

Ching Lee Holdings Limited

正利控股有限公司

(Incorporated in the Cayman Islands with limited liability)

Stock Code: 3728

2026

ANNUAL REPORT

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Corporate Information

BOARD OF DIRECTORS

Executive Directors:

Mr. Ng Choi Wah (*Chairman*)
Mr. Lam Ka Fai
Ms. Ng Wa Ying

Non-executive Director:

Mr. Tong Hin Sum Paul

Independent non-executive Directors:

Dr. Wai Wing Hong Onyx
Mr. Chau Kam Wing Donald
Dr. Wai Yin Wah Agnes

AUDIT COMMITTEE

Mr. Chau Kam Wing Donald (*Chairman*)
Dr. Wai Wing Hong Onyx
Dr. Wai Yin Wah Agnes

REMUNERATION COMMITTEE

Dr. Wai Wing Hong Onyx (*Chairman*)
Mr. Ng Choi Wah
Mr. Chau Kam Wing Donald

NOMINATION COMMITTEE

Mr. Ng Choi Wah (*Chairman*)
Dr. Wai Wing Hong Onyx
Dr. Wai Yin Wah Agnes

COMPANY SECRETARY

Mr. Tsui Wing Tak (*Certified Public Accountants*)

AUTHORISED REPRESENTATIVES

Mr. Ng Choi Wah
Mr. Tsui Wing Tak

INDEPENDENT AUDITOR

BDO Limited
Registered Public Interest Entity Auditors
25th Floor, Wing On Centre
111 Connaught Road Central
Hong Kong

HEADQUARTERS AND PRINCIPAL PLACE OF BUSINESS IN HONG KONG

Room 203–204, 2nd Floor
Hang Bong Commercial Centre
28 Shanghai Street
Jordan
Kowloon
Hong Kong

PRINCIPAL SHARE REGISTRAR AND TRANSFER OFFICE IN THE CAYMAN ISLANDS

Codan Trust Company (Cayman) Limited
Cricket Square
Hutchins Drive
P.O. Box 2681
Grand Cayman KY1-1111
Cayman Islands

BRANCH SHARE REGISTRAR AND TRANSFER OFFICE IN HONG KONG

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

PRINCIPAL BANKERS

Standard Chartered Bank (Hong Kong) Limited
4–4A Des Voeux Road Central
Hong Kong

The Hongkong and Shanghai Banking Corporation Limited
HSBC Main Building
1 Queen's Road Central
Hong Kong

Fubon Bank (Hong Kong) Ltd.
Fubon Bank Building
38 Des Voeux Road Central
Hong Kong

Bank of Communications (Hong Kong) Ltd.
20 Pedder Street
Central
Hong Kong

COMPANY WEBSITE

www.chingleeholdings.com
(information of this website does not form part of this report)

STOCK CODE

3728

Chairman's Statement

Dear Shareholders,

On behalf of the board of directors (the “**Board**”) of Ching Lee Holdings Limited (our “**Company**”, together with our subsidiaries, our “**Group**”), I have the pleasure to present to you the annual results for the year ended 31 March 2026.

OVERVIEW

During the year, regarding a tragic incident in Hong Kong's construction industry, awareness of construction safety has increased across all sectors. In response, our Group has conducted a comprehensive review and strengthened its safety standards, while also increasing investment in safety resources. Fortunately, the Group successfully completed a number of construction projects one after the other. The Group's management has adopted Building Information Modelling technology to optimize construction techniques to improve cost efficiency for satisfactory business performance enhancement. It is hopeful that the construction industry would perform positively in the coming year. The Group continues to capture different business opportunities in initiating potential construction projects within our business networks. We are pleased to say that there will be foreseeable business growth of the Group.

FINANCIAL RESULTS

The total revenue of the Group increased by approximately HK\$185.2 million or 14.5% from approximately HK\$1,281.4 million for the year ended 31 March 2025 to approximately HK\$1,466.6 million for the year ended 31 March 2026. In general, the increase in revenue was mainly due to (i) an increase in superstructure building works services amounting to approximately HK\$129.2 million and (ii) an increase from repair, maintenance, alteration and addition for an existing structure (“**RMAA**”) works services amounting to approximately HK\$54.4 million. Basic earnings per share for the year ended 31 March 2026 was approximately HK0.69 cents as compared with approximately HK0.93 cents per share for the year ended 31 March 2025.

