周大福創建有限公司

CTF Services Limited

(incorporated in Bermuda with limited liability)

(stock code: 00659)

ANNOUNCEMENT OF ANNUAL RESULTS FOR THE YEAR ENDED 30 JUNE 2025

HIGHLIGHTS

- **The Group's diversified businesses delivered a steady year-on-year growth of 7% in overall AOP, reaching HK$4,466.2 million despite macroeconomic uncertainties.**
- **The profit attributable to shareholders of the Company grew by 4% to HK$2,162.0 million.**
- **The Group's financial position remained healthy. Total available liquidity stood at approximately HK$29.8 billion as at 30 June 2025, comprising cash and bank balances of approximately HK$20.2 billion and unutilized committed banking facilities of approximately HK$9.6 billion.**
- **Committed to sustainable and progressive dividend policy. Proposed final ordinary dividend of HK$0.35 per share (FY2024: final ordinary dividend of HK$0.35 per share), together with the interim ordinary dividend of HK$0.30 per share, total ordinary dividends for FY2025 will be HK$0.65 per share (FY2024: total ordinary dividends of HK$0.65 per share). Including a one-off special dividend of HK$0.30 per share which was distributed concurrently with the interim ordinary dividend in FY2025, the total dividend for FY2025 will be HK$0.95 per share.**
- **Proposed 1-for-10 bonus issue of shares to express appreciation for shareholder support and create long-term value**

The board of directors (the "Board") of CTF Services Limited (the "Company" or "CTFS") is pleased to announce the audited consolidated results of the Company and its subsidiaries (collectively, the "Group") for the financial year ended 30 June 2025 ("FY2025") together with comparative figures for the financial year ended 30 June 2024 ("FY2024").

BUSINESS REVIEW

Group overview

FY2025 was characterized by a challenging global landscape, marked by heightened geopolitical tensions, significant market volatility, and widespread economic uncertainty. Amid this complex environment, the Group demonstrated resilience and strategic agility, delivering a solid set of results. Attributable Operating Profit ("AOP", a non-HKFRS measure), rose by 7% year-on-year to HK$4,466.2 million. This performance was driven by continuing robust growth in the Financial Services segment, partially offset by (i) the underperformance of the Free Duty business within the Facilities Management segment, though being divested in December 2024 ; (ii) a decline in the Roads segment following the expiry of the Guangzhou City Northern Ring Road concession in March 2024 and slower-than-expected traffic recovery in certain road projects; and (iii) a decrease in average rental rates for logistics properties in the Mainland, reflecting the slow pace of economic recovery.

In addition, certain non-operating items partially offset the increase in overall AOP. On the positive side, the Group benefited from its share of non-operating income from Goshawk Aviation Limited ("Goshawk"), a joint venture of the Group, arising from insurance settlements related to the loss of six aircraft. However, this was offset by impairment losses associated with certain expressways resulting from lower traffic projection, higher fair value losses on investment properties due to downward adjustment of market rentals, and net loss from project disposals recorded during the current year. Despite these headwinds, profit attributable to shareholders of the Company rose modestly by 4% to HK$2,162.0 million, reflecting the Group's ability to deliver shareholder value in a challenging environment.

Despite a noticeable decline in average borrowing costs, higher net finance costs were recorded due to a higher average net debt balance as a result of the redemption of the 5.75% senior perpetual capital securities ("2019 Perpetual Capital Securities") with an outstanding principal amount of US$1,019.1 million in January 2024. Such redemption of 2019 Perpetual Capital Securities resulted in a significant reduction in profit attributable to holders of perpetual capital securities.

The Group continues to strategically optimize its business portfolio to capture high-growth opportunities, with a particular focus on segments demonstrating long-term potential. This approach is underpinned by disciplined capital allocation, including the divestment of non-core assets or assets in which the outlook of the segment is uncertain, and reinvestment into areas with strong prospects and strategic value to the long-term development of the Group. In December 2024, the Group completed the sale of its Free Duty business, marking a full exit from the sector. This was followed by the Group's joint venture entity completed the divestment of its entire stake in Hyva III B.V. and its subsidiaries ("Hyva Group") in January 2025, and the sale of the Group's 40% interest in ForVEI II S.r.l., which operates solar power assets in Italy, in May 2025. These strategic divestments have enhanced the Group's financial flexibility, enabling the reallocation of capital toward priority growth initiatives.

In response to rising demand for comprehensive financial services, in particular wealth management, the Group is expanding its footprint in this area. Reflecting this strategic evolution, the Insurance segment has been renamed as the Financial Services segment to better represent its broadened scope. To build a more integrated platform alongside Chow Tai Fook Life Insurance Company Limited ("CTF Life"), the Group announced in March 2025 the acquisition of a 43.93% interest in uSmart Inlet Group Limited ("uSMART"), a leading technology-driven financial services company that provides professional, one-stop financial and wealth management solutions to retail and institutional clients in Greater China and Southeast Asia. Further reinforcing this strategy, the Group announced the acquisition of 65% interest in Blackhorn Group Limited ("Blackhorn"), an external asset manager, in August 2025. These acquisitions are expected to accelerate the development of the Financial Services segment and enable the Group to offer a more robust suite of wealth management solutions.

While further expanding the scope of its Financial Services segment, the Group remains committed to strengthening its capabilities in the Construction segment. With a constructive medium-term outlook for the sector, the Group acquired Hsin Chong Aster Building Services Limited ("Hsin Chong Aster"), a leading electrical and mechanical ("E&M") engineering services contractor, in March 2025. This acquisition enhances CTFS Construction Group's ability to deliver integrated solutions and is expected to contribute positively to the overall profitability and competitiveness of our Construction segment. In a market characterized by fewer active competitors, CTFS Construction Group is well-positioned to capture a greater share of upcoming project opportunities, supported by its strong execution track record and expanded service offerings.

Contribution from operations in Hong Kong accounted for 58% of the Group's AOP in FY2025 (FY2024: 59%), while the Mainland contributed 40% (FY2024: 39%). Adjusted earnings before interest, taxes, depreciation and amortization ("EBITDA") ("Adjusted EBITDA", a non-HKFRS measure of the Group's operating profitability) increased by 1% year-on-year to HK$7,315.8 million. Basic earnings per share for FY2025 was HK$0.54, representing a slight year-on-year decline of 3%, primarily due to a one-off gain of HK$102.7 million from the redemption of 2019 Perpetual Capital Securities recognized within the equity in FY2024. Excluding this one-off gain, basic earnings per share grew by approximately 2% year-on-year, reflecting the Group's stable underlying performance.

The Group successfully reduced its average borrowing costs to approximately 4.1% (FY2024: 4.7%) per annum in FY2025 through proactive financial management. Since 2023, the Group has strategically shifted a substantial portion of its debt portfolio toward lower-cost Renminbi ("RMB") borrowings, serving as a natural hedge against RMB-denominated assets to mitigate the impact of potential RMB depreciation against the Hong Kong Dollar and reducing borrowing cost in a higher-for-longer United States interest rate environment. As at 30 June 2025, RMB debt accounted for 62% of total debt, which increased from 60% as at 30 June 2024. The ratio of RMB liabilities to RMB assets also increased to approximately 80% (30 June 2024: approximately 65%).

During FY2025, the Group continued to strengthen its debt structure to navigate market volatility. In August 2024, the Group issued US$400 million 6.375% senior notes due 2028 at an issue price of 99.265%, enhancing its debt profile by diversifying funding sources and optimizing the maturity schedule. To sustain our current competitive borrowing cost, the ratio of fixed-rate debt to total debt increased to 70% as at 30 June 2025, up from 54% a year earlier.

In an effort to comply with the minimum 25% public float requirement, as stipulated under Rule 8.08(1)(a) of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the "Listing Rules"), the Group issued a principal amount of HK$780 million convertible bonds at 4.0% due July 2025 (the "4.0% Convertible Bonds") in January 2025. Approximately 27% of the 4.0% Convertible Bonds were converted during its issuance period, resulting in an increase in the Company's public float from 23.83% to 24.37% as of July 2025, representing a 0.54% uplift from the level prior to the convertible bond issuance. To further address the remaining shortfall, the Company repurchased HK$566 million in aggregate principal amount of the remaining 4.0% Convertible Bonds in July 2025 and concurrently issued a principal amount of HK$850 million convertible bonds at 2.8% due January 2027 (the "2.8% Convertible Bonds"), with an initial conversion price of HK$7.67 per share, potentially convertible into 110,821,382 new shares. Assuming full conversion of the 2.8% Convertible Bonds into new shares and there will be no other change to the share capital of the Company, the public float of the Company will be elevated to 26.40%, hence complying the requirement under the Listing Rules. As at 23 September 2025, the public float of the Company was approximately 24.47%, which is marginally below the minimum requirement of 25%.

The Group maintains a disciplined approach to financial management, underpinned by consistently strong credit ratings. In January 2025, China Lianhe Credit Rating Co., Ltd. reaffirmed the Company's credit rating at "AAA" with a stable outlook, and in May 2025, Japan Credit Rating Agency, Ltd. assigned the Group an "A+" Foreign Currency Long-term Issuer Rating and an "A+" Local Currency Long-term Issuer Rating, also with a stable outlook and marking the second consecutive year of such recognition. These ratings are expected to facilitate the Group's financing activities at competitive pricing and foster collaboration with financial institutions and investors.

Demonstrating its commitment to Environmental, Social, and Governance ("ESG") principles, the Group continues to actively explore sustainable, social, and green finance options. As at 30 June 2025, the Group's sustainability-linked and green facilities amounted to approximately HK$18.6 billion, up from approximately HK$14.1 billion as at 30 June 2024.

In FY2025, the Group maintained a solid financial footing, supported by ample liquidity and a prudent capital structure. As at 30 June 2025, the Group held cash and bank balances of approximately HK$20.2 billion, alongside unutilized committed banking facilities of approximately HK$9.6 billion. Total available liquidity amounted to approximately HK$29.8 billion, significantly exceeding debt obligations of approximately HK$9.4 billion due within the next twelve months. To further strengthen its financial flexibility, the Group is actively engaged in discussions with financial institutions to refinance its debt obligations maturing within the next twelve months, a substantial portion of which is expected to be addressed in the first half of the financial year ending 30 June 2026 ("FY2026"). This proactive approach reflects the Group's disciplined financial management and ongoing commitment to maintaining a robust capital structure.

As at 30 June 2025, the Group's net debt balance remained at a healthy level of approximately HK$14.7 billion (30 June 2024: approximately HK$15.1 billion), representing a slight decrease of 3% year-on-year. The Group's net gearing ratio, calculated as net debt over total equity, remained at an optimal level of 37% (30 June 2024: 35%), primarily driven by the full redemption of US$268.2 million in principal amount of perpetual capital securities during FY2025. This reflects the Group's disciplined approach on managing leverage while maintaining financial flexibility to support future growth and strategic initiatives.

The Group remains committed to its sustainable and progressive dividend policy, which aims to steadily increase or at least maintain the Hong Kong Dollar value of the ordinary dividend each year. For FY2025, the Board of the Company has resolved to recommend a final ordinary dividend of HK$0.35 per share, consistent with the final ordinary dividend paid in FY2024. Together with the interim ordinary dividend of HK$0.30 per share distributed earlier in the year, the total ordinary dividend distribution for FY2025 will amount to HK$0.65 per share, in line with the prior year. This marks the Group's 22nd consecutive year of ordinary dividend distribution. In addition, a one-off special dividend of HK$0.30 per share was distributed concurrently with the interim ordinary dividend in April 2025, bringing the total dividend distribution for FY2025 to HK$0.95 per share.

The Board has further recommended to implement a scrip dividend scheme in respect of the final ordinary dividend ("Scrip Dividend Scheme"). Under this scheme, the eligible shareholders of the Company ("Shareholders") will receive the final ordinary dividend in cash, with an option to elect to receive the dividend wholly in the form of new shares of the Company ("Scrip Shares"), or partly in cash and partly in Scrip Shares.

The Board considers that the Scrip Dividend Scheme will enable the eligible Shareholders to increase their investment in the Company without incurring brokerage fees, stamp duty and related transaction costs. Furthermore, the Scrip Dividend Scheme may help enhance the liquidity and trading volume of the shares of the Company and increase the public float of the shares of the Company for the purpose of fulfilling the minimum public float requirement of 25% of the Shares as set out in Rule 8.08(1)(a) of the Listing Rules.

In addition, the Board has proposed a bonus issue of shares on the basis of one bonus share for every ten existing shares held by the Shareholders whose names appear on the register of members of the Company on 24 November 2025 (the "Bonus Issue"). The purpose of the Bonus Issue is to allow shareholders to enjoy a pro-rata increase in their shareholding in the Company at no additional cost. The Board believes that the Bonus Issue will not only enhance the liquidity of the shares of the Company in the market but also represent an appropriate and balanced way to respond to the support of the Shareholders throughout the years.

