

BAR PACIFIC GROUP HOLDINGS LIMITED 太平洋酒吧集團控股有限公司

(Incorporated in the Cayman Islands with limited liability)

Stock Code: 8432

ANNUAL REPORT
2025/26



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Any announcement, notice or other document of the Company published on the website of the Stock Exchange at www.hkexnews.hk will remain on the “Latest Listed Company Information” page for a minimum period of 7 days from the date of publication and on the website of the Company at www.barpacific.com.hk.



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CORPORATE INFORMATION

BOARD OF DIRECTORS

Executive Directors

Ms. Chan Ching Mandy (*Chairlady and Chief Executive Officer*)

Ms. Chan Tsz Tung

Non-executive Director

Ms. Chan Tsz Kiu Teresa

Independent Non-Executive Directors

Mr. Chan Chun Yeung Darren

Mr. Chin Chun Wing

Mr. Tang Wing Lam David

BOARD COMMITTEES

Audit Committee

Mr. Chan Chun Yeung Darren (*Chairman*)

Mr. Chin Chun Wing

Mr. Tang Wing Lam David

Remuneration Committee

Mr. Chin Chun Wing (*Chairman*)

Mr. Chan Chun Yeung Darren

Mr. Tang Wing Lam David

Ms. Chan Tsz Tung

Nomination Committee

Mr. Tang Wing Lam David (*Chairman*)

Mr. Chan Chun Yeung Darren

Mr. Chin Chun Wing

Ms. Chan Tsz Tung

COMPANY SECRETARY

Mr. Chow Tsz Lun

AUTHORISED REPRESENTATIVES

Ms. Chan Ching Mandy

Mr. Chow Tsz Lun

INDEPENDENT AUDITOR

Baker Tilly Hong Kong Limited

Certified Public Accountants

Registered Public Interest Entity Auditor

Level 8, K11 ATELIER King's Road

728 King's Road, Quarry Bay

Hong Kong

LEGAL ADVISOR

as to Hong Kong laws

Sidley Austin

REGISTERED OFFICE

P.O. Box 31119, Grand Pavilion,

Hibiscus Way, 802 West Bay Road,

Grand Cayman, KY1-1205

Cayman Islands

HEADQUARTER AND PRINCIPAL PLACE OF BUSINESS IN HONG KONG

Room D2, 11/F, Phase 2

Hang Fung Industrial Building

2G Hok Yuen Street

Hung Hom

Kowloon

Hong Kong

CORPORATE INFORMATION

PRINCIPAL SHARE REGISTRAR AND TRANSFER OFFICE IN THE CAYMAN ISLANDS

Vistra (Cayman) Limited
P.O. Box 31119, Grand Pavilion,
Hibiscus Way, 802 West Bay Road,
Grand Cayman, KY1-1205
Cayman Islands

HONG KONG BRANCH SHARE REGISTRAR AND TRANSFER OFFICE

Tricor Investor Services Limited
17/F, Far East Finance Centre
16 Harcourt Road, Admiralty
Hong Kong

PRINCIPAL BANKERS

The Hongkong and Shanghai Banking Corporation Limited
Bank of China (Hong Kong) Limited

COMPANY'S WEBSITE

www.barpacific.com.hk

(information on this website does not form part of this annual report)

LISTING INFORMATION

Place of Listing

GEM of The Stock Exchange of Hong Kong Limited

Stock Code

8432

Board Lots

10,000 shares

CHAIRLADY'S STATEMENT

Dear Shareholders,

On behalf of the Board of Directors (the **"Board"**), I am pleased to present the annual results of Bar Pacific Group Holdings Limited and its subsidiaries (the **"Group"**) for the year ended 31 March 2026 (the **"Year"**).

OVERVIEW

Over the past year, Hong Kong's economy remained subdued, and the local catering industry continued to encounter considerable challenges. Despite the anticipated recovery not fully materializing, evolving consumption patterns—especially the persistent trend of northbound spending – further constrained domestic demand. In response to these challenging circumstances, the Group acted with agility and resolve. I am pleased to report that we not only navigated these difficulties but also achieved a significant improvement in profitability.

This improvement was the result of a series of decisive actions. Through robust negotiations with our landlords, we secured highly favorable rental concessions. We also implemented systematic cost-saving initiatives that elevated our gross profit margin and made the strategic decision to exit a loss-making bar premises, thereby sharpening the overall performance of our portfolio. Simultaneously, the Group's self-branded beers, produced by an OEM manufacturer in Mainland China, continued to enhance our gross profit margin, building on the momentum established in the prior year.

A milestone for the Group was the launch of "Box Pacific", an innovative business line featuring automated capsule leisure spaces. Debuting in Tsim Sha Tsui in the spring of 2026, Box Pacific has been well received, with sales growth meeting expectations. This pioneering concept, which integrates smart-space technology with a seamless digital customer experience, underscores our commitment to redefining urban leisure and ushers in a promising new chapter of growth.

Additionally, the Group's financial position has been significantly strengthened. Through diligent deleveraging, our gearing level was substantially reduced and finance costs declined markedly, thereby lowering the Group's financial risk. Amid ongoing challenges in the local catering sector, this prudent balance sheet management is both sensible and forward-looking.

BUSINESS PERFORMANCE

Revenue for the Year was approximately HK\$199.9 million, representing a modest increase attributable to the ongoing enhancement of our services and customer base, as well as the positive impact of our collaboration with caterers who utilize our bar and restaurant premises for daytime meal service. Despite a challenging operating environment, our continued emphasis on margin enhancement and cost discipline resulted in a notable improvement in profitability.

Our success in rental negotiations resulted in significant concessions, substantially lowering occupancy costs. Combined with flexible staff scheduling and stringent operating expense controls, these measures produced a healthier gross profit ratio and a more efficient cost structure, even as we continued to expand Box Pacific.

The continued contribution of our self-branded beer range has underpinned improvements in gross margin, demonstrating the value of vertical product integration. Additionally, the closure of the loss-making bar not only eliminated a drag on earnings but also enabled management to allocate resources to higher-return activities.

CHAIRLADY'S STATEMENT

BUSINESS PERFORMANCE *(Continued)*

In line with our commitment to long-term resilience, the Group has made substantial investments in digital infrastructure. We are currently implementing a new enterprise resource planning system to streamline internal processes, and we are developing a broader system transformation that will integrate artificial intelligence (“**AI**”), a customer relationship management (“**CRM**”) platform, and a modern POS system. These initiatives are intended to enhance operational efficiency, strengthen digital marketing capabilities, and deliver a more personalized customer experience. Guided by our “digital first” strategy, we envision building a highly digitalized and optimized group of bars and restaurants supported by an AI-driven environment.

Our commitment to financial discipline has also delivered results. The substantial reduction in gearing and the related decline in finance costs have strengthened the Group's balance sheet and reduced exposure to interest rate volatility. This improved financial position provides both resilience and flexibility in an uncertain market environment.

PROSPECT

As economic integration within the Greater Bay Area deepens, we see opportunities that extend beyond geographical boundaries. The limited growth prospects of Hong Kong's local catering sector have prompted us to explore the introduction of our self-branded beers into the Mainland China market. This initiative will diversify our revenue streams and capitalize on the brand equity developed in recent years.

Box Pacific also presents considerable potential. Our initial success validates both the concept and its execution, and we are now establishing a robust intellectual property strategy. Trademark registrations for “Box Pacific” have been successfully completed in both Hong Kong and Mainland China. Additionally, patent applications for the capsule hardware and proprietary software platform have been submitted in these jurisdictions. We will continue to manage and expand our trademark and patent portfolio strategically, with the aim of enhancing the Group's intrinsic value and creating future revenue streams through licensing, franchising, or strategic partnerships.

Digital transformation will remain a strategic priority. The phased integration of AI, CRM, and the new POS ecosystem will enable deeper customer insights, more targeted marketing, and streamlined end-to-end operations – ultimately allowing us to serve our patrons with greater precision and care.

Although external conditions may remain volatile, the Group will remain vigilant, closely monitor market developments, and adapt its strategies as needed. With a de-risked balance sheet, a sharpened operational focus, and a growing portfolio of technology-enabled leisure assets, we are well positioned for sustainable, long-term growth.

CONCLUDING REMARKS

I would like to express my sincere gratitude to every member of our staff for their resilience, dedication, and tireless efforts throughout the year. I also wish to thank our customers, landlords, and business partners for their continued trust and support, as well as my fellow Board members for their wise counsel and steadfast commitment during this transformative period. Together, we have established a stronger foundation for the future.

Ms. Chan Ching Mandy

Chairlady

Hong Kong, 25 June 2026

MANAGEMENT DISCUSSION AND ANALYSIS

BUSINESS REVIEW

We are a chained bar and restaurant group under the brands of “Bar Pacific”, “Katachi”, “Moon Ocean” and “Pacific” with locations scattered all over Hong Kong. The growth strategies of the Group focus on the expansion and upgrade of the facilities of existing bars/restaurants. As at 31 March 2026, we operated 58 bars/restaurants throughout Hong Kong and the People’s Republic of China (“**PRC**”).

During the year ended 31 March 2026 (the “**Year**”), we opened a new bar located in Causeway Bay, under the brand of “Bar Pacific”. Different brands focus on different target customers. “Bar Pacific” is a neighborhood bar in different districts in Hong Kong and the PRC, and is for customers looking for social connection and relaxation; “Pacific” is a mid-range bar in urban areas; “Moon Ocean” is a luxury bar in urban areas; and “Katachi” is a skewer restaurant and bar.

The Year has been distinguished by a strategic and ambitious investment, positioning as at the forefront of innovation in the leisure industry. Our strategy is to pioneer a new business line within the leisure industry by launching our innovative Box Pacific venture. We are confident that this approach will deliver significant and sustainable long-term value for our shareholders.

Launch of Box Pacific – Introducing Automated and Immersive Leisure Spaces

Following the successful lease of a venue in Tsim Sha Tsui in September 2025, the inaugural Box Pacific business has launched in Spring 2026. This milestone highlights our commitment to redefining urban leisure experiences. Box Pacific represents the first concept of its kind in Hong Kong, providing a state-of-the-art leisure environment centered around premium “space capsule” pods. This innovative initiative responds directly to the increasing demand for private, hygienic, and technologically advanced personal spaces in densely populated urban centers such as Hong Kong, where personal space is highly valued.

Tsim Sha Tsui was strategically chosen for its high pedestrian flow, strong appeal to tourists, and alignment with our target clientele, which includes tech-savvy millennials, Gen-Z, professionals, and visitors seeking distinctive experiences. We are confident that Box Pacific provides a first-mover advantage in a promising, high-growth market segment.

The Box Pacific experience is built on the principles of seamless automation and elevated user convenience. Every aspect, from reservation to payment, is intentionally designed to be contactless and highly efficient. At the core of this ecosystem is a proprietary mobile application, serving as the digital key for the entire customer journey.

Using this application, customers can effortlessly reserve time slots for any of the 14 bespoke space capsules or ancillary facilities. The integrated payment gateway supports an extensive array of local and international digital payment methods, ensuring seamless transactions. This advanced level of automation significantly reduces the need for on-site staffing, minimizes operational overhead and human error, and enhances both customer privacy and control. The backend system continuously manages availability, pricing, and maintenance schedules to ensure optimal asset utilization.

MANAGEMENT DISCUSSION AND ANALYSIS

BUSINESS REVIEW *(Continued)*

Launch of Box Pacific – Introducing Automated and Immersive Leisure Spaces *(Continued)*

Box Pacific's innovation is most apparent within its capsules. Each pod exemplifies advanced smart space technology, built upon a sophisticated Internet of Things ("IoT") ecosystem. The primary feature is a high-resolution, flexible display system that integrates seamlessly with users' personal devices. Guests can effortlessly mirror their smartphones, tablets, or portable gaming consoles onto the cabin's expansive screen, instantly transforming the pod into a private cinema, gaming arena, or personal workspace. This high level of interoperability is a distinctive advantage, enabling exceptional personalization. Additionally, the IoT infrastructure allows guests to precisely control their pod's environment—including lighting, temperature, and audio—directly from their mobile devices. This results in a bespoke and immersive environment tailored to individual preferences, whether for relaxation, entertainment, or productivity.

We acknowledge that the intrinsic value of Box Pacific lies equally in its intellectual property and its physical assets. To safeguard our competitive advantage and enhance long-term asset value, we have embarked on an extensive, multi-jurisdictional initiative to secure formal protection for our innovations. Trademark applications for the "Box Pacific" brand name, logo, and visual identity have been filed in key markets, including Hong Kong and Mainland China. In addition, our legal and technical teams are actively pursuing patents for the capsules' unique hardware design and, importantly, for the proprietary software that powers our integrated booking, payment, and device-interlinking platform. This proactive intellectual property strategy is intended not only to protect our current business but also to create potential future revenue streams through licensing or franchising opportunities.

FINANCIAL REVIEW

Revenue and gross profit from the operation of both restaurants and bars

The revenue from the operation of bars and restaurants amounted to HK\$199.1 million for the Year, as compared to HK\$194.0 million for the year ended 31 March 2025 (the "Previous Year"), representing an increase of 2.6%. Such increase was primarily attributed to the strategic implementation of a prepaid card loyalty programme, the successful expansion of daytime third-party catering services within our premises, and marketing fees received from a promotion conducted across our bar and restaurant network during the Year.

The gross profit from the operation of bars and restaurants for the Year amounted to HK\$151.3 million, in comparison with HK\$142.7 million for the Previous Year, representing an increase of 6.0%. The gross profit margin increased to 76.0% for the Year, compared to 73.6% in the Previous Year, primarily due to the successful sales performance of a high-margin self-branded beer imported from an OEM manufacturer in Mainland China.

Revenue from property investment

The revenue from property investment increase by 25.0% to HK\$780,000 for the Year as compared to HK\$624,000 for the Previous Year due to the increase of occupancy rate during the Year.

Other income

For the Year, other income amounted to HK\$6.6 million, as compared to HK\$8.5 million for the Previous Year, representing a decrease of 22.4%. Such decrease was mainly due to the decrease in sponsorship income during the Year.

MANAGEMENT DISCUSSION AND ANALYSIS

FINANCIAL REVIEW *(Continued)*

Staff costs

Staff costs represent wages, salaries, bonuses, retirement benefit costs and other allowances paid or payable to all Directors and staff of the Group, which amounted to HK\$66.3 million for the Year, as compared to HK\$65.7 million for the Previous Year, representing a slight increase of 0.9%. Staff costs increased due to higher salaries and wages resulting from additional headcount hired on the Box Pacific business line during the Year.

Depreciation of property, plant and equipment

Depreciation represents depreciation charges on its property, plant and equipment, including buildings, leasehold improvements, computer equipment, furniture and fixtures and motor vehicles. Our depreciation charges decreased to approximately HK\$7.1 million for the Year as compared to HK\$11.0 million for the Previous Year, representing a decrease of approximately 35.5%, as certain property, plant and equipment acquired in prior years reached full depreciation during the Year.

Depreciation of right-of-use assets

The depreciation charged on the right-of-use assets amounted to HK\$31.8 million for the Year, in comparison with HK\$39.7 million for the Previous Year, representing a decrease of 19.9% which was primarily attributed to the reduction in monthly depreciation resulting from lease modification following a series of rental concession granted during the Year.

Property rentals and related expenses

Operating lease payments, property management fees, government rates and other related expenses decreased to HK\$4.9 million for the Year as compared to HK\$5.6 million for the Previous Year, representing a decrease of 12.5%. The decrease was primarily attributed to the concessions on building management fees granted by landlords or service providers during the Year.

Other operating expenses

For the Year, other operating expenses remained stable at HK\$29.4 million, compared to HK\$29.2 million in the Previous Year. Despite annual inflation and additional costs incurred for the new business line, Box Pacific, the Company's strong commitment to digitalisation and cost efficiency stabilised operating expenses during the Year.

Finance costs

Finance costs represented interest paid or payable on bank loans, lease liabilities and other borrowings, which amounted to HK\$3.4 million for the Year, in comparison with HK\$5.0 million for the Previous Year, representing an decrease of 32.0%. The main reason for the decrease in finance costs during the Year was the continued repayment of bank loans to reduce the Group's gearing level.

Taxation

The net tax expenses for the Year amounted to approximately HK\$120,000, which comprised the deferred tax expenses of HK\$59,000 (net tax credit in the Previous Year: HK\$187,000, which comprised the deferred tax income of HK\$328,000). The primary reason for the increase was the reduction in unrecognised deferred tax assets resulting from changes in related temporary difference under the local tax regime.

Capital commitments

As at 31 March 2026, the Group did not have any capital commitment (as at 31 March 2025: HK\$79,000).

MANAGEMENT DISCUSSION AND ANALYSIS

FINANCIAL REVIEW *(Continued)*

Contingent liabilities

The Group did not have any contingent liabilities as at 31 March 2026 (as at 31 March 2025: Nil).

Charges on the Group's assets

The Group pledged the following assets to secure bank borrowings and general banking facilities granted to the subsidiaries of the Company:

	Net carrying amount As at 31 March	
	2026 HK\$'000	2025 HK\$'000
Assets		
Building	3,343	3,480
Right-of-use assets – leasehold land	36,176	37,720
Investment properties	18,100	18,800
Prepaid insurance premium	2,947	2,858
	60,566	62,858

Dividend

The Directors have recommended the payment of a final dividend of HK0.60 cents per Share for the Year (2025: nil), subject to the approval of shareholders of the Company (the “Shareholders”) at the the upcoming annual general meeting of the Company.

Foreign currency exposure

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

Employee and remuneration policy

As at 31 March 2026, the Group had 628 employees (2025: 622 employees). Total staff costs (including Directors' remuneration) were approximately HK\$66.3 million for the Year (2025: HK\$65.7 million). Remuneration is determined with reference to the prevailing market terms and in accordance with the performance, qualification and experience of each individual employee. Periodic in-house training is provided to the employees to enhance the knowledge of the workforce. Meanwhile, training programs conducted by qualified personnel are also attended by our employees to enhance their skill sets and working experience. The Group also adopted a share scheme on 29 September 2023 to provide incentives to the Directors and employees of the Group.

Significant investment

There was no significant investment by the Group with a value at 5% or more of the Group's total assets as at 31 March 2026, nor was there any plan authorised by the Board for other material investment or additions of capital assets during the Year.

MANAGEMENT DISCUSSION AND ANALYSIS

FINANCIAL REVIEW *(Continued)*

Material acquisition or disposal

There was no material acquisition or disposal of subsidiaries, associates or joint ventures during the Year.

LIQUIDITY, FINANCIAL RESOURCES AND CAPITAL STRUCTURE

	As at 31 March	
	2026	2025
Cash and cash equivalents	HK\$3.0 million	HK\$2.0 million
Bank borrowings	HK\$44.7 million	HK\$54.5 million
Unutilised banking facilities	HK\$6.6 million	HK\$2.7 million
Gearing ratio	335%	1,026%

The Directors are of the view that as at the date of this report, the Group's financial resources are sufficient to support its business and operations.

The Group's primary sources of funds were cash inflows from operating activities and bank borrowings.

The gearing ratio is calculated by dividing net debt by total equity.

As at 31 March 2026, the Group had total bank borrowings of approximately HK\$44,694,000 (2025: HK\$54,503,000) with maturity ranging from 60 days to 7 years (2025: 60 days to 7 years). The interest rate is charged based on floating rate.

FOREIGN CURRENCY

During the Year, the transactions of the Group were mainly denominated and settled in Hong Kong dollars, the functional and reporting currency of the Group.

The Group does not have a significant foreign exchange exposure and has currently not implemented any foreign currency hedging policy. The management will consider hedging against significant foreign exchange exposure should the need arise.

PROSPECT

Looking ahead, the strategic launch of Box Pacific positions us to enter a new market with a robust, technology-driven value proposition. Simultaneously, the Group will maintain its core bar operations and established branding strategy, continuing to target the mass market with the aim of increasing market share in Hong Kong and Mainland China. By leveraging the strong client base built over the years, the Group will continue to capitalize on its extensive regional network. Currently, the Group operates 58 bars and restaurants across four distinct brands. The Board remains highly optimistic about the future and extends its sincere gratitude to the Shareholders, employees, and business partners for their ongoing support. We look forward to sharing further updates on our progress in the next reporting period.

PROFILE OF DIRECTORS AND SENIOR MANAGEMENT

EXECUTIVE DIRECTORS

Ms. Chan Ching Mandy (陳靜) ("Ms. C Chan"), aged 54, was appointed as an executive Director on 12 October 2020, and subsequently appointed as the chief executive officer of the Company (the "**Chief Executive Officer**") and the chairlady of the Board (the "**Chairlady**") on 31 March 2023 and 28 January 2025, respectively. Ms. C Chan joined the Group as the general manager of Tank Success International Limited (騰昇國際有限公司) ("**Tank Success**"), a wholly-owned subsidiary of the Company, in September 2020 and has primarily been responsible for overseeing the overall business operation of the Group. From 1987 to 1990, Ms. C Chan worked in Le Saunda Holdings Limited (a company listed on the Stock Exchange, stock code: 738) and her last position held was shop manager. From 1990 to 2004, Ms. C Chan worked in Mirabell International Holdings Limited (a company formerly listed on the Stock Exchange, stock code: 1179) and her last position held was senior shop manager, who was responsible for the management of shops of a district. From 2004 to 2020, Ms. C Chan started her own business and later on worked as an assistant to her brother, Mr. Chan Wai ("**Mr. Chan**"), in relation to the management of his private business. Ms. C Chan has over 20 years of experience in different retails industries in Hong Kong.

Ms. C Chan is the aunt of each of Ms. TK Chan, a non-executive Director, and Ms. TT Chan, an executive Director.

Ms. C Chan is one of the two protectors of the Bar Pacific Trust (the other protector is her brother, Mr. Chan). For Ms. C Chan's interests in the shares of the Company (the "**Shares**") within the meaning of Part XV of the Securities and Futures Ordinance (Chapter 571 of the Laws of Hong Kong) ("**SFO**"), please refer to the paragraph headed "Disclosure of Interests" in the Directors' Report on pages 32 to 34 of this annual report.

Ms. Chan Tsz Tung (陳枳瞳) ("Ms. TT Chan"), aged 33, was appointed as executive Director on 29 December 2018. She is a member of each of the remuneration committee of the Company (the "**Remuneration Committee**") and the nomination committee of the Company (the "**Nomination Committee**"). Ms. TT Chan joined the Group as the marketing director of Tank Success in 2015 and has primarily been responsible for the Group's marketing activities. Ms. TT Chan obtained a bachelor's degree of science in hotel management from The Hong Kong Polytechnic University in 2015.

Ms. TT Chan is a daughter of Ms. Tse Ying Sin Eva ("**Ms. Tse**"), one of the controlling shareholders (as defined under the GEM Listing Rules) of the Company, and a sister of Ms. TK Chan, a non-executive Director, and a niece of Ms. C Chan.

For Ms. TT Chan's interests in the Shares within the meaning of Part XV of the SFO, please refer to the paragraph headed "Disclosure of Interests" in the Directors' Report on pages 32 to 34 of this annual report.

NON-EXECUTIVE DIRECTORS

Ms. Chan Tsz Kiu Teresa (陳枳橋) ("Ms. TK Chan"), aged 31, was appointed as the Chairlady and an executive Director on 12 August 2022, and subsequently re-designated from an executive Director to a non-executive Director, and ceased to act as the Chairlady with effect from 28 January 2025. Ms. TK Chan joined the Group in May 2022 as an assistant to Director and was primarily responsible for the Group's marketing activities and digital transformation. From 2019 to 2022, Ms. TK Chan founded her own start-ups, Mellow and Kalón, to develop a personal finance and digital payment solution for parents to develop healthy money habits for kids and to launch direct-to-consumer vegan accessories product to the market respectively. Prior to starting her own businesses, Ms. TK Chan was a consulting analyst at Deloitte. Ms. TK Chan was granted accolade as being named in Forbes' 30 under 30 Asia 2020 list. She is also a Techstars alumni.

Ms. TK Chan obtained a bachelor's degree in international business and Chinese enterprise from the Chinese University of Hong Kong in 2017. She also obtained a bachelor's degree in International Business from the Darla Moore School of Business, University of South Carolina in 2016.

Ms. TK Chan is a daughter of Ms. Tse, a sister of Ms. TT Chan and a niece of Ms. C Chan.

For Ms. TK Chan's interest in the Shares within the meaning of Part XV of the SFO, please refer to the paragraph headed "Disclosure of Interests" in the Directors' Report on pages 32 to 34 of this annual report.

PROFILE OF DIRECTORS AND SENIOR MANAGEMENT

INDEPENDENT NON-EXECUTIVE DIRECTORS

Mr. Chan Chun Yeung Darren (陳振洋) (“Mr. CY Chan”), aged 44, was appointed as an independent non-executive Director (“INED”) on 7 July 2021 and was subsequently appointed as the chairman of the audit committee (the “**Audit Committee**”) and a member of each of the Remuneration Committee and Nomination Committee on 28 February 2022. Mr. Chan has over 15 years of professional experience in accounting and finance. He is a fellow member of Hong Kong Institute of Certified Public Accountants, The Hong Kong Chartered Governance Institute (formerly The Hong Kong Institute of Chartered Secretaries) and The Chartered Governance Institute. He graduated from the University of British Columbia with a bachelor of commerce degree and the Hong Kong Polytechnic University with a master of corporate governance degree. Mr. Chan worked for our Company between 2014 to 2018 and his last position was executive Director, company secretary, authorised representative and compliance officer. He was responsible for the successful GEM board listing for our Company on the Stock Exchange in 2017. Mr. Chan has also held senior management positions in two other listed companies in Hong Kong.

Mr. Chin Chun Wing (錢雋永) (“Mr. Chin”), aged 48, was appointed as an INED on 17 December 2016. He is also the chairman of the Remuneration Committee and a member of each of the Audit Committee and Nomination Committee respectively. Mr. Chin has over 20 years of management experience in the bar industry. He graduated from the School of Professional and Continuing Education of the Hong Kong Polytechnic University in 2021 with a post-secondary college degree. In 2006, he served as a director of Grand Bar & Lounge. In 2008, he founded the Hong Kong Bar Association to unite the bar industry. In 2012, he received support from the District Council to launch the “Quality Bar Label Scheme” campaign. In 2023, he received government support to launch the “Hong Kong Bar Culture Festival” event. In 2024, he was appointed as a member of the District Committee by the Home Affairs Department. He began to serve as a government official, conduct regional work, and act as a connector between the bar industry and the government.

Mr. Tang Wing Lam David (鄧榮林) (“Mr. Tang”), aged 69, was appointed as an INED on 17 December 2016. He is also the chairman of the Nomination Committee and a member of each of the Remuneration Committee and Audit Committee respectively. Mr. Tang obtained a diploma in Sociology from Hong Kong Baptist College in June 1983. Mr. Tang obtained a master’s degree of Arts in Management Systems from the University of Hull in the UK in December 1988. Mr. Tang subsequently obtained a bachelor’s degree of laws from the University of Wolverhampton in the UK in October 1994 and a Postgraduate Certificate in Laws from the City University of Hong Kong in August 1996. Mr. Tang obtained a Doctor of Philosophy in Business Administration from Tarlac State University in the Philippines in January 2019. Mr. Tang is currently a practising solicitor in Hong Kong. Mr. Tang joined Fung, Wong, Ng & Ha as a trainee solicitor from 1996 to 1998. From April 1999 to March 2016, Mr. Tang worked in Fung, Wong, Ng & Lam, Solicitors & Notaries as consultant. Since April 2016, Mr. Tang became a limited liability partner of Fung, Wong, Ng & Lam LLP Solicitors (formerly known as “Fung, Wong, Ng & Lam, Solicitors & Notaries”). Mr. Tang has over 25 years of legal experience in Hong Kong.

PROFILE OF DIRECTORS AND SENIOR MANAGEMENT

SENIOR MANAGEMENT

Ms. Chan Ting (陳婷), aged 37, joined the Group as a part-time waitress in April 2009, and worked as a full-time waitress in July 2009, responsible for daily operation of the shops. Ms. Chan Ting obtained a certificate in hosting and broadcasting from Communication University of China in January 2008. Since September 2011, Ms. Chan Ting has been appointed as a district manager of the Group, responsible for the daily operation of the shops, handling enquiries and complaints of customers, coordinating staff, providing training for staff and planning and executing sales proposal of the bars. Ms. Chan Ting has more than 14 years of experience in the bar industry.

Mr. Liu Ka Ki (廖嘉麒) ("Mr. Liu"), aged 35, joined the Group in November 2013 as a part-time waiter responsible for the daily operation of the shops. Mr. Liu obtained a Certificate in Food Hygiene for Hygiene Supervisor from the Hong Kong Productivity Council in April 2016. Mr. Liu has around 10 years of experience in the food and beverage industry. Currently, Mr. Liu is one of the district managers of the Group.

Ms. Poon Suet Hung (潘雪紅) ("Ms. Poon"), aged 48, joined the Group in January 2007 as a waitress responsible for the daily operation of the shops, handling enquiries and complaints of customers, coordinating staff, providing training for staff and planning and executing sales proposal of the bars. Ms. Poon has around 15 years of experience in the food and beverage industry. Currently, Ms. Poon is one of the district managers of the Group.

Ms. Suen Wai Lai (孫偉麗) ("Ms. Suen"), aged 38, joined the Group in July 2013 as a shop manager responsible for the daily operation of the shops, coordinating staff, providing training for staff and planning and executing sales proposal of the bars. Ms. Suen obtained a Certificate in Food Hygiene for Hygiene Supervisor from the Hong Kong Productivity Council in April 2018. Ms. Suen has more than 10 years of experience in the bar industry. Currently, Ms. Suen is one of the district managers of the Group.

Mr. Chow Tsz Lun (周子倫) ("Mr. Chow"), aged 40, joined the Group in February 2022 as financial controller and company secretary. Mr. Chow holds a bachelor's degree of business and management from University of London and a bachelor's degree of laws from BPP University. He is currently a member of the Hong Kong Institute of Certified Public Accountants and The Institute of Internal Auditors. Mr. Chow has around 15 years of experience in auditing, accounting and financial management. He worked in Ernst & Young and his last position was assurance manager. Subsequently he worked as finance managers and head of finance in various listed entities.

CORPORATE GOVERNANCE REPORT

The Company is committed to fulfilling its responsibilities to its shareholders (the “**Shareholders**”) and protecting and enhancing Shareholders’ value by devoting considerable effort to identify and formulate good corporate governance practices.

The Directors recognize the importance of incorporating elements of good corporate governance in the management structures and internal control and risk management procedures of the Group so as to achieve effective accountability.

The Board is pleased to present this Corporate Governance Report of the Group for the Year.

CORPORATE GOVERNANCE PRACTICES

The Company acknowledges the important roles of its Board in providing effective leadership and direction to the Group’s business, and ensuring transparency and accountability of the Company’s operations. The Board sets appropriate policies and implements corporate governance practices appropriate to the conduct and growth of the Group’s business.

During the Year and up to the date of this report, the Company has adopted corporate governance practices based on the principles of good corporate governance and complied with all applicable code provisions as set out in the Corporate Governance Code (the “**CG Code**”) contained in Part 2 of Appendix C1 to the GEM Listing Rules, saved for the deviation from code provision C.2.1 of the CG Code as set forth below.

Code provision C.2.1 of the CG Code stipulates that the roles of chairman and chief executive should be separate and should not be performed by the same individual. Upon the appointment of Ms. Chan Ching Mandy as the Chairlady with effect from 28 January 2025, Ms. Chan Ching Mandy assumes both the roles as the Chairlady and the Chief Executive Officer. Although the responsibilities of the Chairlady and the Chief Executive Officer are vested in one person, all major decisions are made in consultation with the members of the Board and the senior management of the Company. The Board considers that the current structure has the benefit of ensuring consistent leadership within the Group and allows efficient implementation of the Company’s strategies.

The Directors will continue to review the effectiveness of the Group’s corporate governance structure to assess whether any changes, including the separation of the roles of the Chairlady and the Chief Executive Officer, as and when necessary.

BOARD OF DIRECTORS

A. Responsibilities

The Board is primarily responsible for overseeing and supervising the management of the business affairs and the overall performance of the Group. The Board sets the Group’s values and standards and ensures that the requisite financial and operational support is in place for the Group to achieve its objectives. The functions performed by the Board include but not limited to formulating the Group’s business plans and strategies, deciding all significant financial (including major capital expenditure) and operational issues, developing, monitoring and reviewing the Group’s corporate governance practices and all other functions reserved to the Board under the articles of association of the Company (the “**Articles of Association**”). The Board has established Board committees and has delegated to these Board committees various responsibilities as set out in their respective terms of reference which are published on the respective websites of the Stock Exchange and the Company. The Board may from time to time delegate certain functions to senior management of the Group if and when considered appropriate. The senior management is mainly responsible for the execution of the business plans, strategies and policies adopted by the Board and assigned to it from time to time.

The Directors have full access to information of the Group and the management has an obligation to supply the Directors with adequate information in a timely manner to enable the Directors to perform their responsibilities. The Directors are entitled to seek independent professional advice in appropriate circumstances at the Company’s expense.

CORPORATE GOVERNANCE REPORT

BOARD OF DIRECTORS *(Continued)*

B. Composition

The Company is committed to holding and implementing the view that the Board should include a balanced composition of executive Directors, non-executive Director and INEDs so that there is a strong independent element on the Board which can effectively exercise independent judgement.

As at the date of this report, the Board comprises the following six Directors, of which the INEDs representing 50% of the Board members, exceeding the minimum requirement of the GEM Listing Rules:

Executive Directors

Ms. Chan Ching Mandy (*Chairlady and Chief Executive Officer*)

Ms. Chan Tsz Tung

Non-Executive Director

Ms. Chan Tsz Kiu Teresa

INEDs

Mr. Chan Chun Yeung Darren

Mr. Chin Chun Wing

Mr. Tang Wing Lam David

The biographical details of each of the Directors are set out in the section headed "Profile of Directors and Senior Management" of this annual report. An updated list of the Directors, including the executive Directors, non-executive Director and the INEDs, identifying their roles and functions is also maintained on the respective websites of the Stock Exchange and the Company.