FORWARD

Looking ahead, the Group is confident with Hong Kong economic outlook and the prospects of Hong Kong's construction sector. In accordance with a property market recovery and Northern Metropolis development plan, it is forecasted that the property market would experience a continue growth, hence fostering local construction industry development. The Group will continue to focus on its core business in providing (i) substructure building works services, (ii) superstructure building works services, (iii) RMAA works services, and (iv) rental and leasing services. Being a main contractor in the private sector of Hong Kong, the Group will continue to explore business opportunities in the private and public sector as well. The Group's management aims to diversify the Group's business portfolio and strengthen its industry presence to deliver favorable returns for the shareholders.

APPRECIATION

On behalf of the Group, I would like to express my sincere gratitude to our management team and all of our staff for their contribution. We look forward to a prosperous future with the continuous support from our shareholders, business partners and clients.

By Order of the Board
Ng Choi Wah
Chairman

Hong Kong, 26 June 2026

Management Discussion and Analysis

BUSINESS REVIEW AND OUTLOOK

We are a main contractor in Hong Kong principally engaged in providing (i) substructure building works services; (ii) superstructure building works services; (iii) RMAA works services; and (iv) rental and leasing business.

In general, substructure and superstructure building works refer to building works in relation to the parts of the structure below or above the ground level respectively, while RMAA works are for existing structures. The scope of our substructure building works projects consisted of demolition and hoarding, site formation and foundation works. The scope of our superstructure building works projects consisted of development and redevelopment of educational, residential, and commercial buildings, and the scope of our RMAA works consisted of improvement, fitting-out works, renovation works, restoration works and external works.

In view of the long-term growth in the property rental market in Hong Kong, the Group decided to acquire properties for rental purposes and include it in the principal activities of the Group. The Group keeps looking for any opportunities in the Hong Kong property rental market to enhance stable rental returns.

The Group's revenue for the year ended 31 March 2026 recorded at approximately HK\$1,466.6 million which represented an increase of approximately HK\$185.2 million or 14.5% from approximately HK\$1,281.4 million for the year ended 31 March 2025.

	Year ended 31 March		Increase %
	2026 HK\$'000	2025 HK\$'000	
Revenue from contract with customer by major services:			
Substructure building works services	1,362	–	N/A
Superstructure building works services	1,407,614	1,278,389	10.1
RMAA works services	57,405	3,033	1,792.7
	1,466,381	1,281,422	14.4
Revenue from other source:			
Operating lease income	217	–	N/A
Total revenue	1,466,598	1,281,422	14.5

(i) Substructure building works services

For the year ended 31 March 2026, revenue recorded HK\$1.4 million in this segment (2025: HK\$Nil). The increase by approximately HK\$1.4 million was mainly due to the recognition of residual performance obligations upon final acceptance by the customer during the year ended 31 March 2026.

(ii) Superstructure building works services

For the year ended 31 March 2026, revenue recorded in this segment amounted to approximately HK\$1,407.6 million (2025: approximately HK\$1,278.4 million). The increase by approximately HK\$129.2 million was mainly due to more revenue was recognised from projects that reached completion or substantial completion stage during the year ended 31 March 2026.

Management Discussion and Analysis

(iii) RMAA works services

For the year ended 31 March 2026, revenue recorded in this segment amounted to approximately HK\$57.4 million (2025: approximately HK\$3.0 million). The increase by approximately HK\$54.4 million was mainly due to the revenue was recognized as the short-term projects commenced during the year ended 31 March 2026.

(iv) Operating lease income

For the year ended 31 March 2026, revenue recorded from other source amounted to approximately HK\$0.2 million (2025: HK\$Nil), which represented the operating lease income generated from renting out properties since April 2025.

FINANCIAL REVIEW

Revenue

The Group's revenue for the year ended 31 March 2026 recorded at approximately HK\$1,466.6 million which represented an increase of approximately HK\$185.2 million or 14.5% from approximately HK\$1,281.4 million for the year ended 31 March 2025. The increase in total was mainly due to (i) an increase in superstructure building works services amount to approximately HK\$129.2 million and (ii) an increase from RMAA works services amount to approximately HK\$54.4 million.

Gross Profit and Gross Profit Margin

The Group's gross profit decreased by approximately HK\$16.2 million or 18.7%, from approximately HK\$87.0 million for the year ended 31 March 2025 to approximately HK\$70.8 million for the year ended 31 March 2026. The decrease was mainly due to an increase in the proportion of nominated subcontracting costs and additional costs arising from delays in project progress. During the year ended 31 March 2026, the gross profit margin was approximately 4.8%, which is lower than the gross profit margin of prior year of approximately 6.8%.