Profit Contribution
For the year ended 30 June

	2025 **HK$'m**	2024 HK$'m
Attributable Operating Profit[1]	**4,466.2**	4,167.4
Non-operating items		
Net loss on fair value of investment properties, net of tax	**(447.9)**	(342.6)
Impairments and provisions, net	**(645.5)**	(51.5)
Net (loss)/gain on disposal of projects	**(152.8)**	12.3
Share of non-operating income/(expenses) of a joint venture, net	**575.7**	(52.8)
Share-based payment	**(24.3)**	(44.4)
Unallocated corporate office items		
Net finance costs	**(1,010.1)**	(744.1)
Expenses and others	**(397.0)**	(402.2)
	(2,101.9)	(1,625.3)
Profit for the year after tax and non-controlling interests[2]	**2,364.3**	2,542.1
Profit attributable to:		
Shareholders of the Company	**2,162.0**	2,084.2
Holders of perpetual capital securities	**202.3**	457.9
	2,364.3	2,542.1

Notes:

(1) Attributable Operating Profit/(Loss) is a non-HKFRS measure used by the Executive Committee of the Company to assess the performance of the operating segments as detailed in note 2 to the "Results" section of this announcement. The overall AOP of the Group represents the profit available for appropriation before non-operating and unallocated corporate office items. It may not be comparable to similar measures presented by other companies.

(2) Reconciliation from Attributable Operating Profit to profit for the year after tax and non-controlling interests and related details of reconciling to consolidated income statement and notes thereto are set out in note 2 to the "Results" section of this announcement.

Adjusted EBITDA[3]
For the year ended 30 June

	2025 **HK$'m**	2024 HK$'m
Operating profit	**3,232.6**	3,662.6
Adjustments		
Depreciation and amortization[4]	**1,813.7**	1,758.5
Other non-operating/non-cash items		
Net loss on fair value of investment properties[5]	**582.7**	380.5
Impairment loss on intangible concession rights[5]	**311.9**	-
Impairment losses related to associated companies, net of reversal[5]	**-**	118.8
Reversal of provisions[5]	**-**	(250.6)
Profit on disposal of interest in a joint venture[5]	**-**	(6.4)
Profit on reclassification of interest in an associated company to a financial asset[5]	**-**	(5.9)
Profit on disposal of assets held-for-sale[5]	**(42.7)**	-
Share-based payment[6]	**24.3**	44.4
Dividends received from associated companies and joint ventures	**1,201.2**	1,235.5
Other adjustment[7]	**192.1**	303.1
Adjusted EBITDA[3]	**7,315.8**	7,240.5

Notes:

(3) Adjusted EBITDA is a non-HKFRS measure of the Group's operating profitability and calculated as operating profit excluding depreciation and amortization and other non-operating/non-cash items, plus dividends received from associated companies and joint ventures, and any other relevant adjustments. It may not be comparable to similar measures presented by other companies.

(4) Being the sum of amortization of intangible assets and intangible concession rights as well as depreciation of property, plant and equipment and right-of-use assets as individually disclosed in note 3 to the "Results" section of this announcement.

(5) As disclosed in note 4 to the "Results" section of this announcement.

(6) As disclosed in note 3(a) to the "Results" section of this announcement.

(7) Adjustment is made to include dividends from an associated company and joint ventures which were reinvested by the Group.

OPERATIONAL REVIEW

AOP Contribution by Segment

For the year ended 30 June

	2025 HK$'m	2024 HK$'m	Change % Fav./(Unfav.)
Roads	**1,439.4**	1,571.4	(8)
Financial Services	**1,242.1**	964.9	29
Logistics	**740.4**	722.3	3
Construction	**719.3**	705.0	2
Facilities Management#	**88.5**	228.3	(61)
Strategic Investments	**236.5**	(24.5)	1,065
Total	**4,466.2**	4,167.4	7

If excluding the divested Free Duty business, the Facilities Management segment reported an AOP of HK$127.7 million in FY2025, compared to HK$110.3 million in FY2024, representing a year-on-year growth of 16%.

Roads

In FY2025, despite a challenging environment, certain assets of the Roads segment have demonstrated a stable performance. The Group is currently managing 13 toll roads projects in the Mainland, spanning Guangdong Province, Zhejiang Province, Tianjin Municipality, Hubei Province, Hunan Province and Guangxi Zhuang Autonomous Region, with a total length of approximately 880 kilometers.

During the financial year, overall like-for-like average daily traffic flow increased by 2% year-on-year, while like-for-like average daily toll revenue declined by 2% year-on-year. This divergence primarily reflected shifting traffic patterns following the opening of Shenzhen-Zhongshan Link in June 2024, which led to a rise in short-distance travel and a corresponding decrease in long-distance travel on Beijing-Zhuhai Expressway (Guangzhou-Zhuhai Section).

The Roads segment reported a total AOP of HK$1,439.4 million, representing a year-on-year decline of 8%. The decrease was primarily attributable to the expiry of the concession for Guangzhou City Northern Ring Road in March 2024, slower-than-expected traffic recovery and intensified competition across certain road projects. These adverse impacts were partially offset by a favourable base effect in the performance of Hangzhou Ring Road, which had been temporarily affected by traffic control measures during the Asian Games in FY2024. Excluding the impact of the concession expiries of Guangzhou City Northern Ring Road and 3 toll roads in Shanxi Province, the AOP from 13 toll roads with full year profit contributions recorded a year-on-year increase of 1%. The Group's major expressways, including Hangzhou Ring Road, Tangjin Expressway (Tianjin North Section), Beijing-Zhuhai Expressway (Guangzhou-Zhuhai Section) and the three expressways in the Central region (Suiyuenan Expressway, Sui-Yue Expressway, and Changliu Expressway), collectively contributed over 80% of the total AOP of the Roads segment. Like-for-like average daily traffic flow of these expressways grew by 3% year-on-year, while like-for-like average daily toll revenue declined by 3% year-on-year. In April 2025, the Group completed the disposal of Shanxi Taiyuan - Gujiao Roadway (Gujiao Section) as it approached concession expiry. This roadway had an immaterial impact on the overall AOP of the Roads segment.

The West Lake Service Area, located on the Group's wholly owned Hangzhou Ring Road was awarded Platinum certification, the highest level of LEED certification from the U.S. Green Building Council, in September 2024. This achievement marked the first service area in the Mainland to receive this prestigious recognition, underscoring the Group's leadership in sustainable infrastructure development. Additionally, the Xiasha Service Area, another service area along Hangzhou Ring Road, completed its renovation in January 2025. The upgraded site now features 88 charging piles, making it one of the largest integrated photovoltaic-storage-charging facilities in Zhejiang Province, reflecting the Group's efforts to advance low-carbon transportation development.

The Group has conducted an assessment on certain expressways and recognized impairment losses totalling HK$640.0 million in FY2025 resulting from lower traffic projection.

As at 30 June 2025, the overall average remaining concession period of the Group's road portfolio was approximately 12 years. Expansion works of Beijing-Zhuhai Expressway (Guangzhou-Zhuhai Section) and Guangzhou-Zhaoqing Expressway have been progressing according to schedule since late 2022 and late 2023 respectively. Upon estimated completion by the financial year ending 2028, the above two expressways will be eligible to apply for concession period extensions, which are expected to further lengthen the average concession period of the Group's road portfolio.

Financial Services

To reflect the expansion of service offerings and a shift toward a more comprehensive financial services strategy, the Group has renamed its Insurance segment as Financial Services segment.

In FY2025, the Financial Services segment delivered strong performance, with AOP surging by 29% year-on-year to HK$1,242.1 million, primarily driven by the robust growth of CTF Life business. Supported by profitable business growth and favourable financial market movements, the Contractual Service Margin ("CSM") release from the insurance business rose by 28% year-on-year to HK$1,130.1 million. As at 30 June 2025, the CSM balance, net of reinsurance, grew by 13% to approximately HK$9.2 billion compared to 30 June 2024, positioning the Group for sustained profit recognition over the duration of the insurance contract.

CTF Life reported an overall APE of HK$3,298.7 million in FY2025, representing a 27% year-on-year decline. This was primarily due to an exceptional strong performance in FY2024 following the post COVID-19 rebound, as well as intensified competition in the brokerage channel. However, the agency channel has grew significantly with its APE surging by 48% year-on-year, which partially offset the overall decline. Despite the short-term decline, APE remains on a strong medium-term growth trajectory, having achieved a compound annual growth rate ("CAGR") of 23% over the past three years. Mainland Chinese visitors continued to be a key contributor, accounted for approximately 58% (FY2024: 59%) of total APE. Value of New Business ("VONB") declined by 18% to HK$1,003.3 million in FY2025 due to the slowdown in APE, though it maintained a CAGR of 24% over the past three years. Supported by effective capital management, product design aligned with the Hong Kong Risk Based Capital ("HKRBC") regime, as well as a more favourable product mix, the VONB margin (representing VONB as a percentage of APE) improved to 30%, up from 27% in FY2024.

To strengthen its foundation for future growth, CTF Life augmented its agency force, resulting in a 48% uplift in agency productivity by APE and 24% rise in new recruits. These efforts contributed to a 23% year-on-year increase in the agency channel's persistency ratio[1], which was the key driver behind the 8% improvement in CTF Life's overall persistency ratio, reflecting enhanced service quality and stronger customer loyalty. Investment income from its fixed income portfolio increased to 4.6% per annum in FY2025 (FY2024: 4.5%). In the first three months of 2025, CTF Life ranked 11th among life insurers in Hong Kong by APE, maintaining a competitive market position.

During FY2025, CTF Life expanded its suite of financial and healthcare solutions to meet evolving customer needs. Following the successful launch of the Prime Treasure Savings Insurance Plan and the MyWealth Savings Insurance Plan 2 in the first half of FY2025, three new products were introduced in the second half. These include the ChampCare Medical Insurance (VHIS) Plan, offering comprehensive medical coverage with flexible deductible and benefit options; the We Shine Protection Linked Plan, providing enhanced life coverage of up to 500% of total basic premiums along with wealth accumulation benefits; and the GBA MediAccess Outpatient Insurance Plan ("GBA MediAccess"), which delivers seamless online and offline access to general practitioner and traditional Chinese medicine consultations, dental scaling, and health management services. These offerings reflect CTF Life's integrated approach to financial planning and healthcare.

The launch of "GBA MediAccess" also exemplifies CTF Life's strategy to deliver holistic, cross-boundary healthcare solutions. Developed in partnership with The GBA Healthcare Group ("GBAH"), also a member of the Chow Tai Fook Group ("CTF Group"), this market-first plan provides family coverage for up to three members and access to high-quality Chinese and Western medical services, dental care, and health management across Hong Kong, Macau and the Greater Bay Area ("GBA"). Tailored for frequent travellers, the plan offers exceptional convenience and seamless cross-boundary healthcare access. The strategic alliance with GBAH, formed in early 2024, also established a tripartite partnership with Grade 3A hospitals in the GBA to deliver one-stop premium medical services. This initiative enhances medical efficiency, reduces healthcare costs, elevates customer experience, and supports the Hong Kong Government's efforts to promote GBA development.

CTF Life maintained a resilient financial position in FY2025. Despite the inaugural dividend distribution of approximately HK$0.5 billion, CTF Life's solvency ratio under the HKRBC regime remained robust at 279% as at 30 June 2025, significantly exceeding the minimum regulatory requirement of 100%. Embedded value grew by 19% to HK$25.3 billion as at 30 June 2025. This growth was driven by new business value, favourable equity market performance and capital efficiency gains under the new solvency regime. Moody's maintained CTF Life's insurance financial strength rating at A3 with a stable outlook, and Fitch Ratings affirmed its A- rating with a stable rating outlook. CTF Life further demonstrated strong asset and liability management, maintaining the HKRBC-based effective duration gap within a prudent range since the regime came into effective on 1 July 2024.

[1] The percentage of insurance policies paying the 19th monthly premium, as measured by premiums.

Following its rebranding from FTLife Insurance Company Limited to CTF Life in July 2024, the company has strategically leveraged CTF Group's extensive businesses network to deliver its "Value Beyond Insurance" proposition. The innovative "CTF Life • CIRCLE" membership program exemplifies this vision by offering customers exclusive access to premium lifestyle benefits and memberships alliance across the CTF Group's diverse portfolio, including luxury hospitality, retail, dining, education, healthcare services, and entertainment. This initiative deepens customer engagement and creates valuable cross-selling opportunities.

CTF Life's excellence in product innovation, talent development, marketing, and ESG initiatives was recognized through numerous awards in FY2025. These included over 25 accolades in the second half of FY2025, such as the Bloomberg Businessweek "Financial Institutions Awards 2025" and the Metro Finance "GBA Insurance Awards – Hong Kong & Macau 2025".

