亞洲聯合基建控股有限公司

ASIA ALLIED INFRASTRUCTURE HOLDINGS LIMITED

(Incorporated in Bermuda with Limited Liability)

(Stock Code: 00711.HK)

ANNUAL RESULTS FOR THE YEAR ENDED 31 MARCH 2026

FINANCIAL HIGHLIGHTS

	2026 *HK$'000*
Total revenue	**9,915,334**
Profit attributable to shareholders of the Company	**131,443**
Basic earnings per share	**HK7.13 cents**
Dividend per share	
– Interim	**HK0.83 cent**
– Final	**HK1.27 cents**
Full year	**HK2.10 cents**
Equity per share*	**HK$1.27**

* *Equity per share refers to equity attributable to shareholders of the Company divided by the total number of issued ordinary shares as at 31 March 2026.*

ANNUAL RESULTS

The board of directors (the "Board" or the "Directors") of Asia Allied Infrastructure Holdings Limited (the "Company") is pleased to announce the consolidated results of the Company and its subsidiaries (collectively the "Group") for the year ended 31 March 2026 (the "Year"), together with the relevant comparative figures for the previous financial year as follows:

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

Year ended 31 March 2026

	Notes	**2026**	2025
		HK$'000	*HK$'000*
REVENUE	*4*	**9,915,334**	9,055,006
Cost of sales		**(9,158,577)**	(8,658,352)
Gross profit		**756,757**	396,654
Other income and gains, net	*5*	**113,185**	40,912
Administrative expenses		**(458,666)**	(437,459)
Impairment losses on financial assets, net		**(52,925)**	(30,732)
Other expenses, net		**(32,030)**	(8,372)
Finance costs	*6*	**(152,958)**	(213,524)
Share of profit/(loss) of a joint venture		**40**	(470)
Share of profits and losses of associates		**22,937**	23,278
PROFIT/(LOSS) BEFORE TAX	*7*	**196,340**	(229,713)
Income tax	*8*	**(37,531)**	(26,225)
PROFIT/(LOSS) FOR THE YEAR		**158,809**	(255,938)
OTHER COMPREHENSIVE INCOME/(LOSS)			
Items that may be reclassified to profit or loss in subsequent periods:			
Exchange differences:			
Translation of foreign operations		**13,767**	(2,495)
Share of movement in the exchange fluctuation reserve of a joint venture		**(160)**	(104)
Share of movements in the exchange fluctuation reserves of associates		**7,463**	(1,045)
OTHER COMPREHENSIVE INCOME/(LOSS) FOR THE YEAR, NET OF INCOME TAX OF NIL		**21,070**	(3,644)
TOTAL COMPREHENSIVE INCOME/(LOSS) FOR THE YEAR		**179,879**	(259,582)

	Note	**2026**	2025
		HK$'000	*HK$'000*
PROFIT/(LOSS) FOR THE YEAR ATTRIBUTABLE TO:			
Shareholders of the Company		**131,443**	(274,039)
Non-controlling interests		**27,366**	18,101
		158,809	(255,938)
TOTAL COMPREHENSIVE INCOME/(LOSS) FOR THE YEAR ATTRIBUTABLE TO:			
Shareholders of the Company		**152,513**	(277,683)
Non-controlling interests		**27,366**	18,101
		179,879	(259,582)
EARNINGS/(LOSS) PER SHARE ATTRIBUTABLE TO SHAREHOLDERS OF THE COMPANY	*10*	***HK cents***	*HK cents*
Basic and diluted		**7.13**	(15.27)

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

31 March 2026

	Note	**2026** **HK$'000**	2025 HK$'000
NON-CURRENT ASSETS			
Property, plant and equipment		**188,147**	188,992
Right-of-use assets		**195,984**	227,012
Goodwill		**218,682**	216,452
Intangible assets		**803**	1,174
Investments in joint ventures		**134,146**	3,266
Investments in associates		**582,210**	550,118
Investment in an insurance contract		**–**	2,678
Deposits and other receivables		**2,941**	3,694
Land held for property development		**–**	163,535
Deferred tax assets		**–**	278
Total non-current assets		**1,322,913**	1,357,199
CURRENT ASSETS			
Land held for property development		**684**	42,917
Land held for sale		**140,758**	–
Inventories		**9,144**	13,150
Contract assets		**3,798,522**	3,750,379
Trade and bills receivables	*11*	**786,937**	1,604,505
Prepayments, deposits and other receivables		**869,121**	882,973
Income tax recoverable		**34,938**	26,743
Financial assets at fair value through profit or loss		**18,249**	16,235
Pledged deposits		**38,423**	53,190
Cash and cash equivalents		**1,333,136**	1,189,972
Total current assets		**7,029,912**	7,580,064

	Notes	2026 HK$'000	2025 HK$'000
CURRENT LIABILITIES			
Trade and bills payables	*12*	**1,860,592**	1,651,888
Contract liabilities		**428,441**	399,277
Other payables and accruals		**1,019,940**	1,096,465
Bank borrowings		**1,102,611**	3,236,052
Lease liabilities		**28,786**	34,097
Income tax payables		**110,161**	102,096
Total current liabilities		**4,550,531**	6,519,875
NET CURRENT ASSETS		**2,479,381**	1,060,189
TOTAL ASSETS LESS CURRENT LIABILITIES		**3,802,294**	2,417,388
NON-CURRENT LIABILITIES			
Bank borrowings		**1,270,853**	2,605
Lease liabilities		**39,064**	58,754
Deferred tax liabilities		**1,584**	1,782
Total non-current liabilities		**1,311,501**	63,141
Net assets		**2,490,793**	2,354,247
EQUITY			
Equity attributable to shareholders of the Company			
Issued capital	*13*	**185,185**	186,424
Reserves		**2,171,001**	2,041,583
		2,356,186	2,228,007
Non-controlling interests		**134,607**	126,240
Total equity		**2,490,793**	2,354,247

NOTES TO ANNUAL RESULTS

31 March 2026

1. BASIS OF PREPARATION

This financial information has been prepared in accordance with HKFRS Accounting Standards (which include all Hong Kong Financial Reporting Standards, Hong Kong Accounting Standards ("HKASs") and Interpretations) as issued by the Hong Kong Institute of Certified Public Accountants (the "HKICPA") and the disclosure requirements of The Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the "Stock Exchange") (the "Listing Rules"). It has been prepared under the historical cost convention except for financial assets at fair value through profit or loss and contingent consideration payable for the acquisition of subsidiaries which have been measured at fair value. This financial information is presented in Hong Kong dollars and all values are rounded to the nearest thousand ("HK$'000") except when otherwise indicated.

Basis of consolidation

The consolidated financial information include the financial information of the Company and its subsidiaries for the year ended 31 March 2026. A subsidiary is an entity (including a structured entity), directly or indirectly, controlled by the Company. Control is achieved when the Group is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee (i.e. existing rights that give the Group the current ability to direct the relevant activities of the investee).

Generally, there is a presumption that a majority of voting rights results in control.

When the Company has less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

(a) the contractual arrangement with the other vote holders of the investee;

(b) rights arising from other contractual arrangements; and

(c) the Group's voting rights and potential voting rights.

The financial information of the subsidiaries is prepared for the same reporting period as the Company. The results of subsidiaries are consolidated from the date on which the Group obtains control, and continue to be consolidated until the date that such control ceases. Adjustments are made to bring into line any dissimilar accounting policies that may exist.