Other Income and Gains or Losses

Other income and gains or losses increased by approximately HK\$1.6 million or 71.9% from approximately HK\$2.2 million for the year ended 31 March 2025 to approximately HK\$3.8 million for the year ended 31 March 2026. The increase was mainly due to the increase in subsidies from an industry association driven by the increase in the number of projects.

Administrative and Other Operating Expenses

Administrative and other operating expenses decreased by approximately HK\$5.4 million or 8.7% from approximately HK\$62.9 million for the year ended 31 March 2025 to approximately HK\$57.5 million for the year ended 31 March 2026.

Administrative and other operating expenses mainly consist of employee benefit expense (including salaries, allowances, other benefits, contribution to defined contribution retirement plan and provision for long service payments), legal & professional fee, business development cost, depreciation and others. The decrease was mainly attributable to a non-recurring write-off of contract assets of approximately HK\$5.1 million recognised in the prior year, whereas no such provision was made for the year ended 31 March 2026.

Management Discussion and Analysis

Finance Costs

Finance costs decreased by approximately HK\$4.6 million or 38.9% from approximately HK\$12.0 million for the year ended 31 March 2025 to approximately HK\$7.4 million for the year ended 31 March 2026, which was mainly due to the decrease in bank borrowings from approximately HK\$131.1 million as at 31 March 2025 to approximately HK\$118.5 million as at 31 March 2026.

Income Tax

Income tax decreased by approximately HK\$1.0 million or 37.8% from approximately HK\$2.6 million for the year ended 31 March 2025 to approximately HK\$1.6 million for the year ended 31 March 2026.

Profit for the Year Attributable to the Owners of the Company

Net profit decreased by approximately HK\$2.4 million or 25.6% from approximately HK\$9.4 million for the year ended 31 March 2025 to approximately HK\$7.0 million for the year ended 31 March 2026.

The decrease in net profit was mainly due to the decrease in gross profit driven by the increase in the proportion of nominated subcontracting costs and additional costs arising from delays in project progress, netted off by a reduction of a non-recurring write-off of contract assets and the decrease in finance costs.

LIQUIDITY AND FINANCIAL RESOURCES

As at 31 March 2026, the Group had total assets of approximately HK\$625.3 million, which are financed by total liabilities and shareholders' equity of approximately HK\$481.7 million and HK\$143.6 million, respectively. The Group's current ratio remained stable at approximately 1.1 as at 31 March 2025 and 31 March 2026.

GEARING RATIO

The gearing ratio of the Group as at 31 March 2026 was approximately 84.1% (31 March 2025: approximately 97.4%), which is calculated based on the total lease liabilities and total bank borrowings divided by total equity as at the respective reporting date.

CONTINGENT LIABILITIES

As at 31 March 2026, there were no significant contingent liabilities for the Group.

COMMITMENTS

As at 31 March 2026, there were no significant capital commitments for the Group.

CHARGES ON GROUP ASSETS

Assets with a carrying value of approximately HK\$128.4 million were pledged as securities for the Group's banking facilities.

SEGMENT INFORMATION

Segment information is presented for the Group as disclosed in note 6 to the consolidated financial statements.

Management Discussion and Analysis

FOREIGN EXCHANGE EXPOSURE

The Group was not exposed to foreign exchange risk during the year ended 31 March 2026.

TREASURY POLICY

The Group has adopted a prudent financial management approach towards its treasury policies and thus maintained a healthy liquidity position throughout the year. Interest for the current bank borrowings was mainly on floating rate basis and the bank borrowings were denominated in Hong Kong dollars, hence, there was no significant exposure to foreign exchange rate fluctuations.

CAPITAL STRUCTURE

The shares of the Company were successfully transferred from the GEM Board to the Main Board of the Stock Exchange on 18 September 2017. On 10 May 2018, the Company has allotted and issued 13,000,000 consideration shares at an issue price of HK\$0.39 per consideration share as part of the consideration in accordance with the terms and conditions of the Share Purchase Agreement of the acquisition of 30% of New Bright Engineering Limited. There has been no other change in the capital structure of the Group since then. The share capital of the Group only comprises ordinary shares.