Recognizing the sustained demand for wealth management solutions, the Group is strategically expanding its Financial Services portfolio. In March 2025, the Group announced the acquisition of a 43.93% equity interest in uSMART, a leading technology-driven financial services company. uSMART provides professional, one-stop financial and wealth management solutions to retail and institutional clients in Greater China and Southeast Asia. Upon completion, the acquisition is expected to significantly broaden the Group's wealth management capabilities and generate synergistic value with CTF Life.

Logistics

FY2025 marked a modest growth in the Logistics segment, underpinned by stable performance from ATL Logistics Centre Hong Kong Limited ("ATL") and a substantial surge in contributions from China United International Rail Containers Co., Limited ("CUIRC"), which was partially offset by softer profitability from logistics properties in the Mainland. Overall, the Logistics segment delivered a year-on-year AOP increase of 3%, reaching HK$740.4 million.

As at 30 June 2025, the Logistics Asset & Management portfolio, comprising ATL in Hong Kong and seven logistics properties in the Mainland, with gross leasable areas of approximately 5.9 million square feet and 6.5 million square feet, respectively. ATL offers ramp access to all floors and benefits from a strategically advantageous location that enhances operational efficiency for tenants. Despite a softening leasing environment amid macroeconomic uncertainties, ATL achieved higher average rental rates, which helped offset the impact of lower occupancy due to evolving tenant requirements stemming from reciprocal tariffs and a slowdown in the Hong Kong retail market. As at 30 June 2025, ATL recorded a year-on-year average rental growth of 8%, while its occupancy rate declined to 80.7% (30 June 2024: 96.3%). In response to evolving market dynamics, ATL is pursuing a dual-focused strategy that emphasizes tenant diversification and strategic capital investments in enhanced amenities and facilities. Its AOP contribution remained stable in FY2025.

In the Mainland, tariff-related headwinds and destocking pressures continued to dampen leasing demand, placing downward pressure on rental rates. Amid prevailing market uncertainties, tenants adopted a cautious stance during contract renewals. In response, the Group proactively adjusted rental rates and introduced flexible leasing arrangements to sustain occupancy levels and reinforce portfolio resilience. As at 30 June 2025, the average occupancy rate across the six logistics properties in Chengdu and Wuhan rose to 94.7% (30 June 2024: 85.4%), reflecting the effectiveness of the Group's adaptive leasing strategy. For the logistics property in Suzhou, the Group proactively terminated the lease with the sublessor (which was in existence prior to our acquisition in June 2023) in April 2025, thereby enabling us to deliver exceptional services and foster more robust and long-term relationships with tenants directly. While the termination has a short-term impact on the occupancy which dropped to 40.7%, the Group is confident that the occupancy will return to normality after taking over with our superior services and vast tenant network. Overall, the average occupancy rate across the seven logistics properties in Chengdu, Wuhan and Suzhou remained stable at 87.5% (30 June 2024: 87.4%).

CUIRC currently operates 13 railway container terminals located in Kunming, Chongqing, Chengdu, Zhengzhou, Wuhan, Xi'an, Dalian, Qingdao, Ningbo, Tianjin, Urumqi, Qinzhou, and Guangzhou. Benefiting from the strong support of the government of the People's Republic of China ("PRC") for the development of rail transportation, CUIRC delivered robust operational performance in FY2025. The growing demand for multimodal transportation services, particularly the China-Europe Railway Express and the New International Land-Sea Trade Corridor Railway Express, along with expanded terminal capacity and increased demand for ancillary logistics services, contributed to CUIRC's strong growth.

In FY2025, CUIRC reported a year-on-year uptick in AOP of 23%, with throughput rising 10% to 7,000,000 TEUs. To meet growing demand, CUIRC is actively enhancing its terminal infrastructure. The project to double the handling capacity of the Tianjin terminal was completed in March 2025, which significantly improved the terminal's handling capacity and operational efficiency.

Construction

The Construction segment, represented by CTFS Construction Group, was further strengthened during the financial year following the strategic acquisition of Hsin Chong Aster in March 2025. CTFS Construction Group now comprises four well-established specialist entities: Hip Hing Group (building design and construction), Vibro Group (Hong Kong's longest-standing foundation specialist), Quon Hing Group (a leading concrete supplier), and Hsin Chong Aster (a prominent provider of E&M engineering services). This consolidation reinforces CTFS Construction Group's position as a leading provider of integrated construction solutions, offering comprehensive one-stop services across residential, commercial, government and institutional sectors in Hong Kong.

In FY2025, CTFS Construction Group delivered resilient performance, maintaining a steady AOP of HK$719.3 million, despite headwinds from a softer project pipeline and rising material costs. Notably, Hsin Chong Aster contributed positively to profitability following its integration into CTFS Construction Group. Major projects undertaken during the financial year included commercial development at Caroline Hill Road in Causeway Bay, commercial and residential developments at Kai Tak and residential development at Ma Wo Road, Tai Po.

Capitalizing on its deep technical expertise and proven track record, CTFS Construction Group maintained its competitive edge in Hong Kong's construction industry. Newly awarded contracts rose by 9% year-on-year to approximately HK$23.9 billion, significantly outperforming the broader market. Notably, Vibro Group solidified its leadership in the foundation sector and captured a considerable share of new projects, further demonstrating CTFS Construction Group's unmatched strength and commitment to excellence. As at 30 June 2025, the gross value of contracts on hand stood at approximately HK$58.5 billion. The remaining works to be completed amounted to approximately HK$38.5 billion, representing a 24% increase compared to 30 June 2024. In response to a contraction in private sector project opportunities, CTFS Construction Group strategically pivoted towards government and institutional related projects. As a result, 61% of the remaining works to be completed were attributable to these segments, up from 48% a year earlier. The remaining portfolio comprised 31% private sector projects (including both commercial and residential developments) and 8% from New World Group. This strategic rebalancing reflects the Group's proactive approach to navigating market shifts while maintaining a diversified and resilient project pipeline.

Key projects awarded during FY2025 included AsiaWorld-Expo Phase 2 development, main contract works for residential development at Ma Wo Road, Tai Po, excavation and lateral support works (stages 1 & 2) for the integrated basement and underground road in zones 2A, 2B & 2C of The West Kowloon Cultural District, dedicated rehousing estate at Ma Tau Kok and Building 1 Development of Hong Kong-Shenzhen Innovation and Technology Park.

CTFS Construction Group continued to receive industry recognition in the second half of FY2025. In addition to the accolades earned earlier in the year, Hip Hing Group was honoured with the Grand Award at the HKIE 50th Anniversary Legacy Award and Grand Award at the CICES Awards 2025 for its exceptional work on the Kai Tak Sports Park ("KTSP") project. This recognition underscores Hip Hing Group's ongoing pursuit of innovation and engineering excellence in shaping Hong Kong's landmark developments. Furthermore, Hip Hing Group and Vibro Group were awarded the 2024 Environmental Merit Award and the ESG Contribution Advocate Award, affirming their commitment to ESG integration and responsible business practices.

During FY2025, CTFS Construction Group achieved notable progress in digital transformation journey, embedding innovation as a core pillar of its operational strategy. CTFS Construction Group successfully deployed a suite of cutting-edged technologies, including Hong Kong's first mobile BIM CAVE system, a multimodal large language model robotic safety dog, a self-developed distant tower crane command system, and AI-powered piling and monitoring solutions. These technological advancements have delivered measurable improvements in operational efficiency, site safety, and cost management. More importantly, they exemplify CTFS Construction Group's unwavering commitment to engineering excellence and its proactive approach to setting new benchmarks in industry best practices.

Facilities Management

In FY2025, if excluding the divested Free Duty business, the Facilities Management segment delivered a year-on-year AOP increase of 16%, reaching HK$127.7 million. While including the divested Free Duty business, the segment's AOP recorded a year-on-year decrease of 61% to HK$88.5 million. Gleneagles Hospital Hong Kong ("GHK") successfully completed its ramp-up phase and began contributing positively to the Group's profitability during the current financial year. This was partially offset by a drop in AOP of Hong Kong Convention and Exhibition Centre ("HKCEC") primarily due to the decline in food and beverage revenue as a result of the reduced number of banquet events, as well as the downscaling of trade exhibitions, amid ongoing macroeconomic headwinds. Additionally, Kai Tak Sports Park Limited ("KTSPL"), in which the Group holds a 25% interest, recorded an Attributable Operating Loss ("AOL") mainly due to pre-operational expenses. The divestment of the Free Duty business in December 2024, which incurred an AOL of HK$39.2 million between July 2024 and December 2024, marked a strategic exit from all duty free-related operations. This move is expected to enhance the segment's profitability in future periods by allowing the Group to focus on higher-performing and strategically aligned operations.

HKCEC continues to strengthen its position as Asia's premier events hub by hosting a diverse portfolio of international and regional exhibitions, conferences, and entertainment events. In FY2025, total attendance increased by 7% year-on-year, reaching approximately 7.8 million across 786 events (FY2024: 823 events).

GHK made notable progress in ramping up its operations during FY2025, driven by a focus on operational excellence and the delivery of high-quality healthcare services. This resulted in its first-time positive AOP contribution since opening. Revenue recorded solid growth, while EBITDA surged by 23% year-on-year, accompanied by further improvement in EBITDA margin during FY2025. Patient volumes continued to rise, with strong performance in inpatients services revenue. As at 30 June 2025, the number of regularly utilized beds reached 337 (30 June 2024: 313), with an average occupancy rate of 64% (30 June 2024: 65%).

Aligned with GHK's strategic development roadmap, Parkway Medical Services (Hong Kong) Limited ("Parkway Medical"), a business venture between the Group and IHH Healthcare Berhad, which aims to provide ancillary healthcare services and broaden its service offerings and network, opened a new clinic in November 2024 in the Western District of Hong Kong Island, offering comprehensive primary healthcare services, including Chinese medicine.

Parkway Medical also expanded its specialist clinic network by opening Gleneagles Primo Surgical Centre in September 2024 in Central, focusing on head and neck tumour treatments, plastic and reconstructive surgeries, breast health- and ear, nose and throat-related services, as well as minor surgical procedures, and followed by the launch of Gleneagles Dispensary in December 2024, which serves as a one-stop destination for medications, health supplements, home-use medical devices, and general health advisory services.

These strategic expansions complement GHK's existing healthcare network, which includes Gleneagles Healthcare Wong Chuk Hang Hong Kong, Gleneagles Healthcare South Horizons Hong Kong, Gleneagles Medical Clinic Central Hong Kong, Gleneagles Pro-HEART Cardiac Centre, and Parkway Laboratory Services Central Hong Kong. This integrated network facilitates seamless client referrals and enhances the continuum of care across the Group's healthcare platform.

GHK maintains a steadfast focus on innovation, research, and excellence in healthcare. It offers robotic surgery services and leverages AI technologies and advanced digital solutions to enhance patient care and experience. In March 2025, GHK became the first private hospital in Asia to offer Histotripsy treatment, a transformative, non-invasive technology that uses high-intensity ultrasound waves to destroy tumours in liver cancer patients. This milestone underscores the GHK's leadership in pioneering medical innovations.

Further reinforcing its dedication to research and innovation, GHK partnered with the Faculty of Medicine of The University of Hong Kong in September 2024, to establish Hong Kong's first private hospital clinical trials centre. Gleneagles Clinical Trials Centre facilitates a broad spectrum of clinical research, including studies on treatments, medical procedures, pharmaceuticals, and medical devices, contributing to the advancement of healthcare development.

KTSPL, in which the Group holds a 25% interest, was awarded a 25-year Design-Build-Operate ("DBO") contract by the Hong Kong Government in late 2018 to develop and manage the KTSP. The 28-hectare state-of-the-art sports and entertainment complex officially commenced operations in March 2025, featuring a 50,000-seat Main Stadium with a retractable roof (Kai Tak Stadium), a 10,000-seat Indoor Sports Centre with flexible seating configurations (Kai Tak Arena), and a 5,000-seat Public Sports Ground (Kai Tak Youth Sports Ground), as well as a covered multi-wall climbing facility and diversified outdoor sports facilities for sports such as futsal, tennis, beach volleyball. The development also includes a 700,000-square-foot retail mall (Kai Tak Mall), which achieved an occupancy rate of over 80% as at 30 June 2025. The retail mall houses over 30 premium sports brands and 70 dining restaurants, creating a vibrant retail and lifestyle destination focused on sports and entertainment. Among these are a 40-lane world-class bowling centre, a renowned soccer academy and a billiard sports academy. Since its inauguration, more than 30 local and international sports, entertainment events and community activities have been held at KTSP, attracting over one million event attendants to Kai Tak Stadium and about seven million visitors Precinct-wide. Since its opening, KTSP has made an extraordinary contribution to the city's economic development, further enhancing Hong Kong's position as "Asia's Event Capital" while promoting public engagement that enriches the life experiences of citizens.