Profit or loss and each component of other comprehensive income are attributed to the shareholders of the Company and to the non-controlling interests, even if this results in the non-controlling interests having a deficit balance. All intra-group assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

The Group reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control described above. A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction.

If the Group loses control over a subsidiary, it derecognises the related assets (including goodwill), liabilities, any non-controlling interest and the exchange fluctuation reserve; and recognises the fair value of any investment retained and any resulting surplus or deficit in profit or loss. The Group's share of components previously recognised in other comprehensive income is reclassified to profit or loss or retained profits, as appropriate, on the same basis as would be required if the Group had directly disposed of the related assets or liabilities.

2. CHANGES IN ACCOUNTING POLICIES AND DISCLOSURES

The Group has adopted amendments to HKAS 21 *Lack of Exchangeability* for the first time for the current year's financial information. The Group has not early adopted any other standard or amendment that has been issued but is not yet effective.

Amendments to HKAS 21 specify how an entity shall assess whether a currency is exchangeable into another currency and how it shall estimate a spot exchange rate at a measurement date when exchangeability is lacking. The amendments require disclosures of information that enable users of financial statements to understand the impact of a currency not being exchangeable. As the currencies that the Group had transacted in and the functional currencies of overseas subsidiaries, branches, joint ventures and associates for translation into the Group's presentation currency were exchangeable, the amendments did not have any impact on the Group's financial statements.

In addition, the HKICPA has issued amendments to Illustrative Examples on HKFRS 7, HKFRS 18, HKAS 1, HKAS 8, HKAS 36 and HKAS 37 *Disclosures about Uncertainties in the Financial Statements*, which added illustrative examples in the corresponding HKFRS Accounting Standards. These examples reflect existing requirements in the corresponding HKFRS Accounting Standards to report the effects of uncertainties in the financial statements using climate-related examples. Therefore, the amendments do not have an effective date or transitional provisions. The Group has considered the guidance in these illustrative examples and the amendments did not have any impact on the Group's financial statements.

3. OPERATING SEGMENT INFORMATION

For management purposes, the Group's operating businesses are structured and managed separately according to the nature of their operations and the products and services they provide. Each of the Group's operating segments represents a strategic business unit that offers products and services which are subject to risks and returns that are different from those of the other operating segments.

The chief operating decision maker of the Group has been identified as the executive directors of the Company and certain senior management (collectively referred to as the "CODM"). For the purpose of performance assessment and resource allocation by the CODM, the Group's business activities are categorised under the following five reportable operating segments:

- Construction services – provision of construction and consultancy services in areas of civil engineering, electrical and mechanical engineering, foundation and building construction mainly in Hong Kong
- Property development and assets leasing – development and sale of properties, and leasing of assets in Hong Kong, Mainland China and the United Arab Emirates (the "UAE")
- Professional services – provision of security, tunnel management, property management and other facility management services in Hong Kong
- Non-franchised bus services – provision of non-franchised bus services in Hong Kong
- Medical technology and healthcare – production and sale of positron emission tomography ("PET") radiopharmaceuticals for medical use in Hong Kong

Segment revenue and results

Segment results represent the profit or loss generated from each segment, net of administrative expenses directly attributable to each segment without allocation of corporate expenses, interest income, non-lease-related finance costs and interest on unallocated lease liabilities. This is the measure reported to the CODM for the purposes of resource allocation and performance assessment.

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

Year ended 31 March 2026

	Construction services *HK$'000*	Property development and assets leasing *HK$'000*	Professional services *HK$'000*	Non-franchised bus services *HK$'000*	Medical technology and healthcare *HK$'000*	Total *HK$'000*
Segment revenue *(note 4)*:						
Sales to external customers	8,607,122	–	1,255,019	–	53,193	9,915,334
Intersegment sales	–	–	5,439	–	–	5,439
	8,607,122	–	1,260,458	–	53,193	9,920,773
Reconciliation:						
Elimination of intersegment sales						(5,439)
						9,915,334
Segment results	364,596	(10,296)	61,948	6,458	16,330	439,036
Interest income						24,135
Corporate and other unallocated expenses						(117,532)
Finance costs (other than interest on segment lease liabilities)						(149,299)
Profit before tax						196,340
Income tax						(37,531)
Profit for the year						158,809
Other segment information:						
Share of profit of a joint venture	40	–	–	–	–	40
Share of profits and losses of associates	4,358	12,121	–	6,458	–	22,937
Depreciation of property, plant and equipment	(23,202)	(1,447)	(3,537)	–	(1,219)	(29,405)
Depreciation of right-of-use assets	(32,473)	(4,703)	(4,445)	–	(2,533)	(44,154)
Amortisation of intangible assets — unallocated assets						(371)
(Loss)/gain on disposal of property, plant and equipment, net	(148)	(2,545)	–	–	22	(2,671)
Gain on sale of property interests through disposal of a subsidiary	–	68,003	–	–	–	68,003
Impairment of other receivables	–	(42,925)	–	–	–	(42,925)
Impairment of investment in an associate	–	(10,000)	–	–	–	(10,000)
Write-down of a land held for property development to net realisable value	–	(23,873)	–	–	–	(23,873)

Year ended 31 March 2025

	Construction services *HK$'000*	Property development and assets leasing *HK$'000*	Professional services *HK$'000*	Non-franchised bus services *HK$'000*	Medical technology and healthcare *HK$'000*	Total *HK$'000*
Segment revenue *(note 4)*:						
Sales to external customers	7,883,245	–	1,125,841	–	45,920	9,055,006
Intersegment sales	–	–	6,333	–	–	6,333
	7,883,245	–	1,132,174	–	45,920	9,061,339
Reconciliation:						
Elimination of intersegment sales						(6,333)
						9,055,006
Segment results	52,399	(26,953)	15,639	6,674	11,578	59,337
Interest income						26,619
Corporate and other unallocated expenses						(103,846)
Finance costs (other than interest on segment lease liabilities)						(211,823)
Loss before tax						(229,713)
Income tax						(26,225)
Loss for the year						(255,938)
Other segment information:						
Share of loss of a joint venture	(470)	–	–	–	–	(470)
Share of profits and losses of associates	4,398	12,206	–	6,674	–	23,278
Depreciation of property, plant and equipment	(24,597)	(1,484)	(4,098)	–	(1,046)	(31,225)
Depreciation of right-of-use assets	(24,649)	(4,693)	(6,007)	–	(1,894)	(37,243)
Amortisation of intangible assets — unallocated assets						(370)
(Loss)/gain on disposal of property, plant and equipment, net	(6,247)	–	3,359	–	–	(2,888)
Gain on disposal of a right-of-use asset	75	–	–	–	–	75
Impairment of other receivables	–	(30,824)	–	–	–	(30,824)

Segment assets and liabilities

Information about segment assets and liabilities is not disclosed as it is not regularly reviewed by the CODM.

Geographical information

(a) Revenue from external customers

No geographical information of revenue from external customers is presented as more than 90% of revenue during each of the years ended 31 March 2026 and 2025 was derived from Hong Kong.

(b) Non-current assets

	2026	2025
	HK$'000	*HK$'000*
Hong Kong	**795,664**	674,494
Mainland China	**196,243**	188,125
The UAE	**–**	163,535
Other jurisdictions	**109,383**	107,943
	1,101,290	1,134,097

The non-current asset information disclosed above is based on the locations of the assets and excludes goodwill, investment in an insurance contract, deposits and other receivables and deferred tax assets.

