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Link Holdings Limited

華星控股有限公司*

(Incorporated in the Cayman Islands with limited liability)

(Stock code: 8237)

VOLUNTARY ANNOUNCEMENT LETTER OF INTENT IN RELATION TO PROPOSED STRATEGIC COOPERATION REGARDING SLEEP-HEALTH THEMED HOTEL

This announcement is made by Link Holdings Limited (the “**Company**”, together with its subsidiaries, the “**Group**”) on a voluntary basis to provide the shareholders (the “**Shareholders**”) and potential investors of the Company with the latest business development of the Group.

PROPOSED COOPERATION

The board (the “**Board**”) of directors (the “**Director(s)**”) of the Company is pleased to announce that, on 29 September 2026, the Company entered into a letter of intent (the “**LOI**”) with 科睡貓睡眠科技(深圳)有限公司(Ke Shui Mao Sleep Technology (Shenzhen) Co., Ltd.*) (“**Ke Shui Mao**”), a company established in the People’s Republic of China (the “**PRC**”), in relation to the potential strategic cooperation in respect of sleep-health themed hotel and accommodation services (the “**Proposed Cooperation**”).

Pursuant to the LOI, the Company and Ke Shui Mao intend to explore, on a phased basis, potential strategic cooperation in relation to the testing, development, promotion and commercialisation of “康睡房” (sleep-health themed rooms) and related sleep-health lifestyle accommodation services for the Kaga Hanatsubaki Hotel of the Group in Japan.

The Board considers that the Proposed Cooperation, if materialised, may enable the Group to explore differentiated accommodation and wellness-oriented hospitality offerings, with a view to enhancing guest experience and evaluating potential new revenue opportunities within the hotel and travel-related business sector.

Scope of Letter of Intent

It is proposed to use Kaga Hanatsubaki Hotel of the Group as a pilot project, intended to explore the deployment and trial operation of the proposed sleep-health themed room solution at hotel.

The Proposed Cooperation is subject to the results of the due diligence and the detailed discussion on the commercial terms and conditions.

Exclusivity

The parties have agreed that within six months from the date of the LOI, neither party shall reach any binding arrangement with any third-party regarding matters substantially identical to the Proposed Cooperation under the LOI without the prior written consent of the other party.

INFORMATION ON KE SHUI MAO

Ke Shui Mao is a company established in the PRC. To the best of the Directors' knowledge, information and belief, having made reasonable enquiries, (i) Ke Shui Mao is principally engaged in the development and provision of sleep-health related technology, products, digital health services and related solutions; and (ii) Ke Shui Mao and its ultimate beneficial owner(s) are third parties independent of the Company and its connected persons (as defined under the Rules Governing the Listing of Securities on GEM of The Stock Exchange of Hong Kong Limited (the "**GEM Listing Rules**")).

REASONS FOR AND BENEFITS OF THE PROPOSED COOPERATION

The Board considers that the Proposed Cooperation is in line with the Group's strategy of exploring business opportunities associated with its existing hotel and hospitality-related operations. The Proposed Cooperation may allow the Group to assess the commercial viability of a differentiated, wellness-oriented accommodation offering and, if successfully implemented, may broaden the Group's service offerings and enhance the guest experience at the Group's hotel properties.

As of the date of this announcement, the Company has not entered into any formal or legally binding agreement concerning the Proposed Cooperation. The Proposed Cooperation may or may not proceed. If the Proposed Cooperation materialises, the Company will make further announcement(s) as and when appropriate in accordance with the GEM Listing Rules.

Shareholders and potential investors of the Company are advised to exercise caution when dealing in the securities of the Company.

By order of the Board
Link Holdings Limited
Wong Chun Hung Hanson
Chairman

Hong Kong, 29 September 2026

As at the date of this announcement, the executive Director is Mr. Lui Tin Shun; the non-executive Directors are Mr. He Dingding, Mr. Wong Chun Hung Hanson, Mr. Chiu Kung Chik, Mr. Gao Zhaoyuan and Mr. Yuen Lai Him; and the independent non-executive Directors are Ms. Chan Wai Ki, Joffee, Mr. Tang Chiu Ming Jeremy and Mr. Leung Kai Ho.

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

This announcement will remain on the Stock Exchange's website at www.hkexnews.hk on the "Latest Listed Company Announcements" page for at least 7 days from the date of its publication and on the website of the Company at www.irasia.com/listco/hk/linkholdings.

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