Strategic Investments

This segment comprises investments with strategic value to the Group and exhibit strong growth potential, thereby contributing to long-term value creation for shareholders. In FY2025, the segment's AOP, which primarily includes the Group's share of results, net fair value changes, interest income, and dividend income from a diversified investment portfolio, surged substantially to HK$236.5 million, compared to an AOL of HK$24.5 million in FY2024. This notable improvement was largely driven by a net fair value gain of certain strategic investments within the segment.

As part of the Group's ongoing strategy to optimize its business portfolio and enhance shareholder returns, a joint venture entity of the Group completed the disposal of its entire interest in Hyva Group, including the associated shareholder loan, in January 2025. The transaction valued Hyva Group at an enterprise value of US$425 million, with net proceeds of approximately HK$1.2 billion attributable to the Group. The disposal loss associated with the transactions, including the related release of reserves, of HK$206.3 million was shared by the Group from this joint venture in FY2025 as a non-operating item.

In May 2025, the Group further streamlined its investment portfolio through the divestment of its 40% equity interest in ForVEI II S.r.l., an investment platform focused on solar power assets in Europe.

BUSINESS OUTLOOK

Roads

Despite the government of the PRC's ongoing stimulus measures aimed at boosting infrastructure demand, the toll road industry continues to face growth challenges in certain regions. The sector operates within a dynamic environment shaped by evolving traffic patterns and increasing competition from newly developed road networks, which may lead to revenue volatility for the segment as a whole. Additionally, a gradual shift in traffic mix driven by broader economic restructuring could further impact revenue yields. While the industry benefits from its inherent resilience, the Group remains cautious in further expanding in this segment.

Looking ahead, in light of growing execution complexities and a constrained landscape for securing new investment opportunities in strategic locations that meet the Group's rigorous return thresholds, the Group remains focused on maintaining operational agility. We will continue to implement proactive strategies to manage volatility risks and adapt to the evolving transportation ecosystem.

Financial Services

The Group aspires to build a professional, one-stop financial and wealth management platform that addresses the dynamic needs of clients, with particular focus on serving high-net-worth individuals. With Hong Kong remaining a premier hub for professional financial services, the Group sees strong growth potential in this market. Our expansion strategy focuses on deepening our presence in Hong Kong, acquiring new customers in Greater China and Southeast Asia, and diversifying our suite of global investment solutions for our clients.

To broaden its capabilities, the Group announced in August 2025 the acquisition of a 65% equity interest in Blackhorn, an external asset manager headquartered in Hong Kong. Blackhorn provides a full-service platform encompassing wealth management, asset allocation and legacy planning. The upcoming completion of two strategic acquisitions, uSMART and Blackhorn, marks a significant step forward in enhancing the Group's bespoke advisory services. These additions will complement our insurance business and extend our offerings beyond traditional products, enabling us to provide online securities brokerage, wealth management and investment advisory services, as well as a wide range of multi-asset products for individual clients. As digitalization continues to reshape the financial landscape, uSMART's regulatory licenses and experienced technology professionals position the Group to deliver advanced and customized fintech solutions to institutional clients, alongside other capital market services.

Leveraging the long-established brand heritage of the CTF Group, along with its robust financial strength and strategic global investments, CTF Life has established its Bermuda operations as a dedicated offshore insurance hub. This strategic footprint extension is a key milestone of CTF Life's growth strategy and underscores its commitment to delivering customer-centric insurance solutions. The Bermuda platform offers bespoke insurance products designed to meet the growing, sophisticated needs of high-net-worth individuals, including global asset allocation, portfolio diversification, long-term wealth appreciation, and legacy planning. The expansion represents a pivotal move for CTF Life to further strengthen its market differentiation and support CTFS's vision of building a scalable and multi-faceted wealth management platform.

To further strengthen its market position, CTF Life is boosting its agency force and expanding distribution capabilities. The strategy centres on recruiting and developing high-performing Life Planners to promote its premium product portfolio, while leveraging digital tools to optimize sales productivity. By broadening its talent pool and investing in professional training, CTF Life ensures its agency network remains agile and responsive to evolving customer needs.

As part of its ongoing rebranding initiatives, CTF Life continues to leverage synergies across the CTF Group's diverse business network. The "CTF Life • CIRCLE" membership program exemplifies this integrated approach, offering tiered members a range of differentiated benefits, including exclusive lifestyle privileges, curated online and offline experiences, and access to the CTF Group's extensive alliance network. These initiatives are designed to deepen customer engagement, strengthen brand affinity, and enhance long-term loyalty.

Cross-selling across our three financial services pillars, including insurance, wealth management, and securities brokerage, will support revenue growth. By leveraging CTF Group's extensive business network, we aim to deliver exclusive offerings that differentiate us from competitors and reinforce our market leading position.

Logistics

Our logistics warehouse operations have been strategically rebranded as CTF Logistics, leveraging the strong brand equity of "Chow Tai Fook". Aligned with the Group's business philosophy, CTF Logistics aspires to be 'Your trusted partner in premium logistics space and services' in Hong Kong and the Mainland. The Group is committed to delivering high-quality solutions and exceptional service standards, supported by a mature operational framework and a professional management team. This rebranding marks a significant milestone in enhancing market recognition while aligning with the esteemed legacy of the CTF Group.

ATL remains well-positioned to navigate market challenges, thanks to its state-of-the-art warehouse facilities, prime location and world-class operations. Despite temporary pressure on occupancy rate, ATL is enhancing its appeal through a deliberate strategy of tenant diversification. This initiative is designed to attract new tenants, especially from resilient sectors, strengthening ATL's ability to command premium rents from a more diverse and sustainable tenant mix. As the preferred distribution hub for major retailers and third-party logistics providers in Hong Kong, ATL is expected to maintain its industry leadership over the long term.

In the Mainland, the logistics sector is poised to benefit from the anticipated recovery in consumer sentiment. The Group continues to prioritize excellence in execution, placing strategic emphasis on agility in meeting the needs of customers, resilience and adaptability over scale alone. This approach is underpinned by initiatives to enhance operational efficiency, implement prudent cost controls, and strengthen sustainability practices. Through these measures, the Group aims to preserve the competitiveness of its logistics assets in key hubs including Hong Kong, Chengdu, Wuhan and Suzhou.

The Group believes that continued expansion of e-commerce will drive sustained demand for efficient logistics services, reinforcing the strategic importance of modern logistics real estate. High-quality, sustainable logistics assets located in prime urban areas remain highly attractive to both international and domestic tenants. In response to current market dislocation, the Group is actively identifying and securing undervalued logistics opportunities in the Mainland, with a particular focus on premium warehouse assets which are already in operation in the GBA and the Yangtze River Delta. This strategy enables the Group to acquire high-quality assets at compelling valuations, expand its operational footprint, and unlock significant long-term value creation and cashflow generation. While market conditions present compelling investment opportunities, the Group remains committed to a disciplined approach, carefully evaluating potential acquisitions in alignment with its long-term strategic objectives and conservative risk appetite. This ensures the continued development of a stronger and more resilient income stream, reinforcing the Group's commitment to sustainable growth and value creation.

CUIRC is well-positioned for accelerated growth, supported by favourable national policies promoting railway freight development and logistics cost optimization. With strategically located terminals along the Belt and Road Initiative routes, CUIRC is poised to capture rising cross-border rail demand and foster regional economic connectivity. CUIRC continues to enhance its competitiveness through high-quality development initiatives, including terminal modernization and intelligent system upgrades. The expansion work of the Urumqi terminal is progressing, and it is expected to be completed and put into operation by the end of 2025. Those operational improvements, combined with customer-centric innovations in product design, service quality, and functionality of the business management system, are expected to drive sustainable growth and reinforce a positive outlook for CUIRC.

Construction

CTFS Construction Group is strategically positioned to benefit from the anticipated recovery of Hong Kong's construction market. The successful acquisition of Hsin Chong Aster in March 2025 has significantly strengthened CTFS Construction Group's capabilities in delivering integrated, multidisciplinary construction solutions across a broad spectrum of project types. Residential market sentiment is showing signs of improvement, supported by increased participation from property developers in recent land tenders and a rebound in private residential transaction volumes. Early indicators of stabilization in the real estate market further reinforce this optimistic outlook.

With a less crowded competitive landscape, CTFS Construction Group is well-placed to capture a greater share of upcoming project opportunities, underpinned by its strong execution track record and expanded service offerings. Key near-to-medium-term opportunities include university student dormitories, hospital redevelopment and expansion, subsidized housing (e.g. Housing Society projects), and large-scale infrastructure such as exhibition facilities, including AsiaWorld-Expo Phase 2. The medium-to-long-term outlook remains positive, supported by the Hong Kong Government's accelerated development of the Northern Metropolis, a transformative initiative expected to generate substantial demand for high-quality construction services.

CTFS Construction Group is poised to leverage its extensive capabilities, multidisciplinary expertise, and innovative approach to meet this demand. As part of its forward strategy, CTFS Construction Group remains committed to advancing its technological capabilities to enhance project delivery and outcomes. Continued investment in innovation will be instrumental in strengthening CTFS Construction Group's competitive edge, enabling it to deliver smarter, safer, and more sustainable construction solutions that align with evolving industry standards and client expectations.

Facilities Management

The Group maintains a positive long-term outlook for the Facilities Management segment, which is well-positioned to benefit from evolving market dynamics and strategic growth initiatives.

The Hong Kong Government's Incentive Scheme for Recurrent Exhibitions 2.0 provides eligible international exhibition organizers with a venue rental subsidy of up to 100%, capped at HK$10 million per exhibition. HKCEC is well-positioned to capitalize on this initiative, leveraging its world-class infrastructure, advanced technologies and innovative event solutions. To secure a robust and diverse pipeline of international and local events, HKCEC is actively exploring new opportunities in emerging sectors, such as fintech, life sciences and AI, while expanding its portfolio of conventions and conferences. This proactive strategy enables HKCEC to continue delivering exceptional event experiences and reinforces Hong Kong's reputation as a dynamic hub for commerce, culture, and global exchange.

GHK continues to capture rising demand for premium and cross-border healthcare services. It has demonstrated strong performance across operational and financial metrics, while actively expanding its integrated healthcare network. In the fourth quarter of 2025, Parkway Medical will further strengthen its footprint with the launch of Gleneagles MediCentre in Admiralty. Strategically located in the city centre, this new ambulatory care facility will offer minor day surgeries, endoscopic procedures, oncology care, and medical aesthetics services, broadening its service offerings and revenue streams.

Parkway Medical is also exploring strategic expansion into Kowloon, extending its reach beyond Hong Kong Island. Concurrently, it is advancing its partnership with Caritas - Hong Kong, with collaborative agreements underway to progressively manage selected services at Precious Blood Hospital (Caritas), including medical services, clinical laboratory operations, and pharmacy-related functions. These initiatives will enhance Parkway Medical's service capabilities and community outreach.

Meanwhile, GHK is accelerating its presence in the GBA through strategic alliances with local hospitals. These partnerships aim to facilitate cross-border healthcare solutions, including insurance-linked services and seamless patient referrals between Hong Kong and the Mainland. This multi-dimensional growth strategy cements GHK's position as a leading provider of integrated healthcare services in the region.

Since its grand opening in March 2025, KTSP has emerged as a key player contributing to Hong Kong's mega-events economy. Looking ahead, more major sports and entertainment events will be held at KTSP, including some major events of the prestigious 15th National Games (Hong Kong), further reinforcing its role as a key venue for hosting major sports and entertainment events in Hong Kong. Kai Tak Stadium has welcomed more than one million visitors since its inauguration, underscoring its popularity and impact of events held at KTSP. As a transformative infrastructure project, KTSP serves not only as a venue but also as a powerful catalyst for growth across tourism, hospitality, and retail sectors. Through visionary management and strategic partnerships, the Group remains committed to enhancing KTSP's operational efficiency, ensuring long-term financial sustainability, and delivering phenomenal experiences for all stakeholders.

LOOKING FORWARD

The Group remains firmly committed to long-term value creation through portfolio optimization and disciplined capital management. Capitalizing on the inherent agility of its diversified business portfolio, the Group continues to realign its strategy toward segments with growth potential, with a particular focus on Financial Services and Logistics. These sectors have been prioritized for their compelling attributes, namely sustainable growth potential, and consistent cash flow generation, which collectively enhance portfolio quality and reinforce resilience.

Despite persistent global uncertainties, including geopolitical tensions, inflationary pressure, and supply chain disruptions, the Group's robust fundamentals provide a strong foundation to navigate market volatility. Prudent capital management and operational efficiencies continue to support strong ample liquidity, enabling the Group to recover swiftly and maintain a sustainable growth trajectory even under challenging conditions.

Operational excellence remains a cornerstone of the Group's strategy, driving consistent performance and enabling disciplined capital allocation. This approach supports the maintenance of a sustainable and progressive dividend policy, while the deeper integration of ESG principles across operations reinforces responsible business practices and aligns with evolving stakeholder expectations.

