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**Tsui Wah Holdings Limited**

**翠華控股有限公司**

*(Incorporated in the Cayman Islands with limited liability)*

**(Stock Code: 1314)**

**ANNOUNCEMENT OF ANNUAL RESULTS  
FOR THE YEAR ENDED 31 MARCH 2025,  
AND  
CLOSURE OF REGISTER OF MEMBERS**

**FINANCIAL HIGHLIGHTS**

	<b>For the year ended 31 March</b>		<b>% Change</b>
	<b>2025</b>	<b>2024</b>	
	<b>(HK\$'000)</b>	<b>(HK\$'000)</b>	
<b>Revenue</b>	<b>906,040</b>	954,128	(5%)
Hong Kong	<b>514,598</b>	505,713	1.8%
Mainland China	<b>370,585</b>	431,348	(14.1%)
Others*	<b>20,857</b>	17,067	22.2%
<b>Profit for the year</b>	<b>11,379</b>	32,970	(65.5%)
Attributable to:			
Equity shareholders of the Company	<b>12,342</b>	39,087	(68.4%)
Non-controlling interests	<b>(963)</b>	(6,117)	(84.3%)
<b>Earnings per share</b>			
Basic	<b>HK0.92 cent</b>	HK2.86 cents	(67.8%)
Diluted	<b>HK0.92 cent</b>	HK2.85 cents	(67.7%)
<b>Number of restaurants including joint ventures</b>	<b>As at 31 March</b>		
	<b>2025</b>	2024	
Hong Kong	<b>31</b>	29	
Mainland China	<b>32</b>	36	
Macau	<b>3</b>	3	
Singapore	<b>6</b>	4	

\* Mainly represents revenue derived from the sale of food to joint ventures of the Group.

## ANNUAL RESULTS

The board (the “**Board**”) of directors (the “**Directors**”, each a “**Director**”) of Tsui Wah Holdings Limited (the “**Company**”, together with its subsidiaries, the “**Group**”) announces the consolidated results of the Group for the year ended 31 March 2025 (the “**Year**”), together with the comparative figures for the year ended 31 March 2024 (the “**Year 2024**”), as follows:

### CONSOLIDATED STATEMENT OF PROFIT OR LOSS

*For the year ended 31 March 2025*

	<i>Notes</i>	<b>2025</b> <i>HK\$'000</i>	2024 <i>HK\$'000</i>
<b>REVENUE</b>	4	<b>906,040</b>	954,128
Other income and other gains	4	<b>23,114</b>	38,141
Cost of inventories sold		<b>(234,162)</b>	(246,127)
Staff costs		<b>(311,330)</b>	(314,761)
Depreciation and amortisation		<b>(119,478)</b>	(134,691)
Property rentals and related expenses		<b>(59,855)</b>	(54,122)
Fuel and utility expenses		<b>(39,015)</b>	(39,992)
Selling and distribution expenses		<b>(47,012)</b>	(44,064)
Other operating expenses		<b>(121,533)</b>	(151,258)
Finance costs	5	<b>(10,471)</b>	(10,544)
Share of profits of joint ventures		<b>28,392</b>	38,037
		<hr/>	<hr/>
<b>PROFIT BEFORE TAX</b>	6	<b>14,690</b>	34,747
Income tax expense	7	<b>(3,311)</b>	(1,777)
		<hr/>	<hr/>
<b>PROFIT FOR THE YEAR</b>		<b>11,379</b>	32,970
		<hr/> <hr/>	<hr/> <hr/>
Attributable to:			
Equity shareholders of the Company		<b>12,342</b>	39,087
Non-controlling interests		<b>(963)</b>	(6,117)
		<hr/>	<hr/>
		<b>11,379</b>	32,970
		<hr/> <hr/>	<hr/> <hr/>
<b>EARNINGS PER SHARE</b>	9		
Basic		<b>HK0.92 cent</b>	HK2.86 cents
Diluted		<b>HK0.92 cent</b>	HK2.85 cents
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**CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER  
COMPREHENSIVE INCOME**

*For the year ended 31 March 2025*

	<b>2025</b> <i>HK\$'000</i>	2024 <i>HK\$'000</i>
<b>PROFIT FOR THE YEAR</b>	<b>11,379</b>	32,970
<b>OTHER COMPREHENSIVE INCOME</b>		
Other comprehensive income that may be reclassified to profit or loss in subsequent periods:		
Exchange differences on translation of financial statements of operations outside Hong Kong	<u>2,652</u>	<u>(14,146)</u>
<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR, NET OF TAX</b>	<u><b>14,031</b></u>	<u>18,824</u>
Attributable to:		
Equity shareholders of the Company	<b>14,994</b>	24,941
Non-controlling interests	<u>(963)</u>	<u>(6,117)</u>
	<u><b>14,031</b></u>	<u>18,824</u>