Details of the relationships between members of the Board and senior management (if any) are set out in the section headed "Profile of Directors and Senior Management" in this annual report. Save as disclosed, there was no financial, business, family or other material relationship among the Directors for the Year.

The INEDs have brought in a wide range of business and financial expertise and independent judgement to the Board. Through active participation in the Board meetings and serving on various Board committees, all INEDs will continue to make various contributions to the Company.

During the Year, the Board has at all times met the requirement of Rules 5.05 and 5.05A of the GEM Listing Rules relating to the appointment of at least three INEDs with at least one of them has appropriate professional qualification and accounting and related financial management expertise as required under the GEM Listing Rules.

The Company has received a written annual confirmation from each of the INEDs confirming their independence pursuant to Rule 5.09 of the GEM Listing Rules. Based on such confirmation and as the Company is not aware of the occurrence of any event that would impair the independence of the INEDs, the Company considers that all the INEDs are independent and have met the independence guidelines as set out in Rule 5.09 of the GEM Listing Rules up to the date of this report.

During the Year, Ms. C Chan, the Chairlady, Chief Executive Officer and executive Director, had held at least one meeting with the INEDs without the presence of other executive Directors.

CORPORATE GOVERNANCE REPORT

BOARD OF DIRECTORS *(Continued)*

B. Composition *(Continued)*

The Company recognises that Board independence is key to good corporate governance. The Board has adopted the Policy for the Independence of the Board which aims to ensure independent views and input are available to the Board. Pursuant to the Policy for the Independence of the Board, a Director may, upon reasonable request, seek and be provided with separate independent professional advice to assist the relevant Director in discharging his duties to the Company. Each INED is required to inform the Company as soon as practicable if there is any change in his own personal particulars that may affect his independence. The Nomination Committee is mandated to assess annually the independence of all INEDs and to affirm if each of them satisfies the criteria of independence with reference to Rule 5.09 of the GEM Listing Rules and is free from any relationships and circumstances which are likely to affect, or could appear to affect, their independent judgement. Every Nomination Committee member abstains from assessing his own independence. The Board considered the Policy for the Independence of the Board was appropriate and effective to ensure independent views and input are available to the Board.

Appropriate insurance coverage in respect of legal actions against the Directors, and senior management's liability was arranged by the Company.

Appointment, Re-Election and Removal of Directors

In compliance with the GEM Listing Rules and in accordance with the Articles of Association, (i) all INEDs should be appointed for specific terms, (ii) at each annual general meeting ("**AGM**"), 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 should be subject to retirement by rotation at least once every three years and are eligible for re-election, (iii) any Director appointed by the Board to fill a casual vacancy in the Board shall hold office only until the first AGM of the Company after his appointment and shall be subject to re-election at such meeting, and (iv) the Directors to retire by rotation shall include (so far as necessary to ascertain the number of directors to retire by rotation) any Director who wishes to retire and not to offer himself for re-election. Any further Directors so to retire shall be those of the other Directors subject to retirement by rotation who have been longest in office since their last re-election or appointment and so that as between persons who became or were last re-elected Directors on the same day those to retire shall (unless they otherwise agree among themselves) be determined by lot.

Each of Ms. TT Chan and Ms. C Chan, being an executive Director, has entered into a service agreement with the Company for a term of three years commencing from 31 December 2018 and 12 October 2020, respectively, and automatically renewed for successive period of three years until terminated in accordance with such appointment letters. Such service agreements may be terminated by not less than three months' notice served by either party on the other.

Ms. TK Chan has been appointed as an executive Director and has entered into a service agreement with the Company for a term of three years, commencing from 12 August 2022. Subsequently, she was redesignated as a non-Executive Director on 28 January 2025 and entered into a new service agreement with the Company for a term of three years commencing from 28 November 2024.

Mr. Tang and Mr. Chin entered into an appointment letter with the Company for a term of three years commencing from 11 January 2017 and automatically renewed for successive period of three years until terminated in accordance with such appointment letter. Mr. CY Chan has entered into an appointment letter with the Company for a term of three years commencing from his appointment date on 7 July 2021 and automatically renewed for successive period of three years until terminated in accordance with such appointment letters. Such appointment letters may be terminated by not less than three months' notice served by either party on the other.

None of the Directors has a service agreement or letter of appointment with the Company or any of its subsidiaries other than the agreements/letters of appointment expiring or determinable by the Company within one year without the payment of compensation (other than statutory compensation).

CORPORATE GOVERNANCE REPORT

DIRECTORS' INDUCTION AND CONTINUING PROFESSIONAL DEVELOPMENT

Each of the Directors has received a formal, comprehensive and tailored induction upon his/her appointment to ensure that he/she has appropriate understanding of the business and operations of the Group and that he/she is sufficiently aware of his/her responsibilities under statutes and common law, the GEM Listing Rules, legal and regulatory requirements and the Company's business and governance policies.

All Directors are continually updated with legal and regulatory developments, and the business and market changes to facilitate the discharge of their responsibilities.

All Directors confirmed that they have complied with code provision C.1.4 of the CG Code. According to the training records maintained by the Company, the Directors received the following trainings regarding roles, function and duties of a director of a listed company or professional skills in compliance with the requirement of the CG Code on continuous professional development during the Year:

Name of Directors	Type of training
Ms. C Chan	A, B
Ms. TT Chan	A, B
Ms. TK Chan	A, B
Mr. CY Chan	A, B
Mr. Chin	A, B
Mr. Tang	A, B

A: attending seminars/briefings/conference/forums and workshop

B: reading newspapers, journals and updates relating to the economy, general business, corporate governance and directors' duties and responsibilities

MEETINGS OF BOARD AND DIRECTORS' ATTENDANCE RECORDS

Schedules for regular Board meetings are normally agreed with the Directors in advance. In addition to the above, notice of at least 14 days is given to the Directors for each regular Board meeting. For other Board meetings, reasonable notice is generally given.

Draft agenda of each Board meeting is usually sent to all Directors together with the notice in order to give them an opportunity to include any other matters in the agenda for discussion in the meeting.

Board papers together with all appropriate, complete and reliable information are sent to all Directors at least 3 days before each Board meeting to provide them with materials relating to the transactions to be discussed in the meeting in order to enable them to make informed decisions. The Board and each Director also have separate and independent access to the senior management whenever necessary.

The Chairlady, other Directors and other senior management normally attend regular Board meetings and, where necessary, other Board and committee meetings to advise on business developments, financial and accounting matters, statutory compliance, corporate governance and other major aspects of the Group.

The company secretary of the Company ("**Company Secretary**") is responsible to keep minutes of all Board and committee meetings. Draft minutes are circulated to Directors for comments within a reasonable time after each meeting and the final version is open for Directors' inspection.

CORPORATE GOVERNANCE REPORT

MEETINGS OF BOARD AND DIRECTORS' ATTENDANCE RECORDS *(Continued)*

According to current Board practice, any material transaction, which involves a conflict of interest for substantial Shareholders or Directors, will be considered and dealt with by the Board at a duly convened Board meeting. The Articles of Association contains provisions requiring Directors to abstain from voting and not to be counted in the quorum at meetings for approving transactions in which such Directors or any of their associates have a material interest.

The following table summarises the attendance records of Directors and committee members for the Year:

Name of Directors	Number of meeting(s) attended/eligible to attend				
	Board Meeting ⁽¹⁾	Audit Committee	Nomination Committee	Remuneration Committee	AGM
Number of meetings held	6	4	1	1	1
Executive Directors					
Ms. C Chan	6/6	–	–	–	1/1
Ms. TT Chan	6/6	–	1/1	1/1	1/1
Non-executive Director					
Ms. TK Chan	6/6	–	–	–	0/1
INEDs					
Mr. CY Chan	6/6	4/4	1/1	1/1	1/1
Mr. Chin	6/6	4/4	1/1	1/1	1/1
Mr. Tang	6/6	4/4	1/1	1/1	1/1

Note:

(1) During the Year, the Board held six meetings, four of those were regular meetings.

Apart from the Board meetings above, consents and/or approvals of the Board were also obtained by way of written resolutions on a number of matters.

The Board held a meeting on 25 June 2026 and, amongst other matters, considered and approved the audited consolidated financial statements contained in this annual report.

DIVIDEND POLICY

It is the policy of the Board, in considering the payment of dividends, to allow the Shareholders to participate in the Company's profits whilst preserving the Company's liquidity to capture future growth opportunities.

In deciding whether to propose a dividend and in determining the dividend amount, the Board shall consider the following factors before declaring or recommending dividends:

- (a) the Company's actual and expected financial performance;
- (b) retained earnings and distributable reserves of the Company and each of the members of the Group;

CORPORATE GOVERNANCE REPORT

DIVIDEND POLICY *(Continued)*

- (c) the Group's working capital requirements, capital expenditure requirements and future expansion plans;
- (d) the Group's liquidity position;
- (e) general economic conditions, business cycle of the Group's business and other internal or external factors that may have an impact on the business or financial performance and position of the Group; and
- (f) other factors that the Board may considered relevant.

The payment of dividend by the Company is also subject to any restrictions under the Cayman Islands laws and the Articles of Association.

The Board will continuously review the dividend policy from time to time and there can be no assurance that dividends will be paid in any particular amount for any given period. Even if the Board decides to recommend and pay dividends, the form, frequency and amount will depend upon the operations and earning, capital requirements and surplus, general financial condition, contractual restrictions and other factors of and affecting the Group.

BOARD COMMITTEES

The Board has established three Board committees, namely the Audit Committee, the Remuneration Committee, and the Nomination Committee to oversee particular aspects of the Company's affairs. The Board committees are provided with sufficient resources to discharge their duties and upon reasonable request, members of the Board committees are able to seek independent professional advice in appropriate circumstance at the Company's expenses.

Remuneration Committee

The Company established the Remuneration Committee on 17 December 2016 pursuant to a resolution in compliance with Rule 5.34 of the GEM Listing Rules. The Remuneration Committee has adopted the approach under code provision E.1.2(c) (ii) of the CG Code to make recommendations to the Board on remuneration packages of the Directors and the senior management. The written terms of reference of the Remuneration Committee are published on the respective websites of the Stock Exchange and the Company. The primary duties of the Remuneration Committee are to make recommendation to the Board on the overall remuneration policy, structure and packages relating to all Directors, senior management and general staff of the Group, ensure that none of the Directors or any of their associates determine their own remuneration, and reviewing and/or approving matters relating to share schemes under Chapter 23 of the GEM Listing Rules. During the Year and up to the date of this report, the Remuneration Committee consisted of one executive Director and three INEDs, namely, Ms. TT Chan, Mr. CY Chan, Mr. Chin and Mr. Tang. Mr. Chin is the chairman of the Remuneration Committee.

During the Year, the Remuneration Committee held a meeting in which it reviewed and recommended to the Board for consideration certain remuneration-related matters of the Directors and senior management; and assessed the remuneration for executive Directors. The remuneration of Directors was determined by their experience, responsibility, workload and the time devoted to the Group. Executive Directors and employees also participate in bonus arrangements which was determined in accordance with the performance of the Group and the individual's performance. The attendance record of meetings during the Year is set on page 19. Details of the Directors' remuneration are set out in note 10 to the consolidated financial statements contained in this annual report.

Biographical details of the members of our senior management are set out in the section headed "Profile of Directors and Senior Management – Senior Management" from page 14 of this annual report.

CORPORATE GOVERNANCE REPORT

BOARD COMMITTEES *(Continued)*

Nomination Committee

The Company established the Nomination Committee on 17 December 2016. The written terms of reference of the nomination committee are published on the respective websites of the Stock Exchange and the Company. The Nomination Committee schedules to hold at least one meeting a year. The primary duties of the Nomination Committee are to review the structure, size and composition of the Board annually; identify individuals suitably qualified to become Board members; assess the independence of INEDs; and make recommendations to the Board on relevant matters relating to appointment or re-appointment of Directors. During the Year and up to the date of this report, the Nomination Committee consisted of one executive Director and three INEDs, namely, Ms. TT Chan, Mr. Tang, Mr. Chin and Mr. CY Chan. Mr. Tang is the chairman of the Nomination Committee.

During the Year, the Nomination Committee reviewed the structure, size and composition of the Board, ensuring that it has sound diversity and a balanced composition of skills and experience appropriate for the requirements of the businesses of the Group and that appropriate individuals with relevant expertise and leadership qualities are appointed to the Board to complement the capabilities of existing Directors.

During the Year, the Nomination Committee held one meeting in which it assessed the independence of the INEDs and recommended to the Board for consideration the re-appointment of the retiring Directors at the forthcoming annual general meeting to be convened and held by the Company (the “**2026 AGM**”) and discussed the matters relating to the procedure of nomination of director candidate by Shareholders, Directors’ evaluation and succession plan. The attendance record of meetings during the Year is set on page 19.

In June 2026, the Nomination Committee has assessed each Director’s time commitment and contribution to the Board as well as the Director’s ability to discharge his/her responsibilities effectively, taking into account professional qualifications and work experience, existing directorships in Hong Kong listed issuers and other significant external time commitments of that Director, and considering training records, Board and Board Committee attendance records and other circumstances relevant to that Director’s character, integrity, independence and experience. The Nomination Committee is satisfied with the overall performance of the Board and is of the view that each Director discharges his/her responsibilities effectively, and that the Directors’ skills, expertise and qualifications are aligned with the Company’s business needs and strategic goals.

Board Diversity Policy

The Board adopted a policy of the Board diversity, including the measurable objectives set for implementing the same on 13 November 2018. The Board will review the implementation and effectiveness of the policy at least annually and the Nomination Committee will review these objectives regularly.

The Company recognises and embraces the benefits of a diversity of Board members. It endeavours to ensure that the Board has a balance of skills, experience and diversity of perspectives appropriate to the requirements of the Company’s business. All Board nominations, appointments and re-appointments will continue to be made on a merit basis with due regard for the benefits of diversity of the Board members and the nomination policy of the Company. Selection of candidates will be based on a range of diversity perspectives, including but not limited to gender, age, cultural and educational background, ethnicity, professional experience, skills and knowledge.

CORPORATE GOVERNANCE REPORT

BOARD COMMITTEES *(Continued)*

Board Diversity Policy *(Continued)*

As at 31 March 2026, female representation at the Board stands at a relatively high level (50%, three out of six Directors) amongst companies listed on the Stock Exchange. The Company cements its commitment to gender diversity within its business so it continues to review and assess the appropriate level of gender diversity and composition that aligns with the strategy of the Company. The Board is of the view that it has achieved gender diversity and aims to maintain at least the current gender ratio at Board level. The Company actively seeks to ensure it has an appropriate mix of diversity and has a number of initiatives in place to meet its strategic imperative of ensuring it has a diverse Board. It also conducts structured recruitment, selection and training programmes at various levels within the Group to develop a broader pool of skilled and experienced potential Board members.

The Board also places tremendous emphasis on diversity (including gender diversity) across all levels of the Group. The total gender diversity of the Group is balanced. Further details on the gender ratio of the Group, together with relevant data, can be found in the Environmental, Social and Governance (“ESG”) Report set out on pages 45 to 70 of this annual report. The Group has established a 50/50 gender balance target for the workforce for achieving gender diversity. The Board is not aware of any mitigating factors or circumstances which make achieving gender ratio across the workforce more challenging or less relevant.

Procedures and Process of Nomination of Directors

The Nomination Committee will recommend to the Board for the selection, appointment and re-appointment of a Director including an INED in accordance with the following procedures and process:

- i. The Nomination Committee will, giving due consideration to the current composition and size of the Board, develop a list of desirable skills, perspectives and experience at the outset to focus the search effort;
- ii. The Nomination Committee may consult any source it considers appropriate in identifying or selecting suitable candidates, such as referrals from existing Directors, advertising, recommendations from a third-party agency firm and proposals from the Shareholders with due consideration given to the criteria which include but are not limited to:
 - (a) diversity in the aspects, amongst others, of gender, age, cultural and educational background, professional experience, skills, knowledge and length of service;
 - (b) commitment for responsibilities of the Board in respect of available time and relevant interest;
 - (c) qualifications, both accomplishment and experience in the relevant industries in which the Group’s business is involved;
 - (d) independence of INEDs;
 - (e) reputation for integrity;
 - (f) potential contributions that the individual can bring to the Board; and
 - (g) plan(s) in place for the orderly succession of the Board.

CORPORATE GOVERNANCE REPORT

BOARD COMMITTEES *(Continued)*

Procedures and Process of Nomination of Directors *(Continued)*

- iii. The Nomination Committee may adopt any process it considers appropriate in evaluating the suitability of the candidates, such as interviews, background checks, presentations and third-party reference checks;
- iv. The Nomination Committee will consider a broad range of candidates who are in and outside of the Board's circle of contacts;
- v. Upon considering a candidate suitable for the directorship, the Nomination Committee will hold a meeting and/or by way of written resolutions to, if thought fit, approve the recommendation to the Board for appointment;
- vi. The Nomination Committee will provide the relevant information of the selected candidate to the Remuneration Committee for consideration of the remuneration package of such selected candidate;
- vii. The Nomination Committee will thereafter make the recommendation to the Board in relation to the proposed appointment, and where a non-executive Director is considered, the Remuneration Committee will make the recommendation to the Board on the policy and structure for the remuneration;
- viii. The Board may arrange for the selected candidate to be interviewed by the members of the Board, who are not members of the Nomination Committee, and the Board will thereafter deliberate and decide the appointment as the case may be; and
- ix. All appointment of Directors will be confirmed by the filing of the consent to act as Director of the relevant Director (or any other similar filings requiring the relevant Director to acknowledge or accept the appointment as Director, as the case may be) with the relevant regulatory authorities, if required.

Audit Committee

The Company established the Audit Committee pursuant to a resolution of the Directors passed on 17 December 2016 in compliance with Rule 5.28 of the GEM Listing Rules. Written terms of reference in compliance with code provision D.3.3 of the CG Code has been adopted. Such written terms of reference were revised on 31 December 2018. The written terms of reference of the Audit Committee are published on the respective websites of the Stock Exchange and the Company. Among other things, the primary duties of the Audit Committee are to make recommendations to the Board on appointment or re-appointment and removal of independent auditors of the Company (the **"Independent Auditors"**); review financial statements of the Company and judgments in respect of financial reporting; and oversee the effectiveness of the procedures of the internal control of our Group. During the Year and up to the date of this Annual Report, the Audit Committee consisted of all the INEDs, namely Mr. CY Chan, Mr. Chin and Mr. Tang. Mr. CY Chan is the chairman of the Audit Committee.

During the Year, the Audit Committee has reviewed and ensured the independence and objectivity of Baker Tilly Hong Kong Limited (**"Baker Tilly"**). Details of the fees paid or payable to Baker Tilly for the Year are set out under the paragraph headed "Independent Auditor's Remuneration" on page 25 in this Annual Report.

During the Year, four Audit Committee meetings were held and the attendance record of meeting during the Year is set out on page 19.

CORPORATE GOVERNANCE REPORT

BOARD COMMITTEES *(Continued)*

Audit Committee *(Continued)*

The Audit Committee performed the following works during the Year:

- (a) reviewed the Group's draft annual audited financial statements for the Previous Year, and the interim financial statements for the six months ended 30 September 2025, including the accounting principles and accounting standards adopted with recommendations for presentation to the Board for its consideration and approval;
- (b) reviewed the changes in accounting standards and assessed their potential impacts on the Group's financial statements;
- (c) reviewed the Group's internal control system and related matters; and
- (d) considered and made recommendations on the change of the Independent Auditors, and the terms of engagement.

Each of the INEDs attended the above meetings in the capacity of a member/the chairman of the Audit Committee.

The Company has complied with Rule 5.28 of the GEM Listing Rules in that at least one of the members of the Audit Committee (which must comprise a minimum of three members and must be chaired by an INED) is an INED who possess appropriate professional qualifications or accounting or related financial management expertise.

The audited consolidated financial statements for the Year have been reviewed by the Audit Committee at a meeting held on 25 June 2026. The Audit Committee is of the opinion that such audited consolidated financial statements comply with applicable accounting standards and the GEM Listing Rules and that adequate disclosure has been made. The chairman and all other members of the Audit Committee attended such meeting.

Corporate Governance Functions

The Audit Committee is responsible for performing the corporate governance functions as set out in code provision A.2.1 of the CG Code, which include but are not limited to:

- developing and reviewing the Company's policies and practices on corporate governance and making recommendations to the Board;
- reviewing and monitoring the training and continuous professional development of the Directors and senior management;
- reviewing and monitoring the Company's policies and practices on compliance with legal and regulatory requirements;
- developing, reviewing and monitoring the code of conduct and compliance manual (if any) applicable to employees and the Directors; and
- reviewing the Company's compliance with the CG Code and disclosure in this Annual Report.

CORPORATE GOVERNANCE REPORT

REMUNERATION OF DIRECTORS AND SENIOR MANAGEMENT

The Remuneration Committee is responsible for establishing a formal and transparent procedure for developing a remuneration policy. Based on the remuneration policy, the Remuneration Committee considers factors including salaries paid by comparable companies, employment conditions elsewhere in the Group, and the desirability of performance-based remuneration. The Remuneration Committee makes recommendations to the Board relating to the remuneration package of individual executive Directors and senior management, and it also makes recommendations to the Board on the remuneration of non-executive Directors. The Remuneration Committee meets at least once a year and is provided with sufficient resources enabling it to discharge its duties.

Particulars of the Directors' remuneration for the Year are set out in note 10 to the consolidated financial statements contained in this annual report.

Pursuant to code provision E.1.5 of the CG Code, the remuneration of the members of the senior management (other than the Directors) whose particulars are contained in the section headed "Profile of Directors and Senior Management" in this annual report for the Year by band is set out below:

Remuneration band	Number of individuals
Nil to HK\$1,000,000	5

INDEPENDENT AUDITOR'S REMUNERATION

The Audit Committee has reviewed and ensured the independence and objectivity of the Independent Auditors, Baker Tilly. Details of the fees paid or payable to Baker Tilly for the Year are as follows:

	HK\$'000
Baker Tilly	
2026 annual audit – Audit services	769
Non-audit services	150
Total	919

The nature of the non-audit services provided by Baker Tilly during the Year was the interim review.

DIRECTORS' RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

The Directors acknowledge their responsibility for the preparation of the financial statements of the Company. The Directors were not aware of any material uncertainties relating to events or conditions that may cast significant doubt upon the Company's ability to continue as a going concern.

As disclosed in note 3.2 to the consolidated financial statements in this annual report, the Group's current liabilities exceeded its current assets by HK\$74,191,000 as at 31 March 2026. In addition, as at 31 March 2026, the Group breached a covenant of its bank borrowings amounting to HK\$35,140,000.

These consolidated financial statements in this annual report have been prepared on a going concern basis, the validity of which depends upon plans and measures taken by the Directors to improve the Group's financial position, cash flows and profitability and the financial supports from the substantial shareholders of the Company, at a level sufficient to finance the working capital requirements of the Group as explained in note 3.2 to the consolidated financial statements in this annual report.

CORPORATE GOVERNANCE REPORT

DIRECTORS' RESPONSIBILITY FOR THE FINANCIAL STATEMENTS *(Continued)*

Having considered the above and reviewed the cash flow forecast of the Group, the Independent Auditors draw attention to Note 3.2 to the consolidated financial statements in this annual report. The Independent Auditors' opinion is not modified in respect of this matter.

The Directors, having considered the measures and plans being taken by the Group, are of the opinion that the Group would be able to continue as a going concern. The Board has discussed the going concern issue with the Group's management and is satisfied that with the orderly implementation of the measures and plans, it would be appropriate to prepare the consolidated financial statements on a going concern basis.

The Audit Committee has discussed with management of the Company, reviewed the consolidated financial statements for the year ended 31 March 2026. The Audit Committee agreed with the preparation of the consolidated financial statements of the Company for the Year on a going concern basis.

INTERNAL CONTROLS AND RISK MANAGEMENT

The Board is responsible for the Group's 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, but not absolute assurance against misstatement or loss.

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

Pursuant to Code Provision D.2.5, an issuer should have an internal audit function and issuers without an internal audit function should review the need for one on an annual basis and should disclose the reasons for the absence of such a function in the Corporate Governance Report. Due to the size and scale of operations, the Group did not have internal audit function during the Year.

The Audit Committee assists the Board in leading the management as well as overseeing the formation, implementation and monitoring of the risk management and internal control systems. During the Year, the Audit Committee also reviewed the risk management and internal control systems of the Group. No material findings had been identified.

Pursuant to code provision D.2.1 of the CG Code, the Group engages independent professional advisor to conduct an annual review of the effectiveness of the Group's risk management and internal control system in various material aspects including financial, operational and compliance controls for each financial year. The risk management report and internal control report are submitted and reviewed by the Audit Committee at least once a year. Summary of findings and recommendations are discussed at the Audit Committee meeting with a view to improve the Group's operations.

For the Year, the Board is satisfied that the Group's risk management and internal control systems (i) are effective and adequate to meet the needs of the Group in its current business environment; and (ii) comply with the code provisions on internal control as set out in the GEM Listing Rules.

CORPORATE GOVERNANCE REPORT

SHAREHOLDERS' RIGHT

Procedures for Shareholders to Convene an EGM

Pursuant to the Articles of Association, an extraordinary general meeting ("EGM") may be convened by the Board upon requisition by any Shareholder holding not less than one-tenth of the issued share capital of the Company and the securities being held carrying the right of voting at any general meetings of the Company. The Shareholder shall make a written requisition to the Board or the Company Secretary at the head office of the Company at Room D2, 11/F, Phase 2, Hang Fung Industrial Building, 2G Hok Yuen Street, Hung Hom, Kowloon, Hong Kong, specifying the shareholding information of the Shareholder, his/her contact details and the proposal regarding any specified transaction/business and its supporting documents.

The Board shall arrange to hold such general meeting within two (2) months after the receipt of such written requisition. Pursuant to the Articles of Association, the Company shall serve requisite notice of the general meeting, including the time, place of meeting and particulars of resolutions to be considered at the meeting and the general nature of the business.

If within twenty-one (21) days of the receipt of such written requisition, the Board fails to proceed to convene such EGM, the requisitionist(s) him-/herself (themselves) may do so in the same manner, and all reasonable expenses incurred by the requisitionist(s) as a result of the failure of the Board shall be reimbursed to the requisitionist(s) by the Company.

Procedures for Putting Forward Proposals at a General Meeting

A Shareholder shall make a written requisition to the Board or the Company Secretary at the head office of the Company at Room D2, 11/F, Phase 2, Hang Fung Industrial Building, 2G Hok Yuen Street, Hung Hom, Kowloon, Hong Kong, specifying the shareholding information of the Shareholder, his/her contact details and the proposal he/she intends to put forward at general meeting regarding any specified transaction/business and its supporting documents.

Procedures for Directing Shareholders' Enquiries to the Board

Shareholders may at any time send their enquires and concerns to the Board by post for the attention of the Company Secretary at the head office of the Company at Room D2, 11/F, Phase 2, Hang Fung Industrial Building, 2G Hok Yuen Street, Hung Hom, Kowloon, Hong Kong, or send email to info@barpacific.com.hk.

Shareholders may also make enquiries with the Board at the general meetings of the Company.

COMMUNICATION WITH THE SHAREHOLDERS

The Company believes that maintaining a high level of transparency is a key to enhancing investor relations. It is committed to the Shareholders' Communication Policy of open and timely disclosure of corporate information to its Shareholders and investor public.

The Company updates its Shareholders on its latest business developments and financial performance through its announcements, circulars, annual and interim reports, as well as AGMs and EGMs that may be convened. The corporate website of the Company has provided an effective communication platform to the public and the Shareholders to communicate their views on various matters affecting the Company.

To solicit and get feedback from Shareholders, the Company provides Shareholders with channels to express their views on matters affecting the Company including the Company's Hong Kong branch share registrar, Tricor Investor Services Limited, for enquiries on shareholdings and the Company Secretary for direct questions, request for publicly available information and provide comments and suggestions.

CORPORATE GOVERNANCE REPORT

COMMUNICATION WITH THE SHAREHOLDERS *(Continued)*

The Board has reviewed the implementation and effectiveness of the Shareholders' 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 Shareholders' Communication Policy has been properly implemented during the Year and is effective.

CONSTITUTIONAL DOCUMENTS

There were no changes in constitutional documents of the Company during the year.

An up-to-date consolidated version of the Company's constitutional documents is available on the respective websites of the Stock Exchange and the Company.

DIRECTORS' SECURITIES TRANSACTIONS

The Company has adopted the required standard of dealings in the securities (the **"Required Standard of Dealings"**) as contained in Rules 5.48 to 5.67 of the GEM Listing Rules as its own code of conduct governing the securities transactions by the Directors for the Year. Having made specific enquiries by the Company on each of the Directors, all Directors have confirmed that they had complied with the Required Standard of Dealings for the Year.

DISCLOSURE OF INSIDE INFORMATION

The Group acknowledges its responsibilities under the SFO and the GEM Listing Rules and the overriding principle that inside information should be announced promptly. The procedures and internal controls for the handling and dissemination of inside information are as follows:

- the Group conducts its affairs with close regard to the disclosure requirement under the GEM Listing Rules as well as the "Guidelines on Disclosure of Inside Information" published by the Securities and Futures Commission of Hong Kong in June 2012;
- the Group has implemented and disclosed its policy on fair disclosure by pursuing broad, non-exclusive distribution of information to the public through channels such as financial reporting, public announcements and the Company's website;
- the Group has strictly prohibited unauthorised use of confidential or inside information; and
- the Group has established and implemented procedures for responding to external enquiries about the Group's affairs, so that only the executive Directors, the Company Secretary and the financial officer of the Company are authorised to communicate with parties outside the Group.

COMPANY SECRETARY

The Company Secretary supports the Board by ensuring that reliable and relevant flow of information is maintained amongst members of the Board and that all procedures have been adhered to in accordance with applicable laws, rules and regulations. Mr. Chow is the Company Secretary of the Company.

Mr. Chow has taken no less than 15 hours of relevant professional training during the Year in compliance with Rule 5.15 of the GEM Listing Rules.

DIRECTORS' REPORT

The Directors are pleased to present this annual report and the audited consolidated financial statements of the Group for the Year.

PRINCIPAL ACTIVITIES

The Company is an investment holding company and the principal activities of its subsidiaries are (i) the operation of chain of bar and restaurants in Hong Kong and the PRC under brands "Bar Pacific", "Katachi", "Moon Ocean", "Pacific"; and (ii) properties investment in Hong Kong. Details of the Company's principal subsidiaries are set out in note 34 to the consolidated financial statements contained in this annual report.

BUSINESS REVIEW

A review of the business of the Group during the Year and a discussion on the Group's future business development, the material factors underlying its financial performance for the Year are set out in the section headed "Chairlady's Statement" on page 5 to 6 and the section headed "Management Discussion and Analysis" on pages 7 to 11 of this annual report. An analysis of the Group's performance during the Year using financial key performance indicators is provided in the "Financial Summary" on page 148 of this annual report.

In addition, discussions on the Group's ESG practices, relationships with its key stakeholders and compliance with relevant laws and regulations which have a significant impact on the Group are contained in the section headed "Environmental, Social and Governance Report" on pages 45 to 70 and the section headed "Corporate Governance Report" on pages 15 to 28 of this annual report.

PRINCIPAL RISKS AND UNCERTAINTIES

The Group's financial condition, results of operations, businesses and prospects would be affected by a number of risks and uncertainties, including market risk, credit risk and impairment assessment, and liquidity risk. The risk management objectives and policies of the Group are set out in note 32(b) to the consolidated financial statements contained in this annual report.

In addition, the Directors acknowledge that the Group is exposed to certain principal risks in relation to the Group's operations that could have impact on the Group. The Group monitors the risks on an ongoing basis. Some of the principal risks that may materially affect our business include:

- There is no guarantee that certain licences which are vital to operating our business could be acquired or renewed;
- Liquor licences are held by our employees and we may have to suspend or cease the sale of liquor in our shops if the relevant employee who hold the relevant liquor licences fails to transfer the licences in a timely manner;
- Our Group may not be able to find commercially favourable locations for our new business or renew property leases for our existing shops on terms that are agreeable to us;
- We depend on our major suppliers for the timely, stable and adequate supply of beverages;
- Increase in liquor and or/or labour costs may adversely affect our operation and financial performances; and
- Our operations depend on key personnel and our business may suffer if we are unable to retain or replace them.

DIRECTORS' REPORT

RESULTS AND DIVIDENDS

The results of the Group for the Year are set out in the consolidated statement of profit or loss and other comprehensive income on page 76 of this annual report.

No interim dividend was paid for the six months ended 30 September 2025 (2024: Nil).

The Directors have recommended the payment of a final dividend of HK0.60 cents (2025: nil) per Share for the Year, subject to the approval of the Shareholders at the the upcoming 2026 AGM.

The Board is not aware of any Shareholders who have waived or agreed to waive any dividends.

FINANCIAL SUMMARY

A summary of the published results and the assets and liabilities of the Group for the last five financial years, as set out on page 148 of this annual report, is extracted from this annual report and the annual reports of the Company for the preceding four financial years.

PROPERTY, PLANT AND EQUIPMENT

Details of the movements in property, plant and equipment of the Group during the Year are set out in note 13 to the consolidated financial statements contained in this annual report.

DISTRIBUTABLE RESERVES

As at 31 March 2026, the Company's reserves available for distribution to the Shareholders are approximately HK\$7 million (as at 31 March 2025: HK\$7 million) as calculated in accordance with statutory provisions applicable in the Cayman Islands.

PRE-EMPTIVE RIGHT

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

SHARE CAPITAL

Details of the movements in the share capital of the Company are set out in note 24 to the consolidated financial statements contained in this annual report.

Throughout the Year, a total of 9,632,000 ordinary shares were vested and issued to three grantees as part of a share award scheme. The purchase price for the awarded shares is nil. The subsequent details regarding the associated share scheme and the movements of the share awards during the Year are provided below.