Looking ahead, the Group will continue to leverage its strategic agility, financial strength, and operational discipline to capture emerging opportunities, strengthen portfolio resilience, and deliver sustainable value to stakeholders.

FINANCIAL RESOURCES

Treasury management and cash funding

The Group's funding and treasury policy is designed to maintain a diversified and balanced debt profile and financing structure. The Group operates a centralized treasury function to monitor its cash position, cash flow and debt profile as well as optimize its funding cost-efficiency. In order to maintain maximum financial flexibility with adequate liquidity for the Group's operations, potential investments and growth plans, the Group has built a strong base of funding resources and will continue to expand our sources of funding which include perpetual capital securities and debt issuance in the capital markets as well as bank borrowings, both offshore and onshore, for which the proportion will change from time to time depending on the financial market conditions. The capital structure of the Group was 47% debt and 53% equity as at 30 June 2025, compared with 41% debt and 59% equity as at 30 June 2024. The Group has fully redeemed US$268.2 million in aggregate principal amount of senior perpetual capital securities with floating rate coupon issued to a private investor ahead of its first reset date in July 2024. The Group has also issued US$400 million 6.375% senior notes due 2028 in the current year which further improved its debt maturity profile.

In January 2025, the Company issued the 4.0% Convertible Bonds with the primary objective of restoring its public float as required under Rule 8.08(1)(a) of the Listing Rules. During its tenor, HK$214 million in aggregate principal amount of the 4.0% Convertible Bonds has been converted into 28,276,891 shares, thereby increasing the public float from 23.83% to 24.37%. In July 2025, the Company repurchased HK$566 million of the 4.0% Convertible Bonds and issued the 2.8% Convertible Bonds concurrently. The initial conversion price for the 2.8% Convertible Bonds is HK$7.67 per share. The issuance of the 2.8% Convertible Bonds will help to further increase its public float to 26.40%, assuming there will be no other change to the share capital of the Company and should the 2.8% Convertible Bonds be fully converted into ordinary shares of the Company at the initial conversion price of HK$7.67 each, thereby fulfilling the minimum public float requirement of 25%.

The Group manages its financial risks including mainly interest rate exposure and foreign exchange risks. Interest rate swap contracts are used to hedge against the Group's exposures to changes in interest rates, while foreign exchange forward contracts are used to hedge against foreign currency exposures of the Group's businesses which involve foreign currencies. Cross currency swap contracts are entered into and more RMB borrowings are raised to manage the Group's cost of funding and the exposure to foreign exchange risk, stemmed mainly from RMB denominated assets. The Group's Financial Services segment enters into cross currency swaps and bond forward to hedge against its foreign currency risk and interest rate risk for bond investments respectively. The Group operates mainly in Hong Kong and the Mainland and did not have any material exposure to foreign exchange risk other than RMB and United States Dollar during the current year. Through a notable increase in RMB borrowings including Panda Bonds* issued, raising offshore and onshore RMB bank loans and entering into cross currency swap contracts, about 80% of the Group's RMB denominated assets are naturally hedged as at 30 June 2025.

* "Panda Bonds" refers to RMB-denominated bonds issued by offshore incorporated entities in the domestic bond market in the Mainland.

Liquidity and capital resources

As at 30 June 2025, the Group's total cash and bank balances amounted to HK$20,210.7 million, compared with HK$14,788.0 million as at 30 June 2024. Cash and bank balances as at 30 June 2025 were mainly denominated as to 20% in Hong Kong Dollar, 64% in United States Dollar and 15% in RMB. The Group's net debt as at 30 June 2025 was HK$14,651.1 million, compared with HK$15,107.4 million as at 30 June 2024. The slight decrease in net debt was mainly due to net operating cash inflow and proceeds from disposal of certain non-core investments, partly offset by the full redemption of the US$268.2 million perpetual capital securities, certain acquisitions and expansion capital expenditures as well as payment of special dividend during the current year. The Group's net gearing ratio increased from 35% as at 30 June 2024 to 37% as at 30 June 2025. Total unutilized committed banking facilities amounted to approximately HK$9.6 billion as at 30 June 2025.

Debt profile and maturity

In order to manage the risk of any significant negative impact on the Group's equity resulting from potential fluctuation of RMB against the Hong Kong Dollar, the Group continues to adopt a debt structure characterized by high proportion of RMB borrowings which offers a natural hedge to its RMB denominated assets. As at 30 June 2025, RMB borrowings and Hong Kong Dollar borrowings accounted for 62% and 38% respectively of the Group's total debt (30 June 2024: 60% and 39%)

As at 30 June 2025, the Group's total debt increased to HK$34,861.8 million from HK$29,895.4 million as at 30 June 2024. The Group has managed to spread out its debt maturity profile to reduce refinancing risks. Amongst the total debt as at 30 June 2025, 2% will mature in the next 6-month, 25% will mature in the next 7 to 12-month, 27% will mature in the second year, 41% will mature in the third to fifth year and 5% will mature after the fifth year. The Group is in progress of refinancing and entering into new banking facilities of about HK$9.0 billion with reputable international banks which are expected to be completed before December 2025, representing almost all of the Group's debt to be matured in the next 12 months.

As a result of the favourable movement in both Hong Kong Interbank Offered Rate in Hong Kong and Loan Prime Rate in the Mainland as well as the continued proactive management of our debt mix, the average borrowing cost of the Group's debt portfolio decreased to approximately 4.1% per annum, significantly lower than 4.7% in last year. As at 30 June 2025, the Group has provided pledges over the concession rights of operation of Changliu Expressway and Sui-Yue Expressway as securities for bank loans made to the subsidiary companies which own and operate the expressways. The Group has also provided a pledge over a proportion of equity interest in a joint venture as a security for bank loans of that joint venture. Besides, the Group has provided pledges over the investment properties which include a logistics centre in Suzhou as well as certain office units and carpark spaces in Hong Kong as securities for a bank loan of the Group. As at 30 June 2025, secured loans account for 11% (30 June 2024: 14%) of the total debt of the Group.

Commitments

The Group's total commitments for capital expenditures was HK$5,912.0 million as at 30 June 2025, compared with HK$5,259.4 million as at 30 June 2024. These comprised commitments for acquisition of 43.93% equity interest in uSMART of HK$1,027.9 million, capital contributions to certain associated companies, joint ventures as well as investment funds, financial and other investments of HK$4,662.9 million as well as additions of intangible assets and property, plant and equipment of HK$221.2 million. Sources of funds for capital expenditures include internal resources of the Group and committed external financing from reputable international banks.

Financial guarantee

Financial guarantee of the Group were HK$5,133.3 million as at 30 June 2025, compared with HK$4,839.5 million as at 30 June 2024. These comprised guarantees for banking facilities of associated companies and joint ventures.

Under the main transaction agreement and the related transaction documents in relation to the disposal of aircraft leasing business by Goshawk to SMBC Aviation Capital Limited ("SMBC"), the Group provides a financial guarantee to support the performance of Goshawk of its payment obligation to satisfy claims that may be brought by SMBC against Goshawk. The Group's potential liability under the financial guarantee is limited to a total amount of US$197.1 million (equivalent to approximately HK$1,537.4 million) as at 30 June 2025 and 30 June 2024.

MAJOR ACQUISITIONS AND DISPOSALS

1. On 22 July 2024, Power Might Enterprises Limited (the "Purchaser"), an indirect wholly owned subsidiary of the Company, entered into a conditional sale and purchase agreement with Efficient League Limited and Golden Celosia Limited as the vendors (Golden Celosia Limited being wholly-owned by CTFN) and CTFN as the vendor guarantor, pursuant to which the Purchaser agreed to acquire the entire issued share capital of Hsin Chong Aster, together with the shareholder's loan owing by Hsin Chong Aster to Golden Celosia Limited, at an aggregate initial consideration of HK$538.6 million, subject to adjustment, and so adjusted to not less than HK$311.0 million and not more than HK$1,000 million. The acquisition was completed in March 2025 and Hsin Chong Aster became an indirect wholly owned subsidiary of the Company.

2. On 14 October 2024, Hyva I B.V. (a joint venture held as to 50% indirectly by the Company) and one of its subsidiaries entered into a conditional sale and purchase agreement with Jost-Werke International Beteiligungsverwaltung GmbH for the disposal of all of their entire interests in the Hyva Group. The enterprise value of the Hyva Group under the disposal amounted to US$425 million. The transaction was completed in January 2025 along with the assignment of all indebtedness owing by the Hyva Group to the shareholders of Hyva I B.V.

3. On 18 March 2025, Valiant Voice Limited ("VVL"), an indirect wholly-owned subsidiary of the Company, entered into a conditional sale and purchase agreement with Mr. Yuk Zhi Kai Alan ("Mr. Yuk") and Genius Professional Enterprises Limited ("Genius") and another conditional sale and purchase agreement with Sinowise Holdings Limited ("Sinowise"), Country Magic Limited ("Country Magic") and Mr. David Chau ("Mr. Chau", together with Mr. Yuk, Genius, Sinowise and Country Magic, the "uSmart Vendors") for the acquisition of certain shares in uSMART by VVL from the uSmart Vendors and the entire issued share capital of Genius from Mr. Yuk. The aggregate consideration payable by VVL for the acquisitions shall be US$131,783,592 (equivalent to approximately HK$1,025 million). The acquisitions will be completed in two stages and are yet to complete up to the date of this announcement. Upon completion, VVL will directly and indirectly hold an aggregate of 2,402,891,704 shares in uSMART, representing approximately 43.93% of the issued share capital of uSMART.

Save as disclosed above, there was no material acquisition and disposal of subsidiaries, associates and joint ventures during FY2025.

RESULTS

The audited consolidated results of the Group for FY2025 together with comparative figures for FY2024 are set out as follows:

Consolidated Income Statement
For the year ended 30 June

	Note	**2025 HK$'m**	2024 HK$'m
Revenue			
Non-insurance		**20,204.7**	22,968.5
Insurance		**4,080.6**	3,453.1
	2	**24,285.3**	26,421.6
Cost of sales	*3,5*	**(17,568.2)**	(19,977.7)
Insurance service expenses	*3*	**(2,765.6)**	(2,508.0)
Net (expenses)/income from reinsurance contracts held		**(68.2)**	79.9
Net insurance finance expenses		**(5,223.4)**	(1,431.0)
Other income and gains, net	*4*	**5,587.8**	2,217.8
Selling and marketing expenses	*3*	**(117.2)**	(194.4)
General and administrative expenses	*3*	**(897.9)**	(945.6)
Operating profit	*3*	**3,232.6**	3,662.6
Finance costs		**(1,470.3)**	(1,198.8)
Share of results of			
Associated companies		**210.4**	14.8
Joint ventures		**1,055.8**	842.0
Profit before income tax		**3,028.5**	3,320.6
Income tax expenses	*6*	**(666.3)**	(700.6)
Profit for the year		**2,362.2**	2,620.0
Profit/(loss) attributable to			
Shareholders of the Company		**2,162.0**	2,084.2
Holders of perpetual capital securities		**202.3**	457.9
Non-controlling interests		**(2.1)**	77.9
		2,362.2	2,620.0
Basic and diluted earnings per share attributable to shareholders of the Company	*7*	**HK$0.54**	HK$0.56

Consolidated Statement of Comprehensive Income
For the year ended 30 June

	2025 **HK$'m**	2024 HK$'m
Profit for the year	**2,362.2**	2,620.0
Other comprehensive income/(loss)		
Items that will not be reclassified to profit or loss		
Net fair value change on equity instruments as financial assets at fair value through other comprehensive income ("FVOCI")	**(74.0)**	(87.3)
Remeasurement of post-employment benefit obligation	**6.7**	15.9
Items that have been reclassified/may be subsequently reclassified to profit or loss		
Net fair value change on debt instruments as financial assets at FVOCI and other net movement	**166.6**	(27.8)
Release of reserve upon disposal of debt instruments as financial assets at FVOCI	**459.9**	123.7
Release of reserve upon deregistration of subsidiaries	**-**	(9.1)
Release of reserve upon reclassification of interest in an associated company to financial assets at FVOCI	**-**	(5.9)
Share of other comprehensive income of associated companies	**6.9**	2.2
Share of release of reserve of a joint venture	**241.7**	-
Cash flow hedges	**(373.3)**	(39.2)
Net insurance finance income/(expenses)	**106.7**	(21.2)
Currency translation differences	**111.3**	(40.5)
Other comprehensive income/(loss) for the year, net of tax	**652.5**	(89.2)
Total comprehensive income for the year	**3,014.7**	2,530.8
Total comprehensive income/(loss) attributable to		
Shareholders of the Company	**2,814.3**	1,997.8
Holders of perpetual capital securities	**202.3**	457.9
Non-controlling interests	**(1.9)**	75.1
	3,014.7	2,530.8