Information about a major customer

A summary of revenue earned from an external customer, which contributed more than 10% of the Group's revenue for each of the years ended 31 March 2026 and 2025, is set out below:

	2026	2025
	HK$'000	*HK$'000*
Customer A:		
Contribution to construction services segment	**6,943,707**	6,141,318
Contribution to professional services segment	**562,403**	493,495
Contribution to medical technology and healthcare segment	**10,294**	10,603
	7,516,404	6,645,416

4. REVENUE

An analysis of the Group's revenue is as follows:

	2026	2025
	HK$'000	*HK$'000*
Revenue from contracts with customers	**9,915,334**	9,055,006

5. OTHER INCOME AND GAINS, NET

	2026	2025
	HK$'000	*HK$'000*
Other income		
Interest income	**24,135**	26,619
Dividend income	**814**	478
Other service income	**5,798**	324
Management fee income	**3,501**	6,275
Government subsidies*	**–**	214
Sundry income	**9,575**	5,064
	43,823	38,974
Gains, net		
Foreign exchange gain, net	**–**	1,110
Gain on disposal of a right-of-use asset	**–**	75
Gain on sale of property interests through disposal of a subsidiary	**68,003**	–
Fair value gain of financial assets at fair value through profit or loss, net	**1,359**	–
Fair value gain of contingent considerations	**–**	753
	69,362	1,938
Other income and gains, net	**113,185**	40,912

* The amount represented subsidies received under the other support scheme in Hong Kong. All conditions relating to these grants have been fulfilled.

6. FINANCE COSTS

An analysis of the Group's finance costs is as follows:

	2026	2025
	HK$'000	*HK$'000*
Interest on:		
Bank borrowings	**123,844**	193,870
Lease liabilities	**4,601**	2,406
Total interest expenses	**128,445**	196,276
Amortisation of ancillary costs incurred in connection with the arrangement of bank loans	**25,500**	18,426
Total finance costs	**153,945**	214,702
Less: Amount included in cost of construction work	**(987)**	(1,178)
	152,958	213,524

7. PROFIT/(LOSS) BEFORE TAX

The Group's profit/(loss) before tax is arrived at after charging/(crediting):

	2026	2025
	HK$'000	*HK$'000*
Cost of construction work	**7,811,911**	7,471,776
Cost of construction-related consultancy services provided	**91,690**	77,134
Cost of goods sold	**126,450**	55,443
Cost of security, tunnel management, property management and other facility management services provided	**1,128,526**	1,053,999
Depreciation of property, plant and equipment	**29,405**	31,225
Less: Amount included in cost of sales	**(20,239)**	(24,159)
	9,166	7,066
Depreciation of right-of-use assets	**44,154**	37,243
Less: Amount included in cost of sales	**(17,691)**	(12,879)
	26,463	24,364
Amortisation of intangible assets	**371**	370
Lease payments not included in the measurement of lease liabilities	**67,000**	105,361
Less: Amount included in cost of sales	**(63,380)**	(102,676)
	3,620	2,685
Auditor's remuneration	**5,441**	5,456
Foreign exchange loss/(gain), net	**2,036**	(1,110)
Fair value (gain)/loss of financial assets at fair value through profit or loss, net	**(1,359)**	12
Fair value loss/(gain) of contingent considerations	**3,158**	(753)
Loss on deregistration of subsidiaries, net	**–**	331
Loss on disposal of property, plant and equipment, net	**2,671**	2,888
Loss on disposal of financial assets at fair value through profit or loss, net	**292**	4,422
Impairment of other receivables	**42,925**	30,824
Impairment of investment in an associate	**10,000**	–
Write-down of a land held for property development to net realisable value	**23,873**	–

8. INCOME TAX

An analysis of the Group's income tax is as follows:

	2026	2025
	HK$'000	*HK$'000*
Current – Hong Kong		
Charge for the year	**31,194**	34,272
Under/(over)-provision in prior years	**137**	(12,145)
	31,331	22,127
Current – Mainland China		
Charge for the year	**2,776**	976
Current – Elsewhere		
Charge for the year	**3,765**	3,503
Over-provision in prior years	**(421)**	–
	3,344	3,503
Deferred	**80**	(381)
Total tax expense for the year	**37,531**	26,225

Note: Hong Kong profits tax has been provided at the rate of 16.5% (2025: 16.5%) on the estimated assessable profits arising in Hong Kong during the year, except for one subsidiary of the Group which is a qualifying entity under the two-tiered profits tax rates regime. The first HK$2,000,000 (2025: HK$2,000,000) of the assessable profits of this subsidiary is taxed at 8.25% and the remaining assessable profits are taxed at 16.5%. Taxes on profits assessable elsewhere have been calculated at the rates of tax prevailing in the jurisdictions in which the Group operates.

9. DIVIDENDS

	2026	2025
	HK$'000	*HK$'000*
Interim – HK0.83 cent (2025: Nil) per ordinary share	**15,370**	–
Proposed final – HK1.27 cents (2025: Nil) per ordinary share	**23,460**	–
	38,830	–

The proposed final dividend for the year is subject to the approval of the Company's shareholders at the forthcoming annual general meeting.

10. EARNINGS/(LOSS) PER SHARE ATTRIBUTABLE TO SHAREHOLDERS OF THE COMPANY

The calculation of the basic earnings/(loss) per share amount is based on the profit/(loss) for the year attributable to shareholders of the Company and the weighted average number of ordinary shares used in the calculation is the weighted average number of ordinary shares in issue during the year.

No adjustment has been made to the basic earnings/(loss) per share amount presented as the share options of the Company outstanding during each of the years ended 31 March 2026 and 2025 had no diluting effect on the basic earnings/(loss) per share amount presented.

The calculation of the basic and diluted earnings/(loss) per share amounts is based on the following data:

Earnings/(loss)

	2026	2025
	HK$'000	*HK$'000*
Profit/(loss) for the year attributable to shareholders of the Company, used in the basic and diluted earnings/(loss) per share calculation	**131,443**	(274,039)

Number of shares

	2026	2025
Weighted average number of ordinary shares in issue during the year, used in the basic and diluted earnings/(loss) per share calculation	**1,844,471,025**	1,794,945,270

11. TRADE AND BILLS RECEIVABLES

	2026	2025
	HK$'000	*HK$'000*
Trade receivables	**752,930**	1,604,505
Bills receivable	**34,007**	–
	786,937	1,604,505

The Group's trade receivables generally allows a credit period of not exceeding 60 days to its customers. Interim applications for progress payments on construction contracts are normally submitted on a monthly basis and are normally settled within one month.

Before accepting any new customer, the Group assesses the potential customer's credit quality and defines credit limits by customer. Limits and scoring attributed to customers are reviewed periodically. The majority of the Group's trade receivables that are neither past due nor impaired relate to customers that have good credit quality with reference to the respective settlement history.

The ageing analysis of the trade receivables as at the end of the reporting period, based on the invoice date and net of impairment, is as follows:

	2026	2025
	HK$'000	*HK$'000*
Within 1 month	**476,674**	1,353,968
1 to 2 months	**106,212**	149,902
2 to 3 months	**37,009**	37,508
Over 3 months	**133,035**	63,127
	752,930	1,604,505

12. TRADE AND BILLS PAYABLES

	2026	2025
	HK$'000	*HK$'000*
Trade payables	**1,073,187**	897,770
Retention payables	**763,598**	711,278
Bills payable	**23,807**	42,840
	1,860,592	1,651,888

The Group's trade payables are non-interest bearing and are normally settled on 30-day terms.