## CONSOLIDATED STATEMENT OF FINANCIAL POSITION

31 March 2025

	<i>Notes</i>	<b>2025</b> <b>HK\$'000</b>	2024 <i>HK\$'000</i>
<b>NON-CURRENT ASSETS</b>			
Property, plant and equipment		<b>144,840</b>	157,879
Investment properties		<b>87,488</b>	91,214
Right-of-use assets		<b>228,368</b>	198,560
Intangible assets		<b>3,561</b>	2,158
Investments in joint ventures		<b>86,616</b>	75,853
Investment in an associate		<b>3,780</b>	–
Prepayments and deposits paid in advance for purchase of property, plant and equipment and intangible assets		<b>9,005</b>	819
Non-current deposits and other receivables		<b>43,004</b>	53,939
Total non-current assets		<b>606,662</b>	580,422
<b>CURRENT ASSETS</b>			
Inventories		<b>9,758</b>	9,214
Trade receivables	<i>10</i>	<b>3,624</b>	2,636
Prepayments, deposits and other receivables		<b>58,545</b>	60,335
Tax recoverable		<b>246</b>	204
Restricted cash		<b>2,500</b>	2,500
Cash and cash equivalents		<b>146,578</b>	235,013
Total current assets		<b>221,251</b>	309,902
<b>CURRENT LIABILITIES</b>			
Trade payables	<i>11</i>	<b>28,937</b>	37,107
Other payables and accruals		<b>83,036</b>	94,586
Lease liabilities		<b>86,580</b>	97,127
Tax payable		<b>12,526</b>	13,663
Total current liabilities		<b>211,079</b>	242,483
<b>NET CURRENT ASSETS</b>		<b>10,172</b>	67,419
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<b>616,834</b>	647,841

	<b>2025</b>	2024
<i>Notes</i>	<b><i>HK\$'000</i></b>	<i>HK\$'000</i>
<b>NON-CURRENT LIABILITIES</b>		
Other payables and accruals	<b>12,228</b>	12,816
Lease liabilities	<b>161,669</b>	147,455
Deferred tax liabilities	<b>2,222</b>	2,256
	<hr/>	<hr/>
Total non-current liabilities	<b>176,119</b>	162,527
	<hr/>	<hr/>
Net assets	<b>440,715</b>	485,314
	<hr/> <hr/>	<hr/> <hr/>
<b>CAPITAL AND RESERVES</b>		
<b>Equity attributable to equity shareholders of the Company</b>		
Issued capital	<b>14,112</b>	14,112
Reserves	<b>450,158</b>	493,169
	<hr/>	<hr/>
	<b>464,270</b>	507,281
	<hr/>	<hr/>
<b>Non-controlling interests</b>	<b>(23,555)</b>	(21,967)
	<hr/>	<hr/>
Total equity	<b>440,715</b>	485,314
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## NOTES TO THE FINANCIAL STATEMENTS

### 1. CORPORATE AND GROUP INFORMATION

Tsui Wah Holdings Limited was incorporated in the Cayman Islands on 29 May 2012 as an exempted company with limited liability under the Companies Act (As Revised) of the Cayman Islands. The address of the Company's registered office is Cricket Square, Hutchins Drive, P.O. Box 2681, Grand Cayman, KY1-1111, Cayman Islands.

During the Year, the Company acted as an investment holding company and the Company's subsidiaries were principally engaged in the provision of food catering services in the Hong Kong Special Administrative Region ("Hong Kong") of the People's Republic of China (the "PRC", the "Mainland" or the "Mainland China"), the Mainland China, the Macau Special Administrative Region of the PRC ("Macau") and the Republic of Singapore ("Singapore").

#### 2.1 BASIS OF PREPARATION

The consolidated financial statements comprise the Group and its investments in joint ventures and an associate. The consolidated results set out in this announcement do not constitute the Group's consolidated financial statements for the Year but are extracted from those financial statements.

These financial statements have been prepared in accordance with HKFRS Accounting Standards (the "HKFRSs") (which include all Hong Kong Financial Reporting Standards, Hong Kong Accounting Standards (the "HKASs") and Interpretations) issued by the Hong Kong Institute of Certified Public Accountants (the "HKICPA"), accounting principles generally accepted in Hong Kong and the disclosure requirements of the Hong Kong Companies Ordinance. These financial statements also comply with the applicable disclosure provisions of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the "Stock Exchange" and the "Listing Rules", respectively). They have been prepared under the historical cost convention. These financial statements are presented in Hong Kong dollars ("HK\$") and all values are rounded to the nearest thousand except when otherwise indicated.

The Group has prepared the financial statements on the basis that the Group will continue to operate as a going concern.

#### 2.2 CHANGES IN ACCOUNTING POLICIES AND DISCLOSURES

The HKICPA has issued a number of new and amended HKFRS Accounting Standards that are first effective or available for early adoption for the current accounting period of the Group. None of these amendments have had a material effect on how the Group's results and financial position for the current or prior periods have been prepared or presented.

The Group has not applied any new standard or interpretation that is not yet effective for the current accounting period.

### 2.3 POSSIBLE IMPACT OF AMENDMENTS, NEW STANDARDS AND INTERPRETATIONS ISSUED BUT NOT YET EFFECTIVE FOR THE YEAR

Up to the date of issue of these financial statements, the HKICPA has issued a number of amendments and new standards, which are not yet effective for the Year and which have not been adopted in these financial statements. These developments include the following which may be relevant to the Group.