Consolidated Statement of Financial Position
As at 30 June

	Note	**2025**	2024
		HK$'m	HK$'m
ASSETS			
Intangible assets		**6,186.8**	5,928.8
Intangible concession rights	*9*	**10,961.9**	12,226.1
Investment properties		**4,949.6**	5,479.1
Property, plant and equipment		**1,226.9**	1,252.2
Right-of-use assets		**949.9**	974.4
Associated companies		**4,720.1**	4,540.3
Joint ventures	*10*	**16,151.7**	17,403.8
Insurance contract assets		**1,418.6**	548.3
Reinsurance contract assets		**97.4**	221.2
Debt instruments as financial assets at amortized cost		**1,419.7**	1,391.4
Financial assets at FVOCI		**13,236.1**	11,624.4
Financial assets at fair value through profit or loss ("FVPL")		**69,888.4**	59,746.6
Derivative financial instruments		**255.8**	367.2
Inventories		**20.8**	18.4
Trade and other receivables	*11*	**11,491.1**	9,158.9
Investments related to unit-linked contracts		**9,710.1**	9,041.3
Cash and bank balances		**20,210.7**	14,788.0
Assets held-for-sale		**-**	373.3
Total assets		**172,895.6**	155,083.7
EQUITY			
Share capital		**4,009.8**	3,997.5
Reserves		**33,507.0**	34,898.7
Shareholders' funds		**37,516.8**	38,896.2
Perpetual capital securities		**2,347.8**	4,436.4
Non-controlling interests		**17.1**	19.1
Total equity		**39,881.7**	43,351.7
LIABILITIES			
Deferred tax liabilities		**1,152.1**	1,266.5
Insurance contract liabilities		**77,481.8**	64,565.9
Reinsurance contract liabilities		**-**	55.5
Financial liabilities related to unit-linked contracts		**4,183.6**	4,188.8
Borrowings and other interest-bearing liabilities		**34,861.8**	29,895.4
Derivative financial instruments		**1,267.2**	384.9
Trade and other payables	*12*	**12,907.2**	9,699.2
Lease liabilities		**716.9**	738.9
Taxation		**443.3**	570.9
Liabilities directly associated with assets held-for-sale		**-**	366.0
Total liabilities		**133,013.9**	111,732.0
Total equity and liabilities		**172,895.6**	155,083.7

Notes:

1. Basis of preparation and accounting policies

The consolidated financial statements have been prepared in accordance with Hong Kong Financial Reporting Standards ("HKFRS"), Hong Kong Accounting Standards ("HKAS") and interpretations (collectively, the "HKFRS Accounting Standards") issued by the Hong Kong Institute of Certified Public Accountants ("HKICPA"). The consolidated financial statements have been prepared under the historical cost convention, as modified by the revaluation of investment properties, certain financial assets and financial liabilities (including derivative financial instruments) which have been measured at fair value.

(a) Adoption of amendments to standards and interpretation

During FY2025, the Group has adopted the following amendments to standards and interpretation which are relevant to the Group's operations and are mandatory for FY2025:

HKAS 1 (Amendments)	Classification of Liabilities as Current or Non-current
HKAS 1 (Amendments)	Non-current Liabilities with Covenants
HKAS 7 and HKFRS 7 (Amendments)	Supplier Finance Arrangements
HKFRS 16 (Amendments)	Lease Liability in a Sale and Leaseback
HK Interpretation 5 (Revised)	Presentation of Financial Statements – Classification by the Borrower of a Term Loan that Contains a Repayment on Demand Clause

The adoption of the amendments to standards and interpretation does not have significant effect on the results and financial position of the Group.

1. Basis of preparation and accounting policies (continued)

(b) Standards and amendments to standards which are not yet effective

The following new standards and amendments to standards are mandatory for accounting period beginning on or after 1 July 2025 or later periods but which the Group has not early adopted:

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

The Group has commenced the assessment on the impact of adoption of the new standards and amendments to standards, certain of which may be relevant to the Group's operations and may give rise to changes in accounting policies, changes in disclosures and remeasurement of certain items in the consolidated financial statements.

2. Revenue and segment information

The Group's revenue is analyzed as follows:

2025 **HK$'m**	**Hong Kong**	**The Mainland**	**Total**
Roads	**-**	**2,778.7**	**2,778.7**
Financial Services	**4,080.6**	**-**	**4,080.6**
Logistics	**-**	**142.1**	**142.1**
Construction	**15,359.0**	**-**	**15,359.0**
Facilities Management	**1,905.5**	**19.4**	**1,924.9**
	21,345.1	**2,940.2**	**24,285.3**

2024 HK$'m	Hong Kong	The Mainland	Total
Roads	-	2,807.0	2,807.0
Financial Services	3,453.1	-	3,453.1
Logistics	-	160.9	160.9
Construction	17,265.2	-	17,265.2
Facilities Management	2,718.1	17.3	2,735.4
	23,436.4	2,985.2	26,421.6

Management has determined the operating segments based on the reports reviewed by the Executive Committee of the Company that are used to make strategic decisions in accordance with HKFRS 8 "Operating Segments". The Executive Committee reviews the Group's internal reporting in order to assess performance and allocate resources. The Executive Committee considers the businesses of the Group from product and service perspectives, which comprised (i) Roads; (ii) Financial Services; (iii) Logistics; (iv) Construction; (v) Facilities Management; and (vi) Strategic Investments.

The Executive Committee assesses the performance of the operating segments based on a measure of Attributable Operating Profit (including share of results from associated companies and joint ventures). This measurement basis excludes the effects of non-operating and unallocated corporate office items. Corporate interest income, finance costs and expenses are not allocated to segments.

2. Revenue and segment information (continued)

(a) The information of the reportable segments provided to the Executive Committee for FY2025 and related comparative figures is as follows:

HK$'m	Roads	Financial Services	Logistics	Construction	Facilities Management	Strategic Investments	Total	
2025								
Total revenue	**2,778.7**	**4,082.0**	**142.1**	**15,359.0**	**1,931.9**	**-**	**24,293.7**	
Inter-segment	**-**	**(1.4)**	**-**	**-**	**(7.0)**	**-**	**(8.4)**	
Revenue – external	**2,778.7**	**4,080.6**	**142.1**	**15,359.0**	**1,924.9**	**-**	**24,285.3**	
Revenue from contracts with customers								
Recognized at a point in time	**2,778.7**	**-**	**-**	**-**	**705.9**	**-**	**3,484.6**	
Recognized over time	**-**	**189.6**	**-**	**15,359.0**	**1,219.0**	**-**	**16,767.6**	
	2,778.7	**189.6**	**-**	**15,359.0**	**1,924.9**	**-**	**20,252.2**	
Revenue from other sources	**-**	**3,891.0**	**142.1**	**-**	**-**	**-**	**4,033.1**	
	2,778.7	**4,080.6**	**142.1**	**15,359.0**	**1,924.9**	**-**	**24,285.3**	
Attributable Operating Profit/(Loss)								
Company and subsidiaries	**829.1**	**1,242.1**	**86.1**	**655.3**	**200.5**	**192.2**	**3,205.3**	
Associated companies	**216.3**	**-**	**(7.5)**	**64.0**	**(112.0)**	**79.4**	**240.2**	
Joint ventures	**394.0**	**-**	**661.8**	**-**	**-**	**(35.1)**	**1,020.7**	
	1,439.4	**1,242.1**	**740.4**	**719.3**	**88.5**	**236.5**	**4,466.2**	
Reconciliation								
Non-operating items								
Loss on fair value of investment properties							**(447.9)**	**(i)**
Impairments and provisions, net							**(645.5)**	**(ii)**
Net loss on disposal of projects							**(152.8)**	**(iii)**
Share of non-operating income of a joint venture, net							**575.7**	**(iv)**
Share-based payment (note 3(a))							**(24.3)**	
Unallocated corporate office items								
Net finance costs							**(1,010.1)**	
Expenses and others							**(397.0)**	
Profit for the year after tax and non-controlling interests							**2,364.3**	
Profit attributable to holders of perpetual capital securities							**(202.3)**	
Profit attributable to shareholders of the Company							**2,162.0**	

(i) Loss on fair value of investment properties recognized in the consolidated income statement is HK$582.7 million (note 4), in which loss of HK$131.2 million is recognized as part of Attributable Operating Profit in various reportable segments.

(ii) The amount mainly represents share of impairment loss of a joint venture of HK$328.1 million (note 10(b)) which is included in "share of results of joint ventures" and impairment loss on intangible concession rights of HK$311.9 million (note 9) which is included in "other income and gains, net".

(iii) The amount mainly represents profit on disposal of assets held-for-sale of HK$42.7 million (note 4) which is included in "other income and gains, net" and share of loss from a joint venture of HK$206.3 million (note 10(a)) associated with its disposals of subsidiaries, including the related release of reserves, which is included in "share of results of joint ventures".

(iv) The amount represents share of non-operating income of a joint venture of HK$607.8 million (note 10(c)) less professional fee incurred, which is included in "share of results of joint ventures".

2. Revenue and segment information (continued)

(a) The information of the reportable segments provided to the Executive Committee for FY2025 and related comparative figures is as follows: (continued)

HK$'m	Roads	Financial Services	Logistics	Construction	Facilities Management	Strategic Investments	Corporate	Total
2025								
Amortization of intangible assets	-	85.0	-	4.0	31.2	-	-	120.2
Amortization of intangible concession rights	1,136.8	-	-	-	-	-	-	1,136.8
Depreciation of property, plant and equipment	99.5	29.4	0.1	54.3	111.7	0.1	14.9	310.0
Depreciation of right-of-use assets	0.3	106.8	0.6	40.1	89.9	-	9.0	246.7
Insurance finance expenses	-	5,223.4	-	-	-	-	-	5,223.4
Net (gain)/loss on fair value of financial assets at FVPL	-	(2,531.2)	-	1.9	-	(144.8)	-	(2,674.1)
Interest income	(57.8)	(3,007.6)	(2.1)	(33.3)	(98.8)	(73.5)	(278.6)	(3,551.7)
Finance costs	99.3	17.5	7.7	38.5	18.4	0.2	1,288.7	1,470.3
Income tax expenses/(credit)	373.8	119.2	10.3	129.5	33.7	(0.2)	-	666.3
Additions to assets (remark)	56.2	385.4	16.3	329.6	109.7	-	3.1	900.3
As at 30 June 2025								
Company and subsidiaries	14,130.6	110,327.9	2,950.2	10,107.6	2,558.1	3,202.3	8,747.1	152,023.8
Associated companies	2,392.6	-	264.2	167.8	183.4	1,709.4	2.7	4,720.1
Joint ventures	5,543.2	-	9,454.8	-	-	893.9	259.8	16,151.7
Total assets	22,066.4	110,327.9	12,669.2	10,275.4	2,741.5	5,805.6	9,009.6	172,895.6
Total liabilities	4,810.6	85,582.9	317.8	8,873.4	864.5	72.2	32,492.5	133,013.9

Remark: Represented assets expected to be recovered more than 12 months after the reporting period other than financial instruments, deferred tax assets, post-employment benefit assets, insurance contract assets and reinsurance contract assets.

2. Revenue and segment information (continued)

(a) The information of the reportable segments provided to the Executive Committee for FY2025 and related comparative figures is as follows: (continued)

HK$'m	Roads	Financial Services	Logistics	Construction	Facilities Management	Strategic Investments	Total	
2024								
Total revenue	2,807.0	3,454.7	160.9	17,265.9	2,739.6	-	26,428.1	
Inter-segment	-	(1.6)	-	(0.7)	(4.2)	-	(6.5)	
Revenue – external	2,807.0	3,453.1	160.9	17,265.2	2,735.4	-	26,421.6	
Revenue from contracts with customers								
Recognized at a point in time	2,807.0	-	-	-	1,439.1	-	4,246.1	
Recognized over time	-	206.6	-	17,265.2	1,296.3	-	18,768.1	
	2,807.0	206.6	-	17,265.2	2,735.4	-	23,014.2	
Revenue from other sources	-	3,246.5	160.9	-	-	-	3,407.4	
	2,807.0	3,453.1	160.9	17,265.2	2,735.4	-	26,421.6	
Attributable Operating Profit/(Loss)								
Company and subsidiaries	807.0	964.9	100.0	709.8	387.8	(48.6)	2,920.9	
Associated companies	174.7	-	(15.6)	(4.8)	(159.5)	103.3	98.1	
Joint ventures	589.7	-	637.9	-	-	(79.2)	1,148.4	
	1,571.4	964.9	722.3	705.0	228.3	(24.5)	4,167.4	
Reconciliation								
Non-operating items								
Net loss on fair value of investment properties, net of tax							(342.6)	(v)
Impairments and provision, net							(51.5)	(vi)
Gain on disposal of projects							12.3	(vii)
Share of non-operating expenses of a joint venture							(52.8)	
Share-based payment (note 3(a))							(44.4)	
Unallocated corporate office items								
Net finance costs							(744.1)	
Expenses and others							(402.2)	
Profit for the year after tax and non-controlling interests							2,542.1	
Profit attributable to holders of perpetual capital securities							(457.9)	
Profit attributable to shareholders of the Company							2,084.2	

(v) Net loss on fair value of investment properties recognized in the consolidated income statement was HK$380.5 million (note 4), in which a loss of HK$26.0 million was recognized as part of Attributable Operating Profit in various reportable segments.