An ageing analysis of the Group's trade payables as at the end of the reporting period, based on the invoice date, is as follows:

	2026	2025
	HK$'000	*HK$'000*
Within 1 month	**339,708**	244,850
1 to 2 months	**186,748**	133,695
2 to 3 months	**128,734**	88,636
Over 3 months	**417,997**	430,589
	1,073,187	897,770

13. SHARE CAPITAL

	Number of ordinary shares in issue	Issued capital *HK$'000*	Share premium account *HK$'000*	Total *HK$'000*
At 1 April 2024	1,785,791,847	178,579	735,089	913,668
Issue of shares	95,007,857	9,501	32,303	41,804
Cancellation of repurchased shares	(16,558,000)	(1,656)	(5,923)	(7,579)
At 31 March 2025 and 1 April 2025	**1,864,241,704**	**186,424**	**761,469**	**947,893**
Cancellation of repurchased shares	**(12,394,000)**	**(1,239)**	**(4,192)**	**(5,431)**
At 31 March 2026	**1,851,847,704**	**185,185**	**757,277**	**942,462**

During the year, the Company repurchased 10,950,000 (2025: 22,130,000) ordinary shares in total on the Stock Exchange at an aggregate consideration of approximately HK$4,735,000 (2025: HK$10,045,000). Of these repurchased shares, 6,822,000 ordinary shares, together with 5,572,000 ordinary shares repurchased but not yet cancelled as at 31 March 2025, were cancelled by the Company before the year end date. The premium of approximately HK$4,192,000 (2025: HK$5,923,000) paid over the nominal value on the repurchases of these shares was debited to the share premium account. The consideration paid for the repurchase of 4,128,000 ordinary shares not yet cancelled as at 31 March 2026 was debited to the treasury shares account.

These 4,128,000 ordinary shares, together with 450,000 ordinary shares repurchased by the Company on the Stock Exchange at an aggregate consideration of approximately HK$194,000 subsequent to the end of the reporting period in April 2026, were cancelled by the Company in May 2026. The repurchases were effected by the Directors with a view to benefiting the shareholders of the Company as a whole by enhancing the Company's net asset value and earnings per share.

14. CONTINGENT LIABILITIES

At the end of the reporting period, the Group had the following contingent liabilities, which have not been provided for in the financial information:

Corporate guarantees and performance bonds given

	2026	2025
	HK$'000	*HK$'000*
Indemnities issued to financial institutions for performance bonds in respect of construction and professional services contracts undertaken by:		
— subsidiaries	**876,532**	783,923
— joint operations	**47,642**	70,342
	924,174	854,265
Guarantees issued to financial institutions to secure credit facilities granted to associates *(note (ii))*	**325,063**	389,351
	1,249,237	1,243,616

In addition to the above, corporate guarantees were provided by the Group to two parties to indemnify them any losses and liabilities that they may incur in connection with certain construction works of the Group in which the two parties have involvement. In the opinion of the Directors, the financial impact of the contingent liabilities that may arise from these arrangements is assessed to be minimal.

Notes:

(i) In the opinion of the Directors, the fair values of the financial guarantee contracts of the Group are insignificant at initial recognition and the possibility of the default of the parties involved is remote. Accordingly, no value has been recognised in the consolidated statement of financial position in respect of these financial guarantee contracts.

(ii) At 31 March 2026, the banking facilities granted to associates and guaranteed by the Group were utilised to the extent of HK$140,943,000 (2025: HK$248,020,000).

15. PLEDGE OF ASSETS

The carrying amount of the assets pledged by the Group to secure the banking facilities granted to the Group as at the end of the reporting period are summarised as follows:

	2026	2025
	HK$'000	*HK$'000*
Property, plant and equipment	**34,959**	36,325
Investment in an insurance contract	**–**	2,678
Right-of-use assets	**95,162**	99,640
Bank deposits	**28,900**	37,446
	159,021	176,089

In addition to the above, as at 31 March 2026 and 2025, the Group has pledged the equity interest in a wholly-owned subsidiary to secure a banking facility granted to an associate.

16. EVENTS AFTER THE REPORTING PERIOD

Save as disclosed in note 13 to the financial information, there are no other significant events occurred subsequent to the reporting period.

BUSINESS REVIEW

During the past year, the Hong Kong economy continued to demonstrate resilience amid macroeconomic and industry challenges. The Group delivered steady operating growth, with total revenue reaching approximately HK$9.92 billion (2025: HK$9.06 billion), representing an approximate year-on-year increase of 9.5%. The Group recorded a profit attributable to shareholders of approximately HK$131.4 million (2025: a loss attributable to shareholders of approximately HK$274.0 million). Cash balances at period-end rose by approximately 10.3% compared with the previous year, while net debt decreased by approximately 48.8%. These improvements have maintained the Group's healthy financial position, providing solid support for sustained business development.

Hong Kong continued to benefit from accelerating integration with the Greater Bay Area and the Government's efforts to advance the Northern Metropolis development. Both the Policy Address and the Budget emphasised accelerated infrastructure investment, smoother cross-border flows of people, goods and capital, and the promotion of smart city and sustainable development initiatives. Public infrastructure investment remained active, and the construction industry as a whole is exhibiting favourable momentum in making steady progress. Against the backdrop of ongoing structural adjustments in the industry, the Group has long adopted a prudent approach, reducing reliance on private projects and concentrating resources on public infrastructure works. This strategy has not only contributed to Hong Kong's urban development but has also enhanced the reliability of receivables and cash flow efficiency.

The Group has been actively implementing several core strategies, which include: (i) maintaining a sound financial position; (ii) enhancing technological capabilities and service quality, while nurturing talent; and (iii) reinforcing market position and brand value. At the same time, the Group has vigorously promoted the application of intelligent technologies across business segments, intending to significantly improve operational efficiency, strengthen safety standards and service precision, thereby creating more possibilities for the Group.

Brand Image

The Group has long been committed to technological innovation, service excellence, and talent development. The Group also actively shares the latest technological application outcomes with government departments and industry partners. Over the years, the Group has maintained an excellent safety record in the construction industry, with a relatively low accident rate. In public infrastructure projects, the Group consistently delivers stable contract performance and has established long-term, close cooperative relationships with its joint venture partners. Project progress and cash flow have remained smooth, fostering a high level of mutual trust and seamless collaboration among all stakeholders and employees throughout the service chain.

Looking ahead to the wave of innovative technology and smart city development, the Group is actively introducing solutions across various areas, including financial management, project design and planning, construction quality control, and facility operations. These initiatives have not only optimised the Group's own operations and enhanced competitiveness, but also aligned with the Government's sustainable development objectives, thereby contributing to the long-term urban development of Hong Kong and the Greater Bay Area.

Construction

The Construction segment delivered a stable performance during the Year. Revenue amounted to approximately HK$8.61 billion (2025: HK$7.88 billion), while segment profit was approximately HK$364.6 million (2025: HK$52.4 million), representing a significant increase. In terms of contract backlog, the Group continued to demonstrate strong competitiveness. As at the end of the Year, the aggregate contract sum reached approximately HK$39.31 billion (2025: HK$35.46 billion), of which around HK$21.24 billion (2025: HK$20.40 billion) represented the outstanding ongoing contracts. This healthy order book provides solid support for the Group's future revenue stream.