DIRECTORS' REPORT

DIRECTORS AND DIRECTORS' SERVICE CONTRACTS

The Directors during the Year and up to the date of this report are:

Executive Directors:

Ms. Chan Ching Mandy

Ms. Chan Tsz Tung

Non-executive Director:

Ms. Chan Tsz Kiu Teresa

INEDs:

Mr. Chan Chun Yeung Darren

Mr. Chin Chun Wing

Mr. Tang Wing Lam David

In accordance with article 84(1) of the Articles of Association, at each AGM, 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 AGM at least once every three years. In accordance with article 84(2) of the Articles of Association, the Directors to retire by rotation shall include (so far as necessary to ascertain the number of directors to retire by rotation) any Director who wishes to retire and not to offer himself for re-election. Any Director who has not been subject to retirement by rotation in the three years preceding the AGM shall retire by rotation at such AGM. Any further Directors so to retire shall be those who have been the longest in office since their last re-election or appointment and so that as between persons who became or were last re-elected Directors on the same day, those to retire shall (unless they otherwise agree among themselves) be determined by lot.

In accordance with article 83(3) of the Articles of Association, any Director appointed by the Board either to fill a casual vacancy on the Board or as an addition to the existing Board shall hold office only until the next following AGM and shall then be eligible for re-election.

Accordingly, Ms. TT Chan, Mr. Chin and Mr. Tang will retire from office as Director at the 2026 AGM and, being eligible, will offer themselves for re-election by virtue of article 84(1) of the Articles of Association.

The Company has received from each of the INEDs a written annual confirmation of his independence and the Company considers each of the INEDs to be independent pursuant to Rule 5.09 of the GEM Listing Rules.

Profile of the Directors and senior management of the Group as at the date of this report are set out on pages 12 to 14 of this Annual Report.

No Director being proposed for re-election at the 2026 AGM has any service contract with the Group which is not determinable by the Group within one year without payment of compensation, other than statutory compensation.

DIRECTORS' REPORT

DISCLOSURE OF INTERESTS

(A) Directors' and chief executives' interests and short positions in shares, underlying shares and debentures of the Company and its associated corporations

As at 31 March 2026, the interests and short positions of the Directors and the chief executives of the Company in the shares, underlying shares and debentures of the Company or any of its associated corporations (within the meaning of Part XV of the SFO) which were required: (a) to be notified to the Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including any interests and short positions in which they are taken or deemed to have under such provisions of the SFO); (b) pursuant to section 352 of the SFO, to be entered in the register required to be kept by the Company (the "Register"); or (c) pursuant to Rules 5.46 to 5.67 of the GEM Listing Rules relating to securities transactions by the Directors, to be notified to the Company and the Stock Exchange, were as follows:

Interests in the Company

Long position in the Shares

Name of Directors	Capacity/Nature of interest	Number of issued Shares interested	Number of underlying Shares interested	Approximate percentage of the Shares and underlying Shares (Note 3)
Ms. Chan Tsz Kiu Teresa ("Ms. TK Chan") (Note 1)	Beneficiary of a trust Beneficial owner	431,543,700 6,421,334	– 3,210,666	49.08% 1.11%
Ms. Chan Tsz Tung ("Ms. TT Chan") (Note 1)	Beneficiary of a trust Beneficial owner	431,543,700 6,421,333	– 3,210,667	49.08% 1.11%
Ms. Chan Ching Mandy ("Ms. C Chan") (Note 2)	Interest of controlled corporation Beneficial owner	431,543,700 6,421,333	– 3,210,667	49.08% 1.11%

Notes:

- Moment to Moment Company Limited ("Moment to Moment") held 431,543,700 Shares, representing approximately 49.08% of the issued share capital in the Company. The sole shareholder of Moment to Moment is Harneys Trustees Limited ("Harneys"), the trustee of the Bar Pacific Trust, of which Ms. TK Chan and Ms. TT Chan are beneficiaries. Ms. TK Chan and Ms. TT Chan were deemed to be interested in the Shares held by Moment to Moment under the SFO. Also, on 29 September 2023, 9,632,000 share awards were granted to each of Ms. TK Chan and Ms. TT Chan under the share scheme of the Company, among which, 3,210,667 share awards were vested on 2 October 2024, 3,210,666 and 3,210,667 shares awards granted to Ms. TT Chan and Ms. TK Chan were vested on 29 September 2025 respectively, and 3,210,666 and 3,210,667 share awards granted to Ms. TK Chan and Ms. TT Chan remained unvested respectively.
- Pursuant to a deed of settlement dated 25 March 2014 in respect of the Bar Pacific Trust, Ms. C Chan is the protector of the Bar Pacific Trust, and Harneys is required to exercise the voting rights in any company which the fund of the Bar Pacific Trust is invested in accordance with the joint written instruction from the protector (i.e. Ms. C Chan) and the settlor (i.e. Ms. Tse) of the Bar Pacific Trust. Ms. C Chan was deemed to be interested in the Shares held by Moment to Moment under the SFO. Also, on 29 September 2023, 9,632,000 share awards were granted to Ms. C Chan under the share scheme of the Company, among which, 3,210,666 and 3,210,667 share awards were vested on 2 October 2024 and 29 September 2025 respectively, and 3,210,667 share awards remained unvested.
- The percentages of shareholding interest in the Company shown in the table above were calculated on the basis of 879,264,000 Shares in issue as at 31 March 2026.

DIRECTORS' REPORT

DISCLOSURE OF INTERESTS *(Continued)*

(A) Directors' and chief executives' interests and short positions in shares, underlying shares and debentures of the Company and its associated corporations *(Continued)*

Interests in associated corporation of the Company

Long position in the shares of the associated corporation

Name of Directors	Name of associated corporation	Capacity/nature of interest	Number of shares (note)	Percentage of shareholding (note)
Ms. TK Chan	Moment to Moment	Beneficiary of a trust	1	100%
Ms. TT Chan	Moment to Moment	Beneficiary of a trust	1	100%
Ms. C Chan	Moment to Moment	Interest of a controlled corporation	1	100%

Note: The sole shareholder of Moment to Moment is Harneys. Please refer to column "Capacity/Nature of the interest" for the details of capacity or nature of interest of each Director.

Save as disclosed above and so far as the Directors are aware, as at 31 March 2026, none of the Directors and the chief executives of the Company had any interests or short positions in any shares, underlying shares or debentures of the Company or any of its associated corporations (within the meaning of Part XV of the SFO), which would 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 were taken or deemed to have under such provisions of the SFO) or which were required, pursuant to section 352 of the SFO, to be entered in the Register, or were required, pursuant to Rules 5.46 to 5.67 of the GEM Listing Rules relating to securities transactions by the Directors to be notified to the Company and the Stock Exchange.

DIRECTORS' REPORT

DISCLOSURE OF INTERESTS *(Continued)*

(B) Substantial Shareholders' and other persons' interests and short positions in Shares and underlying Shares of the Company

So far as the Directors are aware of, as at 31 March 2026, the following persons/entities other than a Director or the chief executive of the Company had interests or short positions in the Shares and 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, or which were recorded in the Register required to be kept under section 336 of the SFO (the "Substantial Shareholders' Register"), or who were directly or indirectly interested in 5% or more of the issued voting Shares:

Long position in the Shares

Name of substantial shareholders	Capacity/Nature of interest	Number of issued Shares	Approximate percentage of issued share capital in the Company (Note 3)
Moment to Moment <i>(Note 1)</i>	Beneficial owner	431,543,700	49.08%
Harneys <i>(Note 1)</i>	Trustee (other than a bare trustee)	431,543,700	49.08%
Ms. Tse <i>(Note 1)</i>	Beneficiary of a trust	431,543,700	49.08%
	Beneficial owner	12,094	0.00%
Mr. Chan <i>(Note 2)</i>	Beneficiary of a trust	431,543,700	49.08%
	Beneficial owner	32,935,038	3.75%

Notes:

1. Moment to Moment held 431,543,700 Shares, representing approximately 49.08% of the issued share capital of the Company. The sole shareholder of Moment to Moment is Harneys, the trustee of the Bar Pacific Trust, of which Ms. TK Chan and her mother Ms. Tse, are the first batch of beneficiaries (Please refer to note 2 below). Pursuant to a deed of settlement dated 25 March 2014 in respect of the Bar Pacific Trust, Ms. C Chan is the protector of the Bar Pacific Trust, and Harneys is required to exercise the voting rights in any company the fund of the Bar Pacific Trust is invested in accordance with the joint written instruction from the protector (i.e. Ms. C Chan) and the settlor (i.e. Ms. Tse) of the Bar Pacific Trust. Each of Harneys, Ms. TK Chan, Ms. C Chan and Ms. Tse was deemed to be interested in the Shares held by Moment to Moment under the SFO. Ms. Tse directly held 12,094 Shares.
2. On 7 June 2018, Mr. Chan and Ms. TT Chan became the beneficiaries of Bar Pacific Trust. Hence, both Mr. Chan and Ms. TT Chan were also deemed to be interested in the 431,543,700 Shares held by Moment to Moment under the SFO. In addition, Mr. Chan Wai directly held 32,935,038 Shares.
3. The percentage of shareholding interest in the Company shown in the table above were calculated on the basis of 879,264,000 Shares in issue as at 31 March 2026.

Save as disclosed above, as at 31 March 2026, the Directors were not aware of any persons who/entities which had any interest or short position in the Shares or underlying Shares that would fall to be disclosed to the Company under the provisions of Divisions 2 and 3 of Part XV of the SFO, or which would be recorded in the Substantial Shareholders' Register required to be kept under section 336 of the SFO.

DIRECTORS' REPORT

SHARE SCHEME

A new share scheme was adopted by the Company in accordance with Chapter 23 of the GEM Listing Rules (the “**Share Scheme**”) at the extraordinary general meeting of the Company held on 29 September 2023 (the “**Adoption Date**”).

The following is a summary of the principal terms of the Share Scheme:

1. Purpose

The purpose of the Share Scheme is to provide incentive to the eligible participants, in order to promote the development and success of the business of the Group. The Share Scheme will give the eligible participants an opportunity to have a personal stake in the Company and will help motivate the eligible participants in optimising their performance and efficiency and attract and retain the eligible participants whose contributions are important to the long-term growth of the Group.

2. Eligible Participants

The eligible participants are the directors and employees (whether full-time, part-time or other employment arrangement) of any member of the Group (including persons who are granted awards under the Share Scheme as inducement to enter into employment contracts with any member of the Group).

3. Scheme Limits

The total number of Shares which may be issued in respect of all awards, which may be a share option or a share award, granted at any time under the Share Scheme together with options and awards which may be granted under any other schemes of the Company shall not exceed such number of Shares representing 10% of the Shares in issue as at the Adoption Date, being 86,000,000 Shares (excluding treasury shares), representing 9.78% of the Shares in issue as at the date of this annual report.

The total number of Shares available for issue under the Share Scheme is 57,104,000 shares, representing 6.49% of the issued shares (excluding treasury shares) of the Company as at the date of this annual report.

4. Maximum entitlement of each eligible participant

Where (i) any grant of an award, which may be a share option or a share award, to an INED or a substantial shareholder of the Company, or any of their respective associates, would result in the Shares issued and to be issued in respect of all options and awards granted under the Share Scheme or any other schemes of the Company (excluding any options and awards lapsed in accordance with the terms of the relevant schemes) to such person in the twelve (12)-month period up to and including the date of such grant representing in aggregate exceeding 0.1% of the Shares in issue, or (ii) any grant of share awards (i.e. excluding grant of share options) to any Director (other than an INED) or chief executive of the Company, or any of their respective associates, would result in the shares issued and to be issued in respect of all awards granted under the Share Scheme or any other schemes of the Company (excluding any awards lapsed in accordance with the terms of the relevant schemes) to such person in the twelve (12)-month period up to and including the date of such grant representing in aggregate over 0.1% of the Shares in issue at the date of such grant, such grant of award must be approved by the Shareholders in a general meeting of the Company.

DIRECTORS' REPORT

SHARE SCHEME *(Continued)*

Where any grant of an award to an eligible participant would result in the Shares issued and to be issued in respect of all options and awards granted to such eligible participant under the Share Scheme and any other schemes of the Company (excluding any options and awards lapsed in accordance with the terms of the relevant schemes) in the twelve (12)-month period up to and including the date of such grant representing in aggregate over 1% of the Shares in issue, such grant must be separately approved by the Shareholders in a general meeting of the Company with such eligible participant and his close associates (or associates if the eligible participant is a connected person) abstaining from voting.

5. Time of exercise of options

Subject to the terms of the Share Scheme, an award may be exercised in whole or in part at any time during the period stipulated in the offer, provided that such period shall not go beyond the day immediately prior to the tenth (10th) anniversary of the offer date with respect of the relevant award.

6. Vesting period

Save for the circumstances prescribed below, an award must be held by the grantee for a period that is not shorter than twelve (12) months from the offer date before the award can be exercised.

The Board may at its absolute discretion grant awards to eligible participants only with a vesting period shorter than twelve (12) months from the offer date in the following specific circumstances:

- (1) grants of "make-whole" awards to new joiners to replace the award shares they forfeited when leaving the previous employers;
- (2) grants to an eligible participant whose employment is terminated due to death or disability or occurrence of any out of control event;
- (3) grants that are made in batches during a year for administrative and compliance reasons, which include awards that should have been granted earlier if not for such administrative or compliance reasons but had to wait for subsequent batch;
- (4) grants of awards with a mixed or accelerated vesting schedule such as where the awards may vest evenly over a period of twelve (12) months; or
- (5) grants with performance-based vesting conditions in lieu of time-based vesting criteria.

If there is an event of change in control of the Company as a result of a merger, scheme of arrangement or general offer, or in the event of a dissolution or liquidation of the Company, the Company shall at its sole discretion determine whether the vesting dates of any awards to the eligible participants will be accelerated and/or determine such conditions or limitations to which the exercise of such award will be subject.

DIRECTORS' REPORT

SHARE SCHEME (Continued)

7. Acceptance

An offer to an eligible participant for the grant of an award shall be deemed to have been accepted by an eligible participant concerned in respect of all the new Shares underlying an award which are offered to such eligible participant when the duplicate letter comprising acceptance of the offer duly signed by the eligible participant, together with a payment in favour of the Company of HK\$1.00 or such other amount (if any) as may be determined by the Board as consideration for the grant thereof, is received by the Company.

8. Exercise price and issue price

- (a) In respect of a share option, the exercise price shall, subject to any adjustment made pursuant to the terms of the Share Scheme, be determined by the Board at its absolute discretion, provided that it shall be not less than the highest of (i) the closing price of the Shares as shown in the daily quotations sheet of the Stock Exchange on the offer date, which must be a business day; (ii) the average of the closing prices of the Shares as shown in the daily quotations sheets of the Stock Exchange for the five (5) consecutive days on which the Shares are traded on the Stock Exchange immediately preceding the offer date; and (iii) the nominal value of the Share on the offer date.
- (b) In respect of a share award, the issue price shall be such price determined by the Board in its absolute discretion and notified to the grantee in the offer letter, with reference to the factors set out in (a) above. For the avoidance of doubt, the Board may determine the issue price to be nil.

9. Remaining life of the Share Scheme

The Share Scheme shall be valid and effective for the period commencing the Adoption Date (i.e. 29 September 2023) and expiring on the close of business of the Company on the date immediately preceding the tenth (10th) anniversary of the Adoption Date, or such earlier date as the Share Scheme is terminated in accordance with the terms thereof. As at the date of this annual report, the remaining life of the Share Scheme is approximately 7 years and 3 months.

On 29 September 2023, a total of 28,896,000 share awards were granted to Ms. TK Chan, Ms. TT Chan and Ms. C Chan. Save as disclosed, no other share awards or share options had been granted under the Share Scheme as at 31 March 2026. No share award was lapsed or cancelled under the Share Scheme during the Year.

Particulars of the outstanding share awards under the Share Scheme and their movements during the Year are as follows:

Name of grantee	Position	Unvested share awards as at 1 April 2025	Share awards granted during the Year	Share awards vested during the Year	Share awards cancelled during the Year	Share awards lapsed during the Year	Unvested share awards as at 31 March 2026
Ms. C Chan	Executive Director	6,421,334	–	(3,210,667)	–	–	3,210,667
Ms. TT Chan	Executive Director	6,421,333	–	(3,210,666)	–	–	3,210,667
Ms. TK Chan	Non-executive Director	6,421,333	–	(3,210,667)	–	–	3,210,666
Total		19,264,000	–	(9,632,000)	–	–	9,632,000

DIRECTORS' REPORT

SHARE SCHEME (Continued)

Notes:

1. The share awards were granted on 29 September 2023 (the "Date of Grant").
2. One-third (1/3) of the awarded shares were vested on 2 October 2024; one-third (1/3) of the awarded shares were vested 24 months from the Date of Grant (i.e. 29 September 2025); and one-third (1/3) of the awarded Shares will be vested 36 months from the Date of Grant (i.e. 29 September 2026).
3. The purchase price for the awarded shares is nil.
4. Vesting of the share awards is not subject to any performance target. The awards will not be subject to any clawback mechanism of the Share Scheme.
5. The closing price of the Shares as quoted on the Stock Exchange on 28 September 2023, being the date immediately before the Date of Grant, was HK\$0.078.
6. The fair value of the share awards as at the Date of Grant was HK\$0.081, calculated based on the fair value of the equity instruments as at the Date of Grant. The fair value of the equity-settled share-based payments determined at the grant date without taking into consideration all non-market vesting conditions is expensed on a straight-line basis over the vesting period, based on the Group's estimate of equity instruments that will eventually vest, with a corresponding increase in equity (share-based payments reserve). At the end of each reporting period, the Group revises its estimate of the number of equity instruments expected to vest based on assessment of all relevant non-market vesting conditions. The impact of the revision of the original estimates, if any, is recognised in profit or loss such that the cumulative expense reflects the revised estimate, with a corresponding adjustment to the share-based payments reserve. When shares granted are vested, the amount previously recognised in share-based payments reserve will be transferred to share capital and share premium.

During the Year, a total of 9,632,000 shares were vested as part of the share awards. The weighted average closing price of the Shares immediately prior to the vesting date was HK\$0.036.

The number of awards available for grant under the scheme mandate of the Share Scheme was both 57,104,000 as at 1 April 2025 and 31 March 2026.

During the Year, no award was granted under the Share Scheme. The number of Shares that may be issued in respect of awards granted under the Share Scheme during the Year divided by the weighted average number of Shares in issue for the Year is therefore not applicable.

ARRANGEMENTS TO PURCHASE SHARES OR DEBENTURES

Save as disclosed, at no time during the Year was the Company, or any of its subsidiaries, a party to any arrangements to enable the Directors or their associates (as defined under the GEM Listing Rules) to acquire benefits by means of the acquisition of shares in, or debentures of, the Company or any other body corporate.

EQUITY-LINKED AGREEMENTS

Save for the Share Scheme as disclosed in the paragraph headed "Share Scheme", no equity-linked agreements that (i) will or may result in the Company issuing shares; or (ii) require the Company to enter into any agreements that will or may result in the Company issuing shares were entered into by the Company during the Year or subsisted at the end of the Year.

RELATED PARTY TRANSACTIONS

The significant related party transactions entered into by the Group during the Year are set out in note 28 to the consolidated financial statements contained in this annual report.

None of the related party transactions constituted a connected transaction or continuing connected transaction (as defined in the GEM Listing Rules) that was required to be disclosed under the GEM Listing Rules. The Company has complied with the disclosure requirements in accordance with Chapter 20 of the GEM Listing Rules.

DIRECTORS' REPORT

EMOLUMENT POLICY AND DIRECTORS' REMUNERATION

The Group offers its employees group hospitalisation and personal accident insurance. The Group also offers its employees an incentive bonus scheme which encourages their individual performance and then to contribute to their departmental performance as well.

The Board has delegated the Remuneration Committee with assisting the Board in formulating a remuneration policy and reviewing the emoluments of senior management of the Company and the Directors. The emolument of each of the Directors and the employees of the Group is on the basis of their merit, qualification, competence and experience in the industry, the profitability of the Group as well as remuneration benchmarks from other local and international companies and prevailing market conditions.

The Company has adopted the Share Scheme, details of which are set out under the section headed "Share Scheme" in this annual report.

Details of the Directors' remuneration and the five highest paid individuals in the Group during the Year are set out in note 10 to the consolidated financial statements contained in this annual report.

During the Year, there was no arrangement under which any Director had waived or agreed to waive any emoluments.

PERMITTED INDEMNITY PROVISION

Pursuant to the Articles of Association, subject to relevant laws, every Director shall be indemnified out of the assets of the Company against all losses and liabilities which the Directors may sustain or incur in or about the execution of his/her office or otherwise in relation thereto. Such permitted indemnity provision was in force throughout the Year and as at the date of this annual report. In addition, the Company has arranged appropriate directors' liability insurance coverage for the directors of the Group.

PURCHASE, SALE AND REDEMPTION OF LISTED SECURITIES

Neither the Company nor any of its subsidiaries has purchased, sold or redeemed any listed securities of the Company (including sale of treasury shares) during the Year. As at 31 March 2026, the Company did not hold any treasury shares.

MAJOR CUSTOMERS AND SUPPLIERS

The Group had no major customer due to the nature of principal activities of the Group.

During the Year, the aggregate purchases attributable to the Group's five largest suppliers accounted for approximately 54.42% of the Group's total purchases while the purchases attributable to the Group's largest supplier accounted for approximately 16.05% of the Group's total purchases.

None of the Directors, their respective close associates (as defined under the GEM Listing Rules) or any Shareholder, to the best knowledge of the Directors, owns more than 5% of the Company's issued shares, had any interest in any of the five largest suppliers of the Company.

DIRECTORS' REPORT

DIRECTORS' INTERESTS IN COMPETING BUSINESS

During the Year, none of the Directors, the controlling shareholders of the Company or their respective close associates (as defined in the GEM Listing Rules) were considered to have an interest in a business which competes or is likely to compete, either directly or indirectly, with the business of the Group, other than those businesses of which the Director were appointed as Directors to represent the interests of the Company and/or the Group.

MANAGEMENT CONTRACTS

No contracts concerning the management and administration of the whole or any substantial part of any business of the Group were entered into or existed during the Year.

INDEPENDENT AUDITOR

The financial statements for the year ended 31 March 2026 were audited by Baker Tilly, who shall hold office until the conclusion of the 2026 AGM. A resolution for the re-appointment of Baker Tilly as the auditor of the Company for the forthcoming year will be proposed at the 2026 AGM.

Save as disclosed above, as at the date of this report, there was no change in the auditor of the Company in any of the preceding three years.

SUFFICIENCY OF PUBLIC FLOAT

Based on the information that is publicly available to the Company and within the knowledge of the Directors, as at the date of this report, there was sufficient public float of at least 25% of the Company's issued shares as required under the GEM Listing Rules. As at 31 March 2026, the Company's public float was 44.98% of its total issued shares.

Group of Shareholders	Names	Number of Shares Held	Approximate % of Shareholding
<i>(a) Non-public shareholders</i>			
(i) Substantial shareholders and their close associates	Moment to Moment and Harneys	431,543,700 ⁽¹⁾	49.08%
	Ms. Tse	12,094 ⁽³⁾	0.00%
	Mr. Chan	32,935,038 ⁽³⁾	3.75%
(ii) Directors and their close associates ⁽²⁾	Ms. TK Chan	6,421,334 ⁽³⁾	0.73%
	Ms. TT Chan	6,421,333 ⁽³⁾	0.73%
	Ms. C Chan	6,421,333 ⁽³⁾	0.73%
<i>(b) Public shareholders</i>		395,509,168	44.98%
Total:		879,264,000	100%

DIRECTORS' REPORT

Notes:

- (1) For further details, please refer to the section titled "Substantial Shareholders' and other persons' interests and short positions in Shares and underlying shares of the Company – Long position in the shares" under "Disclosure of interests".
- (2) For further details, please refer to the section titled "Directors and chief executives' interest and short positions in shares, underlying shares and debentures of the Company and its associated corporation" under "Disclosure of interests".
- (3) This excludes the shares in which they have an interest that are held by Moment to Moment and Harneys, as outlined above.
- (4) The breakdown of shareholding information has been compiled based on the relevant Disclosure of Interests filings made pursuant to the SFO and information received by the Company. The Company has not independently verified such information.

NON-COMPETITION UNDERTAKING

Each of Ms. Tse, Ms. C Chan and Moment to Moment (each a "**Covenantor**", collectively, "**Covenantors**") entered into a deed of non-competition in favour of the Company (the "**Deed of Non-competition**") on 17 December 2016.

A summary of the major terms of the Deed of Non-competition was disclosed in the section headed "Relationship with our Controlling Shareholders" of the prospectus of the Company dated 30 December 2016.

The Company received from each of the Covenantors an annual confirmation in June 2026 on each of their compliance of the non-competition undertaking under the Deed of Non-competition. The INEDs have reviewed the compliance of each of these undertakings and evaluated the effectiveness of the implementation of the Deed of Non-competition, and were satisfied that each of the Covenantors has complied with their undertaking during the Year.

DIRECTORS' INTERESTS IN SIGNIFICANT TRANSACTIONS, ARRANGEMENTS AND CONTRACTS

Save for those disclosed under note 28 to the consolidated financial statements contained in this annual report, during the Year, there was no transaction, arrangement or contract of significance in relation to the Group's business to which the Company or any of its subsidiaries was a party and in which a Director or a connected entity of that Director has or had, directly or indirectly, a material interest.

DIRECTORS' REPORT

DIRECTORS' RIGHTS TO ACQUIRE SHARES OR DEBENTURES

Save as disclosed under the paragraphs headed "Directors' and chief executives' interests and short position in shares, underlying shares and debentures of the Company and its associated corporations" on page 32 to 33 and "Share Schemes" on pages 35 to 38 in this annual report, at no time during the Year and as at the end of the Year was the Company or any of its subsidiaries a party to any arrangements to enable the Directors or the chief executive (including their respective spouse and children under 18 years of age) to acquire benefits by means of the acquisition of shares or underlying shares in, or debentures of, the Company or any of its associated corporation.

CORPORATE GOVERNANCE

The principal corporate governance practices as adopted by the Company are set out in the Corporate Governance Report contained on pages 15 to 28 of this Annual Report.

SPECIFIC PERFORMANCE OBLIGATIONS ON CONTROLLING SHAREHOLDER

As at the date of this report, details of the existing banking facility with covenants relating to specific performance of the controlling shareholder of the Company, which constituted disclosure obligation pursuant to Rule 17.20 of the GEM Listing Rules are as follows:

Date of facilities	Nature of facilities	Aggregate Amount	Life of the facilities	Specific performance obligation
3 January 2020	Term loan facility	HK\$25,800,000	No fixed term but subject to review and will continue up to and including 1 June 2027	Note
30 November 2020	Term loan facility	HK\$21,500,000	– ditto –	Note
3 June 2021	Term loan facility	HK\$4,000,000	– ditto –	Note
24 June 2025	Revolving loan facility and combined facility	HK\$16,000,000 USD271,737	– ditto –	Note

Notes: The Company has undertaken, among other things, that (i) Ms. TK Chan shall remain as the single major shareholder of the Company through beneficial ownership, controlled corporation, trust or other means, (ii) Ms. C Chan will serve as the Chief Executive Officer, (iii) Ms. C Chan is actively involved in the management and business of the Group, and (iv) the Tangible Net Worth (as defined in the relevant facility letters) of the Company will be maintained at a minimum level of HK\$30 million at all times.

Except for disclosed above, the Group had no circumstances which would give rise to a disclosure obligation under Rules 17.22 to 17.24 of the GEM Listing Rules as at 31 March 2026.

DIRECTORS' REPORT

COMPLIANCE WITH THE RELEVANT LAWS AND REGULATIONS

As far as the Directors are aware, the Group has complied in material respects with the relevant laws and regulations that have a significant impact on the business and operation of the Group. During the Year, there was no material breach of or non-compliance with the applicable laws and regulations by the Group.

ENVIRONMENTAL POLICIES AND PERFORMANCES

The Group is committed to support for environmental protection by adopting green office practices to reduce consumption of energy and natural resources. The green office practices include use of energy-efficient LED lights and duplex printing, reuse of single-side printed paper envelopes and stationery, using e-clearing, turning off idle electrical appliances and setting optimal temperature on the air-conditioning. Employees have been following the green office practices whenever possible during the day-to-day operation.

The ESG Report is set out on pages 45 to 70 of this Annual Report.

KEY RELATIONSHIPS WITH EMPLOYEES, CUSTOMERS AND BUSINESS PARTNERS

The Group is committed to establishing and maintaining long term and harmonious relationships with its employees, customers and business partners. The Group provides a pleasant and healthy working environment to employees. During the Year, the Group organised various activities to promote the friendship, bonding and healthiness of employees including barbecue. In addition, continuous professional training is provided to employees to update and strengthen their professional knowledge. Instead of mass communication, employees of the Group communicate with his/her business partners on an ongoing and promptly basis through email, telephone or face-to-face meeting. The Group maintain good working relation with its business partners to improve the quality of service to the customers.

DEBENTURES

The Company did not issue any debentures during the Year.

RESERVES

Details of the movement in the reserves of the Group and the Company during the Year are set out in the consolidated statement of changes in equity and in note 35 to the consolidated financial statements contained in this annual report, respectively.

AUDIT COMMITTEE

The Audit Committee together with the management and Independent Auditors have reviewed the accounting principles and policies adopted by the Group, discussed internal controls and financial reporting matters and the audited consolidated financial statements contained in this annual report. Members of the Audit Committee are of the opinion that the audited consolidated financial statements, the annual results announcement of the Company for the Year and this annual report have been prepared in compliance with the applicable accounting standards, the GEM Listing Rules and the relevant statutory provisions and that adequate disclosure has been made.

RELIEF OF TAXATION

The Company is not aware of any relief from taxation available to the Shareholders by reason of their holding of the Shares.

If the Shareholders are unsure about the taxation implications of purchasing, holding, disposing of, dealing in or exercising of any rights in relation to the Shares, they are advised to consult their professional advisers.

DIRECTORS' REPORT

CHANGE IN DIRECTORS' INFORMATION

Save as disclosed in the section headed "Profile of Directors and Senior Management", there was no other change in Directors' biographical details which is required to be disclosed pursuant to Rule 17.50A(1) of the GEM Listing Rules since the date of the interim report of the Company for the six months ended 30 September 2025 up to the date of this report.

EVENTS AFTER THE END OF THE YEAR

The Directors are not aware of any event having a significant effect on the Group after the end of the Year and up to the date of this report.

DONATIONS

During the Year, the Group has donated approximately HK\$203,000 (2025: HK\$15,000).

On behalf of the Board

Chan Ching Mandy

Chairlady and Chief Executive Officer

25 June 2026

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

APPROACH

Bar Pacific Group Holdings Limited (hereafter called “**the Company**” or “**Bar Pacific**”) and its subsidiaries (collectively, “**the Group**” or “**we**”) are a chained bar and restaurant group offering beverages, light refreshments and food under the brands, “Bar Pacific”, “Katachi”, “Moon Ocean” and “Pacific”, operating bar outlets and restaurants in Hong Kong the People’s Republic of China (“**PRC**”). Various factors, including business-related challenges, work ethics, global trends, applicable laws and regulations, etc., are taken into account by the Group in order to constantly promote its network expansion and achieve its long-term sustainability. The Group is constantly seeking opportunities to grow its businesses that will be beneficial not only to its shareholders, but also to its suppliers, customers and the environment in which it operates.

The Group recognizes its responsibilities to be accountable to all its stakeholders, including customers, existing shareholders and potential investors, employees, suppliers, non-governmental organizations and local community. Understanding the needs and expectations of the stakeholders is the key to the Group’s success. As each stakeholder requires a different engagement approach, we have established a sound communication methods in order to better meet each stakeholder’s needs and expectations.

Within the Group, we place a huge emphasis on monitoring the risks and exploring potential opportunities. For the sake of striking a balance among business needs, social demands and environmental impacts, we are committed to monitor the risks and opportunities continuously which exist in our daily operations and embracing transparent corporate culture to ensure that our sustainability strategies are well communicated to our employees, customers, suppliers, the communities and other stakeholders.

To implement sustainability strategies which apply to all levels of the Group, the top-down approach is adopted for the following sustainability strategies:

1. To achieve environmental sustainability
2. To respect human rights and social culture
3. To engage with stakeholders
4. To support our employees
5. To sustain local communities

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

ABOUT THIS ESG REPORT

Bar Pacific is pleased to present its Environmental, Social and Governance (“ESG”) Report. The content contained herein focuses on providing an overview of the ESG performance of our major operations in Hong Kong and PRC for the financial year ended 31 March 2026 (the “Financial Year” or “FY2025/26”). This also facilitates the Group to conduct thorough performance review and evaluation to enhance the overall performance results in the future.

Scope of the ESG Report

The scope of this ESG report covers the period from 1 April 2025 to 31 March 2026. This ESG Report makes relevant disclosures in accordance with the requirements of the “Environmental, Social and Governance Reporting Guide” set out in Appendix C2 to the GEM Listing Rules issued by the Hong Kong Stock Exchange and complies with the “comply or explain” provisions therein. This report summarises the ESG implementation of all the subsidiaries including bar outlets, restaurants and the headquarter under Bar Pacific which helps to evaluate the ESG performance of the Group’s business operations in Hong Kong and PRC. The two ESG subject areas, namely Environmental and Social, are disclosed separately, highlighting the impacts of the operations of the Group during the Financial Year.

Reporting Principle of the ESG Report

This ESG report follows the requirements of the ESG Reporting Guide in Appendix C2 to the GEM Listing Rules issued by the Hong Kong Stock Exchange, covering the reporting principles of materiality, quantitative and consistency, details of which are set out below:

Materiality

In addition to internal factors, such as the Group’s corporate value, strategy and core competence, the Group also attaches importance to communication with the internal and external stakeholders, and consider the ESG strategies of other competitors in the industry, so as to achieve sustainable development. The Group has identified the following categories that have or may have a significant impact on the Group’s ESG performance: (please also refer to the section headed MATERIALITY ASSESSMENT)

- The bar industry and food and beverage industry in Hong Kong and PRC;
- The global bar market;
- Present or future environment and society in which the Group locates and operates;
- Financial and Operational performance of the Group; and
- Evaluation, decision and action of the Group’s stakeholders.