As at 31 March 2026, the Company's issued share capital was HK\$10,130,000 and the number of its issued ordinary shares was 1,013,000,000 of HK\$0.01 each.

FUTURE PLANS FOR MATERIAL INVESTMENTS AND CAPITAL ASSETS

The Group did not have plans for material investments or capital assets during the year ended 31 March 2026.

MATERIAL ACQUISITIONS AND DISPOSALS OF SUBSIDIARIES AND AFFILIATED COMPANIES

During the year ended 31 March 2026, there was no significant investment, material acquisition and disposal of subsidiaries and associated companies by the Company.

EMPLOYEES AND REMUNERATION POLICIES

As at 31 March 2026, the Group employed a total of 146 employees (31 March 2025: 251 employees). The staff costs of our Group (including salaries, allowances, other benefits, contribution to defined contribution retirement plan and provision for long service payments) for the year ended 31 March 2026 were approximately HK\$106.0 million (31 March 2025: approximately HK\$94.4 million).

The remuneration package for our employees generally includes salary and bonuses. Our employees also receive welfare benefits, including exam leave, retirement benefits, occupational injury insurance, medical insurance and other miscellaneous items. We conduct an annual review of the performance of our employees for determining the level of bonus, salary adjustment and promotion of our employees. Our executive directors will also conduct research on the remuneration packages offered for similar positions in the Hong Kong construction main contracting industry in order to keep our remuneration packages at a competitive level. We have also granted share options to provide incentives and rewards to our employees.

SIGNIFICANT INVESTMENTS HELD

Except for investment in its subsidiaries and investment in an associate, the Group did not hold any significant investments during the year ended 31 March 2026.

Management Discussion and Analysis

EVENTS AFTER THE REPORTING PERIOD

There were no material events after the reporting period.

PRINCIPAL RISKS AND UNCERTAINTIES

The Group believes that the risk management practices are important and uses its best effort to ensure we are sufficient to mitigate the risks present in our operations and financial position as efficiently and effectively as possible.

- I. Our revenue is mainly derived from projects which are not recurring in nature and any significant decrease in the number of our projects would affect our operations and financial results;
- II. We depend on our suppliers for concrete, steel and other construction materials, and any shortage or delay of supply, or deterioration in the quality, of the same could materially and adversely affect our operations, and we may not be able to identify an alternative source of stable supply with acceptable quality and price;
- III. We may be involved in construction and/or labour disputes, legal and other proceedings arising from our operations from time to time and may face significant legal liabilities as a result;
- IV. We determine our tender price based on the estimated time and costs to be involved in a project, yet the actual time and costs incurred may deviate from our estimate due to unexpected circumstances, thereby adversely affecting our operations and financial results;
- V. We rely on our Board members and senior management staff, and their departure would adversely affect our operations and financial results;
- VI. Our works are labour intensive. If we or our subcontractors experience any shortage of labour, industrial actions, strikes or material increase in labour costs, our operations and financial results would be adversely affected;
- VII. Expiry, withdrawal, revocation, downgrading and/or failure to renew any of our various registrations and certifications would adversely affect our operations and financial results; and
- VIII. There is no guarantee that we would not be subject to any claims in relation to defects of our works, which may result in further costs to make up for the defects, and/or deduction of the retention monies to be released and/or claims from our customers against us.

Biographical Details of Directors and Senior Management

Executive Directors

Mr. NG Choi Wah ("Mr. Ng"), aged 60, the Chairman and Chief Executive Officer of Ching Lee Holdings Limited, is the founder of the Group. Mr. Ng is Managing Director of Ching Lee Engineering Limited, and also a director of Ching Lee Construction Limited and Ching Lee Foundation Limited. Mr. Ng oversees the Group's corporate strategy, business development, operational management as well as sales and marketing for many years. He has over 30 years of experience in providing building work services from a site agent or sub-agent during 1988-1990 to a project manager in 1993-1998 for other construction companies. Until December 2015, Mr. Ng has been appointed as the Chairman of Ching Lee Holdings Limited.

Mr. Ng is currently a chartered building engineer and was registered as a Chartered Environmentalist, BEC Institute of Environmental Education Society for the Environment in January 2012. He was also elected as a member of the Association of Building Engineers (currently known as the Chartered Association of Building Engineers) in July 2013. Mr. Ng holds a bachelor's degree in Applied Science in Construction Management and Economics from Curtin University of Technology in Australia.