The Group secured 12 new projects, with a total contract value of HK$6.1 billion during the Year, including Ngau Tam Mei Water Treatment Works Extension – Extension of Ngau Tam Mei Fresh Water Primary Service Reservoir, Modification of Raw Water Tunnel Junction (Chamber G) and Associated Mainlaying; two Term Contracts for the Alterations, Additions, Maintenance and Repair of Aided Schools, Buildings and Lands and Other Properties for which the Education Bureau is Responsible (Designated Contract Area: Wong Tai Sin, Kwun Tong and Sai Kung) and (Designated Contract Area: Sham Shui Po, Tsuen Wan and Kwai Tsing); and Main Contract for Proposed UPS Express Air Cargo Services Hub at Chek Lap Kok Airport, Hong Kong.

There were a total of 29 projects in progress as at 31 March 2026, five of which were major Government infrastructure contracts linked to the development of the Northern Metropolis. These ongoing projects include Demolition, Foundation, Superstructure and Associated Works Contract for Redevelopment of Kwong Wah Hospital (Phase 2); In-situ Reprovisioning of Sha Tin Water Treatment Works (South Works) – Water Treatment Works and Ancillary Facilities; Fanling North New Development Area, Phase 1: Fanling Bypass Eastern Section (Shek Wu San Tsuen North to Lung Yeuk Tau); Kwu Tung North New Development Area, Remaining Phase: Improvement Works of Tai Tau Leng Roundabout and Po Shek Wu Road and Associated Works; and Drainage Improvement Works in Kowloon City.

The Group completed 24 projects during the Year, including Construction of Lung Tsun Stone Bridge Preservation Corridor at Kai Tak; Main Contract Works for 250-Place Student Hostel at United Campus for The Chinese University of Hong Kong; and Retrofitting of Noise Barriers on Po Lam Road North and Po Ning Road.

The Singapore subsidiary under this segment, R.J. Crocker Consultants Pte. Ltd., delivered a satisfactory performance. During the Year, it successfully secured the contract for Changi Airport Terminal 5, which, together with its ongoing contracts with the Singapore Land Transport Authority, contributed to solid revenue. Across both local and overseas operations, the Group consistently upholds its operating principle of focusing on public-sector construction contracts, thereby effectively enhancing project stability and capital turnover efficiency. With the continued expansion of its Hong Kong operations, management has increased the number of civil engineering construction business units under the segment to four, which effectively strengthens project execution capabilities and resource allocation.

The achievements of the segment continue to receive wide recognition from various sectors, earning numerous accolades. Notably, the Fanling Bypass project has been honoured with several major awards in Hong Kong's construction industry, including the Local Grand Prize, the highest distinction at the CIC Construction Innovation Award 2025, the Industrial, System and Innovation Category – Grand Prize at the Hong Kong Institution of Highways and Transportation ("HKIHT") Award 2025, and the Excellence in Innovation & Technology Adoption at the Outstanding NEC Team Performance Awards 2025. In addition, the Development of Anderson Road Quarry Site received the Institution of Civil Engineers Award 2026 – Edmund Hambly Medal, in recognition of the project's creative design and the team's outstanding contributions to advancing sustainability and climate adaptation. These exceptional results fully demonstrate the Group's unwavering commitment to pursuing high standards.

Property Development and Assets Leasing

This segment maintained a solid performance during the Year. In the 2025-26 fiscal year, the Government rolled out various measures to support the private residential property market, including raising the stamp duty exemption threshold for lower-value properties, increasing land supply for private housing, and considering the conversion of certain commercial sites for residential use. These initiatives have provided the market with clearer development visibility. In the face of adjustments in the external operating environment, the Group adopted a pragmatic operating approach, concentrating on high-quality projects with stable cash flows and continuing to utilise the joint venture model. This approach has further strengthened risk management, consolidated its financial foundation, and ensured smooth cash flow for business partners.

Key Project Performance

- **128 Waterloo** – A premium residential development located in a well-established luxury residential enclave in Ho Man Tin. Approximately 90% of the units have been successfully sold, reflecting continued strong demand for prime residential locations. Towards the end of the financial year, three special adjoining units were sold in a series of transactions at an aggregate consideration of approximately HK$82.19 million, demonstrating the market's strong recognition of high-quality offerings.

- **SOYO** – A boutique residential development situated in the heart of Mong Kok. Located within the core urban area of Kowloon and benefiting from comprehensive and convenient lifestyle amenities, the project has recorded encouraging sales performance since its launch, with approximately 99% of the units sold.

- **Soyo Square** – A desirable residential development set in the vibrant and highly convenient neighbourhood of Cheung Sha Wan. The project was successfully completed in the third quarter of 2025 and launched for sale in the fourth quarter. As at the end of the financial year, over 70% of the units had been sold, generating positive cash flow contributions to the Group.

All of the above projects were developed under joint venture structures, effectively diversifying investment risk while maintaining a sound and resilient financial structure.

Professional Services

The segment encompasses security and management services for both public and private properties, tunnel management, clubhouse and other facility management services. It is operated through two subsidiaries under the Group: City Services Group Limited ("City Services") and Modern Living Investments Holdings Limited ("Modern Living"). During the Year, the two companies leveraged their complementary strengths, achieving a combined revenue of approximately HK$1.26 billion (2025: HK$1.13 billion), representing a year-on-year increase of approximately 11.3%. Segment profit amounted to approximately HK$61.9 million (2025: HK$15.6 million). Overall business performance recorded a significant increase.

Guided by a customer-centric and continuous improvement strategy, the segment achieved notable breakthroughs in both public and private markets:

- **Modern Living:** Primarily engaged in the provision of security and property management services for public housing estates. Its service portfolio covers 15 public rental housing estates owned by the Hong Kong Housing Authority ("HKHA") and 15 Home Ownership Scheme ("HOS") courts awarded by the HKHA. The contract portfolio maintained a stable duration cycle, providing a solid foundation for continued business development. In order to improve service levels, in addition to developing intelligent property management platforms with digital twin technology, during the Year, it further seized the opportunity presented by the rapid advancement of robotics and intelligent technologies by integrating these innovations into daily operations. This included deploying unmanned aerial vehicles ("UAV") for building facade inspections and jointly developing a "water tank cleaning robot", providing practical, replicable examples for the intelligent upgrading of Hong Kong's property management industry.

- **City Services:** Principally provides security and management services for both public and private properties, tunnel management services, as well as clubhouse and other facilities management services. The security and property management business continues to maintain a diversified and high-quality client base, including The Hong Kong University of Science and Technology, The Hong Kong Jockey Club, and MTR Corporation Limited (covering The Harbourside, Sorrento, The Arch and The Cullinan), together with a consistently stable and satisfactory contract renewal rate. By seizing market opportunities and delivering exceptional services, we have driven substantial annual growth. As regards tunnel management, the four-year management contract for Route 6 commenced operations towards the end of 2025, underscoring City Services' long-standing and solid partnership with its clients, as well as its competitive and industry-leading service standards.

The above achievements demonstrate that the combination of the strengths and expertise of both companies has effectively enhanced synergistic benefits, strengthened the Group's overall market position, and delivered strategic success.