(vi) The amount mainly represented share of impairment loss of a joint venture of HK$99.7 million which was included in "share of results of joint ventures"; impairment losses related to associated companies, net of reversal, of HK$118.8 million (note 4) which was included in "other income and gains, net"; and share of impairment losses from an associated company of HK$63.1 million which was included in "share of results of associated companies"; net of reversal of provisions of HK$250.6 million (note 4) which was included in "other income and gains, net".

(vii) The amount represented profit on disposal of interest in a joint venture of HK$6.4 million (note 4) and profit on reclassification of interest in an associated company to financial assets at FVOCI of HK$5.9 million (note 4) which were included in "other income and gains, net".

2. Revenue and segment information (continued)

(a) The information of the reportable segments provided to the Executive Committee for FY2025 and related comparative figures is as follows: (continued)

HK$'m	Roads	Financial Services	Logistics	Construction	Facilities Management	Strategic Investments	Corporate	Total
2024								
Amortization of intangible assets	-	74.6	-	1.5	31.2	-	-	107.3
Amortization of intangible concession rights	1,101.7	-	-	-	-	-	-	1,101.7
Depreciation of property, plant and equipment	99.7	37.2	0.9	51.7	94.0	-	15.2	298.7
Depreciation of right-of-use assets	0.5	108.2	-	39.2	94.1	-	8.8	250.8
Net insurance finance expenses	-	1,431.0	-	-	-	-	-	1,431.0
Net loss on fair value of financial assets at FVPL	-	1,456.2	-	4.7	-	127.6	-	1,588.5
Interest income	(60.4)	(2,770.8)	(0.7)	(36.1)	(115.4)	(87.4)	(197.1)	(3,267.9)
Finance costs	138.0	41.5	8.6	45.8	23.4	0.3	941.2	1,198.8
Income tax expenses/(credit)	435.5	108.9	(6.5)	147.0	45.0	(28.6)	(0.7)	700.6
Additions to assets (remark)	134.5	159.0	0.2	167.0	120.0	-	13.6	594.3
As at 30 June 2024								
Company and subsidiaries	14,331.6	92,981.3	3,192.5	9,035.5	3,563.7	4,019.7	6,015.3	133,139.6
Associated companies	2,234.5	-	266.3	149.8	166.3	1,720.9	2.5	4,540.3
Joint ventures	5,644.6	-	9,506.3	-	-	1,967.3	285.6	17,403.8
Total assets	22,210.7	92,981.3	12,965.1	9,185.3	3,730.0	7,707.9	6,303.4	155,083.7
Total liabilities	5,159.9	70,188.3	347.1	8,036.2	1,342.7	86.3	26,571.5	111,732.0

Remark: Represented assets expected to be recovered more than 12 months after the reporting period other than financial instruments, deferred tax assets, post-employment benefit assets, insurance contract assets and reinsurance contract assets.

2. Revenue and segment information (continued)

(b) Additional information of assets and liabilities by the following line items:

As at 30 June 2025

HK$'m	Non-financial services and corporate	Financial services	Total
Assets			
Intangible assets	**307.8**	**5,879.0**	**6,186.8**
Intangible concession rights	**10,961.9**	**-**	**10,961.9**
Investment properties	**4,399.2**	**550.4**	**4,949.6**
Associated companies	**4,720.1**	**-**	**4,720.1**
Joint ventures	**16,151.7**	**-**	**16,151.7**
Insurance contract assets	**-**	**1,418.6**	**1,418.6**
Reinsurance contract assets	**-**	**97.4**	**97.4**
Debt instruments as financial assets at amortized cost	**108.7**	**1,311.0**	**1,419.7**
Financial assets at FVOCI	**690.1**	**12,546.0**	**13,236.1**
Financial assets at FVPL	**2,578.4**	**67,310.0**	**69,888.4**
Trade and other receivables	**8,729.8**	**2,761.3**	**11,491.1**
Investments related to unit-linked contracts	**-**	**9,710.1**	**9,710.1**
Cash and bank balances	**11,825.1**	**8,385.6**	**20,210.7**
Others	**2,094.9**	**358.5**	**2,453.4**
	62,567.7	**110,327.9**	**172,895.6**
Liabilities			
Insurance contract liabilities	**-**	**77,481.8**	**77,481.8**
Financial liabilities related to unit-linked contracts	**-**	**4,183.6**	**4,183.6**
Borrowings and other interest-bearing liabilities	**34,509.0**	**352.8**	**34,861.8**
Trade and other payables	**10,189.1**	**2,718.1**	**12,907.2**
Others	**2,732.9**	**846.6**	**3,579.5**
	47,431.0	**85,582.9**	**133,013.9**

(c) Information by geographical areas:

	Assets expected to be recovered more than 12 months (remark)	
HK$'m	**2025**	2024
Hong Kong	**10,345.5**	10,299.7
The Mainland	**13,902.2**	15,533.3
Others	**27.4**	27.6
	24,275.1	25,860.6

Remark: Represented assets expected to be recovered more than 12 months after the reporting period other than financial instruments, deferred tax assets, post-employment benefit assets, insurance contract assets and reinsurance contract assets.

3. Operating profit

Operating profit of the Group is arrived at after crediting and charging the followings:

	Note	**2025 HK$'m**	2024 HK$'m
Crediting			
Gross rental income from investment properties		**223.2**	243.0
Less: outgoings		**(57.1)**	(64.9)
		166.1	178.1
Charging			
Auditors' remuneration			
- Provision for current year		**22.3**	21.9
- Under/(over)-provision for prior years		**0.6**	(1.0)
Cost of inventories sold		**547.8**	1,103.1
Cost of construction		**12,776.3**	14,830.3
Amortization of intangible assets		**120.2**	107.3
Amortization of intangible concession rights		**1,136.8**	1,101.7
Depreciation of property, plant and equipment		**310.0**	298.7
Depreciation of right-of-use assets		**246.7**	250.8
Agency commission and allowances		**2,506.9**	3,040.8
Expenses on short-term leases		**7.2**	11.1
Expenses on variable lease payments		**120.3**	126.4
Staff costs (including directors' emoluments and share-based payment)	*(a)*	**3,196.2**	3,110.6
Other costs and expenses		**1,283.2**	1,253.3
		22,274.5	25,255.0
Amounts attributed to insurance contracts		**(3,691.2)**	(4,137.3)
Amortization of insurance acquisition cash flows		**964.6**	702.8
Incurred claims and other directly attributable expenses		**1,828.9**	1,803.0
Losses on onerous contracts, net of reversal		**(27.9)**	2.2
		21,348.9	23,625.7
Represented by			
Cost of sales	*5*	**17,568.2**	19,977.7
Insurance service expenses		**2,765.6**	2,508.0
Selling and marketing expenses		**117.2**	194.4
General and administrative expenses		**897.9**	945.6
		21,348.9	23,625.7

(a) The Group recognized the total share-based payment expense of HK$24.3 million (2024: HK$44.4 million) for the current year in relation to share options granted by the Company.

4. Other income and gains, net

	Note	**2025** **HK$'m**	2024 HK$'m
Net gain/(loss) on fair value of financial assets at FVPL		**2,674.1**	(1,588.5)
Net gain associated with investments related to unit-linked contracts		**1,002.6**	641.2
Profit on disposal of assets held-for-sale		**42.7**	-
Reversal of provisions		**-**	250.6
Profit on disposal of interest in a joint venture		**-**	6.4
Profit on reclassification of interest in an associated company to financial assets at FVOCI		**-**	5.9
Interest income			
- Debt instruments as financial assets at FVPL		**2,350.0**	2,240.4
- Debt instruments as financial assets at FVOCI		**572.9**	444.4
- Debt instruments as financial assets at amortized cost		**58.9**	51.0
- Bank deposits and others		**569.9**	532.1
Dividend income		**405.5**	340.9
Others		**168.0**	336.7
Net exchange gain/(loss)		**94.8**	(25.0)
Net loss on fair value of investment properties		**(582.7)**	(380.5)
Net loss on fair value of derivative financial instruments		**(541.0)**	(48.3)
Net loss on disposal of debt instruments as financial assets at FVOCI		**(459.9)**	(123.7)
Charges associated with financial liabilities related to unit-linked contracts		**(455.1)**	(279.7)
Impairment loss on intangible concession rights	*9*	**(311.9)**	-
Impairment losses related to associated companies, net of reversal		**-**	(118.8)
Expected credit loss provision, net of reversal			
- Debt instruments as financial assets at FVOCI		**(13.5)**	(105.3)
- Debt instruments as financial assets at amortized cost		**(0.2)**	(1.6)
- Trade and other receivables		**12.7**	39.6
		5,587.8	2,217.8
Represented by			
Net investment income and gains from insurance business		**5,477.2**	1,697.7
Others		**110.6**	520.1
		5,587.8	2,217.8

5. Cost of sales

	Note	2025 HK$'m	2024 HK$'m
Cost of inventories sold		**547.8**	1,103.1
Cost of construction		**12,776.3**	14,830.3
Cost of services rendered		**4,244.1**	4,044.3
	3	**17,568.2**	19,977.7

6. Income tax expenses

Hong Kong profits tax is provided at the rate of 16.5% (2024: 16.5%) on the estimated assessable profits for the year. Taxation on the Mainland and overseas profits has been calculated on the estimated taxable profits for the year at the rates of tax prevailing in the regions in which the Group operates. These rates range from 12% to 25% (2024: 12% to 25%). Withholding tax on dividends is mainly provided at the rate of 5% or 10% (2024: 5% or 10%).

The assessable profits of the Group's insurance business are computed in accordance with the special provisions of the Hong Kong Inland Revenue Ordinance ("IRO"). Profits tax for the life insurance business, as defined by IRO, is computed at a rate of 16.5% (2024: 16.5%) of 5% of net premiums (gross premiums received less reinsurance premiums ceded) of the life insurance business in accordance with Section 23(1)(a) of IRO and for non-life long term insurance business, is computed using the adjusted surplus method upon implementation of the HKRBC regime in accordance with Cap. 41 of the Insurance Ordinance.

The amount of income tax charged to the consolidated income statement represents:

	2025 HK$'m	2024 HK$'m
Current tax		
Hong Kong profits tax	**247.7**	254.9
The Mainland and overseas taxation	**526.5**	544.2
Deferred tax credit	**(107.9)**	(98.5)
	666.3	700.6

Share of taxation of associated companies and joint ventures of HK$74.8 million (2024: HK$101.9 million) and HK$198.5 million (2024: HK$311.7 million) respectively are included in the consolidated income statement as share of results of associated companies and joint ventures respectively.

7. Earnings per share

The calculation of basic earnings per share for FY2025 is based on earnings of HK$2,162.0 million which represented profit attributable to shareholders of the Company; and on the weighted average of 4,000,178,333 ordinary shares outstanding during the year. For FY2024, the calculation of basic earnings per share was based on earnings of HK$2,186.9 million which comprised profit attributable to shareholders of the Company of HK$2,084.2 million and gain on redemption of perpetual capital securities of HK$102.7 million; and on the weighted average of 3,928,599,060 ordinary shares outstanding during the last year.

The calculation of diluted earnings per share is based on earnings of HK$2,162.0 million (2024: HK$2,186.9 million) as stated above; and on the weighted average number of ordinary shares outstanding above as adjusted by the effects of all dilutive potential ordinary shares. The calculation of weighted average number of ordinary shares for calculating diluted earnings per share is as follows:

	Number of shares	
	2025	2024
Weighted average number of ordinary shares for calculating basic earnings per share	**4,000,178,333**	3,928,599,060
Effect of dilutive potential ordinary shares		
Convertible bonds	**39,922,673**	-
Share options	**-**	4,433,803
Weighted average number of ordinary shares for calculating diluted earnings per share	**4,040,101,006**	3,933,032,863

During FY2025, the share options of the Company had an anti-dilutive effect on the basic earnings per share as the adjusted exercise price of the share options was above the average market price of the ordinary shares during the outstanding period, and therefore were not included in the calculation of diluted earnings per share.

8. Dividends

	2025	2024
	HK$'m	HK$'m
Interim ordinary dividend paid of HK$0.30 (2024: HK$0.30) per share	**1,201.6**	1,173.6
Special dividend paid of HK$0.30 (2024:HK$1.79) per share	**1,201.6**	7,002.3
Final ordinary dividend proposed of HK$0.35 (2024: paid of HK$0.35) per share	**1,410.9**	1,399.1
	3,814.1	9,575.0

At the meeting held on 24 September 2025, the Board recommended a final ordinary dividend of HK$0.35 per share. This proposed ordinary dividend has not been recognized as a dividend payable in the consolidated financial statements but will be reflected as an appropriation of the retained profits in the consolidated financial statements for FY2026.