	<b>Effective for accounting periods beginning on or after</b>
Amendments to HKAS 21, <i>The effects of changes in foreign exchange rates — Lack of exchangeability</i>	1 January 2025
Amendments to HKFRS 9, <i>Financial instruments</i> and HKFRS 7, <i>Financial instruments: disclosures — Amendments to the classification and measurement of financial instruments</i>	1 January 2026
Annual improvements to HKFRSs — Volume 11	1 January 2026
HKFRS 18, <i>Presentation and disclosure in financial statements</i>	1 January 2027
HKFRS 19, <i>Subsidiaries without public accountability: disclosures</i>	1 January 2027

The Group is in the process of making an assessment of what the impact of these developments is expected to be in the period of initial application. So far, it has concluded that the adoption of them is unlikely to have a significant impact on the consolidated financial statements, except for HKFRS 18, where the presentation of the financial statements is expected to change.

### 3. OPERATING SEGMENT INFORMATION

The Group is principally engaged in the provision of food catering services. Information reported to the Group's management for the purpose of resource allocation and performance assessment focuses on the operating results of the Group as a whole as the Group's resources are integrated and no discrete operating segment financial information is available. Accordingly, no operating segment information is presented.

#### Geographical information

The following tables present revenue from external customers for the Year and certain non-current assets' information as at 31 March 2025 by geographical area.

(a) *Revenue from external customers*

	<b>2025</b>	2024
	<b>HK\$'000</b>	HK\$'000
Hong Kong	<b>514,598</b>	505,713
Mainland China	<b>370,585</b>	431,348
Others*	<b>20,857</b>	17,067
	<b>906,040</b>	954,128

The revenue information above is based on the locations of the customers.

As no revenue derived from sales to a single customer of the Group accounted for 10% or more of the Group's total revenue during the Year (2024: Nil), no information about major customers is presented.

\* Mainly represents revenue derived from the sale of food to joint ventures of the Group.



(b) *Non-current assets*

	2025 <i>HK\$'000</i>	2024 <i>HK\$'000</i>
Hong Kong	185,244	169,029
Mainland China	291,798	281,601
Others	86,616	75,853
	<u>563,658</u>	<u>526,483</u>

The non-current assets' information above is based on the locations of the assets and excludes non-current deposits and other receivables.

#### 4. REVENUE AND OTHER INCOME AND OTHER GAINS

An analysis of revenue is as follows:

	2025 <i>HK\$'000</i>	2024 <i>HK\$'000</i>
<b>Revenue from contracts with customers (within the scope of HKFRS 15)</b>		
Income from restaurant operations transferred at a point in time	881,226	934,692
Sale of food transferred at a point in time	24,814	19,436
	<u>906,040</u>	<u>954,128</u>

##### **Performance obligation**

The performance obligation of income from restaurant operations is satisfied upon completion of the service.

The performance obligation of sale of food is satisfied upon delivery of the food and payment is generally due from immediate to 60 days from delivery.

An analysis of other income and other gains is as follows:

	2025 <i>HK\$'000</i>	2024 <i>HK\$'000</i>
<b>Other income</b>		
Bank interest income	3,486	7,917
Rental income ( <i>note</i> )	5,198	4,797
Government grants	1,717	210
Compensation income	1,364	612
Others	5,297	7,054
	<u>17,062</u>	<u>20,590</u>
<b>Other gains</b>		
Gain on early termination of leases	5,790	17,551
Gain on lease modification	262	–
	<u>6,052</u>	<u>17,551</u>
	<u>23,114</u>	<u>38,141</u>

*Note:*

Rental income from investment properties less direct outgoings of HK\$1,793,000 (2024: HK\$1,575,000) amounted to HK\$3,405,000 (2024: HK\$3,222,000).

## 5. FINANCE COSTS

	2025 <i>HK\$'000</i>	2024 <i>HK\$'000</i>
Interest on bank loans	85	13
Interest on lease liabilities	10,386	10,531
	<u>10,471</u>	<u>10,544</u>

## 6. PROFIT BEFORE TAX

The Group's profit before tax is arrived at after charging:

	2025 <i>HK\$'000</i>	2024 <i>HK\$'000</i>
Cost of inventories sold	234,162	246,127
Depreciation of property, plant and equipment	36,430	43,596
Depreciation of right-of-use assets	79,348	87,275
Depreciation of investment properties	3,101	3,129
Amortisation of intangible assets	599	691
Write-off of property, plant and equipment	299	1,639
Impairment of property, plant and equipment	12,281	18,928
Impairment of right-of-use assets	2,877	25,881
Foreign exchange differences, net	(179)	1,071
	<hr/>	<hr/>
Lease payments not included in the measurement of lease liabilities	7,343	5,421
Variable lease payment not included in the measurement of lease liabilities	26,937	22,424
	<hr/>	<hr/>
	34,280	27,845
	<hr/>	<hr/>
Employee benefit expenses (excluding Directors' and chief executive's remuneration):		
Wages and salaries	276,459	282,324
Retirement benefit scheme contributions	26,551	26,844
	<hr/>	<hr/>
	303,010	309,168
	<hr/>	<hr/>
Loss on disposal of property, plant and equipment	525	–
Auditor's remuneration		
— audit services	2,398	2,956
— other services	168	180
	<hr/>	<hr/>
	2,566	3,136
	<hr/> <hr/>	<hr/> <hr/>

## 7. INCOME TAX EXPENSE

Hong Kong profits tax has been provided on the estimated assessable profits arising in Hong Kong at a rate of 16.5% (2024: 16.5%) during the Year. Taxes on profits assessable elsewhere have been calculated at the rates of tax prevailing in the locations in which the Group operates.