Quantitative

The key performance indicators disclosed in this ESG report are supported by quantitative data and measurable standards. The source of all applicable data, calculation tools, methods, references and conversion factors applied are disclosed in emission data present in this ESG report.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

ABOUT THIS ESG REPORT *(Continued)*

Reporting Principle of the ESG Report *(Continued)*

Consistency

For comparative purposes of ESG performance from year to year, the Group adopts consistent approaches for data collection, calculation and reporting, where reasonable, across all financial years, and records significant changes in detail for the relevant components. The intensity of the relevant performance indicator data in the ESG report are calculated based on the number of premises including bar outlets, restaurants and the headquarter of the Group, unless otherwise indicated. In preparing this ESG report, the Group has referred to certain global, local and industrial standards or best practices, including the ESG Reporting Guide of the Hong Kong Stock Exchange and applicable Hong Kong Accounting and Financial Reporting Standards.

Feedback

As the Group attaches great importance to the concerns of each stakeholder, we welcome any advice and suggestions that may enhance the Group's ESG performance. The Group is open to and values all advice and suggestions received, in order to uphold the common interests of the Group and all stakeholders. Stakeholders are welcome to provide such advice and suggestions to the Group's customer hotline at 2356 1126 or send email to info@barpacific.com.hk.

ABOUT BAR PACIFIC

Our Business

Bar Pacific was listed on the GEM of the Hong Kong Stock Exchange with the stock code of 8432. The Group operates chained bars mainly offering beverages and light refreshment under the brands, "Bar Pacific", "Moon Ocean" and "Pacific". The Group also operates chained skewer restaurants offering beverage and food under the brand "Katachi". With the competitive advantage of devoting ourselves to quality control, risk management and personnel development, the Group enjoys a competitive edge in the bar industry in Hong Kong.

Our Vision

To maintain its leading position in the bar industry by enhancing its brand image and service quality.

Our Mission

To spread happiness to everyone by promising a happy, safe, comfortable and tidy environment, and offering a joyful experience to all customers.

Board of Directors ("the Board")

As at the date of this ESG Report, the Board comprises:

Executive Directors

Ms. Chan Ching Mandy
(*Chairlady and Chief Executive Officer*)
Ms. Chan Tsz Tung

Independent Non-executive Directors

Mr. Tang Wing Lam David
Mr. Chin Chun Wing
Mr. Chan Chun Yeung Darren

Non-executive Director

Ms. Chan Tsz Kiu Teresa

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

BOARD STATEMENT

The Group understands the importance of efficient ESG governance to corporate sustainability. To enhance corporate governance and support the Board's oversight and systematic management of the ESG issues, the Group has stepped forward for enhancing the diversity within the Board, in which half of the appointed directors of the Board were women, and all directors were from various backgrounds, so that a balance of skills, experience and diversity in perspectives are achieved. An ESG management framework is developed to ensure the effective implementation of relevant ESG policies in its operations. The Board is primarily responsible for supervising ESG governance matters of the Group. The Board also requires the management of the group to report ESG-related matters and provide follow-up developments in a timely manner.

The Board is responsible for:

- appointing key personnel in charge of the Group's ESG matters;
- approving ESG strategies, action plans and targets;
- approving the resources required to implement ESG-related measures;
- reviewing and monitoring of ESG risks management and internal control systems;
- monitoring the progress and performance of ESG strategies; and
- reviewing and approving the annual ESG reports.

The management is responsible for:

- identifying and assessing ESG-related risks and opportunities and report to the Board;
- developing ESG strategies, action plans, targets and arranging works accordingly;
- ensuring appropriate and effective ESG risk management and internal control systems are in place;
- reporting to the Board on the progress and performance of ESG work; and
- reviewing and submitting annual ESG report to the Board for approval.

Functional departments are responsible for:

- coordinating and implement specific ESG policies and measures;
- reporting to the management on ESG work regularly;
- collecting information and data in relation to ESG performance of the Group; and
- preparing annual ESG reports and reporting to the management.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

BOARD STATEMENT *(Continued)*

The Board will continue to observe the ESG-related work and keep up on the latest ESG disclosure requirements of the Hong Kong Stock Exchange. The Board will also ensure close collaboration between all departments to achieve the goal of operational compliance, shoulder on social responsibility and develop clearer ESG objectives and targets for the Group in the future to strive for better performances and better align with stakeholders' expectations.

We believe that risk management and internal control have a significant and far-reaching impact on sustainable development, therefore, we have incorporated relevant concepts into our daily operations. The Group's risk management structure consists of the management and business departments. In addition, the Audit Committee reviews the Group's risk management and internal control systems annually with an independent internal review consultant. For details of the Group's risk management and internal control system, please refer to the section headed "Internal Controls and Risk Management" under the "Corporate Governance Report" in the this annual report.

OUR STAKEHOLDERS

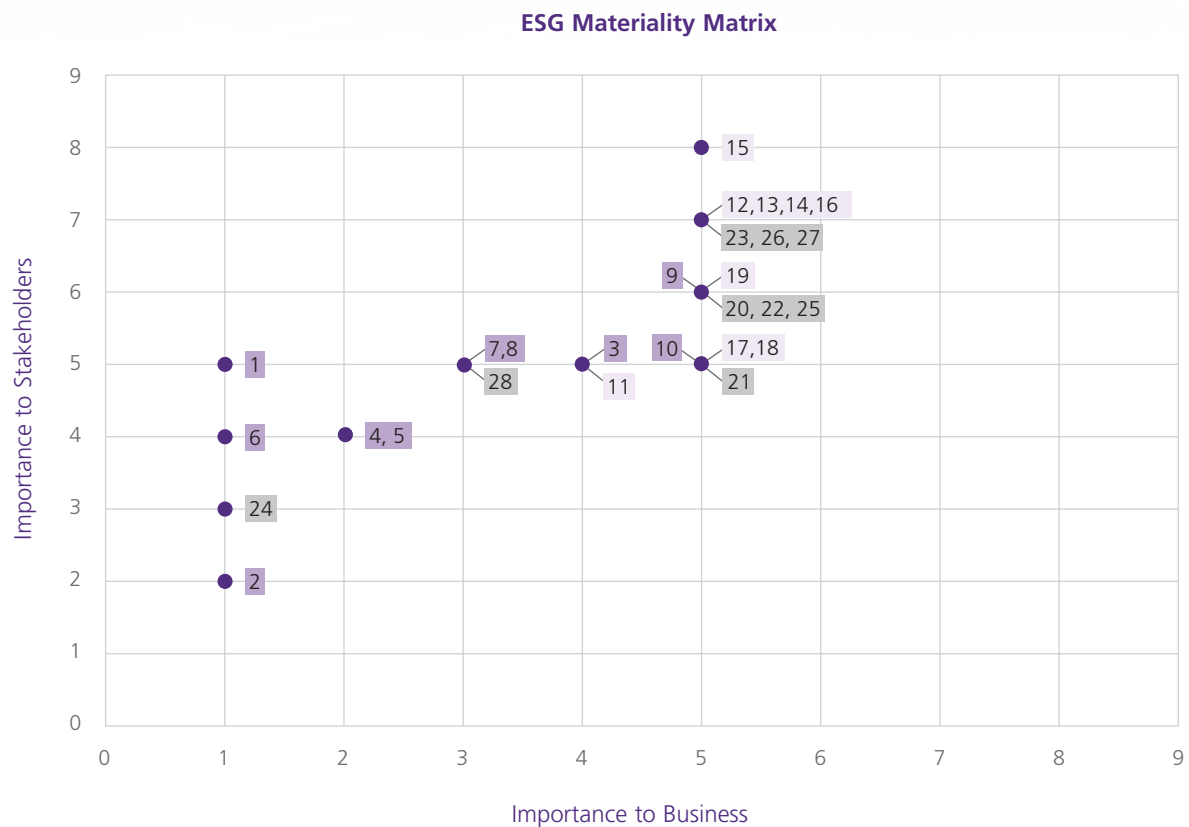
The Group seeks every opportunity to understand its stakeholders in order to guarantee the regular improvement of our services. We strongly believe that our stakeholders play a crucial role in sustaining the success of our business in the challenging market.

Stakeholders	Issues concerned	Communication and feedbacks
The Hong Kong Stock Exchange	Compliance with Listing Rules, and timely and accurate announcements	Meetings, training, roadshows, workshops, programs, website updates and announcements
The Government	Compliance with laws and regulations, prevention of tax evasion, joint anti-epidemic, and social welfare	Interaction and visits, government inspections, tax returns, and other information
Suppliers	Payment schedule, demand stability	Business communication, purchase agreement, site visits
Shareholders/ Investors	Corporate governance system, business strategies and performance, and investment returns	Organizing and participating in seminars, shareholders' meetings, issuing of financial reports or operation reports to investors, media and analysts
Media and Public	Corporate governance, environmental protection, and human rights	Publishing newsletters on the corporate website
Customers	Product quality, reasonable prices, service value, labour protection and work safety	Site visits, and after-sales services
Employees	Rights and benefits, employee remuneration, training and development, working hours and work environment	Union activities, trainings, interviews with employees, employee handbooks, internal memos and employee suggestion boxes
Community	Community environment, employment and community development, and social welfare	Community activities, voluntary activities of employees, community welfare subsidies, entrepreneurship program and donations

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

MATERIALITY ASSESSMENT

During the Financial Year, the Group has undertaken its materiality assessment exercise, which involved conducting surveys with both its internal and external stakeholders including the management, employees and suppliers to identify the most significant ESG issues towards the Group's business. With reference to the reporting scope and the consideration towards the corporate business characteristics, the Group has identified related material topics and is detailed in the following diagram:



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

No.	ESG Topics	No.	ESG Topics	No.	ESG Topics
Environmental Issues		Social Issues		Operational Issues	
1	Greenhouse gas emission/ global warming	11	Epidemic and disease	20	Supply chain management
2	Exhaust air emission	12	Employee rights and welfare	21	Customers' satisfaction
3	Energy consumption	13	Inclusion, equal opportunities and anti-discrimination	22	Customers' privacy
4	Water consumption	14	Talent attraction and retention	23	Product quality (food & beverage)
5	Hazardous waste/sewage	15	Occupational health and safety	24	Intellectual property
6	Non-hazardous waste/sewage	16	Training and development	25	Economic performance
7	Paper consumption	17	Preventive measures for child and forced labour	26	Operational compliance
8	Climate change	18	Environmental protection	27	Corporate governance
9	Compliance with environmental laws and regulations	19	Community investment and engagement	28	Anti-corruption
10	Use of bottles for operation of bars				

Based on the stakeholder engagement, the Group has identified the material ESG topics covering issues from the social and operational aspect. In particular, more importance has been put towards social issues that is most related to the Group's business which concerns occupational health and safety. The results of materiality assessment prioritised the opinion of stakeholders and allow the Group to focus on the material aspects for actions, achievements, and reporting. The Group presents below the relevant and required disclosure.

Looking forward, the Group will maintain communication with various stakeholders and collect respective opinions through different channels more extensively for making substantive analysis. At the same time, the Group will also revise the reporting principles of materiality, quantitative, and consistency in order to better align with the expectations of stakeholders and reporting requirements regarding the content of the ESG Report and presentation of the information when necessary.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

Section A: Environmental

To demonstrate the Group's commitment to sustainable development and compliance with laws and regulations relating to the environmental protection, the Group endeavors to minimize the environmental impact of its business activities and maintain green operations and green office practices. Our dedicated efforts were proven effective as there was no material non-compliance in laws and regulations related to environmental protection throughout the Financial Year. We will continue to be alert to any non-compliance behavior relating to critical environmental problems.

A1 – Emissions

Air pollution Emission

As the Group's operations mainly focus on providing beverage, light refreshment and food to customers, no material emissions of air pollutants, which include nitrogen oxides ("NO_x"), sulphur oxides ("SO_x") and particulate matters ("PM"), etc., were identified during the Financial Year.

Greenhouse Gas Emissions

Greenhouse gas (the "GHG") emissions are the main culprits of global warming. The Group's major GHG emission source was attributable to the electricity consumption¹ and town gas consumption², which accounted for 99% of the total GHG emissions of the Group. The other indirect emission sources namely electricity used for processing fresh water³ and sewage⁴ by government departments and paper waste disposed at landfills accounted for the remaining 1% of the GHG emissions.

During the Financial Year, the total GHG emissions of the Group amounted to approximately 1,564 tonnes (The financial year ended 31 March 2025 (the "Previous Financial Year" or "FY2024/25"): 1,518 tonnes), including approximately 1,547 tonnes (FY2024/25: 1,504 tonnes) indirect GHG emissions (Scope 2) and approximately 17 tonnes (FY2024/25: 14 tonnes) other indirect GHG emission (Scope 3). There was no direct GHG emission (Scope 1) for the Financial Year. The Group's GHG emissions increased by approximately 3% compared to the Previous Financial Year. Correspondingly, the GHG emission intensity amounted to approximately 27 tonnes per premises⁵ (FY2024/25: 26 tonnes per premises), with an increase of approximately 4% compared to the Previous Financial Year.

¹ The latest carbon emission factors announced in the 2025 Climate Action Finance Report issued by CLP Holdings Limited and Sustainability Report 2024/25 issued by HK Electric Investments Limited were 0.34 kgCO₂e/kWh and 0.59 kgCO₂e/kWh respectively. The latest carbon emission factors of Guangdong province announced in the "Announcement on the Release of 2023 Electricity Carbon Dioxide Emission Factors" (Announcement No. 47, 2025) issued by Ministry of Ecology and Environment and National Bureau of Statistics of the PRC was 0.4419kgCO₂e/kWh.

² The latest carbon emission factors announced in the Environmental, Social and Governance Report 2025 issued by The Hong Kong and China Gas Company Limited (Towngas) was 0.19 kgCO₂e/kWh.

³ The latest greenhouse gas emissions incurred from electricity used for fresh water processing announced in the Annual Report 2024/25 issued by Hong Kong Water Supply Department was 0.245 kgCO₂/m³.

⁴ The latest total GHG emission per unit volume of sewage treated in the Sustainability Report 2024/25 issued by Hong Kong Drainage Services Department was 278.92 tonnes CO₂e/million m³.

⁵ As of the year ended 31 March 2026, the Group operated 58 bar outlets and restaurants and with 1 headquarter in Hong Kong (collectively, the "premises") (FY2024/25: 58 bar outlets and restaurants and with 1 headquarter in Hong Kong).

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

Section A: Environmental *(Continued)*

A1 – Emissions *(Continued)*

Greenhouse Gas Emissions *(Continued)*

During the Financial Year, the total greenhouse gas emission from electricity consumption increase from 1,480 tonnes to 1,527 tonnes, which had an increase of 3% comparing to the Previous Financial Year. This was mainly due to an increase in the number of customers and expansion of third-party daytime catering service, in which resulted in an increase in electricity usage and related greenhouse gas emissions. Besides, approximately 1% of its Scope 2 emissions was attributed from Towngas consumption in which resulted in 20 tonnes of GHG emissions.

In the light of reducing GHG emissions, the Group embraced in advocating green practices in our day-to-day operations. The Group reduced the consumptions of electricity, water and paper as much as possible. Reminders were posted next to the switches, encouraging employees to switch off all idle electronic appliances. A collection box was placed next to the printer for collecting single-side-printed paper for reuse. On top of that, the Group also encourages our employees to use of public transportation, reduce unnecessary business trips and promote the use of tele-conference or video conference instead in order to reduce the accompanied carbon footprint.

Given that the GHG emissions of the Group is highly subjected to the operation of the Group, fluctuations may be resulted as per the changes in the Group's business performance. Nevertheless, the Group aims to continue its adoption in environmentally friendly measures and practices in order to reduce the GHG emissions as much as possible, and avoid any unnecessary resource consumption, so that the environmental impact from the operation of the Group can be minimized.

Waste Management

The Group's operations of bar and restaurant outlets, serving customers with beverage, light refreshment and food, no hazardous waste, is produced.

With decreasing availability of suitable land for landfill and increasing environmental impacts of waste disposal, waste reduction has always been one of the objectives of the Group. The Group produced no hazardous wastes during the Financial Year. The non-hazardous wastes produced by the Group were mainly the paper waste, wine bottles and edible oil leftovers. During the Financial Year, the total paper waste produced amounted to approximately 638 kg (FY2024/25: 600 kg), with an increase of approximately 6% compared with the Previous Financial Year. The corresponding non-hazardous waste intensity was approximately 1.0 kg per employee (FY2024/25: 1.0 kg per employee), with regards of our 628 employees for the Financial Year (FY2024/25: 622 employees), no notable change compared to Previous Financial Year. This is due to the Group continued to advocate a paperless office in the workplace during the Financial Year.

The Group encouraged double-sided printing, and so, single-side-printed paper was collected for reuse purpose. We advocated a paperless work environment by attempting to switch from printed documents to electronic documents. E-clearing in our bar outlets and restaurant operations was in place in which paper sheets were saved by the e-clearing practice. On top of these, toners from our printers were also recycled to further cut down our waste production. We will continue to strive for every means to whittle down the consumption of paper, and thus, the paper waste produced.

⁶ Due to the limitation of complexity, for some period in which some bar outlets and restaurants under the Group could not provide the relevant electricity bills, estimation of electricity usage had been made based on its average electricity usage during the Financial Year.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

Section A: Environmental *(Continued)*

A1 – Emissions *(Continued)*

Waste Management *(Continued)*

Besides, the wine bottles and edible oil leftovers were sold to a qualified recycler from time to time when necessary for recycling purpose or further processing. We also set up microwaves in the office, which encourage employees to bring their own lunch and reduce ordering of takeaway food, to reduce the use of disposable consumables, such as paper cups, paper plates, plastic bags and disposable cutlery, etc. to reduce the unnecessary wastes from generated.

Although the paper consumption of the Group largely depends on its business operations and performance, the Group is committed to lower its paper consumption and limit unnecessary paper usage as much as possible. Moving on, the Group will continue to implement its resource saving practices and promote the usage of electronic documents, and strives for reducing its paper consumption as much as possible in the future.

A2 – Use of Resources

The Group initiates to become an environmental-friendly and sustainable enterprise. To reduce carbon emission and footprint, the Group has undertaken carbon reduction measures in our daily operations.

Energy Consumption⁷

During the Financial Year, the total direct electricity consumption amounted to approximately 3,998 MWh (FY2024/25: 3,542 MWh), with an increase of approximately 13% compared with the Previous Financial Year. Correspondingly, the intensity was approximately 68 MWh per premises (FY2024/25: 60 MWh per premises), with an increase of approximately 12% compared with the Previous Financial Year, with a total of 59 premises within the Financial Year. The increase is primarily attributable to the expansion of third-party daytime catering services and a higher overall volume of visiting guests, resulting in increased electricity utilization. There was no indirect electricity consumption during the Financial Year.

The electricity consumed by the Group was the largest contributor to the GHG footprint, compared to other resource consumption. To reduce the Group's carbon footprints as well as its energy consumption, the Group has implemented numbers of energy saving measures, for instance, posted some energy conservation reminders in place, regularly clean the air conditioner's filter and turn off the unnecessary electrical equipment after work and continued to upgrade the office hardware into one with more energy efficient options e.g. LED lightings in our office, bar outlets and restaurants and by using the equipment with high energy-efficient labels.

Although the electricity consumption of the Group highly depends on its business operations and performance, the Group is committed to lower its energy consumption as much as possible. Looking forward, the Group will continue to implement its resource saving practices and promote the idea of saving energy and natural resources. The Group aims to avoid unnecessary wastages and strives to reduce its energy consumption as much as possible in the future for lowering the environmental footprint of its operation.

⁷ Due to the limitation of complexity, for some period in which some bar outlets and restaurants under the Group could not provide the relevant electricity bills, estimation of electricity usage had been made based on its average electricity usage during the Financial Year.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

Section A: Environmental *(Continued)*

A2 – Use of Resources *(Continued)*

Energy Consumption⁷ *(Continued)*

During the Financial Year, the total direct town gas consumption amounted to approximately 104MWh (FY2024/25: 125MWh), with a notable decrease of 17% compared with the Previous Financial Year. Correspondingly, the intensity was approximately 21MWh per restaurant (FY2024/25: 25MWh per restaurant), with a reduction of approximately 16% compared with the Previous Financial Year, with a total of 5 restaurants within the Financial Year. This was mainly due to certain restaurants reducing the availability of cooked food on their menus while instead promoting an increased selection of alcoholic beverages, which resulted in the corresponding decrease in town gas usage. There was no indirect town gas consumption during the Financial Year.

Water Consumption⁸

Water consumption is essential for the operations of the Group in offering beverage to customers. Yet, the Group still encourages the reduction of unnecessary water consumption. As processing fresh water and sewage both involved electricity usage, reducing water consumption is key to reduce the adverse impact on the environment of the Group. During the Financial Year, the water consumption of the Group was approximately 30,257 m³ (FY2024/25: 26,316 m³), with an increase of approximately 15% compared with Previous Financial Year. The corresponding intensity was approximately 513 m³ per premises (FY2024/25: 446 m³ per premises), showing an increase of 17% from the Previous Financial Year. The increase is primarily attributable to the expansion of third-party daytime catering services and a higher overall volume of visiting guests, resulting in increased water utilization.

The Group has continuously provided trainings to its employees to spread the importance of water conservation, to build up a good habit of water usage and to enhance employees' environmental awareness. Apart from posting water saving reminders next to the water taps, the Group encouraged its employees to do the washing in bulk to further reduce unnecessary water consumption. As the Group sourced water from the government departments, there was no water supply issue to be identified during the Financial Year.

Although the water consumption of the Group is largely depending on its business operations and performance, the Group is committed to lower its water consumption as much as possible. Looking forward, the Group will continue to implement its resource saving practices and promote the idea of saving water usage and natural resources. The Group aims to avoid unnecessary wastages and strives to reduce its water consumption as much as possible in the future for lowering the environmental footprint of its operation.

Packaging Materials

As the Group's operations mainly focus on providing beverage, light refreshment and food, no significant packaging material consumption can be identified during the Financial Year.

⁸ Due to the limitation of complexity, for some period in which some bar outlets and restaurants could not provide the relevant water bills, estimation of water usage had been made based on its average water usage during the Financial Year.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

Section A: Environmental *(Continued)*

A3 – The Environment and Natural Resources

The Group's business activities have relatively low impact on the environment and natural resources, but as a socially responsible company, protecting nature and the environment formed an important part of the Group's corporate culture, the Group believes that corporate development should not come at the expense of the environment. Therefore, we have adopted environmental-friendly practices in various aspects as aforementioned.

With the aforementioned environmental measures and continuously increase our employees' awareness on environmental protection to require employees to pay attention to their own behaviour and be responsible for the environment and encourage employees to pass on environmental protection messages to each other, the Group strongly believes that it can further reduce the impact of the Group and employees on the environment and natural resources. During the Financial Year, the Group strictly followed and paid attention to the updates of the environmental protection laws, regulations and requirements of the Government of HKSAR, there was no material non-compliance issue regarding relevant laws and regulations for the Financial Year on environment and natural resources aspect.

A4 – Climate Change

The Group recognizes the threat of climate change driven by the increasing accumulation of heat-trapping greenhouse gases, such as carbon dioxide, from human activities which have accelerated the greenhouse effect.

Climate Governance

At the Group, climate-related oversight and strategic planning are fully integrated into our core corporate governance architecture, ensuring that environmental factors actively shape our long-term business direction and resource allocation.

The Board's Oversight of Climate-Related Risks and Opportunities

The Board of Directors assumes ultimate accountability for managing both climate-related risks and opportunities, acting as our highest governing authority. To maintain a robust oversight capacity, the Board undergoes continuous professional development on emerging climate policies, sustainable business practices, and green market opportunities.

The Board is formally updated and informed about material climate-related risks and opportunities on a quarterly basis. These updates allow the Board to dynamically review transition opportunities, such as energy-saving cost reductions and eco-conscious consumer trends, alongside physical risk mitigation.

The Board systematically takes into account climate-related risks and opportunities when overseeing the Group's broader business strategy and when reviewing major transactions or capital allocations. This includes assessing the climate resilience of our asset portfolio, evaluating environmental due diligence when reviewing long-term commercial leases, and guiding capital investments in low-carbon infrastructure across our 53 bars, 5 restaurants and 1 headquarter.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

Section A: Environmental *(Continued)*

A4 – Climate Change *(Continued)*

The Board's Oversight of Climate-Related Risks and Opportunities *(Continued)*

In overseeing the Group's risk management processes and related policies, the Board explicitly considers the trade-offs associated with these climate-related risks and opportunities. For example, the Board weighs the short-term capital expenditures required for energy-efficient upgrades against the long-term operational savings and regulatory compliance benefits. Similarly, potential supply chain trade-offs, such as balancing the cost of sourcing from climate-resilient, sustainable beverage suppliers against traditional procurement channels, are systematically evaluated to protect long-term shareholder value.

The Board evaluates our ESG objectives annually, reviewing the Group's performance to adjust mitigation strategies as needed. Crucially, the Board oversees the setting of climate-related targets and rigorously monitors progress against them. To ensure strict accountability, relevant climate-related performance metrics and target milestones are progressively integrated into the remuneration policies and performance evaluations of senior management.

Management's Role in Assessing and Managing Climate-Related Issues

On an operational level, the day-to-day execution of our climate strategies is driven by our dedicated sustainability taskforce (the "Taskforce"), comprising key senior executives. The Taskforce uses formal monitoring controls and procedures to support the Board's oversight, ensuring that climate-related risks and opportunities are effectively institutionalized.

The Taskforce meets quarterly to analyze utility usage data from our retail premises, assess supply chain carbon exposures, and identify low-carbon sourcing opportunities.

To ensure climate management is not isolated, the following controls and procedures are seamlessly integrated with other core internal functions:

- **Risk Management:** Climate risk indicators are embedded into the Group's ongoing enterprise risk management framework.
- **Operations & Procurement:** Energy efficiency management protocols are enforced at individual outlets, and environmental due diligence is conducted for new beverage suppliers to capture sustainable procurement opportunities.

The outcomes of these integrated internal monitoring processes are consolidated and communicated to the Board on a quarterly basis, maintaining a clear, continuous, and compliant loop of accountability.

Strategy

Given the global trend and the need to establish a more sustainable and lower-carbon economy, and the fact that the changing climate potentially brings the Group with uncertainties over different time periods in terms of physical risks and transition risks, the Group understands integrating climate considerations into its decision-making process is important to adapt and develop an effective action plan for its operation.

During the Financial Year, the Group executed a dedicated climate risk assessment to map out the environmental challenges and commercial opportunities unique to our bar and restaurant business. Through this evaluation, we identified 4 key physical risks, 3 distinct transition risks, and 3 high-value climate opportunities across our portfolio of bars and restaurants. By integrating these specific indicators into our core corporate strategy, we have established targeted response measures and localized efficiency policies designed to future-proof our operational footprint against a changing climate.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

Section A: Environmental *(Continued)*

A4 – Climate Change *(Continued)*

Climate change risks

Type of risk	Risk Description	Impact Dimension	Response
Acute Physical Risks	Typhoons and Severe Flooding (Medium Term) ¹	Mandatory closures during T8 or Black Rainstorms lead to immediate revenue loss, particularly if events hit during high-traffic weekend evenings.	Fortify street-level entrances at high-risk locations with removable flood barriers and shatter-proof glass.
		Street-level bars or properties in low-lying, coastal areas (e.g. Tsim Sha Tsui) face significant risks of flooding, shattered glass, and water damage to expensive draft beer systems, AV equipment, and inventory.	Standardize standard operating procedures for rapid property shutdown during T8/Black Rainstorms, ensuring staff safety and securing high-value assets (AV systems, POS, draft taps). Maintain structural and commercial property insurance that covers business interruption and climate-induced property damage.
	Supply Chain Disruptions (Medium Term) ¹	Delays in importing specialized alcohol, craft beers, wine, and perishable food ingredients can cause localized shortages, directly impacting menu availability and customer satisfaction.	Build an emergency reserve of high-volume, non-perishable stock in a centralized, climate-controlled Hong Kong warehouse to cushion against temporary port closures. Increase partnerships with regional suppliers and Hong Kong craft breweries to reduce reliance on long-haul air/sea freight.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

Section A: Environmental *(Continued)*

A4 – Climate Change *(Continued)*

Climate change risks *(Continued)*

Type of risk	Risk Description	Impact Dimension	Response
Chronic Physical Risks	Rising Average Temperatures & Prolonged Heatwaves (Long Term) ¹	Higher outdoor temperatures dramatically increase the load on HVAC (air conditioning) and commercial refrigeration systems across all 59 premises, driving up electricity costs.	Systematically install high-efficiency chillers and smart thermostats across all premises to dynamically adjust cooling based on real-time foot traffic. Implement a strict preventative maintenance schedule for commercial walk-in freezers and draft lines to prevent system failures during mid-summer heat peaks.
	Global Agricultural Yield Fluctuations (Long Term) ¹	Causes volatile and permanently higher baseline procurement costs for beers, spirits, and food ingredients.	Design flexible, seasonal beverage and restaurant menus that allow chefs/mixologists to quickly swap out ingredients if specific crop prices spike.
Transition Risks			
Policy and Legal Risks	Carbon Pricing and Energy Regulatory Shifts (Medium Term) ¹	The cost of high-carbon electricity will likely be passed down via higher fuel clause charges. Operating over 50 bars and restaurants leaves the Group heavily exposed to utility price volatility.	Conduct comprehensive energy audits across the portfolio to pinpoint high-consumption areas and monitor progress under Scope 2 emissions. Enforce mandatory kitchen/bar equipment “shutdown lists” during off-peak and closing hours to aggressively cut auxiliary power usage.
	Stricter Waste and Plastic Regulations (Medium Term) ¹	Increased compliance and operational costs to source biodegradable takeaway containers, straws, coasters, and napkins, alongside increased costs for mandatory waste separation.	Elimination of single-use plastics (straws, cocktail stirrers, takeaway boxes) ahead of government timelines, replacing them with certified biodegradable alternatives.
Market and Reputation Risks	Shifting Consumer Preferences (Long Term) ¹	Failure to implement “green bar” practices (e.g., eco-friendly cocktail programs, minimizing food waste, offering sustainable/organic wines) could result in a loss of market share to more climate-conscious competitors.	Highlight green practices on menus and social media to capture premium market share from younger, eco-conscious demographics.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

Section A: Environmental *(Continued)*

A4 – Climate Change *(Continued)*

Climate Opportunities

Opportunity Description	Impact Dimension	Response
Smart HVAC & Refrigeration Optimization (Medium Term)¹	Operating Costs (OPEX) & Carbon Footprint Reduction Directly lowers electricity consumption, which is the largest contributor to the Group's Scope 2 emissions and utility overheads across bar premises.	IoT Integration: Install smart, AI-driven thermostats and occupancy sensors across all bars to dynamically adjust cooling based on real-time guest counts and operating hours. Systematically phase out legacy refrigeration units and draft beer cooling lines, replacing them with energy-efficient models certified by local green schemes.
Sustainable & Climate-Resilient Menu Sourcing (Medium Term)¹	Revenue Growth & Supply Chain Resilience Attracts premium, eco-conscious demographics in Hong Kong while mitigating the volatility of global crop yields and raw material costs.	Partner with local Hong Kong craft breweries and regional organic wine distributors to source beverages with lower transportation footprints (Scope 3). Clearly label sustainable, plant-based, and carbon-neutral menu options to capture premium market share during happy hours and corporate events.
Strategic Site Selection and access to capital (Long Term)¹	Asset Valuation Reduces business interruption losses from extreme weather (typhoons/floods) and improves the Group's eligibility for favorable corporate financing.	Integrate climate hazard data (such as low-lying flood zones in Tsim Sha Tsui or Central) into the Group's criteria when evaluating new leases or renewals. Prioritize expanding new outlets within commercial complexes that hold BEAM Plus or LEED certifications, leveraging landlord-provided flood defenses and energy-efficient shared infrastructure.

Note 1: In assessing when climate-related risks and opportunities could materially impact our portfolio of bars and restaurants, the Group categorizes its exposure into three tailored timeframes. Short-term covers the immediate financial year (within 1 year); Medium-term spans 1 to 5 years, matching our mid-term capital expenditure allocations; and Long-term extends to 5 to 10 years, allowing the Board to steer the Group's long-term premise footprint and climate-resilience goals.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

Section A: Environmental *(Continued)*

A4 – Climate Change *(Continued)*

Climate Opportunities *(Continued)*

In response to these climate findings, the Group is actively updating its retail operating procedures, outlet-level emergency contingency plans, and supplier onboarding frameworks. These continuous improvements ensure that our 59 venues remain resilient against localized climate disruptions. The Group reports that during the Financial Year, no climate or ESG-related issues exerted a material financial or operational impact on our business strategies and performance.

To ensure our climate targets are met with concrete execution rather than passive oversight, the Group has established a dedicated resourcing architecture:

- **Financial Capital Allocations:** The Board has authorized a earmarked portion of our annual retail capital expenditure budget specifically for green facility procurement, building adaptation upgrades, and sustainable equipment replacements during routine venue renovations.
- **Human Resource Deployment:** Operational execution is driven internally by our Taskforce. The Group funds continuous, specialized environmental training for outlet managers and frontline staff to reinforce energy conservation protocols, waste segregation workflows, and efficient water management directly at the bar counter, effectively embedding climate mitigation into our day-to-day hospitality service delivery.

While the Group has established explicit operational reduction protocols and resource efficiency goals, the Group does not currently maintain a formalized, standalone climate-related transition plan. The Board continuously monitors local climate indicators and regulatory shifts to determine if a separate transition framework will be required in future reporting cycles.

Impact on Business Model and Value Chain

Rather than viewing climate factors as isolated operational hazards, the Group evaluates how the risks and opportunities detailed in our assessment table structurally shape our long-term business model.