Subject to the passing of the relevant resolution at the annual general meeting of the Company to be held on 18 November 2025 ("AGM"), it is expected that the final ordinary dividend will be paid on or about 23 December 2025.

9. Intangible concession rights

Intangible concession rights refer to the Group's investment in and operations of toll roads in the Mainland. During FY2025, the Group has conducted an impairment assessment of the recoverability of the intangible concession right based on value in use approach using discount cash flow method with reference to independent traffic consultant report and certain prevailing market conditions. According to the assessment, an impairment loss related to intangible concession right of HK$311.9 million was recognized by the Group and included in "other income and gains, net" in FY2025.

10. Joint ventures

(a) During FY2025, the share of results of joint ventures includes the Group's share of loss from a joint venture, Hyva I B.V., associated with its disposal of subsidiaries, including the related release of reserves, of HK$206.3 million.

In October 2024, Hyva I B.V. and one of its subsidiaries entered into a conditional sale and purchase agreement to dispose of all their entire interests in Hyva Group, which is principally engaged in manufacturing and supply of components used in hydraulic loading and unloading systems. The enterprise value of the transaction amounted to US$425 million, with the Group's share of net proceeds of approximately HK$1.2 billion. The transaction was completed in January 2025.

(b) In relation to the Group's investment in an expressway through a joint venture, the Group has conducted an impairment assessment of the recoverability of the carrying value of the joint venture based on value in use approach by using discount cash flow method with reference to independent traffic consultant report and certain prevailing market conditions. According to the assessment, the Group shared an impairment loss of HK$328.1 million during FY2025 and included this amount in "share of results of joint ventures".

(c) Goshawk (a joint venture with 50% equity interest held by the Group and previously engaged in commercial aircraft leasing) made full impairment for loss of six aircraft in the financial year ended 30 June 2022. Goshawk filed insurance claims in this regard.

During FY2025, Goshawk has concluded the settlement agreements with various insurers and an aggregate amount of approximately US$155.8 million (equivalent to approximately HK$1.2 billion) have been received. Accordingly, the Group shared an non-operating income of HK$607.8 million and this amount was included in "share of results of joint ventures".

11. Trade and other receivables

Included in trade and other receivables are trade receivables which are analyzed based on invoice date as follows:

	2025	2024
	HK$'m	HK$'m
Under 3 months	**1,711.3**	1,836.3
4 to 6 months	**22.9**	58.8
Over 6 months	**119.0**	32.3
	1,853.2	1,927.4

12. Trade and other payables

Included in trade and other payables are trade payables which are analyzed based on invoice date as follows:

	2025	2024
	HK$'m	HK$'m
Under 3 months	**872.1**	995.5
4 to 6 months	**24.0**	20.9
Over 6 months	**46.9**	22.2
	943.0	1,038.6

13. Business combination

On 22 July 2024, Power Might Enterprises Limited, an indirect wholly-owned subsidiary of the Company, entered into a conditional sale and purchase agreement to acquire the entire issued share capital and shareholder's loan of Hsin Chong Aster, a contractor in providing electrical and mechanical engineering services, at an initial consideration of HK$538.6 million, subject to adjustment, and so adjusted to not less than HK$311.0 million and not more than HK$1,000.0 million. The acquisition was completed in March 2025 and Hsin Chong Aster was accounted for as an indirect wholly-owned subsidiary of the Company since then.

The fair value of assets acquired and liabilities assumed based on provisional assessment at the date of acquisition are as follows:

	HK$'m
Intangible assets	**20.3**
Property, plant and equipment	**0.3**
Right-of-use assets	**1.3**
Trade and other receivables	**529.8**
Cash and bank balances	**57.8**
Borrowings	**(58.8)**
Deferred tax liabilities	**(3.3)**
Other payables and accruals	**(369.3)**
Lease liabilities	**(1.6)**
Taxation	**(2.2)**
Identifiable assets acquired and liabilities assumed	**174.3**
Provisional goodwill on acquisition	**169.3**
	343.6
Satisfied by consideration	
Cash	**538.6**
Contingent consideration receivable	**(195.0)**
	343.6

14. Comparative figures

Certain comparative figures for FY2024 have been reclassified or extended to conform with the presentation for FY2025.

FINAL DIVIDEND AND BONUS ISSUE OF SHARES

The Company is committed to delivering a sustainable and progressive dividend policy. The aim of its dividend policy is to steadily increase or at least maintain the Hong Kong Dollar value of ordinary dividend annually. The prospective dividend growth, however, remains dependent upon the financial performance and future funding needs of the Company.

The Board has resolved to recommend a final ordinary dividend for FY2025 (the “Final Dividend”) of HK$0.35 per share (2024: final ordinary dividend of HK$0.35 per share) in cash with a scrip option, to the shareholders whose names appear on the register of members of the Company on 24 November 2025. Each shareholder who elects to receive the Final Dividend wholly or partly by way of the allotment of shares will be allotted fully paid shares having an aggregate market value equal to the total amount which such shareholders could elect to receive in cash. Together with the interim ordinary dividend of HK$0.30 per share (2024: HK$0.30 per share) and the special dividend of HK$0.30 per share for FY2025 (2024: special dividend of HK$1.79 per share) paid in April 2025, total distribution of dividend by the Company for FY2025 will be HK$0.95 per share (2024: HK$2.44 per share).

The Board has also proposed to make a bonus issue of shares to the shareholders of the Company on the basis of one bonus share for every ten shares held by the shareholders whose names appear on the register of members of the Company on 24 November 2025 (the “Bonus Issue”). The bonus shares will not be entitled to the Final Dividend, but will rank pari passu in all other respects with the existing issued shares of the Company.

The final scrip dividend and the Bonus Issue are conditional upon the passing of the relevant resolutions at the AGM and the Listing Committee of The Stock Exchange of Hong Kong Limited granting the listing of and permission to deal in the new shares to be issued under the Final Dividend and the Bonus Issue. Details about the Bonus Issue will be set out in a circular to be sent to the shareholders in October 2025 and the full details of the final scrip dividend and further details of the Bonus Issue will be set out in another circular to be sent to the shareholders together with a form of election for scrip dividend in late November or early December 2025. Subject to the passing of the relevant resolution at the AGM, it is expected that the Final Dividend will be paid on or about 23 December 2025.

CLOSURE OF REGISTER OF MEMBERS

For the purposes of determining shareholders' eligibility to attend and vote at the AGM and entitlement to the Final Dividend and the Bonus Issue, the register of members of the Company will be closed. Details of such closures are set out below:

For determining eligibility to attend and vote at the AGM:

Latest time to lodge transfer documents for registration	4:30 pm on 12 November 2025
Closure of register of members	13 to 18 November 2025 (both days inclusive)
Record date	18 November 2025
AGM date	18 November 2025

For determining entitlement to the Final Dividend and the Bonus Issue:

Latest time to lodge transfer documents for registration	4:30 pm on 21 November 2025
Closure of register of members	24 November 2025
Record date	24 November 2025
Despatch of share certificates of the bonus shares	on or about 9 December 2025
Final Dividend payment date (including despatch of share certificates of the scrip shares)	on or about 23 December 2025

During the above closure periods, no transfer of shares will be registered. To be eligible to attend and vote at the AGM and to qualify for the Final Dividend and the Bonus Issue, all properly completed transfer forms accompanied by the relevant share certificates must be lodged for registration with the Company's branch share registrar in Hong Kong, Tricor Investor Services Limited, at 17/F., Far East Finance Centre, 16 Harcourt Road, Hong Kong no later than the aforementioned latest time.

EMPLOYEES AND REMUNERATION POLICIES

As at 30 June 2025, approximately 10,400 staff were employed by entities under the Group's management of which approximately 3,600 staff were employed in Hong Kong. Total staff related costs including provident funds, staff bonus and deemed share option benefits but excluding directors' remunerations and their deemed share option benefits during FY2025 were HK$3.105 billion (2024: HK$2.999 billion). Remuneration packages including salaries, bonuses and share options are granted to employees according to individual performance and are reviewed according to general market conditions every year. Structured training programmes were provided to employees on an ongoing basis.

AUDIT COMMITTEE AND REVIEW OF ANNUAL RESULTS

The Audit Committee of the Company was set up by the Board with specific terms for the purpose of reviewing and providing supervision over the Group's financial reporting process, and risk management and internal control systems. It currently comprises three independent non-executive directors of the Company. The Audit Committee has reviewed the accounting principles and practices adopted by the Group and the audited consolidated financial statements of the Group for FY2025 with the management and the external auditor.

The figures in respect of the Group's consolidated statement of financial position, consolidated income statement, consolidated statement of comprehensive income and the related notes thereto for FY2025 as set out in the preliminary results announcement have been agreed by the Group's auditor, PricewaterhouseCoopers ("PwC Hong Kong"), to the amounts set out in the Group's audited consolidated financial statements for FY2025. The work performed by PwC Hong Kong in this respect did not constitute an 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 PwC Hong Kong on the preliminary results announcement.

CORPORATE GOVERNANCE PRACTICES

The Company has been striving to achieve good corporate governance which is the system of rules, processes and practices that the Company is managed and overseen for the purpose of balancing the interests of shareholders, the community and other stakeholders. Good corporate governance could contribute to long-term success and sustainability of the Company.

Throughout FY2025, the Company has complied with all the applicable code provisions under the Corporate Governance Code as contained in Appendix C1 of the Listing Rules.

PURCHASE, SALE OR REDEMPTION OF LISTED SECURITIES

Neither the Company nor any of its subsidiaries has purchased, sold or redeemed any of the Company's listed securities (including sale of treasury shares) during FY2025.

DEALINGS IN THE COMPANY'S SECURITIES BY DIRECTORS AND RELEVANT EMPLOYEES

The Company has adopted the Model Code for Securities Transactions by Directors of Listed Issuers as set out in Appendix C3 of the Listing Rules (the "Model Code") as its own code of conduct for securities transactions by directors. Specific enquiry was made with all directors of the Company and it was established that they had all complied with the required standard of the Model Code during FY2025.

The Company has also adopted the "Code for Securities Transactions by Relevant Employees", which is no less exacting than the Model Code, for governing the securities transactions of specified employees ("Relevant Employees") who, because of their positions, are likely to come across unpublished inside information. Following specific enquiry by the Company, all Relevant Employees had confirmed that they complied with the standard set out in the "Code for Securities Transactions by Relevant Employees" during FY2025.

SUPPLEMENTAL INFORMATION TO 2024 ANNUAL REPORT

In addition to the disclosures under: (i) the section headed "CONNECTED TRANSACTIONS" from pages 133 to 138 of the 2024 Annual Report; and (ii) Note 45 to the consolidated financial statements "RELATED PARTY TRANSACTIONS" from pages 276 to 277 of the 2024 Annual Report ("Note 45"), the Company would like to supplement additional information in relation to the connected transactions pursuant to the disclosure requirements of Chapter 14A of the Listing Rules as follows:

(i) the items headed "Transactions with affiliated companies" referred to in Note 45(a) do not constitute connected transactions of the Company under Chapter 14A of the Listing Rules;

(ii) the items headed "Transactions with other related parties" disclosed in Note 45(a) constitute exempt or non-exempt connected transactions of the Company and the Company has complied with the requirements under Chapter 14A of the Listing Rules. The disclosures required by Chapter 14A of the Listing Rules on the connected transactions conducted in that financial year are provided in the section headed "CONNECTED TRANSACTIONS" from pages 133 to 138 of the 2024 Annual Report; and

(iii) Key management compensation disclosed in Note 45(b) constitutes exempt connected transactions of the Company under Chapter 14A of the Listing Rules.

THE BOARD

As at the date of this announcement, (a) the executive directors of the Company are Dr Cheng Kar Shun, Henry, Mr Cheng Chi Ming, Brian, Mr Ho Gilbert Chi Hang, Mr Lam Jim and Mr Cheng Chi Leong, Christopher; (b) the non-executive directors of the Company are Mr William Junior Guilherme Doo (alternate director to Mr William Junior Guilherme Doo: Mr Lam Wai Hon, Patrick) and Mr Tsang On Yip, Patrick; and (c) the independent non- executive directors of the Company are Mr Shek Lai Him, Abraham, Mr Lee Yiu Kwong, Alan, Mrs Oei Wai Chi Grace Fung, Mr Wong Kwai Huen, Albert, Professor Chan Ka Keung, Ceajer and Ms Ng Yuen Ting, Yolanda.

By order of the Board
CTF Services Limited
Dr Cheng Kar Shun, Henry
Chairman

Hong Kong, 24 September 2025