Non-Franchised Bus Services

The segment is operated by Chun Wo Bus Services Limited ("Chun Wo Bus"). For the Year, it recorded a profit of approximately HK$6.5 million (2025: HK$6.7 million). The business maintained a steady, recurring profit.

Chun Wo Bus has cultivated a strong client base comprising reputable institutions, schools, and property management companies, while actively responding to smart and green transportation trends to continuously provide reliable transportation support to the community. In response to the Government's Transport Strategy Blueprint announced in 2026, which emphasises smart and green mobility, coupled with the recovery in inbound tourism, demand for quality tourist coach services has increased. Leveraging its long-established reputation for service excellence, Chun Wo Bus has proactively aligned with these policies to meet market demand.

Medical Technology and Healthcare

This segment is operated by the Group's wholly-owned subsidiary, Hong Kong Cyclotron Laboratories Limited ("HKCL"), which specialises in the production of positron emission tomography ("PET") radiopharmaceuticals and operates one of the largest distribution networks in Hong Kong. During the Year, the segment's revenue grew by approximately 15.8%, reaching approximately HK$53.2 million (2025: HK$45.9 million), with a profit of approximately HK$16.3 million (2025: HK$11.6 million). The growth was primarily driven by increasing demand from the Hospital Authority, The Chinese University of Hong Kong Medical Centre and various medical imaging centres for radiopharmaceuticals such as fluorodeoxyglucose ("FDG") and prostate-specific membrane antigen ("PSMA"). Market demand remained strong, sustaining healthy growth.

The segment has been actively enhancing its nuclear medicine industry chain. During the Year, HKCL signed a Memorandum of Understanding with radiation protection specialist Cnrayshield and was appointed as its exclusive distributor in Hong Kong, extending the service scope to professional protective equipment, including lead shielding and L-shaped shielding blocks. This move complements HKCL's core business, particularly as the Company steadily advances its local production cooperation with GE HealthCare for the 18F-Flutemetamol patented radiopharmaceutical used in Alzheimer's disease detection. With the parallel development of patented radiopharmaceuticals and protective equipment lines, the Group not only maintains its leading position in advanced PET radiopharmaceutical development but also expands its customer base through a more diversified product portfolio, injecting strong momentum into profit growth.

Other Business

Mattex Asia Development Limited ("Mattex") continued to advance the digital transformation of conventional construction procurement practices. Through its proprietary online procurement and management platform, the Group further embedded data-driven decision-making into core construction operations. Enhancements implemented over the period strengthened supply chain pricing analytics, enabling contractors to better mitigate cost volatility amid fluctuating material prices. In response to on-site management challenges, the Group has deeply integrated Internet of Things ("IoT") and digital monitoring technologies to develop a comprehensive smart site supervision system. This system provides real-time safety alerts and construction quality tracking, significantly reducing potential risks arising from human error and ensuring projects are delivered on time and to high standards.

Concurrently, the Group enhanced its industry footprint through the strategic integration of Manbond Supply Chain (HK) Company Limited ("Manbond"). Leveraging Manbond's established construction materials trading capabilities in conjunction with Mattex's digital platform, the Group put in place an integrated service model encompassing online procurement coordination, project management support and supply chain delivery assurance, further strengthening its differentiated market positioning.

OUTLOOK AND PROSPECTS

Construction

Looking ahead, the Group will further strengthen its talent pool by actively recruiting professionals with advanced skills. This will enhance its project execution capabilities and overall competitiveness. It will also streamline internal workflows, maintain an efficient and flexible organisational structure, and reinforce cost control to improve project returns. Throughout, it will uphold high standards of project quality and safety.

In active response to Government policies promoting construction innovation, the Group encourages project teams to propose solutions that integrate green design and low-carbon construction. Moving forward, the Group will deeply embed artificial intelligence and robotics into day-to-day construction processes. Through the comprehensive deployment of intelligent monitoring control systems and automated robots, the Group will target improvements in on-site safety, reductions in material wastage, and greater engineering precision. This series of technology upgrades is designed to directly drive operational efficiency at the execution level. At the same time, the Group will continue to identify further resource-saving and carbon-reduction measures, with the goal of delivering a dual improvement in both project profitability and environmental performance for each individual project.

1. Potential Benefits of the Northern Metropolis Project

The development of the Northern Metropolis represents one of Hong Kong's most important and strategic growth initiatives over the next two decades and will have a profound and positive impact on the Group's construction business. The Government has established the Northern Metropolis Development Committee chaired by the Chief Executive and plans to introduce dedicated legislation to speed up approvals and relax restrictions. Substantial funding from the Exchange Fund, together with the establishment of a dedicated development company and the use of public-private partnership models, will be utilised to accelerate key projects such as the San Tin Technopole, Hung Shui Kiu Industry Park and the Northern Metropolis University Town. By taking an "industry-driven, infrastructure-led" approach, these initiatives are expected to generate a large volume of infrastructure, public housing, and supporting engineering projects, providing the construction industry with strong and sustained long-term momentum.

In light of this, the segment has been actively participating in public works related to the Northern Metropolis and has successfully secured multiple new contracts. These projects not only showcase the Group's strong execution capability in large-scale infrastructure but also mark a strategically important milestone for "Chun Wo".

2. Technology Collaboration and Support

For the Fanling Bypass project, the Group assembled an elite team comprising international design consultants, The Hong Kong Polytechnic University, Tsinghua University, and leading mainland steel structure manufacturers. Working in partnership, the team successfully designed, fabricated, transported, and installed the world's first pedestrian bridge built with ultra-high-strength S960 steel. Compared with applying conventional steel, this innovative design not only significantly improves strength but also, through its lightweight properties, substantially reduces foundation requirements. This innovation effectively mitigates underground environmental risks, cuts carbon emissions by approximately 65%, and delivers cost savings of nearly 30%, setting a new benchmark for sustainable construction. The groundbreaking project has earned multiple industry awards, underscoring broad recognition of its innovative approach.

Alongside this, the Group will broaden and deepen its technology collaborations, working hand-in-hand with academic institutions and technology partners to advance the integrated application of Modular Integrated Construction ("MiC"), smart site management systems, and green low-carbon technologies. By introducing cutting-edge solutions such as artificial intelligence, digital twin technology, and construction robotics, the Group aims not only to significantly enhance construction efficiency and safety standards, but also to align these innovations fully with the sustainable development needs of large-scale infrastructure projects such as the Northern Metropolis. This represents more than an iterative breakthrough in building technology; it is a concrete commitment by the Group to fulfilling its ESG responsibilities and leading Hong Kong's construction industry into a greener, smarter future.

Property Development and Asset Leasing

The segment will continue to drive the sales of key projects, including 128 Waterloo, SOYO and Soyo Square, while optimising risk management and cash repatriation efficiency through the joint venture model. Capitalising on the market momentum generated by the Government's increased supply of private residential land and stamp duty optimisation measures, the Group is fully prepared to seize emerging opportunities. Strategic focus is placed on high-quality assets that deliver stable cash flows, with sustainable development principles actively incorporated into projects. These efforts aim to fortify the existing portfolio while raising the environmental and social value of the projects.

Professional Services

The segment remains committed to leveraging the complementary strengths of City Services and Modern Living to deepen the integration of public and private property management, tunnel management, and facility management services. City Services and Modern Living will seize opportunities across various fields to enhance management, particularly through advanced technologies such as robotics. As a result, their market shares are expected to expand further, and the development outlook remains positive, responding to the positive momentum already observed in these two business areas. At the same time, in alignment with Government policies aimed at enhancing building management and advancing smart city development, there will be an increased deployment of smart estate and intelligent management control systems, thereby delivering higher-quality services to clients.