- **Upstream Value Chain Strategy:** The anticipated climate pressures on our global supply lines have shifted our procurement model from a transactional framework to a diversified, resilience-focused strategy. To absorb future supply chain volatility, the Group is actively integrating climate-risk metrics into our standard supplier onboarding protocols. This enables us to dynamically shift our procurement volumes toward climate-prepared distributors, ensuring continuity of our core beverage inventories without compromising our margin structures.
- **Downstream Operational Strategy:** On the retail front, climate considerations have fundamentally altered our venue development and capital allocation frameworks. The threat of localized disruptions and rising operational costs has driven the Group to transition from traditional fit-outs to a “climate-resilient design standard” for all new and renovated premises. By institutionalizing energy-efficient infrastructure and robust physical mitigation into our standard outlet layout, we are structurally lowering the baseline operating costs of our retail footprint while maintaining uninterrupted hospitality services for our neighborhoods.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

Section A: Environmental *(Continued)*

A4 – Climate Change *(Continued)*

Impact on Business Model and Value Chain *(Continued)*

The material exposures and commercial opportunities of the Group are strategically concentrated across specific assets and geographic parameters:

As our revenue-generating operations are situated entirely within Hong Kong, our business model is geographically vulnerable to localized physical weather anomalies. Transition risks are heavily concentrated around local regulatory frameworks, notably the tightening energy-efficiency building standards enacted by the Hong Kong government.

Climate exposure is heavily concentrated within our brick-and-mortar footprint of 53 bars, 5 restaurants and 1 headquarter. Within these facilities, risks are concentrated in:

- **Leasehold Improvements and Open Frontages:** Street-level premises and coastal outlets are highly vulnerable to acute physical flood damage and structural typhoon impacts.
- **Energy-Intensive Capital Assets:** High-load refrigeration units, ice machines, and localized HVAC cooling systems represent our highest concentration of transition risks due to rising electricity costs.

Conversely, these exact points of asset concentration serve as the primary anchors for our sustainability opportunities. Capital allocations aimed at modernizing store-level equipment, installing smart energy-meters, and implementing eco-efficient lighting are heavily concentrated in our high-volume urban outlets, where carbon mitigation yields the fastest return on investment.

Financial Position, Financial Performance, and Cash Flows

During the Financial Year, the Group systematically evaluated the direct financial implications of the identified climate-related issues on our statement of financial position and cash flows. Given the localized nature and scale of our bar and restaurant operations, climate-related factors did not exert any material impact on our current-year revenue, outlet operating expenses, or storefront cash flows. Furthermore, based on current projections, the Group has not identified any climate-related risks or opportunities that are expected to result in a material adjustment or impairment to the carrying amounts of our retail assets, including venue leasehold improvements, bar equipment, and rights-of-use assets, across the short, medium, or long term.

Climate Resilience and Scenario Analysis

Through formal climate scenario analysis, the Group assessed the strategic resilience of our neighborhood bar and restaurant network against distinct environmental pathways. Under the baseline scenario, climate risks manifest primarily as short-term operational volatility, driven by localized extreme weather forcing temporary closures across our street-level bars and restaurants. Under the 2°C warming scenario, transition risks become increasingly prominent within our cost structures, characterized by rising regulatory compliance costs, capital expenditure requirements to upgrade high-load venue cooling systems, and inventory pricing pressures from global beverage supply chains, while simultaneously unlocking strategic opportunities for green procurement. Under the 1.5°C warming scenario, these transition dynamics intensify rapidly; delayed adoption of low-carbon building systems could erode our long-term retail competitiveness in Hong Kong's bar and restaurant market, whereas proactive integration of energy-efficient store infrastructure positions our sustainable pub model as a core driver of green growth and brand differentiation.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

Section A: Environmental *(Continued)*

A4 – Climate Change *(Continued)*

Reduction Target

Recognising the importance of sustainability issues, the Group has set ESG performance targets to evaluate the effectiveness of our ESG policies and measures. We have identified energy, water, and waste as our key ESG areas by setting performance targets accordingly. Details are as follow:

Environmental KPI	Reduction Target	Baseline Year	Status
Greenhouse Gas Emission Intensity	Reduce 2% by Year 2026/27	Year 2025/26	In progress
Non-Hazardous Waste Intensity	Reduce 2% by Year 2026/27	Year 2025/26	In progress
Energy Consumption Intensity	Reduce 2% by Year 2026/27	Year 2025/26	In progress
Water Consumption Intensity	Reduce 2% by Year 2026/27	Year 2025/26	In progress

Section B: Social

B1 – Employment

The Group places huge importance on its most treasurable asset – its employees. We value our employees' contribution and dedication to our business development. For the sake of the mutual interests for both, we aim to grow with our employees for the future boom of the Group. As such, we adopt employee-oriented approach in attracting, developing and retaining the best people to support our business development.

Our Employees

As of the year ended 31 March 2026, the Group consisted of 628 employees (FY2024/25: 622 employees), of which 35% were full-time employees and 65% were part-time employees. It has been noted that 96% (FY2024/25: 97%) of its workforce is based in Hong Kong, while the remaining 4% (FY2024/25: 3%) is situated in the PRC, as of the year ended 31 March 2026.

Our employees' male-to-female ratio was approximately 1:1.5 (FY2024/25: 1:1.5). The Group believes that maintaining a diverse and inclusive workforce with due respect given to our employees is critical for running a sustainable and successful business. The detailed compositions of our employees are as follows:

By Gender		By Years of Service		By Age Group	
Male	38%	<1 year	60%	18-25	50%
	(FY2024/25: 40%)		(FY2024/25: 68%)		(FY2024/25: 46%)
Female	62%	1-3 years	29%	26-35	35%
	(FY2024/25: 60%)		(FY2024/25: 23%)		(FY2024/25: 39%)
		3-5 years	6%	36-45	11%
			(FY2024/25: 3%)		(FY2024/25: 11%)
		5-10 years	3%	46-55	3%
			(FY2024/25: 4%)		(FY2024/25: 3%)
		>10 years	2%	56-65	1%
			(FY2024/25: 2%)		(FY2024/25: 1%)

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

Section B: Social *(Continued)*

B1 – Employment *(Continued)*

Employee Benefits

The Group offers a comprehensive employee benefits package for all its dedicated and talented staff. They are compensated fairly according to their contributions, with reference to the market practice. A comprehensive group medical insurance scheme is provided by the Group to all its employees for 24-hour worldwide medical coverage. Annual discretionary bonus is offered based on employees' and the Group's performance. In addition, the Group has also adopted various bonus schemes for its shop level staff in order to motivate them to achieve certain pre-set targets. Weekly and monthly bonuses are distributed to those eligible staff with sales target achieved. For shop level staff, promotion chances can be earned by consecutively meeting the shop's sales target for 3 months. A clear career path has also been set out in the HR Management Policy.

Staff's performance is reviewed and assessed annually, in the light of enhancing the strengths and addressing the development needs of each of them, so that not only can employees succeed in their job, but they can also build a fulfilling career with the Group at Bar Pacific. A transparent mechanism takes into account various factors, including but not limited to, employees' attendance performance, capability, attitude, team spirit, communication skills and contributions to the Group, for salary adjustment and promotion considerations. Our employees earn higher subsidies and bonuses as they are promoted to higher ranks. In addition, the Group contributes to the Mandatory Provident Fund and Employees' Compensation Insurance with reference to the Employment Ordinance of Hong Kong.

The Group strictly abides with the Employment Ordinance (Cap. 57), Employees' Compensation Ordinance (Cap. 282), Mandatory Provident Fund Schemes Ordinance (Cap. 485) and other relevant laws and regulations which cover all employment protection and benefits.

Harmonious Workspace

The Group strives for building a harmonious and inclusive work environment which is free from any harassment and discrimination. The Group respects human rights, providing equal opportunities to its staff, regardless of their age, marital status, pregnancy, family status, disability, race, nationality, religion and/or sexual orientation. The equal opportunity philosophy is applicable towards its recruitment, training and development, recognition and reward, and termination and dismissal.

For recruitment and dismissal process, the Group will follow the internal HR Management Policy. For recruitment, equal opportunities are provided to all applicants with regards of the considerations of their experience, knowledge and skills only. For dismissal, the employees with improper behaviour or breaching of contract terms and code of conduct will be terminated. Compensations are provided when applicable.

In case any staff member feels that he/she has been harassed, discriminated or treated inappropriately, the relevant staff will immediately report to the Supervisors, Assistant Managers or Managers, who will investigate thoroughly and confidentially, and take the follow-up actions if necessary. The management will also take this matter in a serious manner, and the Group will continue to strive for a harmonious workplace for our employees.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

Section B: Social *(Continued)*

B1 – Employment *(Continued)*

Harmonious Workspace *(Continued)*

As rewarded by the above mature HR management policies and in view of the industry norm, the Group recorded a healthy monthly average turnover rate of approximately 7.6% (FY2024/25: 6.6%). The monthly average turnover rate by gender was approximately 9.7% and 6.1% for male and female respectively, while by age group was 7.0% (18-25), 10.1% (26-35), 3.5% (36-45), 0.8% (46-55), 6.5% (56-65), and 0% (over 65) respectively, and by geographical region was 7.1% (Hong Kong) and 21.3% (PRC).

Work-life Balance of Employees

The Group understands that sufficient rest is necessary for accomplishing the long-term goals of the Group, and so, it strives for striking a proper work-life balance of its employees, by providing them from 7 to 14 days of annual leave, and 25 days' work per month with nine working hours per day. Employees are also entitled special leaves to meet their families' needs, such as marriage leave, funeral leave and maternity leave, etc.

In addition, the Group regularly organizes various kinds of company activities, such as Christmas party, birthday party, etc., in the previous financial years, to provide our staff a chance to relax in the work environment as well as build a stronger bond with the Group.

B2 – Health and Safety

The Group considers the health and safety of the employees as one of the highest priorities for operation of the Group. The Group is committed to provide a safe work environment for its employees. Not only does the Group aim at meeting, and has during the Financial Year met, the minimum occupational health and safety standards required by law, but also exceeding them. In every bar outlet, there is a Hygiene Supervisor monitoring the hygiene quality of the bar outlet, all Hygiene Supervisors have joined the training courses held on behalf of Food and Environmental Hygiene Department and been awarded the Certificate in Food Hygiene for Hygiene Supervisor. The daily monitoring and the irregular surprise checks performed by the District Manager ensure a clean and tidy work environment for employees. Similar hygiene quality monitoring procedures are conducted for the restaurants operates under the Group. Irregular and surprise checks are conducted by the Group and the Food Environmental Hygiene Department to the bars and restaurants to ensure the hygiene and safety standards are fulfilled under the laws of Hong Kong.

To ensure alcoholic beverages are only sold to legitimate customers, our employees are educated to check the identity documents of any customers suspected to be below 18 years old. All the bar outlets and restaurants of the Group are equipped with security system such as CCTV to monitor the shop operation. The Group has strict guidelines issued to the staff, instructing them to report to the police if they suspect that there are illegal activities or disorderly behavior taking place in the bar outlets. Moreover, in case of emergency, employees are guided to protect themselves first, and call the police, if necessary, when violence is involved.

Besides, the Group understands that preventive measures are way more important than reactive measures. Therefore, irregular emergency trainings are provided in the bar outlets and restaurants for our staff to familiar with the treatments and reactions in case any incidents happen. Moreover, sufficient fire equipment, such as fire extinguishers and fire hose reels, and first-aid boxes are placed in both office area, all bar outlets and restaurants to deal with emergencies. To further protect the safety and welfare of our employees, all of our employees are covered by group medical insurance and Employees' Compensation Insurance. In case of work injury, our employees are entitled to sick leave and/or reimbursements of medical expenses by the insurance company under the group medical insurance as well as the Employees Compensation Insurance, so that they can receive the necessary medical assistance and have adequate rest for recovery.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

Section B: Social *(Continued)*

B2 – Health and Safety *(Continued)*

During the Financial Year, there were 4 cases (FY2024/25: 5 cases) of work injury reported, with approximately 5,340 working days lost (FY2024/25: 1,700 working days lost). Moreover, no case of work-related fatalities is record in the Financial Year (FY2024/25: Nil, FY2023/24: Nil).

In order to minimize occupational hazard and work injuries, the Group promises to put continuous effort into promoting our employees' awareness of workplace safety. As aforementioned, our employees are of our Group's top priority, so we pledge to monitor workplace safety closely and prevent any work injury or accident by all practicable means.

For all serious work injury, the Group submit the Notice by Employer of the Death of an Employee or of an Accident to an employee resulting in death or incapacity (Form 2) under Employees' Compensation Ordinance to the Commissioner for Labour within 14 days of the accident in the case of injury. The Group also strictly complied with others relevant health and safety laws and regulations, such as the local fire services regulations, to provide a safe work environment to its employees of the bar outlets and restaurants by protecting them from occupational hazards.

The Group also pays much attention to the health of all employees, thus the Group has arranged vaccination for seasonal influenza vaccination by providing subsidies to the employees in need.

B3 – Development and Training

The Group provided a wide variety of training to its staff to encourage positive behavior of the employees, and to equip employees with the work-related skills. Standardized operation manuals and trainings are provided to newly joined employees and the existing staff from time to time. In general, induction training is provided to all newly joined staff to be familiar with the office's, bar outlet's and restaurants' daily operations. Regular trainings and briefings are also provided to the existing staff to update on any new industry regulations and the Group's new marketing events. Meanwhile, our senior management has also attended training on topics such as cybersecurity and trading suspension rule, so as to equip themselves with the latest knowledge in pursuit of better corporate governance.

During the Financial Year, 255 of our employees (FY2024/25: 260 employees) attended trainings including both induction trainings and regular trainings, in which approximately 41% of our employees are trained, with a trained male-to-female ratio as approximately 1:1.2 (FY2023/24: 1:1.3) and a total of 510 hours (FY2024/25: 520 hours) of training for an average of 2 hours per trained employee (FY2024/25: 2 hour per trained employee). The percentage of trained employees by gender was 48% and 36% for male and female respectively, while by employment level was 33%, 100% and 94% for frontline staff, middle management and senior management respectively. On the other hand, the average training hours by gender was 2 hours for male and 2 hours for female, while the average training hours by employment level was 2 hours for frontline staff, 2 hours for middle management, and 2 hours for senior management respectively.

Moving forward, the Group will continue to observe the latest trends in the industry and government policies, so as to equip its staff with the necessary skills and knowledge accordingly and keep up with the standards.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

Section B: Social *(Continued)*

B4 – Labour Standards

Respecting human rights has been an integral part of the Group's approach to sustainability. The Group fully complies with labour laws and other relevant legislations that prohibit child labour and forced labour. Identification documents of the candidates would be checked during interview to ensure they have reached the legal working age. Supervisors, Assistant Managers, Managers and Human Resources Department will communicate with the employees on work arrangement based on the actual situation of different bar outlets. In the case of child labour is being mistakenly recruited, the Group would make appropriate arrangements in an immediate manner, including termination of employment and paying wages according to the local labour laws. Our employees are not required to work overtime against their will. Flexible working hours might apply for some positions based on the operation needs. The Group guarantees that no employee is made to work against his/her will, or work under forced labour, or subject to coercion related to work, and the Group compensates the employees in accordance with the applicable labour laws and regulations.

During the Financial Year, there was no material non-compliance with applicable laws and regulations in relation to labour standards noticed. The Group strictly complied with the relevant laws and regulations in relation to labour standards.

Communication with Employees

The Group strives to create an open environment in which its employees are able to speak up with ideas and issues. The employees are welcome to provide comments and feedback directly to the Supervisors, Assistant Managers or the Managers. Every week, an office meeting is held to update the employees with the Group's news. Our employees are welcome to freely express their opinion in the meetings. In case of any complaint received from employees, an independent investigation and the appropriate follow-up actions would be taken, if necessary. Through both top-down and bottom-up communication, the Group is confident that harmonious relationship with its employees is achieved. In addition, through the communication mechanism, our employees are able to voice out injustice they face.

B5 – Supply Chain Management

To maintain long-term relationship with suppliers, the Group has entered into annual master purchase agreement with most of its major suppliers.

The Group recognizes that proper management of its supply chain could bring positive impacts to the social environment. The Group implements rigorous management of its suppliers. In this regard, a list of approved suppliers has been established. When there is new supplier, the Group conducts an initial supplier assessment to consider its qualification, reputation, product or service quality, quality consistency and the ability to deliver on time. Only the suppliers with a satisfy result in the initial assessment can be added into our approved supplier list. The Group also conducts an annual evaluation on the performance of its suppliers to confirm that they are up to its required standards. The Group will remove any of the suppliers with unsatisfying results from the approved supplier list to ensure that the Group provides the best quality of our services.

The suppliers are encouraged to demonstrate their corporate social responsibilities by complying with corporate social responsibility codes as well as business ethics, with respect to workplace operations, marketing activities, social contacts and environmental responsibilities. High standards of morality which include prohibition of provision and acceptance of bribes and/or other unfair benefits are adopted by the Group. Moreover, the Group also takes into account if suppliers comply with relevant environmental laws, so that the products and services provided meet the environmental standards of the regulations and the Group. In the future, the Group may explore green procurement practices as far as possible to further its commitment in lowering the environmental impact from its operations.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

Section B: Social *(Continued)*

B5 – Supply Chain Management *(Continued)*

In addition, in order to further promote green operations, the Group has established green procurement guidelines for operation departments to give priority to enterprises using environment-friendly materials or recycled materials when selecting office equipment suppliers. We will also continue to explore the feasibility of incorporating environmental and social factors into our supply chain risk assessment or to review our supplier management guidelines.

As of 31 March 2026, the Group had a total of 112 (FY2024/25: 98) major suppliers which were all located in Hong Kong, supplying food and beverages to the Group. The Group will continue to implement the aforementioned measures strictly, so that the Group can uphold the standard of our supply chain.

B6 – Product Responsibility

The Group emphasizes the product and service responsibility in its daily operations. During the Financial Year, there was no material non-compliance with applicable laws and regulations relating to product responsibility noticed.

Quality Assurance

To guarantee the beverage product and food quality, the Group's procurement policy is to select only the suppliers from its approved supplier list, in order to ensure that they have passed selection procedures with required standards. Annual assessment on suppliers will also be conducted to monitor the quality of products regularly. The Bar Managers, Restaurant Managers and Operation Team are responsible to check the outer appearance of the beverage products and food products regularly for identifying if there is any abnormality upon delivery to the bar outlets, restaurants and Headquarter, respectively. Any beverage products and food products which show signs of abnormality are returned to the supplier for replacement or refund. The Group's inventory mainly comprises of beverages. The Bar Managers, Restaurant Managers and Operation Team are also responsible for inventory management, ensuring the turnover rate of beverage and food is shorter than the beverage shelf life. The Group places huge importance on the quality of food and beverage so as to protect our customers from any potential health and safety issue. During the Financial Year, the Group did not recall any products due to safety and health reasons, and did not violate any laws and regulations relating to product safety and health, advertising and labelling issues.

In addition, our advertisements are mainly based on word-of-mouth. It helps provide our customers with confidence towards our actual product and service.

Customers' Complaint Handling Procedures

The Group also places huge emphasis on the customers' feedbacks on its services. The customer service team is responsible for handling customers' complaints and enquiries. Various channels have been set up for customers to express their comments and recommendations, such as the customer service hotline, email and social networking tools. The Group has established a written policy to guide its staff to respond to customers' complaints. It clearly states that our staff should understand the situation and handle with patience. All complaints should be reported to the Managers immediately for prompt response. Also, all complaints should be recorded in a customer complaint register with detailed description, follow-up action and status, in order to ensure that the complaint is properly handled and settled. The Regional Manager and General Manager should be noticed with the complaint at weekly meetings. The Group strives to improve the quality of products and services it provides by taking into consideration every comment or feedback received from customers.

During the Financial Year, there were 4 cases of (FY2024/25: 5 cases) customer complaints recorded, of which all matters were fully resolved. The Group will continue to keep good relationships with our customers and uphold our current standard of customer service.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

Section B: Social *(Continued)*

B6 – Product Responsibility *(Continued)*

Intellectual Property Rights

The Group strives to safeguard its brands, goodwill, image and intellectual property rights. As the Group is principally engaged in operation of bar outlets and restaurants under the brands “Bar Pacific”, “Pacific”, “Moon Pacific” and “Katachi” in Hong Kong and PRC, the Group has registered trademarks in Hong Kong and PRC to protect its brand names. The Group has also registered the domain name of www.barpacific.com.hk. As of 31 March 2026, the Group had 21, 19 and 3 trademark registrations in Hong Kong, PRC and other jurisdictions, respectively. The Group may take necessary legal actions if any infringement of trademarks or any misappropriation of its brand name(s) is discovered.

Personal Data Protection

The Group is committed to providing beverage, light refreshment and food with high standards of quality and reliability, as well as protecting the personal information of its customers. Our employees are required to sign the non-disclosure agreement when they join the Group to ensure proper maintenance of confidentiality of the Group’s business strategies and protect customers’ data privacy. A written policy has been in place to specify the handling procedures of personal data and confidential information which is consistent with the applicable data privacy legislation including the Personal Data (Privacy) Ordinance (Cap. 486 of the Laws of Hong Kong) to ensure our compliance with the respective obligations and requirements. Strict controls on computer systems are in place to prohibit any unauthorized access to the confidential data. Any form of unauthorized information transfer, both directly and indirectly, to any third parties are strictly prohibited. No copy of customer’s personal data should be made and taken-away from the office, bar outlets or restaurants.

Bar Outlet and Restaurant Management

The Group is responsible to comply with the applicable laws and regulations in its daily operations. As such, customers under the age of 18 are prohibited to enter the bar outlet or alcohol selling establishment. Managers of each bar outlet are responsible to alert and offer guideline to the staff to handle suspected under-age entry, such as identification checks upon entrance. Moreover, customers under the age of 18 are also prohibited from ordering alcohols in the restaurants under the Group.

In addition, in order to provide a safe and comfortable place to our customers, the Group has established a written policy to guide its staff to handle any violence cases or drunk customers. CCTVs are installed in every bar outlet and restaurants to monitor the operations. Video data will be stored for at least 1 month for easy retrieval if required.

B7 – Anti-corruption

The Group prohibits all forms of bribery and corruption and strictly abides by the applicable anti-corruption laws and regulations including the Prevention of Bribery Ordinance (Cap. 201 of the Laws of Hong Kong). Our employees should not solicit or accept any advantage for themselves. In particular, the Group centralized the purchase of all beverages, so as to prevent any possible kickback arrangement between individual bar outlets and the suppliers. In addition to bribery and corruption, our employees are also strictly prohibited from engaging in any illegal acts, including extortion, fraud, money laundering, etc.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

Section B: Social *(Continued)*

B7 – Anti-corruption *(Continued)*

The Group formulated relevant policies, including anti-corruption, anti-fraud, whistle-blowing, and investigation mechanisms etc. Any employee who discovers any suspected cases of corruption or other irregularities should immediately notify the head of department or human resources or make anonymous reports through other channels. During the Financial Year, the company secretary had circulated the “Corporate Governance Guide for Boards and Directors” to the Board and senior management personnel to enhance their awareness of corruption prevention. Whistleblowing policies are in place for employees to report suspected misconduct of their colleagues, subordinates, senior management or even suppliers. They are welcomed to express their concerns through face-to-face conversation, email or telephone with the Supervisors, Assistant Managers, Managers, or even the Executive Directors in serious cases. The Management will review and take follow-up actions to investigate for every single possible misconduct case. It is the Group’s core values for reminding its employees to uphold their integrity and professionalism as aforementioned.

During the Financial Year, the Group complied with all applicable laws and regulations in relation to bribery, extortion, fraud and money laundering, and there was no concluded legal case regarding corrupt practices brought against the Group or its employees. During the Financial Year, the Group offered anti-corruption trainings to the directors and employees, for further extending the importance of anti-corruption to reinforce the importance of integrity within the company.

The Group will continue to stay alert to potential illegal acts, so that it can address the issues accordingly with the adoption of zero-tolerance approach.

B8 – Community Investment

The Group is actively involved in a variety of community initiatives. Leveraging the uniqueness of the bar business, the company aligns the resources of the company with the needs of communities, motivating our staff to serve the community in different areas. We will continue to allocate more resources on community investments in the coming years.

Since 2018, the Group had launched the Catering Service Program to help business entrepreneurs in taking their first step in starting a business. We understand that renting a retail space could be expensive and we would like to help the interested parties to start up their own business by providing a retail space within our venues without any rental charges. As of 31 March 2026, the Company has assisted 31 entrepreneur to start up their stores. The Group will continue to provide such a platform in order to encourage local entrepreneurs to pursue their dreams and hopes that they could create more job opportunities to the society and bring innovative ideas to maintain the competitiveness of Hong Kong.

During the Financial Year, 300 of our employees participated in a series of local community service, such as food distribution, mask distribution and visiting underprivileged groups living in subdivided flats, amounting to approximately of 600 hours of charitable service.

The Group hopes that through donations, charitable services and also the Entrepreneurship Program, the Group can contribute to poverty alleviation and support those in need. In the coming years, the Group will continue to allocate more resources to other aspects of community investment and promote corporate social responsibility, in a bid to contribute to the betterment of the society as a whole.

INDEPENDENT AUDITOR'S REPORT



TO THE SHAREHOLDERS OF BAR PACIFIC GROUP HOLDINGS LIMITED

(Incorporated in the Cayman Islands with limited liability)

OPINION

We have audited the consolidated financial statements of Bar Pacific Group Holdings Limited (the “**Company**”) and its subsidiaries (collectively referred to as the “**Group**”) set out on pages 76 to 146, which comprise the consolidated statement of financial position as at 31 March 2026, the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information.

In our opinion, the consolidated financial statements give a true and fair view of the consolidated financial position of the Group as at 31 March 2026, and of its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with HKFRS Accounting Standards as issued by the Hong Kong Institute of Certified Public Accountants (“**HKICPA**”) and have been properly prepared in compliance with the disclosure requirements of the Hong Kong Companies Ordinance.

BASIS FOR OPINION

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

INDEPENDENT AUDITOR'S REPORT

KEY AUDIT MATTER

Key audit matter is the matter that, in our professional judgement, was of most significance in our audit of the consolidated financial statements of the current period. This matter was 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 this matter. We have determined the matter described below to be key audit matter to be communicated in our report.

Key audit matter

How our audit addressed the key audit matter

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

- The carrying amounts of the Group's property, plant and equipment and right-of-use assets as presented on its consolidated statement of financial position as at 31 March 2026 amounted to approximately HK\$13,909,000 and HK\$78,368,000, respectively are attributable to the cash-generating units ("CGUs") relating to operation of bars and restaurants.
 - Management performed impairment assessment on those CGUs that were identified to be underperforming or for which other indicators of impairment existed. Based on management's assessment, no impairment losses were recognised on the Group's property, plant and equipment and right-of-use assets for the year ended 31 March 2026.
 - The determination of the recoverable amount of CGUs, being the individual bars and restaurants, requires significant judgements made by management, in particular over those key internal inputs and external market conditions which impact expected future cash flows and the discount rates.
 - We identified impairment assessment of property, plant and equipment and right-of-use assets as a key audit matter because of the significant judgement and estimation uncertainty involved in the determination of recoverable amount of CGUs.
 - Refer to Notes 13, 14 and 25 to the consolidated financial statements, accounting policy in Note 3 and key sources of estimation uncertainty in Note 4 to the consolidated financial statements.
- Our procedures in relation to impairment of property, plant and equipment and right-of-use assets included:
- Reviewed and understood management's impairment assessment process and the related controls, including identification of indicators of impairment and appropriateness of the method used to determine recoverable amounts of CGUs;
 - Evaluated the methodology adopted by management for the identification of CGUs, assessed appropriateness of management's identification of CGUs based on our understanding of the Group's business, and the allocation of assets to each CGU in the preparation of its discounted cash flow forecast and whether these were prepared in a manner consistent with the requirement of the prevailing accounting standards;
 - Evaluated management's identification of impairment indicators, if any, with reference to the internal sources and external sources of information;
 - Benchmarked and challenged key assumptions used by management to determine the recoverable amounts, including assumptions of projected results of CGUs, long-term growth rates and discount rates, taking into account industry data and the future operating plans for the Group;
 - Reconciled input data used in the cash flow projections to supporting evidence, such as historical financial information, approved budgets and the remaining lease terms of the respective bars and restaurants; and
 - Evaluated the sensitivity analysis prepared by the management on the inputs used to evaluate the extent of impact on the estimated future cash flows.

INDEPENDENT AUDITOR'S REPORT

OTHER INFORMATION

The directors of the Company are responsible for the other information. The other information comprises all 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.

RESPONSIBILITIES OF THE DIRECTORS AND THE AUDIT COMMITTEE FOR THE CONSOLIDATED FINANCIAL STATEMENTS

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

In preparing the consolidated financial statements, the directors 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 Audit Committee is responsible for overseeing the Group's financial reporting process.

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 solely to you, as a body, in accordance with our agreed terms of 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.

INDEPENDENT AUDITOR'S REPORT

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

(Continued)

As part of an audit in accordance with HKSAs, we exercise professional judgement 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.
- 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.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

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 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.

INDEPENDENT AUDITOR'S REPORT

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

(Continued)

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

The engagement director on the audit resulting in this independent auditor's report is Chan Ka Kit.

Baker Tilly Hong Kong Limited

Certified Public Accountants

Hong Kong, 25 June 2026

Chan Ka Kit

Practising certificate number P08291

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

For the year ended 31 March 2026

	NOTES	2026 HK\$'000	2025 HK\$'000
Revenue	5	199,892	194,640
Other income	6	6,600	8,526
Cost of inventories sold		(47,775)	(51,365)
Staff costs		(66,304)	(65,686)
Depreciation of property, plant and equipment		(7,098)	(10,962)
Depreciation of right-of-use assets		(31,769)	(39,654)
Property rentals and related expenses		(4,853)	(5,586)
Other operating expenses		(29,425)	(29,213)
Impairment loss recognised on property, plant and equipment	25	–	(4,443)
Impairment loss recognised on right-of-use assets	25	–	(6,680)
Fair value loss on investment properties	15	(700)	(2,700)
Fair value gain/(loss) on prepaid insurance premium	16	89	(107)
Finance costs	7	(3,420)	(5,004)
Profit/(loss) before tax	9	15,237	(18,234)
Income tax (expense)/credit	8	(120)	187
Profit/(loss) for the year		15,117	(18,047)
Other comprehensive income/(expense) for the year, net of income tax:			
Item that may be reclassified subsequently to profit or loss:			
Exchange differences on translation of foreign operations		206	(86)
Total comprehensive income/(expense) for the year		15,323	(18,133)
Profit/(loss) for the year attributable to:			
Owners of the Company		13,900	(17,777)
Non-controlling interests		1,217	(270)
		15,117	(18,047)
Total comprehensive income/(expense) attributable to:			
Owners of the Company		14,106	(17,863)
Non-controlling interests		1,217	(270)
		15,323	(18,133)
Earnings/(loss) per share	12		
– Basic (HK cents)		1.59	(2.06)
– Diluted (HK cents)		1.57	(2.06)

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at 31 March 2026

	NOTES	2026 HK\$'000	2025 HK\$'000
Non-current assets			
Property, plant and equipment	13	13,909	16,833
Right-of-use assets	14	78,368	90,599
Investment properties	15	18,100	18,800
Prepaid insurance premium	16	2,947	2,858
Prepayment for acquisition of property, plant and equipment	18	2,470	1,793
Rental deposits	18	7,185	8,856
Deferred tax assets	23	–	6
Total non-current assets		122,979	139,745
Current assets			
Inventories	17	4,562	3,478
Trade and other receivables	18	12,886	10,506
Tax recoverable		322	324
Cash and cash equivalents	19	2,967	2,046
Total current assets		20,737	16,354
Total assets		143,716	156,099
Current liabilities			
Trade and other payables	20	17,316	14,800
Bank borrowings	21	44,694	54,503
Other borrowing	22	6	–
Lease liabilities	14	32,714	43,392
Tax payables		198	301
Total current liabilities		94,928	112,996
Net current liabilities		74,191	96,642
Total assets less current liabilities		48,788	43,103
Non-current liabilities			
Trade and other payables	20	1,120	1,122
Other borrowing	22	–	6
Lease liabilities	14	19,504	29,643
Deferred tax liabilities	23	151	98
Total non-current liabilities		20,775	30,869
Total liabilities		115,703	143,865
NET ASSETS		28,013	12,234

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at 31 March 2026

	NOTES	2026 HK\$'000	2025 HK\$'000
EQUITY			
Share capital	24	8,792	8,696
Reserves		11,646	(2,820)
Equity attributable to owners of the Company		20,438	5,876
Non-controlling interests	29	7,575	6,358
TOTAL EQUITY		28,013	12,234

The consolidated financial statements on pages 76 to 146 were approved and authorised for issue by the Board of Directors on 25 June 2026 and are signed on its behalf by:

CHAN CHING MANDY

Director

CHAN TSZ TUNG

Director

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

For the year ended 31 March 2026

	Attributable to owners of the Company									Non-controlling interests HK\$'000	Total HK\$'000
	Reserves										
	Share Capital HK\$'000	Share premium HK\$'000	Share-based payment reserve HK\$'000	Capital reserve HK\$'000 (Note a)	Special reserve HK\$'000 (Note b)	Translation reserve HK\$'000	Other reserve HK\$'000 (Note c)	Accumulated losses HK\$'000	Sub-total HK\$'000		
At 1 April 2024	8,600	57,060	715	6,065	(8,093)	(5)	(1,347)	(40,366)	14,029	6,733	29,362
Loss for the year	–	–	–	–	–	–	–	(17,777)	(17,777)	(270)	(18,047)
Currency translation differences	–	–	–	–	–	(86)	–	–	(86)	–	(86)
Total comprehensive expense for the year	–	–	–	–	–	(86)	–	(17,777)	(17,863)	(270)	(18,133)
Issue of shares upon vesting of share awards under share award scheme (Note 24)	96	684	(780)	–	–	–	–	–	(96)	–	–
Acquisition of additional interests in subsidiaries	–	–	–	–	–	–	70	–	70	(105)	(35)
Recognition of share-based payments	–	–	1,040	–	–	–	–	–	1,040	–	1,040
At 31 March 2025 and 1 April 2025	8,696	57,744	975	6,065	(8,093)	(91)	(1,277)	(58,143)	(2,820)	6,358	12,234
Profit for the year	–	–	–	–	–	–	–	13,900	13,900	1,217	15,117
Currency translation differences	–	–	–	–	–	206	–	–	206	–	206
Total comprehensive income for the year	–	–	–	–	–	206	–	13,900	14,106	1,217	15,323
Issue of shares upon vesting of share awards under share award scheme (Note 24)	96	684	(780)	–	–	–	–	–	(96)	–	–
Recognition of share-based payments	–	–	456	–	–	–	–	–	456	–	456
At 31 March 2026	8,792	58,428	651	6,065	(8,093)	115	(1,277)	(44,243)	11,646	7,575	28,013

Notes:

- (a) The capital reserve represents the difference between the value of the consideration paid for the acquisition of additional interests in subsidiaries and the nominal value of the issued ordinary shares of Bar Pacific Group Limited ("Bar Pacific BVI"), a subsidiary of Bar Pacific Group Holdings Limited (the "Company").
- (b) Pursuant to a group reorganisation (the "Reorganisation") in preparation for the listing of the Company's shares on the GEM of The Stock Exchange of Hong Kong Limited (the "Stock Exchange"), the Company became the holding company of the companies now comprising the Group on 15 December 2016 with the issue of shares of the Company to acquire Bar Pacific BVI from the then shareholders.