	2025 <i>HK\$'000</i>	2024 <i>HK\$'000</i>
Current — Hong Kong		
Charge for the year	1,497	538
Underprovision in prior years	–	366
Current — Elsewhere		
Charge for the year	1,882	3,189
Deferred tax	(68)	(2,316)
	<hr/>	<hr/>
Total tax charge for the year	3,311	1,777
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## 8. DIVIDENDS

### Dividends payable to equity shareholders of the Company attributable to the year

	2025 <i>HK\$'000</i>	2024 <i>HK\$'000</i>
First interim dividend declared and paid of HK1.0 cent (2024: HK1.0 cent) per ordinary share	14,112	13,685
No second interim dividend proposed after the end of the reporting period of 2025 (2024: HK2.5 cents)	—	35,280
	<u>14,112</u>	<u>48,965</u>

### Dividends payable to equity shareholders of the Company attributable to the previous financial year, approved and paid during the year

	2025 <i>HK\$'000</i>	2024 <i>HK\$'000</i>
No special dividend in respect of the previous financial year, approved and paid (2024: HK4.0 cents)	—	54,620
	<u>—</u>	<u>54,620</u>

On 26 June 2023, a special dividend of HK4.0 cents per share for the year ended 31 March 2023 had been declared by the Directors and it was paid in cash to the shareholders of the Company (the “Shareholders”) on 21 July 2023 (2022: Nil).

The Board declared and paid a second interim dividend of HK2.5 cents per share for the year ended 31 March 2024, amounting to approximately HK\$35,280,000 to the Shareholders on 31 July 2024.

The first interim dividend of HK1.0 cent per share in respect of the Year (2024: HK1.0 cent), amounting to approximately HK\$14,112,000 (2024: HK\$13,685,000), was paid in cash to the Shareholders on 31 December 2024.

The Board has resolved not to declare a second interim (2024: HK2.5 cents) or recommend the payment of a final dividend for the Year (2024: Nil).

The total dividends for the Year will be HK1.0 cent per share (2024: HK3.5 cents).

## 9. EARNINGS PER SHARE

The calculation of the basic and diluted earnings per share is as follows:

### (a) Basic earnings per share

	2025	2024
Profit attributable to ordinary equity shareholders of the Company ( <i>HK\$'000</i> )	<u>12,342</u>	<u>39,087</u>
Weighted average number of ordinary shares in issue	1,411,226,450	1,411,226,450
Less: Weighted average number of ordinary shares held under the share award scheme	<u>(64,029,019)</u>	<u>(44,220,652)</u>
Weighted average number of ordinary shares used in calculating basic earnings per share	<u>1,347,197,431</u>	<u>1,367,005,798</u>
Basic earnings per share	<u>HK0.92 cent</u>	<u>HK2.86 cents</u>

### (b) Diluted earnings per share

	2025	2024
Profit attributable to ordinary equity shareholders of the Company ( <i>HK\$'000</i> )	<u>12,342</u>	<u>39,087</u>
Weighted average number of ordinary shares used in calculating basic earnings per share	1,347,197,431	1,367,005,798
Effect of shares granted under the share award scheme	<u>–</u>	<u>4,000,000</u>
Weighted average number of ordinary shares used in calculating diluted earnings per share	<u>1,347,197,431</u>	<u>1,371,005,798</u>
Diluted earnings per share	<u>HK0.92 cent</u>	<u>HK2.85 cents</u>

## 10. TRADE RECEIVABLES

	2025 <i>HK\$'000</i>	2024 <i>HK\$'000</i>
Trade receivables	<u>3,624</u>	<u>2,636</u>

The Group's trading terms with its customers are mainly in cash and smart card settlement, except for well-established corporate customers for which the credit term is generally 60 days (2024: 60 days). The Group seeks to maintain strict control over its outstanding receivables to minimise credit risk. Overdue balances are reviewed regularly by senior management. The Group does not hold any collateral or other credit enhancements over its trade receivable balances. Trade receivables are non-interest-bearing. They are stated net of loss allowance.

An ageing analysis of the trade receivables as at the end of the reporting period, based on the invoice date, is as follows:

	2025 <i>HK\$'000</i>	2024 <i>HK\$'000</i>
Less than one month	2,067	1,624
One to two months	643	219
Over two to three months	60	500
Over three months	<u>854</u>	<u>293</u>
	<u>3,624</u>	<u>2,636</u>

Generally, trade receivables are written off if past due for more than one year and not subject to enforcement activity. As at 31 March 2025 and 2024, the Group assessed that the loss allowance under the application of HKFRS 9 was minimal because the corporate customers have good background, reputation and history of repayment and the payment platforms have high credit rating and no past due history.

## 11. TRADE PAYABLES

An ageing analysis of the trade payables as at the end of the reporting year, based on the invoice date, is as follows:

	2025 <i>HK\$'000</i>	2024 <i>HK\$'000</i>
Less than one month	20,519	18,979
One to two months	7,613	17,256
Over two months	<u>805</u>	<u>872</u>
	<u>28,937</u>	<u>37,107</u>

The trade payables are non-interest-bearing and generally have payment terms of 45 days (2024: 45 days).

