terms of financing and advances, details are set out in note 21 to the consolidated financial statements.

(ii) Balances

Details of the balances with shareholders and a related company are set out in the note 21 to consolidated statement of financial statements.

(iii) Compensation of key management personnel

	2023 HK\$'000	2022 HK\$'000
Salaries and other allowances	2,318	3,029
Retirement benefits scheme contributions	79	90
Discretionary bonus	—	95
	2,397	3,214

Key management personnel of the Company include directors and senior management. The remuneration of key management personnel is determined with regard to the performance of the individuals and market trends.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2023

33. STATEMENT OF FINANCIAL POSITION AND RESERVES OF THE COMPANY

	2023 HK\$'000	2022 HK\$'000
Non-current assets		
Investments in subsidiaries	19,354	19,844
Amounts due from subsidiaries	10,218	27,276
	29,572	47,120
Current assets		
Bank balances and cash	5,082	13,793
	5,082	13,793
Current liabilities		
Other payables	2,794	1,523
Amounts due to subsidiaries	—	390
Amounts due to shareholders	8,860	8,000
	11,654	9,913
Net current (liabilities)/assets	(6,572)	3,880
Total assets less current liabilities	23,000	51,000
Capital and reserves		
Share capital	11,422	11,422
Reserves	11,578	39,578
Total equity	23,000	51,000

Movement in the Company's reserves

	Share premium (Note (i)) HK\$'000	Other reserve (Note (ii)) HK\$'000	Accumulated losses (Note (iii)) HK\$'000	Total HK\$'000
At 1 April 2021	35,187	13,917	(28,112)	20,992
Issue of shares	32,497	—	—	32,497
Loss and total comprehensive income for the year	—	—	(13,911)	(13,911)
At 31 March 2022 and 1 April 2022	67,684	13,917	(42,023)	39,578
Loss and total comprehensive income for the year	—	—	(28,000)	(28,000)
At 31 March 2023	67,684	13,917	(70,023)	11,578

(i) Share premium is the excess of the proceeds received over the nominal value of the shares of the Company issued at a premium, less the capitalisation of new shares on 21 September 2018 and expenses incurred in connection with the issue of the shares.

(ii) On 21 September 2018, Talent Prime and Infinite Honor transferred the entire issued share capital of China Talents to the Company. As settlement of the consideration, the Company allotted and issued 9,200 and 700 ordinary shares of the Company to Talent Prime and Infinite Honor, respectively, at HK\$0.01 each share. The amount represented the difference between the net assets value of China Talents upon transfer and the share capital issued by the Company.

(iii) Cumulative net losses recognised in profit or loss.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2023

34. PARTICULARS OF SUBSIDIARIES

Details of the Company's subsidiaries at 31 March 2023 and 2022 are as follows:

Name of subsidiary	Place of incorporation	Date of incorporation	Issued and fully share paid-up capital	Equity attributable to the Company		Principal activities
				As at 31 March 2023	2022	
China Talents ¹	The BVI	17 February 2017	US\$10,000	100%	100%	Investment holding
TMD	Hong Kong	29 April 2010	HK\$4,200,000	100%	100%	Civil engineering construction works of road and highway related infrastructure and repair and maintenance works for structures of roads and highways
TMC	Hong Kong	4 April 2014	HK\$2	100%	100%	Repair and maintenance works for structures of roads and highways
Holy Star Holdings Limited ²	The BVI	30 April 2019	US\$50,000	—	100%	Investment holding
EST International (HK) Limited ³	Hong Kong	30 May 2019	HK\$100,000	—	100%	Investment holding

1 *Directly held by the Company.*

2 *Dissolved by striking off on 1 November 2022.*

3 *Dissolved by striking off on 3 March 2023.*

None of the subsidiaries had issued any debt securities at the end of the year.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2023

35. CONTINGENT LIABILITIES

- (a) On 19 February 2019, a writ of summons and statement of claim was served by the plaintiff against the Group in respect of the construction services rendered to the Group. The claim is for a sum of approximately HK\$1,500,000 together with interest and cost. In the opinion of the directors of the Company, the amount claimed is not reasonable and the Group does not agree to this claim. After obtaining legal advice, the Group considers that the possibility of cash outflow is remote.

During the year ended 31 March 2022, the plaintiff filed a mediation notice to the District Court and attempted to resolve the disputes through mediation and the Group also agreed to the said proposal. Due to the COVID-19 pandemic and the suspension of court services, there was no significant progress.

In late December 2022, the Group filed several supplemental witness statements and subsequent to the end of the reporting period, filed an expert witness report in April 2023 to justify the quality of work performed by the plaintiff are poor and not satisfactory. Up to the date of authorisation for issue of these consolidated financial statements, there is no response from the plaintiff and no significant progress on the case.

- (b) On 14 February 2023, a writ of summons together with statement of claim was served by the Group, as the plaintiff, against a supplier as a defendant (the “**Supplier**”), in respect of an over-payment of HK\$287,000 in relation to a contract which is under dispute with the customer as disclosed in note 29(b). The over-payment was identified by the Group during the year on the preparation of statement of claims thereto. On 15 February 2023, the directors of the Company instructed the lawyer engaged by the Company to write to the Supplier and demanded the refund of over-repayment.

Subsequent to the reporting period, the Supplier, through its lawyer, proposed to repay HK\$137,000 to the Group but denied that the remaining balance of HK\$150,000 is an over-payment. Up to the date of authorisation for issue of these consolidated financial statements, there is no significant progress on the case.

Save as disclosed in note 29(b) and this note to consolidated financial statements, the Group did not have other material contingent liabilities to be disclosed.

36. COMMITMENTS

At 31 March 2023 and 2022, the Group did not have material commitments to be disclosed.



FINANCIAL SUMMARY

	2023 HK\$'000	2022 HK\$'000	2021 HK\$'000	2020 HK\$'000	2019 HK\$'000
For the year					
Revenue	29,430	42,469	42,157	84,595	108,323
Loss before taxation	(27,438)	(20,554)	(27,743)	(19,131)	4,593
Loss attributable to equity holders of the Company	(27,261)	(20,402)	(29,538)	(16,525)	1,923
At year end					
Total assets	43,682	73,126	82,328	108,107	115,885
Total liabilities	19,559	21,742	49,797	46,012	37,155
Total equity attributable to equity holders of the Company	24,123	51,384	32,531	62,095	78,730