Special reserve represents the difference between the entire issued share capital of Bar Pacific BVI and the consideration for acquiring Bar Pacific BVI by the Company pursuant to the Reorganisation completed on 15 December 2016.

- (c) The other reserve represents the difference between the amount by which the non-controlling interests are adjusted, and the fair value of the consideration paid or received due to the changes in the Group's ownership interests in subsidiaries that do not result in the Group losing control over the subsidiaries other than set out in note (a) above.

CONSOLIDATED STATEMENT OF CASH FLOWS

For the year ended 31 March 2026

	NOTES	2026 HK\$'000	2025 HK\$'000
OPERATING ACTIVITIES			
Profit/(loss) before tax		15,237	(18,234)
Adjustments for:			
Depreciation of property, plant and equipment		7,098	10,962
Depreciation of right-of-use assets		31,769	39,654
Loss on disposal of property, plant and equipment		–	22
Impairment loss recognised on property, plant and equipment	25	–	4,443
Impairment loss recognised on right-of-use assets	25	–	6,680
Share-based payment expense	26	456	1,040
Fair value loss on investment properties	15	700	2,700
Fair value (gain)/loss on prepaid insurance premium	16	(89)	107
Bank Interest income	6	(2)	(6)
Imputed interest income from rental deposits	6	(395)	(421)
Finance costs	7	3,420	5,004
Operating cash flows before movements in working capital		58,194	51,951
Increase in inventories		(1,084)	(472)
Increase in trade and other receivables, prepayment for acquisition of property, plant and equipment and rental deposits		(1,344)	(492)
Increase/(decrease) in trade and other payables		2,514	(892)
Cash generated from operations		58,280	50,095
Income tax paid		(162)	(510)
Net cash from operating activities		58,118	49,585
Investing activities			
Purchases of property, plant and equipment		(4,107)	(6,094)
Additions/modification of right-of-use assets		–	(69)
Payment for a life insurance policy		–	(2,965)
Bank interest received		2	6
Net cash used in investing activities		(4,105)	(9,122)

CONSOLIDATED STATEMENT OF CASH FLOWS

For the year ended 31 March 2026

	NOTES	2026 HK\$'000	2025 HK\$'000
Financing activities			
New bank borrowings raised	33	20,000	29,435
Loan from a shareholder	33	–	6,800
Repayments of bank borrowings	33	(28,911)	(24,995)
Repayments of loan from a shareholder	33	–	(6,800)
Interest paid	33	(3,420)	(4,998)
Repayments of principal portion of lease liabilities	33	(39,806)	(38,300)
Acquisition of additional interest in subsidiaries		–	(35)
Net cash used in financing activities		(52,137)	(38,893)
Net increase in cash and cash equivalents		1,876	1,570
Cash and cash equivalents at beginning of year		752	(869)
Effect of foreign exchange rate changes		(57)	51
Cash and cash equivalents at end of year	19	2,571	752
Represented by:			
Cash and bank balances		2,967	2,046
Bank overdrafts		(396)	(1,294)
		2,571	752

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2026

1. GENERAL INFORMATION

Bar Pacific Group Holdings Limited (the “**Company**”) is a public limited company incorporated in the Cayman Islands and its shares are listed on the GEM of The Stock Exchange of Hong Kong Limited (the “**Stock Exchange**”). Its immediate holding company is Moment to Moment Company Limited (incorporated in the British Virgin Islands (“**BVI**”)) and its ultimate holding company is Harneys Trustees Limited (incorporated in the BVI). The addresses of the registered office and principal place of business of the Company are disclosed in the corporate information section to the annual report.

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

The principal activities of the Company and its subsidiaries (the “**Group**”) are the operation of chain of bars and restaurants in Hong Kong and the People’s Republic of China (“**PRC**”) under the brands of “Bar Pacific”, “Pacific”, “Moon Ocean” and “Katachi”, as well as property investments in Hong Kong.

2. APPLICATION OF NEW AND AMENDMENTS TO HKFRS ACCOUNTING STANDARDS

Amendments to HKFRS Accounting Standards that are mandatorily effective for the current year

In the current year, the Group has applied the following amendments to HKFRS Accounting Standards as issued by the Hong Kong Institute of Certified Public Accountants (“**HKICPA**”) for the first time, which are mandatorily effective for the Group’s annual period beginning on 1 April 2025 for the preparation of the consolidated financial statements:

Amendments to HKAS 21

Lack of Exchangeability

The application of the amendments to HKFRS Accounting Standards in the current year has had no material impact on the Group’s financial positions and performance for the current and prior years and/or on the disclosures set out in these consolidated financial statements.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2026

2. APPLICATION OF NEW AND AMENDMENTS TO HKFRS ACCOUNTING STANDARDS (Continued)

New and amendments to HKFRS Accounting Standards in issue but not yet effective

The Group has not early applied the following new and amendments to HKFRS Accounting Standards that have been issued but are not yet effective:

Amendments to HKFRS 9 and HKFRS 7	Amendments to the Classification and Measurement of Financial Instruments ²
Amendments to HKFRS 9 and HKFRS 7	Contracts Referencing Nature-dependent Electricity ³
Amendments to HKFRS 10 and HKAS 28	Sale or Contribution of Assets between an Investor and its Associate or Joint Venture ¹
Amendments to HKFRS Accounting Standards	Annual Improvements to HKFRS Accounting Standards – Volume 11 ²
HKFRS 18	Presentation and Disclosure in Financial Statements ³
HKFRS 19	Subsidiaries without Public Accountability: Disclosures ³
Amendments to HKAS 21	Translation to a Hyperinflationary Presentation Currency ³

¹ Effective for annual periods beginning on or after a date to be determined.

² Effective for annual periods beginning on or after 1 January 2026.

³ Effective for annual periods beginning on or after 1 January 2027.

Except for the new and amendments HKFRS Accounting Standards mentioned below, the directors of the Company anticipate that the application of all other new and amendments to HKFRS Accounting Standards will have no material impact on the consolidated financial statements in the foreseeable future.

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

The amendments to HKFRS 9 Financial Instruments clarify the recognition and derecognition for financial asset and financial liability and add an exception which permits an entity to deem a financial liability to be discharged before the settlement date if it is settled in cash using an electronic payment system if, and only if certain conditions are met.

The amendments also provide guidance on the assessment of whether the contractual cash flows of a financial asset are consistent with a basic lending arrangement. The amendments specify that an entity should focus on what an entity is being compensated for rather than the compensation amount. Contractual cash flows are inconsistent with a basic lending arrangement if they are indexed to a variable that is not a basic lending risk or cost. The amendments state that, in some cases, a contingent feature may give rise to contractual cash flows that are consistent with a basic lending arrangement both before and after the change in contractual cash flows, but the nature of the contingent event itself does not relate directly to changes in basic lending risks and costs. Furthermore, the description of the term “nonrecourse” is enhanced and the characteristics of “contractually linked instruments” are clarified in the amendments.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2026

2. APPLICATION OF NEW AND AMENDMENTS TO HKFRS ACCOUNTING STANDARDS *(Continued)*

Amendments to HKFRS 9 and HKFRS 7 Amendments to the Classification and Measurement of Financial Instruments *(Continued)*

The disclosure requirements in HKFRS 7 Financial Instruments: Disclosures in respect of investments in equity instruments designated at fair value through other comprehensive income are amended. In particular, entities are required to disclose the fair value gain or loss presented in other comprehensive income during the period, showing separately those related to investments derecognised during the reporting period and those related to investments held at the end of the reporting period. An entity is also required to disclose any transfers of the cumulative gain or loss within equity related to the investments derecognised during the reporting period. In addition, the amendments introduce the requirements of qualitative and quantitative disclosure of contractual terms that could affect the contractual cash flow based on a contingent even not directly relating to basic lending risks and cost.

The amendments are effective for annual reporting periods beginning on or after 1 January 2026, with early application permitted. The application of the amendments is not expected to have significant impact on the financial position and performance of the Group.

HKFRS 18 Presentation and Disclosure in Financial Statements

HKFRS 18 Presentation and Disclosure in Financial Statements, which sets out requirements on presentation and disclosures in financial statements, will replace HKAS 1 Presentation of Financial Statements. This new HKFRS Accounting Standards, while carrying forward many of the requirements in HKAS 1, introduces new requirements to present specified categories and defined subtotals in the statement of profit or loss; provide disclosures on management-defined performance measures in the notes to the financial statements and improve aggregation and disaggregation of information to be disclosed in the financial statements. In addition, some HKAS 1 paragraphs have been moved to HKAS 8 Accounting Policies, Changes in Accounting Estimates and Errors and HKFRS 7. Minor amendments to HKAS 7 Statement of Cash Flows and HKAS 33 Earnings per Share are also made.

HKFRS 18, and amendments to other standards, will be effective for annual periods beginning on or after 1 January 2027, with early application permitted. HKFRS 18 requires retrospective application with specific transition provisions. The application of the new standard is not expected to have significant impact on the financial performance and positions of the Group in terms of recognition and measurement. However, it is expected to affect the structure and presentation of the consolidated statement of profit or loss.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2026

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION

3.1. Basis of preparation of consolidated financial statements

The consolidated financial statements have been prepared in accordance with HKFRS Accounting Standards as issued by the HKICPA. For the purpose of preparation of the consolidated financial statements, information is considered material if such information is reasonably expected to influence decisions made by primary users. In addition, the consolidated financial statements include applicable disclosures required by the Rules Governing the Listing of Securities on GEM of The Stock Exchange and by the disclosure requirements of the Hong Kong Companies Ordinance.

The consolidated financial statements have been prepared on the historical cost basis, except for certain properties and prepaid insurance premium that are measured at fair values at the end of the reporting period, as explained in the accounting policies set out below.

Historical cost is generally based on the fair value of the consideration given in exchange for goods and services.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability, the Group takes into account the characteristics of the asset or liability if market participants would take those characteristics into account when pricing the asset or liability at the measurement date. Fair value for measurement and/or disclosure purposes in these consolidated financial statements is determined on such a basis, except for share-based payment transactions that are within the scope of HKFRS 2 Share-based Payment, leasing transactions that are within the scope of HKFRS 16 Leases, and measurements that have some similarities to fair value but are not fair value, such as net realisable value in HKAS 2 Inventories or value in use in HKAS 36 Impairment of Assets.

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

For investment properties and prepaid insurance premium which are transacted at fair value and a valuation technique that unobservable inputs are to be used to measure fair value in subsequent periods, the valuation technique is calibrated so that at initial recognition the results of the valuation technique equals the transaction price.

In addition, for financial reporting purposes, fair value measurements are categorised into Level 1, 2 or 3 based on the degree to which the inputs to the fair value measurements are observable and the significance of the inputs to the fair value measurement in its entirety, which are described as follows:

- Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date;
- Level 2 inputs are inputs, other than quoted prices included within Level 1, that are observable for the asset or liability, either directly or indirectly; and
- Level 3 inputs are unobservable inputs for the asset or liability.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2026

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

3.2. Going concern assessment

At the end of reporting period, the Group's current liabilities exceeded its current assets by HK\$74,191,000. In addition, as at 31 March 2026, the Group breached a covenant of its bank borrowings amounting to HK\$35,140,000 (Note 21).

For the purpose of assessing the appropriateness of the use of going concern basis in preparing these consolidated financial statements, the directors of the Company have prepared a cash flow forecast covering a period of 15 months from the date of approval of these consolidated financial statements (the "**Forecast**").

The directors of the Company have taken into account the cash flows generated from its principal operations and the following plans and measures taken by management to improve the Group's liquidity and financial position in the preparation of the Forecast. The Group has communicated with the bank about the breach of the covenant of its bank borrowings amounting to HK\$35,140,000 (Note 21) and subsequent to the end of the reporting period, the bank has agreed with the Company for it to rectify its breach on or before 1 June 2027. Accordingly, management expects that the Group would be able to maintain such banking loan facilities as last year. In addition, when necessary, the Group would dispose of the properties owned by the Group which are pledged as collaterals for securing the banking facilities in order to repay the Group's bank borrowings and use any remaining proceeds to finance the Group's operations.

In addition to the above, Mr. Chan Wai ("**Mr. Chan**"), who is deemed to be interested in the shares held by the Company's substantial shareholder in accordance with the Hong Kong Securities and Future Ordinance, has undertaken to provide financial support to the Group to enable the Group to have sufficient working capital to meet its liabilities and obligations as and when they fall due and to continue to carry on its business over the period covered by the Forecast.

Notwithstanding that there is inherent uncertainty associated with the future outcomes of the Group's plans and measures as described above, including whether the Group is able to maintain the Group's banking facilities, realise its assets to obtain additional funds and obtain additional sources of financing when needed, the directors are of the opinion that, taking into account the above-mentioned plans and measures, the Group will have sufficient working capital to finance its operations and meet its financial obligations as and when they fall due in the foreseeable future. Accordingly, the directors believe that it is appropriate to prepare the consolidated financial statements of the Group for the year ended 31 March 2026 on a going concern basis.

Should the Group be unable to operate as a going concern, adjustments would have to be made to reduce the carrying values of the Group's assets to their net realisable amounts, to provide for further liabilities which might 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 the consolidated financial statements.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2026

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

3.3. Material accounting policy information

(a) Basis of consolidation

The consolidated financial statements incorporate 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 component of other comprehensive income are attributed to the owners of the Company and to the non-controlling interests. Total comprehensive income of the 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 and 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.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2026

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

3.3. Material accounting policy information *(Continued)*

(a) Basis of consolidation *(Continued)*

Changes in the Group's interest in existing subsidiaries

Changes in the Group's interests in subsidiaries that do not result in the Group losing control over the subsidiaries are accounted for as equity transactions. The carrying amounts of the Group's relevant components of equity and the non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiaries, including re-attribution of relevant reserves between the Group and the non-controlling interests according to the Group's and the non-controlling interests' proportionate interests.

Any difference between the amount by which the non-controlling interests are adjusted, and the fair value of the consideration paid or received is recognised directly in equity and attributed to owners of the Company.

(b) Revenue recognition

Revenue from contracts with customers

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.

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

Revenue from bar and restaurant operations

Revenue from operation of bars and restaurants is recognised at the point of sales to customers, which is the point of time when the customer has the ability to direct the use of the goods and services and obtain substantially all of the remaining benefits of the goods and services. Payment of the transaction price is due immediately at the point the customer purchases the goods and services.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2026

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

3.3. Material accounting policy information *(Continued)*

(b) Revenue recognition *(Continued)*

Sponsorship income

Sponsorship income represented the income from beverage suppliers for promoting their brands in the Group's bars and restaurants. The amount is recognised over time using the output method.

Interest income

Interest income is accrued on a time basis, by reference to the gross carrying amount of financial asset and at the effective interest rate applicable, which is the rate that exactly discounts the estimated future cash receipts through the expected life of the financial asset to that asset's net carrying amount on initial recognition.

(c) 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.

Costs include any costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

When the Group makes payments for ownership interests of properties which includes both leasehold land and building elements, the entire consideration is allocated between the leasehold land and the building elements in proportion to the relative fair values at initial recognition. To the extent the allocation of the relevant payments can be made reliably, interest in leasehold land is presented as "right-of-use assets" in the consolidated statement of financial position. When the consideration cannot be allocated reliably between non-lease building element and undivided interest in the underlying leasehold land, the entire properties are classified as property, plant and equipment.

Depreciation is recognised so as to write off the cost of assets less their residual values over their estimated 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.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2026

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

3.3. Material accounting policy information *(Continued)*

(d) Investment properties

Investment properties are properties held to earn rentals and/or for capital appreciation.

Investment properties are initially measured at cost, including any directly attributable expenditure. Subsequent to initial recognition, investment properties are measured at fair value, adjusted to exclude any prepaid or accrued operating lease income.

Gains or losses arising from changes in the fair value of investment properties are included in profit or loss for the period in which they arise.

An investment property is derecognised upon disposal or when the investment property is permanently withdrawn from use and no future economic benefits are expected from its disposal. Any gain or loss arising on derecognition of the property (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in profit or loss in the period in which the property is derecognised.

(e) Leases

The Group assesses whether a contract is or contains a lease based on the definition under HKFRS 16 at inception of the contract. Such contract will not be reassessed unless the terms and conditions of the contract are subsequently changed.

The Group as a lessee

Allocation of consideration to components of a contract

For a contract that contains a lease component and one or more additional lease or non-lease components, the Group allocates the consideration in the contract to each lease component on the basis of the relative stand-alone price of the lease component and the aggregate stand-alone price of the non-lease components, including contract for acquisition of ownership interests of a property which includes both leasehold land and non-lease building components, unless such allocation cannot be made reliably.

The Group applies practical expedient not to separate non-lease components from lease component, and instead account for the lease component and any associated non-lease components as a single lease component.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2026

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

3.3. Material accounting policy information *(Continued)*

(e) Leases *(Continued)*

The Group as a lessee (Continued)

Short-term leases and leases of low-value assets

The Group applies the short-term lease recognition exemption to leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option. It also applies the recognition exemption for lease of low-value assets. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

Right-of-use assets

The cost of right-of-use assets includes:

- the amounts of the initial measurement of the lease liabilities;
- any lease payments made at or before the commencement date, less any lease incentives received;
- any initial direct costs incurred by the Group; and
- an estimate of costs to be incurred by the Group in dismantling and removing the underlying assets, restoring the site on which it is located or restoring the underlying asset to the condition required by the terms and conditions of the lease.

Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities.

Right-of-use assets in which the Group is reasonably certain to obtain ownership of the underlying leased assets at the end of the lease term are depreciated from commencement date to the end of the useful life. Otherwise, right-of-use assets are depreciated on a straight-line basis over the shorter of its estimated useful life and the lease term.

The Group presents right-of-use assets as a separate line item on the consolidated statement of financial position.

Refundable rental deposits

Refundable rental deposits paid are accounted under HKFRS 9 and initially measured at fair value. Adjustments to fair value at initial recognition are considered as additional lease payments and included in the cost of right-of-use assets.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2026

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

3.3. Material accounting policy information *(Continued)*

(e) Leases *(Continued)*

The Group as a lessee (Continued)

Lease liabilities

At the commencement date of a lease, the Group recognises and measures the lease liability at the present value of lease payments that are unpaid at that date. In calculating the present value of lease payments, the Group uses the incremental borrowing rate at the lease commencement date if the interest rate implicit in the lease is not readily determinable. The incremental borrowing rate depends on the terms, currency and start date of the lease and is determined with reference to the prevailing interest rate of the Group's external borrowings.

The lease payments include:

- fixed payments (including in-substance fixed payments) less any lease incentives receivable;
- variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- amounts expected to be payable by the Group under residual value guarantees;
- the exercise price of a purchase option if the Group is reasonably certain to exercise the option; and
- payments of penalties for terminating a lease, if the lease term reflects the Group exercising an option to terminate the lease.

After the commencement date, lease liabilities are adjusted by interest accretion and lease payments.

The Group remeasures lease liabilities (and makes a corresponding adjustment to the related right-of-use assets) whenever:

- the lease term has changed or there is a change in the assessment of exercise of a purchase option, in which case the related lease liability is remeasured by discounting the revised lease payments using a revised discount rate at the date of reassessment.
- the lease payments change due to changes in market rental rates following a market rent review/ expected payment under a guaranteed residual value, in which cases the related lease liability is remeasured by discounting the revised lease payments using the initial discount rate.
- a lease contract is modified and the lease modification is not accounted for as a separate lease (see below for the accounting policy for "lease modifications").

The Group presents lease liabilities as a separate line item on the consolidated statement of financial position.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2026

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

3.3. Material accounting policy information *(Continued)*

(e) Leases *(Continued)*

The Group as a lessee (Continued)

Lease modifications

The Group accounts for a lease modification as a separate lease if:

- the modification increases the scope of the lease by adding the right to use one or more underlying assets; and
- the consideration for the leases increases by an amount commensurate with the stand-alone price for the increase in scope and any appropriate adjustments to that stand-alone price to reflect the circumstances of the particular contract.

For a lease modification that is not accounted for as a separate lease, the Group remeasures the lease liability, less any lease incentives receivable, based on the lease term of the modified lease by discounting the revised lease payments using a revised discount rate at the effective date of the modification.

The Group accounts for the remeasurement of lease liabilities by making corresponding adjustments to the relevant right-of-use asset. When the modified contract contains a lease component and one or more additional lease or non-lease components, the Group allocates the consideration in the modified contract to each lease component on the basis of the relative stand-alone price of the lease component and the aggregate stand-alone price of the non-lease components.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2026

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

3.3. Material accounting policy information *(Continued)*

(e) Leases *(Continued)*

The Group as a lessor

Classification and measurement of leases

Leases for which the Group is a lessor are classified as finance or operating leases. Whenever the terms of the lease transfer substantially all the risks and rewards incidental to ownership of an underlying asset to the lessee, the contract is classified as a finance lease. All other leases are classified as operating leases.

Rental income from operating leases is recognised in profit or loss on a straight-line basis over the term of the relevant lease. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset, and such costs are recognised as an expense on a straight-line basis over the lease term except for investment properties measured under fair value model.

Rental income which are derived from the Group's ordinary course of business are presented as revenue.

Refundable rental deposits

Refundable rental deposits received are accounted for under HKFRS 9 and initially measured at fair value. Adjustments to fair value at initial recognition are considered as additional lease payments from lessees.

Lease modification

Changes in considerations of lease contracts that were not part of the original terms and conditions are accounted for as lease modifications, including lease incentives provided through forgiveness or reduction of rentals.

The Group accounts for a modification to an operating lease as a new lease from the effective date of the modification, considering any prepaid or accrued lease payments relating to the original lease as part of the lease payments for the new lease.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2026

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

3.3. Material accounting policy information *(Continued)*

(f) Borrowing costs

Borrowing costs which are not capitalised to qualifying assets are recognised in profit or loss in the period in which they are incurred.

(g) Foreign currencies

In preparing the financial statements of each individual group entity, transactions in currencies other than the functional currency of that entity (foreign currencies) are recognised at the rates of exchanges prevailing on the dates of the transactions. At the end of the reporting period, monetary items denominated in foreign currencies are retranslated at the rates prevailing at that date. 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 retranslation of monetary items, are recognised in profit or loss in the period in which they arise.

For the purposes of presenting the consolidated financial statements, the assets and liabilities of the Group's operations are translated into the presentation currency of the Group (i.e. HK\$) using exchange rates prevailing at the end of each reporting period. Income and expenses items are translated at the average exchange rates for the period, unless exchange rates fluctuate significantly during that period, in which case the exchange rates at the date of transactions are used. Exchange differences arising, if any, are recognised in other comprehensive income and accumulated in equity under the heading of translation reserve (attributed to non-controlling interests as appropriate).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2026

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

3.3. Material accounting policy information *(Continued)*

(h) Impairment on property, plant and equipment and right-of-use assets

At the end of the reporting period, the Group reviews the carrying amounts of its property, plant and equipment and right-of-use assets to determine whether there is any indication that these assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the relevant asset is estimated in order to determine the extent of the impairment loss (if any).

The recoverable amount of property, plant and equipment and right-of-use assets are estimated individually. When it is not possible to estimate the recoverable amount individually, the Group estimates the recoverable amount of the cash-generating unit ("CGU") to which the asset belongs.

In testing a CGU for impairment, corporate assets are allocated to the relevant CGU when a reasonable and consistent basis of allocation can be established, or otherwise they are allocated to the smallest group of CGUs for which a reasonable and consistent allocation basis can be established. The recoverable amount is determined for the CGU or group of CGUs to which the corporate asset belongs, and is compared with the carrying amount of the relevant CGU or group of CGUs.

Recoverable amount is the higher of fair value less costs of disposal and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset (or a CGU) for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or a CGU) is estimated to be less than its carrying amount, the carrying amount of the asset (or a CGU) is reduced to its recoverable amount.

For corporate assets or portion of corporate assets which cannot be allocated on a reasonable and consistent basis to a CGU, the Group compares the carrying amount of a group of CGUs, including the carrying amounts of the corporate assets or portion of corporate assets allocated to that group of CGUs, with the recoverable amount of the group of CGUs.

In allocating the impairment loss, the impairment loss is allocated first to reduce the carrying amount of any goodwill (if applicable) and then to the other assets on a pro-rata basis based on the carrying amount of each asset in the unit or the group of CGUs. The carrying amount of an asset is not reduced below the highest of its fair value less costs of disposal (if measurable), its value in use (if determinable) and zero. The amount of the impairment loss that would otherwise have been allocated to the asset is allocated pro-rata to the other assets of the unit or the group of CGUs. An impairment loss is recognised immediately in profit or loss.

Where an impairment loss subsequently reverses, the carrying amount of the asset (or CGU or a group of CGUs) is increased to the revised estimate of its recoverable amount, but so 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 (or CGU or a group of CGUs) in prior years. A reversal of an impairment loss is recognised immediately in profit or loss.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2026

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

3.3. Material accounting policy information *(Continued)*

(i) Inventories

Inventories are stated at the lower of cost and net realisable value. Costs of inventories are determined on a first-in-first-out method. Net realisable value represents the estimated selling price for inventories less all estimated costs of completion and costs necessary to make the sale. Costs necessary to make the sale include incremental costs directly attributable to the sale and non-incremental costs which the Group must incur to make the sale.

(j) Financial instruments

Financial assets and financial liabilities are recognised when a group entity becomes a party to the contractual provisions of the instrument.

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 Revenue from contracts with Customers. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets at fair value through profit or loss ("FVTPL")) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets at FVTPL are recognised immediately in profit or loss.

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.

(i) Financial assets

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 generally by regulation or convention in the market place concerned.

All recognised financial assets are measured subsequently in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

Classification and subsequent measurement of 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.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2026

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

3.3. Material accounting policy information *(Continued)*

(j) Financial instruments *(Continued)*

(i) Financial assets *(Continued)*

Classification and subsequent measurement of financial assets *(Continued)*

Debt instrument that meet the following conditions are subsequently measured at fair value through other comprehensive income ("FVTOCI"):

- the financial asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling the financial assets; 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 other financial assets are subsequently measured at FVTPL, except that at initial recognition of a financial asset the Group may irrevocably elect to present subsequent changes in fair value of an equity investment in other comprehensive income if that equity investment is neither held for trading nor contingent consideration recognised by an acquirer in a business combination to which HKFRS 3 Business Combinations applies.

A financial asset is held for trading if:

- it has been acquired principally for the purpose of selling in the near term; or
- on initial recognition it is a part of a portfolio of identified financial instruments that the Group manages together and has a recent actual pattern of short-term profit-taking; or
- it is a derivative, except for a derivative that is a designated and effective hedging instrument.

In addition, the Group may irrevocably designate a financial asset that are required to be measured at the amortised cost or FVTOCI as measured at FVTPL if doing so eliminates or significantly reduces an accounting mismatch.

Amortised cost and interest income

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. 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 following the determination that the asset is no longer credit-impaired.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2026

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

3.3. Material accounting policy information *(Continued)*

(j) Financial instruments *(Continued)*

(i) Financial assets *(Continued)*

Financial assets at FVTPL

Financial assets that do not meet the criteria for being measured at amortised cost or FVTOCI or designated as FVTOCI are measured at FVTPL.

Financial assets at FVTPL are measured at fair value at the end of each reporting period, with any fair value gains or losses recognised in profit or loss.

Impairment of financial assets subject to impairment assessment under HKFRS 9

The Group performs impairment assessment under expected credit loss ("ECL") model on financial assets (including trade receivables, lease receivables, deposits and other receivables and bank balances and cash) which are subject to impairment assessment under HKFRS 9. The amount of ECL is updated at each reporting date to reflect changes in credit risk since initial recognition.

Lifetime ECL represents the ECL that will result from all possible default events over the expected life of the relevant instrument. In contrast, 12-month ECL ("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. Assessments 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 past events and current conditions at the reporting date as well as the forecast of future economic conditions.

The Group always recognises lifetime ECL for trade receivables and lease receivables. The ECL on these assets are assessed individually and/or collectively using a provision matrix with appropriate grouping.

For all other instruments, the Group measures the loss allowance equal to 12m ECL, unless there has been a significant increase in credit risk since initial recognition, in which case 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. Forward-looking information considered includes the future prospects of the industries in which the Group's debtors operate, obtained from economic expert reports, financial analysts and governmental bodies, as well as consideration of various external sources of actual and forecast economic information that relate to the Group's core operations.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2026

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

3.3. Material accounting policy information *(Continued)*

(j) Financial instruments *(Continued)*

(i) Financial assets *(Continued)*

Impairment of financial assets subject to impairment assessment under HKFRS 9 *(Continued)*

Significant increase in credit risk *(Continued)*

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.

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.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2026

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

3.3. Material accounting policy information *(Continued)*

(j) Financial instruments *(Continued)*

(i) Financial assets *(Continued)*

Impairment of financial assets subject to impairment assessment under HKFRS 9 *(Continued)*

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:

- significant financial difficulty of the issuer or the borrower;
- a breach of contract, such as a default or past due event;
- 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;
- it is becoming probable that the borrower will enter bankruptcy or other financial reorganisation; or
- the disappearance of an active market for that financial asset because of financial difficulties.

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 and 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. The Group uses a practical expedient in estimating ECL on trade receivables using a provision matrix taking into consideration historical credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and forward looking information, that is available without undue cost or effort.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2026

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

3.3. Material accounting policy information *(Continued)*

(j) Financial instruments *(Continued)*

(i) Financial assets *(Continued)*

Impairment of financial assets subject to impairment assessment under HKFRS 9 *(Continued)*

Measurement and recognition of ECL *(Continued)*

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. For a lease receivable, the cash flows used for determining the ECL is consistent with the cash flows used in measuring the lease receivable in accordance with HKFRS 16.

Where ECL is measured on a collective basis or cater for cases where evidence at the individual instrument level may not yet be available, the financial instruments are grouped on the basis:

- Past-due status;
- Nature, size and industry of debtors; and
- External credit ratings where available.

The grouping is regularly reviewed by management to ensure the constituents of each group continue to share similar credit risk characteristics.

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, lease receivables and other receivables, 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.

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 2026

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

3.3. Material accounting policy information *(Continued)*

(j) Financial instruments *(Continued)*

(ii) Financial liabilities and equity instruments

Classification as debt or equity

Debt and equity instruments 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 an 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 including bank and other borrowings and trade and other payables 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.

(k) Government subsidy

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

Government subsidy is 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 subsidy is intended to compensate.

Government subsidy that is receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the Group with no future related costs are recognised in profit or loss in the period in which they become receivable.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2026

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

3.3. Material accounting policy information *(Continued)*

(l) Provisions

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 that obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding 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 flows (when the effect of the time value of money is material).

Provisions for the costs to restore leased assets to their original condition, as required by the terms and conditions of the lease, are recognised at the date of inception of the lease at the directors' best estimate of the expenditure that would be required to restore the assets. Estimates are regularly reviewed and adjusted as appropriate for new circumstances.

(m) Cash and cash equivalents

Cash and cash equivalents comprises cash at bank and on hand. Cash equivalents are short-term, highly liquid investments that are readily convertible to known amounts of cash which are subject to an insignificant risk of changes in value. For the purpose of the consolidated statement of cash flows, bank overdrafts that are repayable on demand and that form an integral part of the Group's cash management are included in cash and cash equivalents.

(n) Employee benefits

(i) 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 Accounting Standards requires or permits the inclusion of the benefit in the cost of an asset.

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

(ii) Defined contribution retirement plans

Payments to the contribution retirement benefits scheme under the Mandatory Provident Fund ("MPF") are recognised as an expense in profit or loss as when employees have rendered service entitling them to the contributions. The Group's obligation under the MPF is limited to the fixed percentage contributions payable.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2026

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

3.3. Material accounting policy information *(Continued)*

(o) Share-based payments

Equity-settled share-based payment transactions

Shares awards/Share options granted to employees

Equity-settled share-based payments to employees and others providing similar services are measured at the fair value of the equity instruments at the grant date.

The fair value of the equity-settled share-based payments determined at the grant date without taking into consideration all non-market vesting conditions is expensed on a straight-line basis over the vesting period, based on the Group's estimate of equity instruments that will eventually vest, with a corresponding increase in equity (share-based payment reserve). At the end of each reporting period, the Group revises its estimate of the number of equity instruments expected to vest based on assessment of all relevant non-market vesting conditions. The impact of the revision of the original estimates, if any, is recognised in profit or loss such that the cumulative expense reflects the revised estimate, with a corresponding adjustment to the share-based payment reserve.

When shares awards granted are vested and issued, the amount previously recognised in share-based payment reserve will be transferred to the share capital and share premium accordingly.

(p) Taxation

Income tax expense represents the sum of current and deferred income tax expense.