## **INDUSTRY OVERVIEW**

Hong Kong's food and beverage (“**F&B**”) industry remains a vibrant and competitive sector, characterized by its diverse culinary offerings that blend local Cantonese flavours with international influences. While the full lifting of pandemic restrictions in 2023 spurred recovery through increased tourism and consumer spending, the industry continues to face challenges such as rising operational costs (food, rent, and labour), labour shortages, and shifting consumer preferences. The trend of Hong Kong residents dining in Mainland China for better value has intensified price sensitivity among local consumers. However, government initiatives like the enhanced Supplementary Labour Scheme have helped alleviate some staffing pressures. Moving forward, F&B businesses must adapt through innovation, digitalization and enhanced customer experiences to maintain competitiveness in this dynamic market.

According to provisional data released by the Hong Kong Census and Statistics Department on 7 May 2025, the value of total receipts of the restaurants sector in the first quarter of 2025, provisionally estimated at HK\$28.0 billion, decreased by 0.6% over a year earlier. In addition to this decline, Hong Kong's economic downturn has continued to worsen, driven by rising labour costs, increased rent and utility expenses, and ongoing trade tensions between the United States and China. The implementation of tariffs is expected to further elevate food costs, adding additional burdens. Moreover, a growing trend of traveling and shopping northward to Mainland China has emerged, with many Hong Kong residents crossing the border during weekends and holidays. The decrease in tourist arrivals, particularly from Mainland China, has further exacerbated Hong Kong's economic challenges. We believe that these issues are unlikely to resolve in the near term, and a period of time will be necessary for Hong Kong's economy to recover.

## **BUSINESS REVIEW**

With the three-year-long pandemic over, all anti-pandemic measures were finally lifted and the borders reopened in February 2023, the habit of people dining out has basically returned, which has given the Group's business the impetus to recover. As at 31 March 2025, a total of 72 restaurants were operated by the Group in Hong Kong, Macau, Mainland China and Singapore. During the Year, the Group recorded revenue of approximately HK\$906.0 million, representing a decrease of approximately 5% against last year, with profit attributable to owners of Company of approximately HK\$12.3 million.

## Hong Kong

The Year proved to be a period of both challenges and opportunities for the Group. While Hong Kong's overall economy experienced modest growth and there was an increase in visitor arrivals compared to Year 2024, visitors became more price-conscious, leading to a reduction in consumption levels. Additionally, the continued enthusiasm among Hong Kong residents for northbound consumption placed additional competitive pressure on the catering industry.

On 22 April 2024, the first phase of Hong Kong's single-use plastic control measures was officially implemented. For environmental protection, the Group has always been supportive and will fully support and cooperate with the arrangements made by the Hong Kong government.

The Group's brands in Hong Kong include "Tsui Wah (翠華)", "Nijuuichi Don (廿一堂)", "Homurice (揚食屋)", "Ceylon (錫蘭)", "Ging Sun Ho King of Bun (堅信號上海生煎皇)" and "From Seed to Wish", etc. After a review of the Group's restaurant network, during the Year, the Group had closed down 2 restaurants in Hong Kong and had opened 4 restaurants under the brands of "Tsui Wah (翠華)", "Nijuuichi Don (廿一堂)", "Homurice (揚食屋)" and "Ging Sun Ho King of Bun (堅信號上海生煎皇)" in Hong Kong.



## **Mainland China**

Influenced by the global economic environment, the Year was full of uncertainties. The Mainland's catering market has shown a combination of "rational consumption and experience upgrading". Due to economic factors, price wars in the catering industry have intensified, and the rise in food ingredient costs caused by tariff adjustments in the second half of the Year has impacted our operating profits, significantly increasing operational pressures. In response to these adverse factors, the Group has actively and timely adjusted its strategies. To maintain our core customer base, we have created opportunities to attract and divert customers during non-peak hours (breakfast time and tea time), which have generally received customer support.

Regarding cost reduction, we continue to prioritize quality above all else. We actively seek high-quality upstream suppliers with the goal of minimizing the impact of external uncertainties. As for brand value preservation, the Group has always placed great importance on it. During the Year, our brand was officially selected as one of the first "Guangdong Time-Honoured Brands", and some of our branches were listed on popular dining rankings such as "Must-Eat List" and "Must-Order List". We believe that these recognitions will garner market acknowledgment and support, greatly enhancing our core competitiveness.

Although, based on current market analysis, we anticipate ongoing significant challenges in the short term, we trust that by continuously improving operational capabilities to achieve cost reduction and efficiency, and through the use of self-media to leverage traffic effects to maintain customer loyalty and attract new customers, we will be able to navigate these difficulties.

Finally, the Group remains cautiously optimistic about the future development of the Mainland. Therefore, our approach to new store expansion will adopt a "steady defence with strategic breakthroughs" strategy — developing the traditional market cautiously while targeting new growth areas through specialized markets. During the Year, 4 restaurants were closed in accordance with our operational strategy, while 2 restaurants have been opened after the Year.

## **Others**

In Singapore, the Group continues to strengthen its partnership with Jumbo Group Limited ("**Jumbo**") through the operation of "Tsui Wah", a Hong Kong-style Cha Chaan Teng (茶餐廳) brand. This collaboration leverages Jumbo's established local footprint and Tsui Wah's authentic culinary heritage to deepen our presence in Singapore's vibrant food and beverage scene.