The Group will actively advance ESG initiatives, including staff training and development, and the adoption of green facility management standards. Concurrently, the segment will continue to apply innovative technologies in public property management. Over the coming year, the application of these innovations will be extended to private property management, tunnel management, and facility management services to achieve intelligent upgrades in services. This transition aims to optimise security efficiency, energy management precision, and overall service standards. By establishing this robust technological and sustainable framework, the Group is well-positioned for business expansion, contributing significantly to the sustainable urban development of Hong Kong and the Greater Bay Area.

Non-franchised Bus Services

The segment will focus on enhancing both service quality and operational efficiency. Through an advanced intelligent scheduling platform, the segment will precisely address the needs of diverse customer segments, optimise resource allocation, and improve overall flexibility. Market trends and customer feedback are closely monitored to facilitate timely adjustments to the service mix, thereby strengthening the existing business base while exploring further potential service areas.

In alignment with the Government's Transport Strategy Blueprint, the application feasibility of intelligent monitoring systems and automated scheduling technologies will be explored. These efforts aim to meet the recovering demand from inbound tourists and local community travel needs, fostering a more environmentally friendly and efficient transportation network for Hong Kong. Such initiatives will actively support the city's low-carbon transport transformation and sustainable urban development.

Medical Technology and Healthcare

With Hong Kong's ageing population and rising demand for precision medicine, the Government's Policy Address has highlighted the importance of strengthening cancer prevention, screening, diagnosis, and treatment, while promoting the development of the life and health technology industry. These initiatives create favourable conditions for the PET radiopharmaceutical market. The segment maintains an optimistic outlook on its future growth prospects.

As a leading player in PET radiopharmaceuticals market in Hong Kong, HKCL will continue to support Government policies. Through technology upgrades, capacity expansion, and professional team training, the segment aims to further consolidate its market leadership position.

Building upon the strategic cooperation agreement signed with GE HealthCare for the local production of the 18F-Flutemetamol patented radiopharmaceutical for Alzheimer's disease detection, HKCL has signed a Memorandum of Understanding with radiation protection specialist Cnrayshield and has been appointed as its exclusive distributor in Hong Kong. This collaboration appropriately extends the service scope and further strengthens the completeness of the nuclear medicine industry chain. It also supports the Government's direction in medical safety and innovation development.

The second laboratory is scheduled to commence operations in the third quarter of 2026. This will significantly increase production capacity and enrich the product portfolio to cover a broader range of disease-related radiopharmaceuticals. Plans are also in place to develop special isotope applications, such as carbon-11 (C11) and gallium-68 (Ga68), to address market demand. While deepening its presence in the local market, HKCL will continue to explore expansion opportunities to achieve long-term stable growth.

Other Businesses

The Group will continue to explore potential business opportunities and seek strategic investment and partnership opportunities, with a particular focus on capturing growth trends within innovative technologies and green industries, injecting new momentum into our overall growth.

Conclusion

The Group will remain closely aligned with the National 15th Five-Year Plan, fully capitalising on its role as a "super connector" to integrate more deeply into the country's broader development framework. The long-term objective is to establish the Group as a leading infrastructure and professional services provider in Asia. Active contributions will be made to the Northern Metropolis development and Greater Bay Area collaboration, while further expanding development opportunities across Hong Kong, Chinese Mainland, and Asian markets.

In alignment with the direction of the Government's fiscal budget, which has substantially increased funding for innovative technology in the construction sector – including a HK$1 billion injection into the Construction Innovation and Technology Fund and HK$100 million allocated to the Hong Kong Institute of Construction Technology for research on building standards and AI applications – the Group will seize these policy initiatives and resources to accelerate technological adoption and industrial upgrading.

Innovative Technology Applications

The Group plans to establish an Innovation and Development Department, which will serve as a bridge between "innovation" and "implementation". This department will be responsible for researching, designing, and deploying artificial intelligence and robotics applications, as well as coordinating cross-departmental efforts. All business segments will accelerate the exploration and adoption of innovative technologies at full speed, driving business diversification and digital transformation. Through the continuous development of new technologies and the expansion of technology application scenarios, the Group will further enhance overall operational precision and market competitiveness.

Sustainable Development

The Group remains committed to the firm implementation of sustainable development strategies and principles. In the Construction segment, the active promotion of green low-carbon building materials, sustainable design solutions, and MiC aims to reduce carbon emissions and enhance resource efficiency. Within the Professional Services segment, more efficient operating solutions will be introduced. In the Medical Technology and Healthcare segment, continued emphasis will be placed on radiation safety management, while the Non-franchised Bus Services segment will develop in line with low-carbon transportation initiatives. These measures not only echo the Government's green development policies but also serve to establish long-term competitive advantages for the Group and create sustainable social value.

Drawing on its extensive industry experience, dedicated professional team, and well-defined strategic direction, the Group will drive progress with innovative technologies as a key enabler and sustainable development as a core foundation. The Group will continue to broaden its business scope, enhance its core competencies, and deliver superior long-term value to shareholders. At the same time, the Group is dedicated to supporting Hong Kong's ambition to become an international innovation and technology hub and a liveable smart city, fostering mutual growth and shared prosperity between the Group and society.

LIQUIDITY AND FINANCIAL RESOURCES

The financial position of the Group remained stable during the Year. The Group operates a centralised treasury function to monitor its cash position, cash flow and funding requirements, that mainly relies upon internally generated funds as well as bank borrowings to finance its operations and expansion, which is supplemented by equity funding when it is required.

At 31 March 2026, the total net debts of the Group amounted to approximately HK$1,069.8 million, representing total debts of approximately HK$2,441.3 million less total cash and bank balances of approximately HK$1,371.5 million. The debt maturity profile, based on scheduled repayment dates set out in loan agreements of the Group at 31 March 2026, is analysed as follows:

	As at 31 March 2026	As at 31 March 2025
	HK$ million	*HK$ million*
Bank borrowings and lease liabilities repayable:		
Within one year or on demand	**1,131.4**	2,377.8
After one year, but within two years		
– On demand shown under current liabilities	**–**	892.4
– Remaining balances	**212.0**	22.0
After two years, but within five years	**1,097.3**	31.3
Over five years	**0.6**	8.0
Total debts	**2,441.3**	3,331.5

The Group has continued to implement a prudent financial management policy, at 31 March 2026, the gearing ratio of the Group, being the proportion of net interest bearing debts to equity attributable to Shareholders, was 0.45 (2025: 0.94).

To minimise exposure on foreign exchange fluctuations, the Group's bank borrowings and cash balances are primarily denominated in Hong Kong dollars or Renminbi which are the same as the functional currency of the relevant group entities. The Group has no significant exposure to foreign exchange rate fluctuations and shall use derivative contracts to hedge against its exposure to currency risk only when it is required. Furthermore, the Group's bank borrowings have not been hedged by any interest rate financial instruments.

CONTINGENT LIABILITIES

Details of the contingent liabilities of the Group are set out in Note 14 to the annual results.

PLEDGE OF ASSETS

Details of the pledge of assets of the Group are set out in Note 15 to the annual results.