Mr. Ng is appointed as the Standing Committee of the Guangdong Provincial Committee of the Chinese People's Political Consultative Conference (CPPCC) by the Central People's Government. Mr. Ng is the Islands District Council Member. He was the Chairman and the Honorary Treasurer of the Hong Kong General Building Contractors Association in 2020-2024 and 2015-2017, respectively. He was the Vice President of East Kowloon Region of the Scout Association in Hong Kong in June 2015. Mr. Ng is multitasking in addition to several public appointments is listed in the table below:

Entities	Position	Duration
Guangdong Provincial Committee of the Chinese People's Political Consultative Conference (CPPCC)	Standing Committee	January 2023–Present
Islands District Council	Member	January 2024–Present
Lotteries Fund Advisory Committee	Committee	August 2023–Present
Islands District Fight Crime Committee	Committee	January 2023–Present
Hong Kong Meizhou (Ka Ying) General Chamber of Commerce	President	January 2022–Present
Federation of Hong Kong Guangdong Community Organisations	Executive Vice Chairman	July 2019–Present

Save as disclosed above, he was not a director in any other listed companies for the last three preceding years.

Biographical Details of Directors and Senior Management

Mr. LAM Ka Fai ("Mr. Lam"), aged 53, was appointed as an executive Director on 16 December 2015. In May 2003, Mr. Lam joined our Group and acted as a director of Ching Lee Construction Limited and is currently responsible for overseeing the operational management of our Group. Mr. Lam is also a director of Ching Lee Construction Limited and Ching Lee Engineering Limited. He has over 29 years of experience in the building works industry. In January 2014, he became a member of the Chartered Institute of Building and a chartered building engineer of the Chartered Association of Building Engineers, in the United Kingdom.

Mr. Lam worked as a project co-ordinator at W.M. Construction Limited from September 1997 to April 1998. From April 1999 to July 2014, Mr. Lam worked as a project co-ordinator at Hien Lee Engineering Co., Ltd and his last position was project manager. Since July 2014, Mr. Lam has served our Group as an E&M project director.

In November 2007, he obtained a bachelor's degree in engineering in building engineering (building services engineering) from the City University of Hong Kong. In October 2011, Mr. Lam obtained a master's degree in science in project management from The Hong Kong Polytechnic University. He became a member of the Australian Institute of Building in July 2013.

Save as disclosed above, he was not a director in any other listed companies for the last three preceding years.

Ms. Ng Wa Ying ("Ms. Ng"), aged 62, was appointed as an executive Director on 25 November 2024. Ms. Ng joined the Group in October 2015 as the office supervisor, responsible for recruitment, general administration and providing assistance to the Chairman. Ms. Ng has over 30 years of experience in business and operational management in Hong Kong. Prior to joining the Group, Ms. Ng worked as a senior merchandiser from March 2004 to January 2005 in Ecko Sourcing Limited, the relevant division of which was later transferred into Li & Fung (Trading) Ltd. where Ms. Ng worked as senior merchandise manager from January 2005 to January 2008 and was responsible for sourcing of materials. From April 2008 to February 2009, Ms. Ng worked as a fabric development and production manager in G2000 (Apparel) Limited to oversee all sample fabric ordering, cost monitoring and sourcing of seasonal fabric. From November 2009 to February 2011, Ms. Ng worked as a sampling and product development manager in Rafaella Apparel Far East Limited, which was later transferred to Perry Ellis International HK Limited where Ms. Ng remained in the same position from February 2011 to September 2015 to work with the design team and vice president from the New York office.

In March 2008, Ms. Ng graduated from Thames Valley University with a Bachelor of Business Administration. Ms. Ng is the elder sister of Mr. Ng Choi Wah, the Chairman of the Board, an executive Director and controlling shareholder of the Company.

Saved as disclosed above, she was not a director in any other listed companies for the last three preceding years.

Biographical Details of Directors and Senior Management

Non-executive Director

Mr. TONG Hin Sum Paul (“Mr. Tong”), aged 88, was appointed as an independent non-executive Director on 10 March 2016 and redesignated to a non-executive Director and ceased to be a member of the audit and nomination committees of our Company on 30 June 2025. He is primarily responsible for providing independent judgment to bear on issues of strategy, policy, performance, accountability, resource, key appointments and standard of conduct of our Group.

Mr. Tong was called to the bar in 1989 and is currently a barrister. He was appointed as a life fellow of St. John’s College, the University of Hong Kong, in 2008. Mr. Tong was a panel member of the Securities and Futures Appeals Tribunal for the period between April 2009 and March 2011.