The tax currently payable is based on taxable profit for the year. Taxable profit differs from profit/(loss) before tax because 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 the 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 and at the time of the transaction does not give rise to equal taxable and deductible temporary differences.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2026

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

3.3. Material accounting policy information *(Continued)*

(p) Taxation *(Continued)*

Deferred tax liabilities are recognised for taxable temporary differences associated with investments in subsidiaries 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 investments and 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 rate (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

The measurement of deferred tax liabilities and assets 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.

For the purposes of measuring deferred tax for investment properties that are measured using the fair value model, the carrying amounts of such properties are presumed to be recovered entirely through sale, unless the presumption is rebutted. The presumption is rebutted when the investment property is depreciable and is held within a business model whose objective is to consume substantially all of the economic benefits embodied in the investment property over time, rather than through sale.

For the purposes of measuring deferred tax for leasing transactions in which the Group recognises the right-of-use assets and the related lease liabilities, the Group first determines whether the tax deductions are attributable to the right-of-use assets or the lease liabilities.

For leasing transactions in which the tax deductions are attributable to the lease liabilities, the Group applies HKAS 12 Income Taxes requirements to the right-of-use assets and lease liabilities separately. The Group recognises a deferred tax asset related to lease liabilities to the extent that it is probable that taxable profit will be available against which the deductible temporary difference can be utilised and a deferred tax liability for all taxable temporary differences.

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 to the same taxable entity by the same taxation authority and the Group intends to settle its current tax assets and liabilities on a net basis.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2026

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

3.3. Material accounting policy information *(Continued)*

(q) 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 Group'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:

- (i) that person's children and spouse or domestic partner;
- (ii) children of that person's spouse or domestic partner; and
- (iii) dependants of that person or that person's spouse or domestic partner.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2026

4. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of the Group's accounting policies, which are described in Note 3.3, the directors of the Company 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 on-going 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.

Classification between investment properties and owner-occupied properties

The Group determines whether a property qualifies as an investment property, and has developed criteria in making that judgement. Investment property is a property held to earn rentals or for capital appreciation or both. Some properties comprise a portion that is held to earn rentals or for capital appreciation and another portion that is held for use in the supply of goods or services. If these portions could be sold separately or leased out separately under a finance lease, the Group accounts for the portions separately. If the portions could not be sold separately, the property is an investment property only if an insignificant portion is held for use in the supply of goods or services.

Deferred taxation on investment properties

For the purposes of measuring deferred tax arising from investment properties that are measured using the fair value model, the directors of the Company have reviewed the Group's investment properties and concluded that the Group's investment properties are not held under a business model whose objective is to consume substantially all of the economic benefits embodied in the investment properties over time. Therefore, in determining the deferred taxation on investment properties, the directors of the Company have determined that the presumption that the carrying amounts of investment properties measured using the fair value model are recovered entirely through sale is not rebutted. The Group has not recognised any deferred tax on changes in fair value of investment properties as the Group is not subject to any income taxes on the fair value changes of the investment properties on disposal.

Determination on lease term of contracts with renewal options

The Group applies judgement to determine the lease term for lease contracts in which it is a lessee that include renewal option, specifically, the leases relating to offices, bars and restaurants. The assessment of whether the Group is reasonably certain to exercise renewal options impacts the lease term, which significantly affects the amount of lease liabilities and right-of-use assets recognised. Re-assessment is performed upon the occurrence of either a significant event or a significant change in circumstances that is within the control of lessee and that affects the assessment.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2026

4. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

(Continued)

Determination on lease term of contracts with renewal options (Continued)

When assessing reasonable certainty, the Group considers all relevant facts and circumstances including economic incentives/penalties for exercising or not exercising the options. Factors considered include:

- contractual terms and conditions for the optional periods compared with market rates (e.g. whether the amount of payments in the optional periods is below the market rates);
- the extent of leasehold improvements undertaken by Group; and
- costs relating to termination of the lease (e.g. relocation costs, costs of identifying another underlying asset suitable for the Group's needs).

During the year ended 31 March 2026, the exercise of the renewal options, which is detailed in Note 14(a)(i), resulted in an additional amount of HK\$3,342,000 (2025: HK\$1,858,000) of lease liabilities recognised.

Key sources of estimation uncertainty

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

Useful lives and residual values of property, plant and equipment

The Group's management determines the estimated useful lives and depreciation method in determining the related depreciation charges for its property, plant and equipment. This estimate is based on management's experience of the actual useful lives of property, plant and equipment of similar nature and functions and will take into account the lease term (including any renewal option) of the Group's bars. Management of the Group will accelerate the depreciation charge where the economic useful lives are shorter than previously estimated due to removal or closure of bars. Management of the Group will also write-off or write-down the carrying value of the items which are technically obsolete or non-strategic assets that have been abandoned. Actual economic useful lives may differ from estimated economic useful lives.

Estimated impairment of property, plant and equipment and right-of-use assets

Property, plant and equipment and right-of-use assets are stated at costs less accumulated depreciation and impairment, if any. In determining whether an asset is impaired, the Group has to exercise judgement and make estimation, particularly in assessing: (1) whether an event has occurred or any indicators that may affect the asset value; (2) whether the carrying value of an asset can be supported by the recoverable amount, in the case of value in use, the net present value of future cash flows which are estimated based upon the continued use of the asset; and (3) the appropriate key assumptions to be applied in estimating the recoverable amounts including cash flow projections and an appropriate discount rate. When it is not possible to estimate the recoverable amount of an individual asset (including right-of-use assets), the Group estimates the recoverable amount of the CGU to which the assets belongs, including allocation of corporate assets when a reasonable and consistent basis of allocation can be established, otherwise recoverable amount is determined at the smallest group of CGUs, for which the relevant corporate assets have been allocated. Changing the assumptions and estimates, including the discount rates or the growth rate in the cash flow projections, could materially affect the recoverable amounts.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2026

4. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

(Continued)

Key sources of estimation uncertainty *(Continued)*

Estimated impairment of property, plant and equipment and right-of-use assets *(Continued)*

As at 31 March 2026, the carrying amounts of property, plant and equipment and right-of-use assets subject to impairment assessment were HK\$13,909,000 and HK\$78,368,000 (2025: HK\$16,833,000 and HK\$90,599,000) respectively.

Details of the impairment of property, plant and equipment and right-of-use assets are disclosed in note 25.

Fair values of investment properties

Investment properties are stated at fair value based on the valuation performed by independent professional valuers. The determination of the fair value involves certain assumptions of market conditions which are set out in note 15.

In relying on the valuation report, the directors of the Company have exercised their judgement and are satisfied that the method of valuation is reflective of the current market conditions. In light of the recent property market downturn, the independent valuers included uncertainty clauses in the valuation reports in respect of investment properties located in Hong Kong amounted to HK\$18,100,000 (2025: HK\$18,800,000) as at 31 March 2026. Changes to these assumptions, including the potential risk of any market violation, policy, geopolitical and social changes or other unexpected incidents as the results of change in macroeconomic environment, changes in policy direction and mortgage requirements, or other unexpected incidents would result in changes in the fair values of the Group's investment properties and the corresponding adjustments to the amount of gain or loss reported in the consolidated statement of profit or loss and other comprehensive income.

As at 31 March 2026, the carrying amount of the Group's investment properties is HK\$18,100,000 (2025: HK\$18,800,000).

Going concern basis

As disclosed in Note 3.2, these consolidated financial statements have been prepared on a going concern basis. The appropriateness of the going concern basis was assessed by the directors of the Company after taking into account all relevant available information about the future of the Group, including cash flow forecast of the Group covering a period of 15 months from the date of approval of these consolidated financial statements. Such forecast about the future inherently involves various assumptions and uncertainties. Actual results could differ significantly and hence may render the adoption of the going concern basis not appropriate.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2026

5. REVENUE AND SEGMENT INFORMATION

Operating segments are determined with reference to the reports and financial information reviewed by the executive directors of the Company and the officers responsible for finance and accounting matters, being the chief operating decision maker ("CODM") of the Group, for assessment of performance and allocation of resources.

The following summary describes the operations in each of the Group's reportable segments:

- Operation of bars and restaurants – sales of beverages, light refreshments and food and providing electronic dart machines for entertainment in bars and restaurants in Hong Kong and the PRC; and
- Property investment – leasing of properties in Hong Kong.

Business segment

The following is an analysis of the Group's revenue and results by operating and reportable segments during the years ended 31 March 2026 and 2025:

For the year ended 31 March 2026

	Operation of bars and restaurants HK\$'000	Property investment HK\$'000	Inter-segment elimination HK\$'000	Consolidated HK\$'000
Revenue				
Revenue from external customers	199,112	780	–	199,892
Revenue from inter-segment	–	1,582	(1,582)	–
Reportable segment revenue	199,112	2,362	(1,582)	199,892
Reportable segment results	18,334	(585)	–	17,749
Unallocated:				
Corporate and other unallocated expenses				(524)
Depreciation of property, plant and equipment				(459)
Depreciation of right-of-use assets				(737)
Imputed interest income from rental deposits				3
Finance costs				(795)
Profit before tax				15,237

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2026

5. REVENUE AND SEGMENT INFORMATION (Continued)

Business segment (Continued)

For the year ended 31 March 2025

	Operation of bars and restaurants HK\$'000	Property investment HK\$'000	Inter-segment elimination HK\$'000	Consolidated HK\$'000
Revenue				
Revenue from external customers	194,016	624	–	194,640
Revenue from inter-segment	–	1,942	(1,942)	–
Reportable segment revenue	194,016	2,566	(1,942)	194,640
Reportable segment results	(12,708)	(2,906)	–	(15,614)
Unallocated:				
Corporate and other unallocated expenses				(405)
Depreciation of property, plant and equipment				(435)
Depreciation of right-of-use assets				(681)
Imputed interest income from rental deposits				2
Finance costs				(1,101)
Loss before tax				(18,234)

The accounting policies of the operating segments are the same as the Group's accounting policies described in note 3.3. Segment result represents the profit earned by/(loss from) each segment without allocation of central administration costs, directors' emoluments, certain other income and finance costs. This is the measure reported to the CODM for the purposes of resource allocation and performance assessment.

Inter-segment transactions are priced with reference to prices charged to external parties for similar order. Central revenue and expenses are not allocated to the operating segments as they are not included in the measure of the segments' profit that is used by the CODM for assessment of segment performance.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2026

5. REVENUE AND SEGMENT INFORMATION (Continued)

Business segment (Continued)

For the year ended 31 March 2026

	Operation of bars and restaurants HK\$'000	Property investment HK\$'000	Unallocated HK\$'000	Consolidated HK\$'000
Assets				
Reportable segment assets	118,294	18,244	7,178	143,716
Liabilities				
Reportable segment liabilities	(60,447)	(296)	(54,960)	(115,703)
Reportable segment net assets/(liabilities)	57,847	17,948	(47,782)	28,013

For the year ended 31 March 2025

	Operation of bars and restaurants HK\$'000	Property investment HK\$'000	Unallocated HK\$'000	Consolidated HK\$'000
Assets				
Reportable segment assets	130,937	18,868	6,294	156,099
Liabilities				
Reportable segment liabilities	(82,732)	(416)	(60,717)	(143,865)
Reportable segment net assets/(liabilities)	48,205	18,452	(54,423)	12,234

For the purposes of monitoring segment performance and allocating resources between segments:

- all assets are allocated to operating segments other than cash and cash equivalents which are held as general working capital of the Group and other corporate assets of the Group's headquarter which were not directly attributable to the business activities of any operating segment; and
- all liabilities are allocated to operating segments other than bank and other borrowings, tax payables, deferred tax liabilities and other liabilities of the Group's headquarter which were not directly attributable to the business activities of any operating segment.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2026

5. REVENUE AND SEGMENT INFORMATION (Continued)

Other information

Amounts included in the measure of segment results or segment assets:

For the year ended 31 March 2026

	Operation of bars and restaurants HK\$'000	Property investment HK\$'000	Unallocated HK\$'000	Consolidated HK\$'000
Imputed interest income from rental deposits	392	–	3	395
Bank interest income	2	–	–	2
Finance costs	2,625	–	795	3,420
Purchase of property, plant and equipment	3,992	–	115	4,107
Addition of right-of-use assets	5,218	–	–	5,218
Depreciation of property, plant and equipment	6,639	–	459	7,098
Depreciation of right-of-use assets	31,032	–	737	31,769
Fair value loss on investment properties	–	700	–	700
Fair value gain on prepaid insurance premium	–	–	89	89

For the year ended 31 March 2025

	Operation of bars and restaurants HK\$'000	Property investment HK\$'000	Unallocated HK\$'000	Consolidated HK\$'000
Imputed interest income from rental deposits	419	–	2	421
Bank interest income	6	–	–	6
Finance costs	3,903	–	1,101	5,004
Purchase of property, plant and equipment	6,024	–	70	6,094
Addition of right-of-use assets	8,389	–	–	8,389
Depreciation of property, plant and equipment	10,527	–	435	10,962
Depreciation of right-of-use assets	38,973	–	681	39,654
Impairment loss recognised on property, plant and equipment	4,402	–	41	4,443
Impairment loss recognised on right-of-use assets	6,416	–	264	6,680
Loss on disposal of property, plant and equipment	22	–	–	22
Fair value loss on investment properties	–	2,700	–	2,700
Fair value loss on prepaid insurance premium	–	–	107	107

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2026

5. REVENUE AND SEGMENT INFORMATION (Continued)

Geographical information

The Group's operations are in Hong Kong and the PRC.

Information about the Group's revenue from external customers is presented based on the location of the operations. Information about the Group's non-current assets is presented based on the geographical location of the assets.

	Revenue from external customers		Non-current assets	
	2026 HK\$'000	2025 HK\$'000	2026 HK\$'000	2025 HK\$'000
Hong Kong	197,902	193,589	107,084	120,606
PRC	1,990	1,051	5,763	7,419
	199,892	194,640	112,847	128,025

Note: Non-current assets excluded financial instruments and deferred tax assets.

Information about major customers

The Group's customers based is diversified and no individual customer had transactions which exceeded 10% of the Group's revenue in both years.

Disaggregation of revenue

	2026 HK\$'000	2025 HK\$'000
Revenue from contracts with customers under HKFRS 15		
Operation of bars and restaurants		
Sales of food, beverage and refreshment	193,225	189,208
Electronic dart machines	5,887	4,808
	199,112	194,016
Revenue from other sources		
Property investment		
Rental income from investment properties	780	624
	199,892	194,640
By timing of revenue recognition under HKFRS 15		
A point in time	199,112	194,016

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2026

5. REVENUE AND SEGMENT INFORMATION (Continued)

Performance obligations for contracts with customers under HKFRS 15

Operation of bars and restaurants (revenue recognised at a point in time)

The Group recognises revenue from operation of bars and restaurants. The revenue of the Group is recognised at a point in time. Under the transfer-of-control approach in HKFRS 15, revenue from operation of bars and restaurants is recognised at the point of sales to customers, which is the point of time when the customer has the ability to direct the use of the goods and services and obtain substantially all of the remaining benefits of the goods and services. Payment of the transaction price is due immediately at the point the customer purchases the goods and services.

6. OTHER INCOME

	2026 HK\$'000	2025 HK\$'000
Government subsidies (Note)	–	204
Sponsorship income	5,915	7,176
Bank interest income	2	6
Imputed interest income from rental deposits	395	421
Others	288	719
	6,600	8,526

Note: During the year ended 31 March 2025, government subsidies of HK\$204,000 represent the Hong Kong Night Treats for Locals Scheme. There are no unfulfilled conditions and other contingencies attached to the receipts of those subsidies.

7. FINANCE COSTS

	2026 HK\$'000	2025 HK\$'000
Interest on bank borrowings and bank overdrafts	1,540	2,182
Interest on other borrowing (Note)	–*	85
Interest on lease liabilities	1,880	2,737
	3,420	5,004

* Less than HK\$1,000

Note: Other borrowing represents loan from a shareholder. For the details, please refer to Note 22.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2026

8. INCOME TAX EXPENSE/(CREDIT)

	2026 HK\$'000	2025 HK\$'000
Current tax		
– Hong Kong Profits Tax	61	131
– PRC Enterprise Income Tax	–	10
	61	141
Deferred tax (Note 23)		
– Origination of temporary difference	59	(328)
Income tax expense/(credit)	120	(187)

Under the two-tiered Profits Tax rates regime, the first HK\$2 million of profits of the qualifying group entity will be taxed at 8.25%, and profits above HK\$2 million will be taxed at 16.5%. The profits of group entities not qualifying for the two-tiered profits tax rates regime will continue to be taxed at a flat rate of 16.5%. Accordingly, the Hong Kong Profits Tax of the qualifying group entity is calculated at 8.25% on the first HK\$2 million of the estimated assessable profits and at 16.5% on the estimated assessable profits above HK\$2 million.

Under the Law of the PRC on Enterprise Income Tax (the “EIT Law”) and Implementation Regulation of the EIT Law, the tax rate of the PRC subsidiaries is 25% for both years.

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

	2026 HK\$'000	2025 HK\$'000
Profit/(loss) before tax	15,237	(18,234)
Tax at the statutory income tax rate	2,308	(3,205)
Tax effect of expenses not deductible for tax purposes	596	835
Tax effect of income not taxable for tax purpose	–*	(1)
Tax effect of tax losses not recognised	1,291	1,937
Tax effect of temporary differences not recognised	(181)	2,509
Utilisation of tax losses previously not recognised	(3,088)	(1,384)
Tax reduction	(21)	(5)
Income tax at concessionary rate	(38)	(66)
Others	(747)	(807)
Income tax expense/(credit)	120	(187)

During the years ended 31 March 2026 and 2025, the subsidiaries of the Company were entitled to a tax reduction of 100% (2025: 100%) of Hong Kong Profits Tax subject to a ceiling of HK\$3,000 (2025: HK\$1,500) of each subsidiary.

* Less than HK\$1,000.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2026

9. PROFIT/(LOSS) BEFORE TAX

Profit/(loss) before tax is arrived at after charging/(crediting):

	2026 HK\$'000	2025 HK\$'000
Auditor's remuneration (included in other operating expenses)	919	919
Gross rental income from investment properties	(780)	(624)
Less: Direct operating expenses incurred for investment properties that generated rental income during the year	139	104
Direct operating expenses incurred for investment properties that did not generate rental income during the year	–	16
	(641)	(504)
Operating lease payments (included in other operating expenses)		
– Practical expedient in respect of		
– Short-term lease expenses	791	509
Directors' remuneration (Note 10(a))	3,768	4,867
Other staff costs		
– Salaries and other benefits	59,995	58,190
– Retirement benefit scheme contributions	2,541	2,629
Total staff costs	66,304	65,686
Other operating expenses included the followings:		
– Cleaning expenses	4,050	4,183
– License fees	2,270	2,482
– Utilities	6,370	5,847
– Repair and maintenance	2,891	2,930
– Internet and cable expenses	2,513	2,609

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2026

10. REMUNERATION OF DIRECTORS AND FIVE HIGHEST PAID INDIVIDUALS

(a) Directors' remuneration

Details of the emoluments paid or payable to the directors of the Company during the year were as follows:

For the year ended 31 March 2026

	Fees HK\$'000	Salaries HK\$'000	Discretionary bonus HK\$'000	Equity- settled share-based payment HK\$'000	Retirement benefit scheme contributions HK\$'000	Total HK\$'000
Executive directors						
Ms. Chan Ching Mandy (Note i)	–	1,380	–	152	18	1,550
Ms. Chan Tsz Tung	–	1,200	–	152	18	1,370
Non-executive director						
Ms. Chan Tsz Kiu Teresa (Note ii)	300	–	–	152	–	452
Independent non-executive directors						
Mr. Tang Wing Lam David	132	–	–	–	–	132
Mr. Chin Chun Wing	132	–	–	–	–	132
Mr. Chan Chun Yeung Darren	132	–	–	–	–	132
	696	2,580	–	456	36	3,768

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2026

10. REMUNERATION OF DIRECTORS AND FIVE HIGHEST PAID INDIVIDUALS (Continued)

(a) Directors' remuneration (Continued)

For the year ended 31 March 2025

	Fees HK\$'000	Salaries HK\$'000	Discretionary bonus HK\$'000	Equity- settled share-based payment HK\$'000	Retirement benefit scheme contributions HK\$'000	Total HK\$'000
Executive directors						
Ms. Chan Tsz Kiu Teresa (Note ii)	–	1,100	–	311	15	1,426
Ms. Chan Ching Mandy (Note i)	–	1,180	–	346	18	1,544
Ms. Chan Tsz Tung	–	1,050	–	347	18	1,415
Non-executive director						
Ms. Chan Tsz Kiu Teresa (Note ii)	50	–	–	36	–	86
Independent non-executive directors						
Mr. Tang Wing Lam David	132	–	–	–	–	132
Mr. Chin Chun Wing	132	–	–	–	–	132
Mr. Chan Chun Yeung Darren	132	–	–	–	–	132
	446	3,330	–	1,040	51	4,867

Notes:

- (i) Ms. Chan Ching Mandy is the Chief Executive Officer of the Company and her emoluments above include those for services rendered by her as Chief Executive Officer.
- (ii) Ms. Chan Tsz Kiu Teresa has been re-designated from an executive director to a non-executive director on 28 January 2025.

(b) Five highest paid individuals

The five highest paid individuals of the Group during the year included two (2025: three) directors, details of their emoluments are set out above. The emoluments of the remaining three (2025: two) highest paid employees who are neither a director nor chief executive of the Company are as follows:

	2026 HK\$'000	2025 HK\$'000
Salaries, allowances and benefits-in-kind	1,703	1,184
Retirement benefits scheme contributions	54	36
Discretionary bonus	–	–
	1,757	1,220

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2026

10. REMUNERATION OF DIRECTORS AND FIVE HIGHEST PAID INDIVIDUALS (Continued)

(b) Five highest paid individuals (Continued)

The number of the highest paid individuals who are not the directors of the Company has their remuneration falling within the following band:

	2026 Number of individuals	2025 Number of individuals
Nil to HK\$1,000,000	3	2

During the years ended 31 March 2026 and 2025, no emoluments were paid by the Group to the directors of the Company or the five highest paid individuals as an inducement to join or upon joining the Group or as compensation for loss of office. None of the directors have waived any emoluments during both years.

11. DIVIDENDS

Subsequent to the end of the reporting period, a final dividend in respect of the year ended 31 March 2026 of HK\$0.6 cents (2025: Nil) per ordinary share, in an aggregate amount of HK\$5,276,000 (2025: Nil), has been proposed by the directors of the Company and is subject to approval by the shareholders in the forthcoming general meeting.

12. EARNINGS/(LOSS) PER SHARE

	2026 HK\$'000	2025 HK\$'000
Earnings/(loss)		
Earnings/(loss) for the year attributable to owners of the Company for the purpose of calculating basic earnings/(loss) per share	13,900	(17,777)
Number of ordinary shares		
Weighted average number of ordinary shares for the purpose of calculating basic earnings/(loss) per share	874,474,000	864,856,000
Add: Effect of dilutive potential ordinary shares arising from share awards	6,182,000	–
Weighted average number of ordinary shares from purpose of calculating diluted earnings/(loss) per share	880,656,000	864,856,000

As the Company incurred loss for the year ended 31 March 2025, the potential ordinary shares were not included in the calculation of diluted loss per share as their inclusion would be anti-dilutive. Accordingly, the amount of diluted loss per share for the year ended 31 March 2025 was the same as basic loss per share.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2026

13. PROPERTY, PLANT AND EQUIPMENT

	Buildings HK\$'000	Leasehold improvements HK\$'000	Computer systems and equipment HK\$'000	Furniture and fixtures HK\$'000	Motor vehicles HK\$'000	Total HK\$'000
COST						
At 1 April 2024	5,844	60,721	3,573	33,806	1,577	105,521
Additions	–	3,492	297	2,305	–	6,094
Disposal	–	(643)	(19)	(789)	–	(1,451)
Exchange realignment	–	(31)	(1)	(20)	–	(52)
At 31 March 2025 and 1 April 2025	5,844	63,539	3,850	35,302	1,577	110,112
Additions	–	2,382	471	1,254	–	4,107
Disposal	–	(1,570)	(20)	(530)	–	(2,120)
Exchange realignment	–	129	5	4	–	138
At 31 March 2026	5,844	64,480	4,306	36,030	1,577	112,237
ACCUMULATED DEPRECIATION						
At 1 April 2024	625	42,675	2,561	22,174	1,577	69,612
Provided for the year	171	7,182	319	3,290	–	10,962
Disposal	–	(110)	(18)	(731)	–	(859)
Exchange realignment	–	(3)	–	(2)	–	(5)
At 31 March 2025 and 1 April 2025	796	49,744	2,862	24,731	1,577	79,710
Provided for the year	137	4,216	293	2,452	–	7,098
Disposal	–	(1,570)	(20)	(530)	–	(2,120)
Exchange realignment	–	67	1	3	–	71
At 31 March 2026	933	52,457	3,136	26,656	1,577	84,759
ACCUMULATED IMPAIRMENT						
At 1 April 2024	852	5,274	202	3,368	–	9,696
Provided for the year	716	2,907	177	643	–	4,443
Disposal	–	(533)	(1)	(36)	–	(570)
At 31 March 2025, 1 April 2025 and 31 March 2026	1,568	7,648	378	3,975	–	13,569
CARRYING VALUE						
At 31 March 2026	3,343	4,375	792	5,399	–	13,909
At 31 March 2025	3,480	6,147	610	6,596	–	16,833

Property, plant and equipment are depreciated on a straight-line basis over their estimated useful lives as follows:

Buildings	Over the term of the lease
Leasehold improvements	3 years or over the term of the lease whichever is shorter
Computer systems and equipment	5 years
Furniture and fixtures	5 years
Motor vehicles	5 years

As at 31 March 2026, the Group's buildings with net carrying amount of HK\$3,343,000 (2025: HK\$3,480,000) was pledged to secure bank borrowings (Note 21) and general bank facilities granted to the subsidiaries of the Company.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2026

14. LEASES

- (a) The Group as lessee
(i) Right-of-use assets

	Leasehold land HK\$'000	Motor vehicle HK\$'000	Office equipment HK\$'000	Office premise HK\$'000	Shops HK\$'000	Total HK\$'000
COST						
At 1 April 2024	52,450	1,262	622	2,813	232,377	289,524
Additions	–	–	–	–	8,389	8,389
Early termination	–	–	–	–	(8,311)	(8,311)
Lease modification	–	–	–	1,407	18,316	19,723
Exchange realignment	–	–	–	–	(91)	(91)
At 31 March 2025 and 1 April 2025	52,450	1,262	622	4,220	250,680	309,234
Additions	–	–	–	–	5,218	5,218
Lease modification	–	–	–	(84)	14,144	14,060
Exchange realignment	–	–	–	–	303	303
At 31 March 2026	52,450	1,262	622	4,136	270,345	328,815
ACCUMULATED DEPRECIATION						
At 1 April 2024	6,398	63	495	1,945	143,764	152,665
Provided for the year	1,697	252	49	379	37,277	39,654
Early termination	–	–	–	–	(6,568)	(6,568)
Exchange realignment	–	–	–	–	(1)	(1)
At 31 March 2025 and 1 April 2025	8,095	315	544	2,324	174,472	185,750
Provided for the year	1,544	253	49	435	29,488	31,769
Exchange realignment	–	–	–	–	43	43
At 31 March 2026	9,639	568	593	2,759	204,003	217,562
ACCUMULATED IMPAIRMENT						
At 1 April 2024	3,356	–	–	616	22,896	26,868
Provided for the year	3,279	108	9	147	3,137	6,680
Early termination	–	–	–	–	(663)	(663)
At 31 March 2025, 1 April 2025 and 31 March 2026	6,635	108	9	763	25,370	32,885
CARRYING VALUE						
At 31 March 2026	36,176	586	20	614	40,972	78,368
At 31 March 2025	37,720	839	69	1,133	50,838	90,599

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2026

14. LEASES (Continued)

(a) The Group as lessee (Continued)

(i) Right-of-use assets (Continued)

The right-of-use assets are depreciated over lease terms as follows:

Leasehold land	27 to 29 years
Motor vehicle	5 years
Office equipment	5 years
Office premise	36 months
Shops	24 to 72 months

For both years, the Group leases office premise, shops, office equipment and motor vehicle for its operations. Leases are negotiated on an individual basis and contain a wide range of different terms and conditions.

The office premise is rented with fixed lease payments for a fixed period of 3 years (2025: 3 years) with a renewal option which is only exercisable by the Group and not by the lessor.

Shops are rented for fixed periods ranging from 1 to 6 years (2025: 1 to 3 years). The lease payments for all of the Group's shops lease contracts are fixed.

Certain lease contracts for shops contain a renewal option ranging from 1 to 3 years (2025: 1 to 3 years). These leases are used to maximise operational flexibility in terms of managing the assets used in the Group's operations. All extension options held are exercisable only by the Group and not by the respective lessors. As at 31 March 2026, the Group had 11 leases (2025: 9) for shops that contains an extension option.

The Group assesses at lease commencement date whether it is reasonably certain to exercise the extension options. Management of the Group determined that it is reasonably certain to exercise all extension options available to the Group for the shops as the lease payments of these leases are comparable to market rent; the Group has undertaken leasehold improvement for operation of bars and restaurants and has intended to retain the customers in the specific locations.

For the year ended 31 March 2026, the Group has recognised additional lease liabilities of approximately HK\$3,342,000 (2025: HK\$1,858,000) in respect of 1 shop (2025: 1) with extension options that are reasonably certain to be exercised.

In addition, the Group reassesses whether it is reasonably certain to exercise an extension option, upon the occurrence of either a significant event or a significant change in circumstances that is within the control of the lessee. During the year, there is no such triggering event (2025: Nil).

Office equipment are leased for a fixed period of 5 years (2025: 5 years) with the purchase option at fair value at the end of lease term.

As at 31 March 2026, leasehold land under the Group's right-of-use assets represented the leasehold land components of two properties (2025: two properties) owned by the Group located in Hong Kong for the Group's bar operations.

Motor vehicle is leased for a fixed period of 4.5 years (2025: 4.5 years).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2026

14. LEASES (Continued)

(a) The Group as lessee (Continued)

(i) Right-of-use assets (Continued)

As at 31 March 2026, the Group's leasehold land under right-of-use assets with net carrying amount of approximately HK\$36,176,000 (2025: HK\$37,720,000) were pledged to secure bank borrowings (Note 21) and general bank facilities granted to certain subsidiaries of the Company.

The lease agreements entered by the Group do not impose any covenants other than the security interests in the leased assets that are held by the lessor.

	2026 HK\$'000	2025 HK\$'000
Total cash outflow for leases	42,477	41,615

(ii) Lease liabilities

The movements during the year are as follows:

	2026 HK\$'000	2025 HK\$'000
Analysed for reporting purpose as:		
Current liabilities	32,714	43,392
Non-current liabilities	19,504	29,643
	52,218	73,035
Carrying amount at 1 April	73,035	84,793
New leases	5,118	8,256
Lease termination	–	(1,078)
Lease modification	13,601	19,364
Accretion of interest recognised during the year	1,880	2,737
Payments	(41,686)	(41,037)
Exchange realignment	270	–
Carrying amount at 31 March	52,218	73,035

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2026

14. LEASES (Continued)

(a) The Group as lessee (Continued)

(ii) Lease liabilities (Continued)

	2026		2025	
	Minimum lease payments HK\$'000	Present value of minimum lease payments HK\$'000	Minimum lease payments HK\$'000	Present value of minimum lease payments HK\$'000
Lease liabilities				
Within one year	33,759	32,714	44,972	43,392
More than one year, but not more than two years	13,952	13,594	20,986	20,353
More than two years, but not more than five years	6,047	5,910	9,493	9,290
	53,758	52,218	75,451	73,035
Less: future interest expense	(1,540)	–	(2,416)	–
Present value of lease liabilities	52,218	52,218	73,035	73,035
Less: Amounts due for settlement within 12 months		(32,714)		(43,392)
Amounts due for settlement after 12 months		19,504		29,643

The Group discounts the lease liabilities at the weighted average incremental borrowing rates ranging from 2.52% to 4.19% (2025: 2.16% to 4.19%) per annum for the year ended 31 March 2026.

(b) The Group as lessor

The minimum rent receivables under non-cancellable operating leases are as follows:

	2026 HK\$'000	2025 HK\$'000
Not later than one year	810	689
Later than one year and not later than two years	395	544
Later than two years and not later than five years	44	131
	1,249	1,364

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2026

15. INVESTMENT PROPERTIES

	2026 HK\$'000	2025 HK\$'000
Fair value		
At 1 April	18,800	21,500
Fair value loss	(700)	(2,700)
At 31 March	18,100	18,800

The Group leases out the shops under operating leases with rentals payable monthly. The leases typically run for an initial period of 1 to 3 years (2025: 1 to 4 years).

As at 31 March 2026, the Group's investment properties with carrying amount of approximately HK\$18,100,000 (2025: HK\$18,800,000) were pledged to secure bank borrowings (Note 21) and general bank facilities granted to the subsidiaries of the Company.

The fair values of the Group's investment properties at 31 March 2026 have been arrived at by market approach carried out by BonVision International Appraisals Limited (2025: BonVision International Appraisals Limited), which is an independent valuer who holds recognised and relevant professional qualifications and has recent experience in the location and category of the investment properties being valued.

The fair value of investment properties was determined by applying the direct comparison approach by making reference to comparable sales transaction in the market. The fair value measurement of such properties was classified as Level 3 with the following significant unobservable input:

Properties	Valuation technique	Fair value hierarchy	Unobservable inputs	Range of unobservable inputs	Relationship of unobservable inputs to fair value
Properties in Hong Kong	Direct comparison approach	Level 3	Market unit rate*	HK\$7,800 per square feet to HK\$12,400 per square feet (2025: HK\$9,600 per square feet to HK\$11,300 per square feet)	The higher the market unit rate, the higher the fair value

The fair value measurement is based on the above properties' highest and best use, which does not differ from their actual use.