EMPLOYEE AND REMUNERATION POLICIES

The Group had approximately 8,265 employees as at 31 March 2026. Total remuneration of employees for the Year amounted to approximately HK$1,966.6 million. Employees are remunerated according to their nature of work and the market trend, with merit-based components incorporated in the annual increment review to reward and motivate individual performance. Employee bonus is distributable based on the performance of the respective segments and the employees concerned. Moreover, the Group also provides in-house training program and sponsorship for external training courses which are complementary to their job functions.

To provide incentive for employees to achieve performance goals, the Company adopted the restricted share award scheme (the "Share Award Scheme") on 1 August 2017, pursuant to which the Company may grant to eligible participants restricted shares of the Company, which will align the interests of employees directly to the Shareholders through ownership of shares of the Company. Such grant shares are acquired by the scheme trustee on the market of the Stock Exchange and held upon trust for the benefit of the grantees and shall become vested in the grantees upon satisfaction of specified vesting criteria.

In addition, the Company had also adopted a share option scheme (the "Share Option Scheme"), under which the Directors are authorised to grant share options to the eligible participants to subscribe for shares of the Company for the purpose of, among other things, providing incentives and rewards to, and recognising the contributions of, the eligible participants. The Share Option Scheme is valid and effective for a period of 10 years commencing on 3 September 2012 and expired on 2 September 2022, after which no further share options shall be offered or granted but the share options granted prior to the expiry date shall continue to be valid and excisable in accordance with the provisions of the Share Option Scheme.

FINAL DIVIDEND

The Board has recommended the payment of a final dividend of HK1.27 cents per share for the Year (the "Final Dividend") (2024/25: Nil), amounting to approximately HK$23.46 million (2024/25: Nil), to the Shareholders whose names appear on the register of members of the Company on 31 August 2026. The proposed Final Dividend will be paid on 14 September 2026 subject to approval by the Shareholders at the forthcoming annual general meeting (the "AGM"). Together with the interim dividend of HK0.83 cent per share paid in January 2026, the proposed Final Dividend will result in a full-year dividend of HK2.10 cents per share for the Year (2024/25: Nil).

CLOSURE OF REGISTER OF MEMBERS

For the purpose of determining the entitlement to attend and vote at the AGM and the entitlement of the Final Dividend (subject to approval of the Shareholders at the AGM), the register of members of the Company will be closed during the following periods respectively:

(1) For determining the entitlement to attend and vote at the AGM:

Latest time to lodge transfer documents for registration	4:30 p.m. on Monday, 17 August 2026
Closure of register of members	Tuesday, 18 August 2026 to Friday, 21 August 2026 (both days inclusive)
Record Date	Friday, 21 August 2026

(2) For determining the entitlement of the proposed Final Dividend:

Latest time to lodge transfer documents for registration	4:30 p.m. on Wednesday, 26 August 2026
Closure of register of members	Thursday, 27 August 2026 to Monday, 31 August 2026 (both days inclusive)
Record Date	Monday, 31 August 2026

In order to be eligible to attend and vote at the AGM and be eligible for the entitlement to the Final Dividend, all completed transfer documents accompanied by the relevant share certificate(s) must be lodged with the Hong Kong Branch Share Registrar of the Company, Tricor Investor Services Limited at 17/F., Far East Finance Centre, 16 Harcourt Road, Hong Kong not later than the respective latest time as stated above for registration.

PURCHASE, SALE OR REDEMPTION OF THE COMPANY'S LISTED SECURITIES

During the Year, the Company repurchased 10,950,000 shares of the Company at an aggregate consideration of HK$4,734,920 (before expenses) on the Stock Exchange. Among the repurchased shares, 6,822,000 shares were cancelled during the Year and the remaining shares with aggregate consideration of HK$1,769,810 (before expenses) were cancelled in May 2026.

Particulars of the repurchase during the Year are as follows:

Months of share repurchase	**Number of shares repurchased**	**Highest price paid per share**	**Lowest price paid per share**	**Aggregate consideration paid (before expenses)**
		HK$	*HK$*	*HK$*
2025				
April	1,530,000	0.45	0.435	684,060
June	1,744,000	0.435	0.425	747,460
July	1,128,000	0.435	0.43	486,940
September	1,044,000	0.43	0.42	448,560
October	1,042,000	0.44	0.43	452,800
December	1,790,000	0.44	0.415	770,480
2026				
January	1,674,000	0.43	0.425	715,480
March	998,000	0.43	0.43	429,140
Total	10,950,000			4,734,920

The Directors considered that the repurchases were made with a view to enhancing the net asset value per share and earnings per share of the Company.

Save as disclosed above, neither the Company nor any of its subsidiaries purchased, sold or redeemed any of the Company's listed securities during the Year.

CORPORATE GOVERNANCE PRACTICES

The Company has complied with all the code provisions of the Corporate Governance Code contained in Appendix C1 to the Rules Governing the Listing of Securities on the Stock Exchange (the "Listing Rules") throughout the Year.

Further information of the Company's corporate governance practices will be disclosed in the Corporate Governance Report contained in the Company's 2025/26 Annual Report.

DIRECTORS' SECURITIES TRANSACTIONS

The Company has adopted the Model Code for Securities Transactions by Directors of Listed Issuers (the "Model Code") contained in Appendix C3 to the Listing Rules as its code of conduct regarding securities transactions by the Directors. All Directors have confirmed, after a specific enquiry made by the Company, that they have fully complied with the required standard set out in the Model Code throughout the Year.

EVENTS AFTER THE REPORTING PERIOD

Details of the events of the Group after the reporting period are set out in Note 16 to the annual results.

AUDIT COMMITTEE REVIEW

The Audit Committee of the Board (the "Audit Committee") comprises five members, namely Mr. Wu William Wai Leung (Chairman of the Audit Committee), Ms. Wong Wendy Dick Yee, Dr. Yim Yuk Lun, Stanley, Mr. Lam Yau Fung, Curt and Mr. Ho Gilbert Chi Hang, all being non-executive Directors or independent non-executive Directors. The Audit Committee has reviewed with the management and given its consent to the accounting principles and practices adopted by the Group and discussed internal control and financial reporting matters including the review of the annual results of the Group for the Year.

SCOPE OF WORK OF THE COMPANY'S AUDITOR IN RESPECT OF THE PRELIMINARY ANNOUNCEMENT

The figures in respect of the Group's consolidated statement of financial position, consolidated statement of profit or loss and other comprehensive income and the related notes thereto for the Year as set out in this announcement have been agreed by the Company's auditor, Ernst & Young ("EY") to the amounts set out in the Group's draft consolidated financial statements for the Year. The work performed by EY in this respect did not constitute an assurance engagement and consequently no opinion or assurance conclusion has been expressed by EY on this announcement.

By Order of the Board
ASIA ALLIED INFRASTRUCTURE HOLDINGS LIMITED
Pang Yat Ting, Dominic
Chairman

Hong Kong, 26 June 2026

As at the date of this announcement, the executive directors of the Company are Mr. Pang Yat Ting, Dominic, Mr. Xu Jianhua, Jerry and Ir Dr. Pang Yat Bond, Derrick JP, the non-executive directors of the Company are Ms. Wong Wendy Dick Yee, Dr. Yim Yuk Lun, Stanley SBS BBS JP and Mr. Chung Ho Tai, Francke, and the independent non-executive directors of the Company are Mr. Wu William Wai Leung, Mr. Lam Yau Fung, Curt, Mr. Ho Gilbert Chi Hang and Dr. Yen Gordon.