Mr. Tong obtained his bachelor’s degree in arts from the University of Hong Kong in November 1963. Mr. Tong went to Yale University and obtained a master’s degree in sacred theology in July 1971. He then furthered his studies in the University of Cambridge, England, and obtained his bachelor’s degree in arts and master’s degree in arts in June 1987 and February 1991, respectively.

Mr. Tong has been appointed as an independent non-executive director of Hang Tai Yue Group Holdings Limited (stock code: 8081), a company listed on the GEM of the Stock Exchange, since 10 September 2021.

Save as disclosed above, he was not a director in any other listed companies for the last three preceding years.

Independent Non-executive Directors

Dr. WAI Wing Hong Onyx (“Dr. Onyx Wai”), aged 65, was appointed as an independent non-executive Director on 10 March 2016. He is also the chairman of the remuneration committee and a member of the audit and nomination committees of our Company. He is primarily responsible for providing independent judgment to bear on issues of strategy, policy, performance, accountability, resource, key appointments and standard of conduct of our Group.

Dr. Onyx Wai joined the Hong Kong Polytechnic (currently known as The Hong Kong Polytechnic University) as a lecturer in October 1992 and retired from his position as a professor in the Department of Civil and Environmental Engineering of The Hong Kong Polytechnic University in September 2020. He is currently an adjunct professor in the Department of Civil and Environmental Engineering of The Hong Kong Polytechnic University and also a visiting professor in Guangdong Engineering Technology Research Center for Ocean Dynamics and Structural Safety of Sun Yat-Sen University in Guangzhou. Dr. Onyx Wai also delivers lectures on the topics of hydraulics and hydrology, and coastal engineering to government engineers, undergraduate and postgraduate students at the Chinese University of Hong Kong and University of Hong Kong.

Dr. Onyx Wai obtained his bachelor’s degree in applied science in civil engineering at the University of Windsor in Windsor, Canada in June 1984. In August 1986, he received his master’s degree in science in the Ohio State University in the USA. In December 1991, Dr. Onyx Wai obtained his doctor of philosophy at the same university. In December 2014, he received a merit award in “Study of Green Roof (Landscape Research Study Category)” from The Hong Kong Institute of Landscape Architects. Dr. Onyx Wai also has a number of professional appointments. Dr. Onyx Wai was admitted as a member of the Hong Kong Institution of Engineers in June 2000. Dr. Onyx Wai has also contributed to various journals and publications, including, among others, “Environmental Science and Technology” and “Journal of Hydrology”. He was a member of the Advisory Panel on Coastal Engineering, Civil Engineering and Development Department, Hong Kong Government until 2025.

Save as disclosed above, he was not a director in any other listed companies for the last three preceding years.

Biographical Details of Directors and Senior Management

Mr. CHAU Kam Wing Donald (“Mr. Chau”), aged 63, was appointed as an independent non-executive Director on 10 March 2016. He is also the chairman of the audit committee and a member of the remuneration committee of our Company. He is primarily responsible for providing independent judgment to bear on issues of strategy, policy, performance, accountability, resource, key appointments and standard of conduct of our Group.

He has over 30 years of experience in audit, tax and financial management. Mr. Chau is a finance director of Winox Holdings Limited (stock code: 6838), the issued shares of which is listed on the Stock Exchange, since March 2011. He is also an independent non-executive director of 康達國際環保有限公司 (Kangda International Environmental Company Limited) (Stock code: 6136) since April 2019, China Water Affairs Group Limited (stock code: 855) since March 2007, Eco-Tek Holdings Limited (stock code: 8169) since March 2008, Carpenter Tan Holdings Limited (stock code: 837) since November 2009, 浙江長安仁恒科技股份有限公司 (Zhejiang Chang'an Renheng Technology Co., Ltd.) (stock code: 8139) since May 2014 till May 2019, the issued shares of which are listed on the Stock Exchange. From November 2009 to June 2015, Mr. Chau was also an independent non-executive director of 浙江世寶股份有限公司 (Zhejiang Shibao Company Limited) (Hong Kong stock code: 1057 and Shenzhen stock code: 2703), the issued shares of which are listed on the Stock Exchange and Shenzhen Stock Exchange.