- * Market unit rate of observable transactions of similar properties are adjusted for timing of reference transactions and property-specific adjustments including nature, location and condition of the property. As at 31 March 2026, average adjusted market unit rate between the comparable was approximately HK\$10,100 (2025: HK\$10,500) per square feet.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2026

16. PREPAID INSURANCE PREMIUM

During the year ended 31 March 2026, the Group acquired a life insurance policy (the “**Policy**”) to insure the non-executive director of the Company. Under the Policy, the beneficiary and policy holder is an indirect wholly-owned subsidiary of the Company, Hacienda International Corporation Limited (“**Hacienda**”). Hacienda is required to pay an upfront payment for the Policy. Hacienda may request a partial surrender or full surrender of the Policy at any time and receive cash back based on the value of the Policy at the date of withdrawal, which is determined by the gross premium paid at inception plus accumulated interest earned and minus policy expense and insurance premium charged (the “**Cash Value**”). If such withdrawal is made at any time during the 1st to the 18th policy year, as appropriate, a pre-determined specified surrender charge would be imposed. The financial asset at FVTPL carries guaranteed interests at interest rates ranging from 2% to 5.25% plus a premium determined by the insurance company during the tenures of the Policy.

Particulars of the Policy are as follows:

Insured sum	Upfront payment	Guaranteed interest rates	
		First year	Second year and onwards
US\$3,000,000 (equivalent to approximately HK\$23,400,000)	Approximately US\$378,245 (equivalent to approximately HK\$2,965,000)	5.25% per annum	2% per annum

The financial assets at FVTPL are categorised in Level 2 of the fair value hierarchy. These financial assets were mandatorily classified as financial assets at FVTPL under HKFRS 9 as its contractual cash flows is not solely payments of principal and interest. The carrying amount of the financial assets at FVTPL as at 31 March 2026 approximate the Cash Value of the Policy and the expected life of the Policy remained unchanged from the initial recognition. The entire balances of the Policy are denominated in United States dollar (“**US\$**”) and is pledged to secure general banking facilities granted to the Group (Note 21).

Fair value gain of HK\$89,000 (2025: fair value loss HK\$107,000) has been recognised in the consolidated statement of profit or loss and other comprehensive income for the year ended 31 March 2026.

17. INVENTORIES

	2026 HK\$'000	2025 HK\$'000
Beverages and other items for bar and restaurant operations	4,562	3,478

During the current year, inventories of HK\$47,775,000 (2025: HK\$51,365,000) were recognised as an expense during the year and included in ‘Cost of inventories sold’.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2026

18. TRADE AND OTHER RECEIVABLES

	2026 HK\$'000	2025 HK\$'000
Trade receivables (Note (a))	1,302	1,088
Lease receivables (Note (b))	110	41
Other receivables	961	440
Prepayments	3,707	3,326
Rental deposits	12,440	12,287
Utilities deposits	4,021	3,973
	22,541	21,155
Less: Non-current assets		
Rental deposits	(7,185)	(8,856)
Prepayment for acquisition of property, plant and equipment	(2,470)	(1,793)
	12,886	10,506

(a) Trade receivables

The Group's sales are mainly on cash or credit card settlement. As at reporting date, the Group's trade receivables mainly represents credit card sales receivable from financial institutions. None of the Group's trade receivables was considered to be impaired. The Group does not hold any collateral over these balances.

All trade receivables, based on transaction date, are aged within 30 days as at the end of each of the reporting date.

(b) Lease receivables

All lease receivables, based on invoice date, are aged within 30 days as at the end of each of the reporting date.

Details of impairment assessment of trade and other receivables are set out in Note 32(b).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2026

19. CASH AND CASH EQUIVALENTS

	2026 HK\$'000	2025 HK\$'000
Cash and bank balances	2,967	2,046
Less: Bank overdrafts (note 21)	(396)	(1,294)
Total cash and cash equivalents in consolidated statement of cash flows	2,571	752

Bank balances carry interest at prevailing market rates and are denominated in Hong Kong dollars and Renminbi.

20. TRADE AND OTHER PAYABLES

	2026 HK\$'000	2025 HK\$'000
Current:		
Trade payables	7,298	5,409
Salary accruals and payables	4,329	3,980
Other accruals and payables	5,201	4,923
Provision for reinstatement costs	488	488
	17,316	14,800
Non-current:		
Rental deposits received	171	173
Provision for reinstatement costs	949	949
	1,120	1,122

The credit period on purchases of goods is 0 to 60 days. The following is an aged analysis of trade payables presented based on invoice date at the end of each reporting period:

	2026 HK\$'000	2025 HK\$'000
Trade payables:		
0-30 days	2,657	2,215
31-60 days	3,575	2,601
61-90 days	1,066	593
	7,298	5,409

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2026

21. BANK BORROWINGS

	2026 HK\$'000	2025 HK\$'000
Current liabilities:		
Bank loans	44,298	53,209
Bank overdrafts	396	1,294
	44,694	54,503

All of the Group's borrowings are guaranteed, secured and carried variable rates of interest.

As at 31 March 2026, bank loans of HK\$44,298,000 (2025: HK\$53,209,000) are scheduled to be repaid within 60 days to 6 years (2025: 60 days to 7 years). They are classified as current liabilities as the related loan agreements that contain a clause that gives the bank with an unconditional right to demand repayment at any time at its own discretion. The bank overdrafts of HK\$396,000 (2025: HK\$1,294,000) are repayable on demand.

Assuming that the bank does not exercise its right in accordance with the clause for repayments on demand and based on the repayment dates as stipulated in the loan agreements, the Group's borrowings are due for repayment, as at each of the reporting dates, as follows:

	2026 HK\$'000	2025 HK\$'000
Carrying amounts repayable (based on scheduled repayable terms):		
On demand or within one year	38,576	44,965
More than one year, but not more than two years	1,836	3,435
More than two years, but not more than five years	4,095	4,501
More than five years	187	1,602
	44,694	54,503

Certain of the Group's banking facilities contain both financial and non-financial covenants, which include the maintenance of net tangible worth of the Group (as defined in the banking facility letter) at HK\$30,000,000 (2025: HK\$30,000,000) at all times. As at 31 March 2026, the Group had bank borrowings in an aggregate amount of HK\$35,140,000 (2025: HK\$41,750,000) drawn under these banking facilities. If the Group breached these covenants, the relevant bank would be entitled to demand immediate repayment of the outstanding principal and interest from the Group.

Same as last year, the directors of the Company were aware that the Group's net tangible worth dropped below HK\$30 million and failed the compliance of the aforesaid covenant for the year ended 31 March 2026. The Group has communicated with the bank about the breach and subsequent to the end of the reporting period, the bank has agreed with the Company for it to rectify the breach on or before 1 June 2027.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2026

21. BANK BORROWINGS (Continued)

As at 31 March 2026, aggregate of bank overdrafts and bank loans of HK\$35,140,000 (2025: HK\$41,750,000) and other banking facilities of the Group are secured by:

- (i) corporate guarantees up to HK\$60,800,000 (2025: HK\$60,800,000) given by the Company and one of its subsidiaries, Bar Pacific Group Limited;
- (ii) unlimited corporate guarantee given by certain subsidiaries of the Company, namely Hacienda International Corporation Limited, Tank Success International Limited, Smart Express Development Limited and CW Property Limited and TYS Property Limited;
- (iii) the Group's buildings classified as property, plant and equipment with a net carrying amount of HK\$3,343,000 (2025: HK\$3,480,000) (Note 13);
- (iv) the Group's leasehold land classified as right-of-use assets with a net carrying amount of HK\$36,176,000 (2025: HK\$37,720,000) (Note 14(a)(i)); and
- (v) the Group's investment properties with a net carrying amount of HK\$18,100,000 (2025: HK\$18,800,000) (Note 15).
- (vi) the Group's prepaid insurance premium with the fair value of HK\$2,947,000 (2025: HK\$2,858,000) (Note 16).

As at 31 March 2026, included in the Group's bank loans are loans of HK\$9,554,000 (2025: HK\$12,753,000) drawn under SME Financing Guarantee Scheme launched by The Hong Kong Mortgage Corporation Insurance Limited that are guaranteed by the Government of the Hong Kong Special Administrative Region and the personal guarantees from Ms. Chan Ching Mandy and Ms. Chan Tsz Tung, the executive directors of the Company, Ms. Chan Tsz Kiu Teresa, the non-executive director of the Company, and Mr. Chan and Ms. Tse Ying Sin Eva, the substantial indirect shareholders of the Company.

The effective interest rates of the Group's bank borrowings are as follow:

	2026	2025
Effective interest rates (per annum):		
Variable-rate bank borrowings	2.31%–5.00%	2.75%–6.22%

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2026

22. OTHER BORROWING

As at 31 March 2026, other borrowing represents loan from a shareholder, Mr. Chan of HK\$6,000 (2025: HK\$6,000). The loan is interest bearing at HSBC's HK\$ BLR minus 0.375% per annum, unsecured, repayable within one year and the Group may early repay any amounts at its sole discretion.

23. DEFERRED TAXATION

The deferred tax assets/(liabilities) recognised and the movements thereon during the current and prior years:

	Tax loss HK\$'000	Accelerated tax depreciation HK\$'000	Total HK\$'000
At 1 April 2024	6	(426)	(420)
Credit to profit or loss for the year (<i>note 8</i>)	–	328	328
At 31 March 2025 and 1 April 2025	6	(98)	(92)
Charge to profit or loss for the year (<i>note 8</i>)	–	(59)	(59)
At 31 March 2026	6	(157)	(151)

As at 31 March 2026, the Group has unused tax losses of HK\$69,757,000 (2025: HK\$85,948,000) available for offset against future profit.

Included in unrecognised tax losses are losses of approximately HK\$4,379,000 (2025: HK\$2,057,000) which will expire within five years from the year in which the losses were incurred. The remaining losses do not expire under the current tax legislation.

Deferred tax assets have not been recognised the following temporary differences:

	2026 HK\$'000	2025 HK\$'000
Unused tax losses	69,757	85,948
Deductible temporary differences	39,347	32,780
	109,104	118,728

The deductible temporary differences of depreciation allowance regarding the property, plant and equipment and the unused tax losses can be carried forward. No deferred tax asset has been recognised in relation to the deductible temporary differences of depreciation allowance and the unused tax losses they have arisen in subsidiaries that have been loss-making for some time.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2026

24. SHARE CAPITAL

	Number of shares '000	Share capital HK\$'000
Ordinary shares of the Company of HK\$0.01 each		
Authorised:		
At 1 April 2024, 31 March 2025, 1 April 2025 and 31 March 2026	10,000,000	100,000
Issued and fully paid:		
At 1 April 2024	860,000	8,600
Share vested from share award scheme (Note)	9,632	96
At 31 March 2025	869,632	8,696
Share vested from share award scheme (Note)	9,632	96
At 31 March 2026	879,264	8,792

Note: During the year ended 31 March 2026, the Company issued 9,632,000 (2025: 9,632,000) ordinary shares of the Company to the share awardees upon vesting of the Award Shares (Note 26).

25. IMPAIRMENT ASSESSMENT OF PROPERTY, PLANT AND EQUIPMENT AND RIGHT OF-USE ASSETS

Management of the Group concluded that there was indication of impairment and conducted impairment assessment on the property, plant and equipment and right-of-use assets of the Group due to the underperformance of some bars and restaurants. As at 31 March 2026, the carrying amounts of the property, plant and equipment and right-of-use assets of the Group were HK\$13,909,000 (2025: HK\$16,833,000) and HK\$78,368,000 (2025: HK\$90,599,000) respectively.

The recoverable amount of individual CGU has been determined based on a value in use calculation. The calculation uses cash flow projections based on financial budgets approved by management of the Group covering the remaining lease terms with the pre-tax discount rate of 11.1% (2025: 11.7%). The assumptions of annual revenue growth rates are determined based on expectation for the market development and is not expected to exceed the average long-term growth rate for the catering industry in Hong Kong. Another key assumption for the value in use calculations are the budgeted gross profits and operating expenses which are determined based recent performance of the relevant bars and restaurants during operating period. The cash flow projections, growth rates and discount rate as at the end of the reporting period have been reassessed taking into consideration higher degree of estimation uncertainties.

Based on the results of the assessment, the Group determined that the recoverable amounts of the CGUs were higher than their carrying amounts and, accordingly, no impairment losses were recognised for the year ended 31 March 2026.

In the prior year, certain CGUs were identified where the recoverable amounts were lower than their carrying amounts. The impairment losses were recognised and allocated to the assets of the relevant bars CGUs on a pro-rata basis based on the carrying amounts of each CGUs. Impairment losses of HK\$4,443,000 (Note 13) and HK\$6,680,000 (Note 14) were recognised on property, plant and equipment and right-of-use assets, respectively.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2026

26. SHARE-BASED PAYMENTS

Pursuant to a resolution passed on 29 September 2023, the share scheme (the “**Share Scheme**”) was adopted with the primary purpose of providing incentives to directors and eligible employees. The Share Scheme will expire on 28 September 2033. Under the Share Scheme, the directors may grant shares or share options (collectively, the “**Awards**”) to eligible employees including directors of the Company and its subsidiaries.

The total number of shares which may be issued upon exercise of all Awards together with options and share awards which may be granted under any other schemes of the Company shall not exceed 10% of the shares of the Company in issue at 29 September 2023, being 86,000,000 shares. The total number of shares which may be issued upon exercise of all Awards and any awards to be granted under other schemes of the Company granted to any individual in any one year is not permitted to exceed 1% of the shares of the Company in issue at any point in time, without prior approval from the Company’s shareholders. Awards granted under the Share Scheme to substantial shareholders or independent non-executive directors resulting in shares issued and to be issued representing more than 0.1% of the Company’s share capital must be approved in advance by the Company’s shareholders.

A share option granted under the Share Scheme may be exercised at any point in time during the period stipulated in the offer letter to the eligible employees or directors, provided that such period shall not go beyond the day immediately prior to the 10th anniversary of the date of the grant. The exercise price is determined by the directors of the Company and will not be less than the higher of (i) the closing price of the Company’s shares on the date of grant, (ii) the average closing price of the shares for the five business days immediately preceding the date of grant; and (iii) the nominal value of the Company’s share. No share options have been granted under the Share Scheme.

On 29 September 2023, the Company awarded 28,896,000 shares (the “**Award Shares**”) to certain directors of the Company at nil consideration which will be vested over a period of 3 years in 3 equal tranches. The first tranche was vested within twelve months from the date of grant (i.e. 29 September 2024), the second tranche was vested within twenty four months from the date of grant (i.e. 29 September 2025), and the remaining tranche will become vested in the subsequent year (i.e. 29 September 2026). Upon vesting, the awardee will have the unconditional right to obtain the Award Shares. The Award Shares upon issue shall rank pari passu in all respects with shares in issue at the date of allotment.

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26. SHARE-BASED PAYMENTS (Continued)

The following table discloses movements of the Award Shares during the year:

Award shares	Date of grant	Fair value per share HK\$	Outstanding at 1/4/2025	Vested during the year	Outstanding at 31/3/2026
Tranche 2	29/09/2023	0.081	9,632,000	(9,632,000)	–
Tranche 3	29/09/2023	0.081	9,632,000	–	9,632,000
			19,264,000	(9,632,000)	9,632,000

The following table discloses movements of the Award Shares during prior year:

Award shares	Date of grant	Fair value per share HK\$	Outstanding at 1/4/2024	Vested during the year	Outstanding at 31/3/2025
Tranche 1	29/09/2023	0.081	9,632,000	(9,632,000)	–
Tranche 2	29/09/2023	0.081	9,632,000	–	9,632,000
Tranche 3	29/09/2023	0.081	9,632,000	–	9,632,000
			28,896,000	(9,632,000)	19,264,000

As at 31 March 2026, the Company has 9,632,000 (2025: 19,264,000) unvested shares outstanding, representing 1.10% (2025: 2.22%) of the shares of the Company in issue at that date.

The fair value of the Award Shares at the date of grant determined with reference to the closing market price at the date of grant was HK\$2,341,000. During the year, the Group recognised share-based payment expense of HK\$456,000 (2025: HK\$1,040,000) on the Award Shares.

The Award Shares outstanding at 31 March 2026 had a weighted average remaining contractual life of 0.5 year (2025: 1.5 years).

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For the year ended 31 March 2026

27. RETIREMENT BENEFITS SCHEME

The Group operates a MPF Scheme under the Hong Kong Mandatory Provident Fund Schemes Ordinance. Under the MPF Scheme, the employees are required to contribute 5% of their monthly salaries or up to a maximum of HK\$1,500 and they can choose to make additional contributions. The employer's monthly contributions are calculated at 5% of the employee's monthly salaries or up to a maximum of HK\$1,500 (the "mandatory contributions"). The employees are entitled to 100% of the employer's mandatory contributions upon their retirement at the age of 65, death or total incapacity. No forfeited contributions are available to reduce the contribution payable by the Group in the future years.

28. RELATED PARTY TRANSACTIONS

Other than those disclosed elsewhere in these consolidated financial statements, the Group had the following related party transactions during the year:

- (a) During the year ended 31 March 2026, the Group recognised interest expenses of less than HK\$1,000 in respect of the loan from Mr. Chan (2025: HK\$85,000).
- (b) The remuneration paid or payable to the key management personnel, which are the executive directors during the year, is set out below. Their remuneration was determined with reference to the performance of the individuals and market trends.

	2026 HK\$'000	2025 HK\$'000
Fees, salaries and other benefits	2,884	4,334
Retirement benefits scheme contributions	36	51
	2,920	4,385

29. NON-CONTROLLING INTERESTS

As at 31 March 2026, the Group had 27 subsidiaries (2025: 27 subsidiaries) which in aggregate have a material non-controlling interest balance, however each of them are individually not material.

30. CAPITAL COMMITMENTS

	2026 HK\$'000	2025 HK\$'000
Commitments for the acquisition of: Property, plant and equipment	–	79

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For the year ended 31 March 2026

31. CAPITAL RISK MANAGEMENT

The directors of the Company manages the Group's capital to ensure that it will be able to continue as a going concern while maximising the return to owners through the optimisation of the debt and equity balance. The Group's overall strategy remains unchanged during the year.

The capital structure of the Group consists of debt net of cash and cash equivalents and equity attributable to owners of the Company, comprising share capital, share premium, share-based payment reserve, accumulated losses and other reserves as disclosed in the consolidated financial statements.

The directors of the Company reviews the capital structure regularly. As part of this review, the directors of the Company considers the cost of capital and the risks associated with each class of capital, and will balance its overall capital structure through the payment of dividends, new share issues as well as raising of borrowings.

32. FINANCIAL INSTRUMENTS

(a) Categories of financial assets and liabilities

	2026 HK\$'000	2025 HK\$'000
Financial assets		
At FVTPL		
Prepaid insurance premium	2,947	2,858
At amortised cost		
Trade and other receivables and deposits	18,834	17,829
Cash and cash equivalents	2,967	2,046
	24,748	22,733
Financial liabilities		
At amortised cost		
Trade and other payables	11,020	8,628
Bank borrowings	44,694	54,503
Other borrowing	6	6
	55,720	63,137

(b) Financial risk management objectives and policies

The Group's major financial instruments include prepaid insurance premium, trade and other receivables and deposits, cash and cash equivalents, trade and other payables, bank and other borrowings and lease liabilities. Details of these financial instruments are disclosed in the respective notes. The risks associated with these financial instruments include interest rate risk, credit risk and liquidity risk. The policies on how to mitigate these risks are set out below. The directors of the Company manage and monitor these exposures to ensure appropriate measures are implemented on a timely and effective manner.

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32. FINANCIAL INSTRUMENTS *(Continued)*

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

Interest rate risk

The Group is exposed to cash flow interest rate risk in relation to variable-rate bank balances and secured bank and other borrowings and lease liabilities. The Group currently does not enter into any hedging instrument for cash flow interest rate risk. The Group monitors interest rate risk exposure and will consider hedging significant interest rate risk should the need arises.

Several of the Group's Hong Kong Interbank Offered Rate ("**HIBOR**") bank borrowings with details included in note 21 may be subject to the interest rate benchmark reform. The Group is closely monitoring the market and managing the transition to new benchmark interest rates, including announcements made by the relevant HIBOR regulators.

While the Hong Kong Dollar Overnight Index Average ("**HONIA**") has been identified as an alternative to HIBOR, there is no plan to discontinue HIBOR. The multi-rate approach has been adopted in Hong Kong, whereby HIBOR and HONIA will co-exist.

Sensitivity analysis

The sensitivity analysis below has been determined based on the exposure to interest rates for bank balances and variable rate bank borrowings at the end of each reporting period and assumed that the amount of liabilities outstanding at the end of each period was outstanding for the whole year. A 100 basis point increase or decrease is used 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 had been 100 basis points higher/lower and all other variables were held constant, the Group's post-tax profit for the year would decrease/increase by HK\$781,000 (2025: post-tax loss would decrease/increase by HK\$1,044,000).

Credit risk and impairment assessment

The Group's credit risk is primarily attributable to trade and other receivables and bank balances as at 31 March 2026 and 2025.

As at 31 March 2026 and 2025, the maximum exposure to credit risk of the Group 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 as stated in the consolidated statement of financial position.

Trade receivables arising from contracts with customers

Trade receivables are assessed individually and/or collectively using a provision matrix with appropriate grouping for impairment allowance based on the historical credit losses experience, adjusted for factors that are specific to the debtors and certain forward-looking information. The trade receivables are due from financial institutions with no history of default and have good credit ratings assigned, as such the directors of the Company consider that the Group's credit risk on trade receivables is minimal.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2026

32. FINANCIAL INSTRUMENTS (Continued)

(b) Financial risk management objectives and policies (Continued)

Credit risk and impairment assessment (Continued)

Lease receivables

Lease receivables are assessed individually for impairment allowance based on the historical credit losses experience, adjusted for factors that are specific to the debtors and certain forward-looking information. The lease receivables are due from tenants with no history of default, as such the directors of the Company consider that the Group's credit risk on lease receivable is minimal.

Other receivables and deposits

Management of the Group assessed the recoverability of other receivables and deposits based on historical settlement records, past experience, and also available reasonable and supportive forward-looking information under ECL model upon application of HKFRS 9. Management of the Group believes that there is no material credit risk inherent in the Group's outstanding balance of other receivables and deposits.

Bank balances

The credit risk on bank balances and cash is limited because the counterparties are banks with high credit ratings assigned by international credit-rating agencies. Accordingly, no impairment loss allowance is recognised for bank balances.

Liquidity risk

The Group's policy is to regularly monitor its liquidity requirements to ensure that it maintains sufficient reserves of cash and adequate committed lines of funding in the short and longer term. Details of those plans and measures currently undertaken to improve the Group's liquidity and financial position are set out in note 3.2 to the consolidated financial statements.

The maturity profile of the Group's financial liabilities as at the reporting dates, based on the contracted undiscounted payments, was as follows:

	Weighted average effective interest rate	Carrying amounts HK\$'000	Total undiscounted cash flows HK\$'000	Repayable on demand/ less than 1 year HK\$'000	1 to 2 years HK\$'000	2 to 5 years HK\$'000	over 5 years HK\$'000
At 31 March 2026							
Trade and other payables	N/A	11,020	11,020	11,020	–	–	–
Bank borrowings	2.80%	44,694	46,044	46,044	–	–	–
Other borrowing	4.88%	6	6	6	–	–	–
Lease liabilities	3.43%	52,218	53,758	33,759	13,952	6,047	–
		107,938	110,828	90,829	13,952	6,047	–
At 31 March 2025							
Trade and other payables	N/A	8,628	8,628	8,628	–	–	–
Bank borrowings	3.47%	54,503	57,313	57,313	–	–	–
Other borrowing	5.04%	6	6	–	6	–	–
Lease liabilities	3.63%	73,035	75,451	44,972	20,986	9,493	–
		136,172	141,398	110,913	20,992	9,493	–

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2026

32. FINANCIAL INSTRUMENTS (Continued)

(b) Financial risk management objectives and policies (Continued)

Liquidity risk (Continued)

For bank borrowings which contain a repayment on demand clause that can be exercised at the bank's sole discretion, the analysis above shows the cash outflows based on the earliest period in which the Group can be required to pay, that is if the lenders were to invoke their unconditional rights to call the loans with immediate effect.

Regarding the renewal of bank loan granted by the bank, the directors do not consider it probable that the bank will exercise its discretion to demand immediate repayment. The directors believe that such bank loans will be repaid in accordance with the scheduled repayment dates as set out in the loan agreements which are summarised in the table below:

	Weighted average effective interest rate	Carrying amounts HK\$'000	Total undiscounted cash flows HK\$'000	Repayable on demand/ less than 1 year HK\$'000	1 to 2 years HK\$'000	2 to 5 years HK\$'000	over 5 years HK\$'000
At 31 March 2026							
Bank borrowings	2.80%	44,694	46,044	27,832	12,159	5,865	188
At 31 March 2025							
Bank borrowings	3.47%	54,503	57,313	20,486	18,538	16,658	1,631

(c) Fair value measurements of financial instruments

The fair value of financial assets and financial liabilities is determined based on discounted cash flow analysis, with the most significant inputs being the discount rate that reflects the credit risk of counterparties.

The directors of the Company consider that the carrying amounts of financial assets and financial liabilities recorded at amortised cost in the consolidated statement of financial position approximate to their fair values.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2026

33. NOTES TO THE CONSOLIDATED STATEMENT OF CASH FLOWS

Reconciliation of liabilities arising from financing activities is as follows:

	Other borrowing HK\$'000 (Note 22)	Bank borrowings (excluding bank overdrafts) HK\$'000 (Note 21)	Lease liabilities HK\$'000 (Note 14)	Total HK\$'000
At 1 April 2024	–	48,769	84,793	133,562
Financing cash flows:				
New other borrowing/bank borrowings raised	6,800	29,435	–	36,235
Repayment of other borrowing/bank borrowings/lease liabilities	(6,800)	(24,995)	(38,300)	(70,095)
Interest paid	(79)	(2,011)	(2,737)	(4,827)
Total changes from cash flows	(79)	2,429	(41,037)	(38,687)
Other changes:				
Addition of lease liabilities	–	–	8,256	8,256
Lease termination	–	–	(1,078)	(1,078)
Lease modification	–	–	19,364	19,364
Interest expense	85	2,011	2,737	4,833
Total other changes	85	2,011	29,279	31,375
At 31 March 2025 and 1 April 2025	6	53,209	73,035	126,250
Financing cash flows:				
New other borrowings/bank borrowings raised	–	20,000	–	20,000
Repayment of other borrowings/bank borrowings/lease liabilities	–	(28,911)	(39,806)	(68,717)
Interest paid	–*	(1,408)	(1,880)	(3,288)
Total changes from cash flows	–	(10,319)	(41,686)	(52,005)
Other changes:				
Addition of lease liabilities	–	–	5,118	5,118
Lease modification	–	–	13,601	13,601
Interest expense	–*	1,408	1,880	3,288
Exchange realignment	–	–	270	270
Total other changes	–	1,408	20,869	22,277
At 31 March 2026	6	44,298	52,218	96,522

* Less than HK\$1,000

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2026

33. NOTES TO THE CONSOLIDATED STATEMENT OF CASH FLOWS (Continued)

Major non-cash transactions

- (i) During the year ended 31 March 2026, the Group had non-cash additions to right-of-use assets and lease liabilities of HK\$5,218,000 and HK\$5,118,000 respectively, in respect of lease arrangements for bars and restaurants.
- (ii) During the year ended 31 March 2025, the Group had non-cash additions to right-of-use assets and lease liabilities of HK\$8,389,000 and HK\$8,256,000 respectively, in respect of lease arrangements for bars and restaurants.

34. PARTICULARS OF PRINCIPAL SUBSIDIARIES OF THE COMPANY

Name of subsidiaries	Place of Incorporation and operation	Paid-up capital	Equity attributable to the Group		Principal activities
			2026	2025	
Hacienda International Corporation Limited	Hong Kong	HK\$1,000	100%	100%	Bulk purchase of beverage for fellow subsidiaries
Tank Success International Limited	Hong Kong	HK\$2	100%	100%	Recruitment and management services for fellow subsidiaries
Smart Express Development Limited	Hong Kong	HK\$1,000	100%	100%	Property Investment
CW Property Limited	Hong Kong	HK\$1	100%	100%	Property Investment
TYS Property Limited (Formerly known as "Bar Pacific XC International Limited")	Hong Kong	HK\$1	100%	100%	Property Investment
Bar Pacific VII International Limited	Hong Kong	HK\$1,000	100%	100%	Operation of a bar
Bar Pacific VIII International Limited	Hong Kong	HK\$1,000	100%	100%	Operation of a bar
Bar Pacific IX International Limited	Hong Kong	HK\$1,000	100%	100%	Operation of a bar
Bar Pacific XII International Limited	Hong Kong	HK\$1,000	100%	100%	Operation of a bar

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2026

34. PARTICULARS OF PRINCIPAL SUBSIDIARIES OF THE COMPANY (Continued)

Name of subsidiaries	Place of Incorporation and operation	Paid-up capital	Equity attributable to the Group		Principal activities
			2026	2025	
Bar Pacific XVI International Limited	Hong Kong	HK\$1,000	95%	95%	Operation of a bar
Bar Pacific XX International Limited	Hong Kong	HK\$1,000	90%	90%	Operation of a bar
Bar Pacific XXI International Limited	Hong Kong	HK\$1,000	95%	95%	Operation of a bar
Bar Pacific XXVIII International Limited	Hong Kong	HK\$1,000	86.5%	86.5%	Operation of a bar
Bar Pacific XXIX International Limited	Hong Kong	HK\$188	88.8%	88.8%	Operation of a bar
Bar Pacific XXX International Limited	Hong Kong	HK\$171,398	79.4%	79.4%	Operation of a bar
Bar Pacific XXXI International Limited	Hong Kong	HK\$522,214	83.8%	83.8%	Operation of a bar
Bar Pacific XXXII International Limited	Hong Kong	HK\$228	85.1%	85.1%	Operation of a bar
Bar Pacific XXXIII International Limited	Hong Kong	HK\$579,728	90.5%	90.5%	Operation of a bar
Bar Pacific LXIII International Limited	Hong Kong	HK\$1,527,823	80%	80%	Operation of a bar
Bar Pacific LXVIII International Limited	Hong Kong	HK\$2,280,000	93.4%	93.4%	Operation of a bar
Bar Pacific LXXI International Limited	Hong Kong	HK\$1	100%	100%	Operation of a bar

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2026

34. PARTICULARS OF PRINCIPAL SUBSIDIARIES OF THE COMPANY (Continued)

Name of subsidiaries	Place of Incorporation and operation	Paid-up capital	Equity attributable to the Group		Principal activities
			2026	2025	
Bar Pacific LXXII International Limited	Hong Kong	HK\$1	100%	100%	Operation of a bar
Bar Pacific LXXX International Limited	Hong Kong	HK\$25	96%	96%	Operation of a restaurant
Bar Pacific XCI International Limited	Hong Kong	HK\$25	96%	96%	Operation of a restaurant
Katachi III International Limited	Hong Kong	HK\$1	100%	100%	Operation of a restaurant

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

None of the Group's subsidiaries had issued any debt securities during the year.

At the end of the reporting period, the Company has other subsidiaries that are not material to the Group. The principal activities of these subsidiaries are summarised as follows:

Principal activities	Principal place of business	Number of subsidiaries	
		2026	2025
Operation of bars and restaurants	Hong Kong	32	31
Investment holding	Hong Kong	2	2
Inactive	Hong Kong	13	10
		47	43

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2026

35. STATEMENT OF FINANCIAL POSITION OF THE COMPANY

Information about the statement of financial position of the Company at the end of the reporting period includes:

	2026 HK\$'000	2025 HK\$'000
ASSETS		
Non-current assets		
Investment in a subsidiary	–	–
Amounts due from subsidiaries	16,219	15,893
NET ASSETS	16,219	15,893
EQUITY		
Share capital	8,792	8,696
Reserves (Note)	7,427	7,197
TOTAL EQUITY	16,219	15,893

Note:

Movement in the Company's reserves are as follows:

	Share premium HK\$'000	Accumulated losses HK\$'000	Total HK\$'000
At 1 April 2024	57,060	(48,767)	8,293
Issue of shares upon vesting of share awards under share award scheme (Note 24)	684	–	684
Loss and total comprehensive expense for the year	–	(1,065)	(1,065)
At 31 March 2025 and 1 April 2025	57,744	(50,547)	7,197
Issue of shares upon vesting of share awards under share award scheme (Note 24)	684	–	684
Loss and total comprehensive expense for the year	–	(454)	(454)
At 31 March 2026	58,428	(51,001)	7,427

PARTICULARS OF PROPERTIES

INVESTMENT PROPERTIES

Location	Use	Tenure	Attributable interest of the Group
Shops A, B and F on the Ground Floor, Yau Shing Building, Nos 501/503 & 507/511 Castle Peak Road, Kwai Chung, New Territories, Hong Kong	Shop	Medium term lease	100%

FIVE YEAR FINANCIAL SUMMARY

	Year ended 31 March				2026 HK\$'000
	2022 HK\$'000	2023 HK\$'000	2024 HK\$'000	2025 HK\$'000	
Revenue	95,733	174,933	208,085	194,640	199,892
Profit/(loss) before taxation	(8,890)	11,333	623	(18,234)	15,237
Taxation	(1,560)	(423)	168	187	(120)
Profit/(loss) for the year	(10,450)	10,910	791	(18,047)	15,117
Attributable to:					
Owners of the Company	(10,262)	9,674	604	(17,777)	13,900
Non-controlling interests	(188)	1,236	187	(270)	1,217
	(10,450)	10,910	791	(18,047)	15,117

	As at 31 March				2026 HK\$'000
	2022 HK\$'000	2023 HK\$'000	2024 HK\$'000	2025 HK\$'000	
Assets and liabilities					
Total assets	196,039	204,263	183,838	156,099	143,716
Total liabilities	(179,088)	(176,402)	(154,476)	(143,865)	(115,703)
	16,951	27,861	29,362	12,234	28,013
Equity contributable to:					
Owners of the Company	11,641	21,315	22,629	5,876	20,438
Non-controlling interests	5,310	6,546	6,733	6,358	7,575
	16,951	27,861	29,362	12,234	28,013