During the Year, we expanded our footprint to a total of six restaurants, with the latest outlet opening at The Cathay in March 2025. Located in the heart of Singapore's arts and entertainment district, the new branch aims to attract a diverse demographic, from students to working professionals and tourists. Singapore's dining-out culture has remained resilient, buoyed by steady tourist arrivals and strong local demand. The favourable visa policies and robust bilateral ties with Mainland China have further supported traffic to our restaurants. Despite these positive indicators, we remain vigilant in navigating challenges such as increased labour and rental costs, persistent staffing shortages, and broader global economic uncertainties. Strategic cost management and operational efficiency will continue to be our focus as we build on Tsui Wah's momentum in the region.

In 2024, Macau's tourism industry demonstrated robust growth, with a significant increase in visitor numbers injecting strong vitality into the local F&B sector and driving ample customer traffic. As an iconic Hong Kong-style cha chaan teng brand, Tsui Wah Restaurant has gained widespread popularity among tourists, thanks to its distinctive Hong Kong flavours and brand appeal.

With the continuous improvement of Macau's tourism infrastructure — including hotel upgrades and further optimization of transportation networks — the number of domestic and international tourists is expected to rise further. This growth will drive sustained demand for dining, presenting Tsui Wah Restaurant with vast opportunities for expansion in the Macau market.

Looking ahead, the Group has full confidence in the prospect of the catering industry and will tap into diversified fields with a prudent and optimistic approach, while paying close attention to various negative factors that may affect the business operations of the Group. We will seize the opportunity to join hands with our staff to develop the Group into a highly regarded catering group with a diverse brand portfolio and comprehensive customer base to introduce more delicious dishes to customers.

## **FINANCIAL REVIEW**

### **Revenue**

Revenue of the Group for the Year was approximately HK\$906.0 million, representing a decrease of approximately 5% as compared with approximately HK\$954.1 million for Year 2024. The decrease in revenue was mainly due to unsatisfactory economic environment in Hong Kong and Mainland China; increasing northbound travel trend from Hong Kong; fierce competition in food and beverage sector in Mainland China; and the impact of US-China trade war.

### **Cost of inventories sold**

The cost of inventories sold for the Year was approximately HK\$234.2 million, representing a decrease of approximately 4.8% as compared with approximately HK\$246.1 million for Year 2024. The cost of inventories sold accounted for approximately 25.8% of the Group's revenue for the Year (2024: approximately 25.8%). The ratio of cost of inventories sold remained the same in both years, which was mainly attributable to the Group's efforts to control food materials, including regularly reviewing the prices of food materials, switching the food materials of grossly inflated price or changing the menu while maintaining quality.

### **Gross profit**

The Group's gross profit (equivalent to revenue minus the cost of inventories sold) for the Year was approximately HK\$671.9 million, representing a decrease of 5.1% compared with approximately HK\$708.0 million for the Year 2024. The decrease in gross profit was primarily a result of the proportional decrease in revenue.

### **Staff costs and human resources and remuneration policy**

As at 31 March 2025, the Group had 2,053 employees. The Group's staff costs for the Year were approximately HK\$311.3 million, representing a decrease of approximately 1.1% as compared with approximately HK\$314.8 million for Year 2024. The decrease in staff costs was primarily a result of the proportional decrease in revenue.

Remuneration packages are generally determined by reference to market norms, individual qualifications, relevant experience and performance as well as the Group's results. The Company adopted a share award scheme on 9 August 2018 (the "**Share Award Scheme**") for the purpose of, amongst others, providing incentives and helping the Group in retaining its existing employees. The Group periodically reviews the remuneration of its employees. Since the expiry of its share option scheme on 25 November 2022, the Company has not adopted any new share option scheme. In September 2022, the Company granted a total of 10,000,000 shares of the Company to certain Directors. For details, please refer to the paragraph headed "Movements in the Share Award Scheme" in the "Report of Directors" of the Company's 2025 annual report.

## **Depreciation and amortisation**

During the Year, (i) depreciation and amortisation of property, plant and equipment, investment properties and intangible assets were approximately HK\$40.2 million, equivalent to 4.4% of the Group's revenue (2024: approximately HK\$47.4 million, equivalent to 5% of the Group's revenue); and (ii) depreciation of right-of-use assets was approximately HK\$79.3 million, equivalent to 8.8% of the Group's revenue (2024: approximately HK\$87.3 million, equivalent to 9.1% of the Group's revenue). The aggregate amount of depreciation and amortisation was approximately HK\$119.5 million, equivalent to 13.2% of the Group's revenue (2024: approximately HK\$134.7 million, equivalent to 14.1% of the Group's revenue). The decrease in the ratio of depreciation and amortisation to the Group's revenue was mainly due to a decrease in the number of restaurants, as well as the impairment loss recognised for Year 2024, which had reduced the net book value of the property, plant and equipment and right-of-use assets.

## **Property rentals and related expenses**

During the Year, the property rental and related expenses increased by 10.7% from approximately HK\$54.1 million for the Year 2024 to approximately HK\$59.9 million for the Year due to the increase in variable rent expense.

## **Other operating expenses**

Other operating expenses decreased by approximately 19.7%, from approximately HK\$151.3 million for the Year 2024 to approximately HK\$121.5 million for the Year, representing approximately 13.4% (2024: approximately 15.9%) of the Group's revenue for the Year. Given the possible adverse impact of the trends of Hong Kong residents travelling north to Mainland China for consumption after the Travel Resumption, the management conducted a review of the Group's right-of-use assets and property, plant and equipment. Accordingly, impairment losses of right-of-use assets and property, plant and equipment of approximately HK\$2.9 million and HK\$12.3 million were recognised respectively during the Year (2024: approximately HK\$44.8 million in aggregate). Besides, as some restaurants had ceased operations during the Year, there was a non-recurring write-off of property, plant and equipment of approximately HK\$0.3 million (2024: approximately HK\$1.6 million). Excluding the above-mentioned impairments and write-off, the other operating expenses for the Year were approximately HK\$106 million (2024: approximately HK\$104.9 million), increased by approximately 1% as compared with Year 2024, representing approximately 11.7% of the Group's revenue (2024: approximately 11.0%). Such increase in the ratio of other operating expenses to the Group's revenue was mainly due to increases in staff welfare, sanitation expenses, and other operating related expenses during the Year.

**For the year ended  
31 March**

**2025**                      2024  
*HK\$'000*                      *HK\$'000*

**Other operating expenses included:**

Tools and consumables	21,814	23,105
Logistic and transportation	14,723	16,678
Repairs and maintenance	7,992	9,414
Staff welfare	15,958	12,100
Sanitation	9,460	8,273
Foreign exchange differences, net	(179)	1,071
Auditor's remuneration	2,566	3,136
Write-off of property, plant and equipment	299	1,639
Impairment of property, plant and equipment	12,281	18,928
Impairment of right-of-use assets	2,877	25,881
Other operating related expenses	33,742	31,033
	121,533	151,258
	121,533	151,258

**Finance costs**

Finance costs which was mainly the interest on lease liabilities amounted to approximately HK\$10.4 million for the Year, representing a decrease of approximately HK\$0.1 million from Year 2024.

**Share of profits from joint ventures**

The share of profits from joint ventures amounted to approximately HK\$28.4 million for the Year, representing a decrease of approximately HK\$9.6 million as compared with Year 2024. The decrease was primarily due to the renovation of a restaurant in Macau during the Year.

**Profit for the year**

The Group's profit was approximately HK\$11.4 million for the Year (2024: HK\$33 million). The decrease was mainly due to unsatisfactory economic environment in Hong Kong and Mainland China; increasing northbound travel trend from Hong Kong; fierce competition in the F&B sector in mainland China; and the impact of US-China trade war.

## **Liquidity, financial resources and capital structure**

The Group financed its business principally with internally generated cash flows and the proceeds received from the initial public offering of the Company's shares (the "Shares") in issue for listing on the Main Board of the Stock Exchange on 26 November 2012. Taking into account the financial resources available to the Group, including internally generated funds and available banking facilities, the Group has sufficient working capital to meet its present requirements.

As at 31 March 2025, the Group had cash and cash equivalents and time deposits totalling approximately HK\$146.6 million, representing a decrease of approximately HK\$88.4 million from approximately HK\$235 million as at 31 March 2024. Most of the Group's bank deposits and cash were denominated in Hong Kong dollars, Renminbi and Singapore dollars.

As at 31 March 2025, the Group's total current assets and current liabilities were approximately HK\$221.3 million (2024: approximately HK\$309.9 million) and approximately HK\$211.1 million (2024: approximately HK\$242.5 million), respectively, while the current ratio calculated by dividing the total current assets over the total current liabilities was approximately 1.0 time (2024: approximately 1.3 times).

As at 31 March 2025, the Group did not have any interest-bearing bank borrowings. Accordingly, the Group's gearing ratio, calculated by the interest-bearing bank borrowings divided by the equity attributable to equity Shareholders and then multiplied by 100%, was 0% (2024: 0%).

### **Contingent liabilities**

As at 31 March 2025, the Group had contingent liabilities of approximately HK\$1.7 million (2024: approximately HK\$2.9 million) in respect of bank guarantees given in favour of the landlords in lieu of rental deposits.

## **Outlook**

Looking forward, the Group plans to implement the following measures so as to diversify its business scope and income source. The Group will actively broaden its platforms and develop its new brands and explore other new business models with a view to maintaining flexible market responses and coping with the change in consumption manner. Besides, the Group will accelerate its expansion in overseas markets and the Greater Bay Area, and strengthen marketing efforts to expand its customer base. The Group hopes to consolidate the presence of its brands and increase its market share in Hong Kong, Macau and Mainland China. The Group will also make good use of its strategic partnership relationship with Jumbo in Singapore, and continue carefully seeking development opportunities in Singapore and other Southeast Asia regions.

Apart from restructuring the restaurants and developing business, the Group will also actively promote takeaway services to further strengthen its food delivery business and will launch marketing promotions to attract more customers. To enhance its efficiency and productivity, the Group has been taking decisive measures to protect profit margins by controlling its costs (such as rent and labour costs) as well as reviewing and readjusting its recurrent expenditure.

As the economy gradually recovers, with its solid cash flow and strong resources reserve, it will pave the way for the Group's continuous, sustainable growth in Hong Kong, Mainland China, Macau and Singapore.

## **APPRECIATION**

The Board would like to express its sincere gratitude to the Group's management and all its staff for their continuous support and contribution. What is more, the Board would also like to take this opportunity to thank all the shareholders of the Company (the "Shareholder(s)") and the Group's investors, customers, business partners and associates for their loyal support and longstanding faith in the prospects of the Group.

## **OTHER INFORMATION**

### **Dividends**

During the Year, the Board had paid a second interim dividend of HK2.5 cents per share in respect of Year 2024, amounting to approximately HK\$35,280,000 in cash, to the Shareholders on 31 July 2024.

The Board declared and paid an interim dividend of HK1.0 cent per share in respect of the Year, amounting to approximately HK\$14,112,000 in cash, to the Shareholders on 31 December 2024. The Board has resolved not to declare a second interim (2024: HK2.5 cents) or recommend the payment of a final dividend for the Year (2024: Nil).

## **Closure of Register of Members**

The Register of Members will be closed from Friday, 8 August 2025 to Wednesday, 13 August 2025 (both days inclusive), during which period no transfer of Shares will be registered, for ascertaining the entitlement of the Shareholders to attend, speak and vote at the annual general meeting of the Company (the “**2025 AGM**”) which will be held on Wednesday, 13 August 2025. In order to qualify for attending, speaking and voting at the forthcoming 2025 AGM, non-registered Shareholders must lodge all duly completed and stamped transfer forms accompanied by the relevant share certificates with Computershare Hong Kong Investors Services Limited (“**Computershare**”), the Company’s Branch Share Registrar in Hong Kong for registration no later than 4:30 p.m. on Thursday, 7 August 2025. The address of Computershare is Shops 1712–1716, 17/F., Hopewell Centre, 183 Queen’s Road East, Hong Kong.

## **Corporate Governance Practices**

The Company is committed to achieving and maintaining a high standard of corporate governance that properly protects and promotes the interest of its Shareholders and devotes considerable efforts to identifying and formalising good corporate governance practices. The Company has adopted and adhered to the principles in the Corporate Governance Code effective from January 2022 as set out in Appendix C1 to the Listing Rules (the “**CG Code**”). The corporate governance principles of the Company place strong emphasis on an effective board with a high level of integrity, proper internal controls, as well as a high degree of transparency and accountability, which not only maximise the corporate value for the Shareholders but also protect the long-term sustainability of the Group as a whole.

Throughout the Year and up to the date of this announcement, the Company has complied with all the applicable code provisions as in force under the CG Code.

## **Compliance with the Model Code for Securities Transactions**

The Company has adopted the Model Code for Securities Transactions by Directors of Listed Issuers as set out in Appendix C3 to the Listing Rules (the “**Model Code**”) as its own code of conduct governing the Directors’ transactions of listed securities of the Company. Following a specific enquiry made by the Company with each of the Directors, all Directors confirmed that they had complied with the standards as set out in the Model Code for the Year.

## **Review of Annual Results by Audit Committee**

The audit committee of the Company (the “**Audit Committee**”) was established on 5 November 2012 with specific written terms of reference in compliance with Rule 3.22 of the Listing Rules and code provision D.3 of the CG Code. The existing members of the Audit Committee are Mr. So Chi Man and Mr. Yim Kwok Man, both independent non-executive Directors (the “**INEDs**”), and Mr. Wong Chi Kin, a non-executive Director. Mr. So Chi Man is the chairman of the Audit Committee.



The Audit Committee has reviewed the consolidated financial statements and the Group's annual results for the Year. The Audit Committee is of the view that such financial statements have been prepared in accordance with the applicable accounting standards and in compliance with the Listing Rules and relevant statutory provisions, and is satisfied that sufficient disclosure has been made.

### **Review of Preliminary Announcement by Independent Auditor**

The financial figures in respect of the Group's consolidated statement of profit or loss, consolidated statement of profit or loss and other comprehensive income, consolidated statement of financial position and the related notes thereto for the Year as set out in this preliminary announcement have been compared by the Group's independent auditor, KPMG, Certified Public Accountants, to the amounts set out in the Group's consolidated financial statements for the Year and the amounts were found to be in agreement. The work performed by KPMG in this respect did not constitute an audit, review or other assurance engagement in accordance with Hong Kong Standards on Auditing, Hong Kong Standards on Review Engagements or Hong Kong Standards on Assurance Engagements issued by the HKICPA and consequently, no assurance has been expressed by KPMG.

### **Purchase, Sale or Redemption of Securities**

Save for the purchase of 40,312,000 Shares during the Year for the Share Award Scheme, the Company did not redeem any of its Shares listed on the Stock Exchange nor did the Company or any of its subsidiaries purchase or sell any of such Shares.

### **Event(s) after the Year**

There was no material event occurred after the end of the Year and up to the date of this announcement.

By order of the Board  
**Lee Yuen Hong**  
Chairman

Hong Kong, 27 June 2025

*As at the date of this announcement, the Board comprises the following eight members:*

- (a) Mr. Lee Yuen Hong (Chairman), Mr. Lee Kun Lun Kenji (Group Chief Executive Officer) and Ms. Lee Yi Fang as executive Directors;*
- (b) Mr. Cheng Chung Fan and Mr. Wong Chi Kin as non-executive Directors; and*
- (c) Mr. Tang Man Tsz, Mr. Yim Kwok Man and Mr. So Chi Man as INEDs.*