Mr. Chau obtained a master's degree in business administration from the University of San Francisco, United States in December 2000. He is also a fellow member of the Association of Chartered Certified Accountants and a practising member of the Hong Kong Institute of Certified Public Accountants.

Save as disclosed above, he was not a director in any other listed companies for the last three preceding years.

Dr. Wai Yin Wah Agnes (“Dr. Agnes Wai”), aged 72, was appointed as an independent non-executive Director on 30 June 2025. She is also a member of the audit committee and nomination committee of our Company. She worked as a school principal of St Stephen's College Preparatory School from December 1979 to August 2022. Dr. Agnes Wai obtained a bachelor's degree in arts from University of Windsor in October 1975, a master's degree in science with educational leadership concentration from University of Leicester in January 2008 and a doctorate in education with educational management concentration from Tarlac State University in November 2012.

Save as disclose above, she was not a director in any other listed companies for the last three preceding years.

SENIOR MANAGEMENT

Mr. CHUN Wai Ho (“Mr. Chun”), aged 42, joined our Group in October 2017 and is currently a senior project manager. He is responsible for overall project management to meet the quality, cost, statutory, safety and environment issues as well as scheduling requirements of the project.

Mr. Chun obtained his Higher Diploma in Building Studies from Hong Kong Institute of Vocational Education in 2015. In 2017, he received his bachelor's degree in applied science in Construction Management from Birmingham City University by distance learning.

Biographical Details of Directors and Senior Management

Mr. Chun has over 21 years' experience in the construction industry, his working experience prior to joining our Group is listed in the table below:

Entities	Position	Duration
China Zhejiang Construction Group (H.K.) Limited	Leveller/Contractor Labour Officer	July 2004–March 2010
Aggressive Construction Company Limited	Assistant Project Coordinator	March 2010–November 2011
Paul Y. Construction & Engineering Company Limited	Assistant Project Coordinator	November 2011–May 2013
Hsin Chong Construction (Engineering) Limited	Deputy Project Manager/ Senior Project Coordinator/Project Coordinator	May 2013–October 2017
Ching Lee Engineering Limited	Senior Project Manager/ Project Manager	October 2017–Present

Mr. Neville Tang Chun Wah ("Mr. Tang"), aged 52, who has over 23 years' experiences in building industry. Mr. Tang has joined our Group in October 2016 and is currently a senior project manager. He is responsible for overseeing redevelopment construction project.

Mr. Tang received his bachelor's degree in science majoring Architectural Engineering from University of Westminster, UK in July 1997 and Postgraduate Diploma in Architecture from Liverpool John Moores University in July 2000.

Mr. Tang's working experience prior to joining our Group is listed in the table below:

Entities	Position	Duration
Quattro Architect partnership (HK) Ltd	Assistant Architect	1997–1998
MLA Architect (HK) Ltd	Assistant Architect	2000–2007
Percy Thomas Partnership (HK) Ltd.	Assistant Architect	2007–2010
Keung Kee Construction Limited	Project Manager	2010–2016
Ching Lee Engineering Ltd.	Project Manager	2016–2018
Ching Lee Engineering Ltd.	Project Director	2018–Present

Biographical Details of Directors and Senior Management

Ms. WONG Hoi Lun, Helen ("Ms. Wong"), aged 52, is a safety officer of our Group. She joined our Group in September 2013.

Ms. Wong has over 15 years of experience in construction safety industry. She is responsible for implementing the safety management system in our Group.

Ms. Wong obtained her Higher Diploma in Building Services Engineering from Hong Kong Technical College in 1997, she received her diploma in Occupational Health and Safety from The Open University of Hong Kong in 2002. She is a registered safety officer and registered safety auditor under the Factories and Industrial Undertakings (Safety Officers and Safety Supervisors) Regulations, and the Factories and Industrial Undertakings (Safety Management) Regulation respectively.

Mr. NG Ho Nam ("Mr. H.N. Ng"), aged 38, is a building services manager of our Group. He joined our Group in October 2015.

Mr. H.N. Ng has about 16 years of experience in building and engineering industry. From February 2010 to September 2012, he was an assistant engineer at Telex Environmental and Energy Management Limited. He was primarily responsible for providing design of building services installation for building projects. He then joined Hsin Chong Construction (Engineering) Limited as a building services engineer from October 2012 to September 2015, in which he had gained experience in managing and coordinating a team to handle building projects.

Mr. H.N. Ng obtained his Higher Diploma in Building Services Engineering from Hong Kong Institute of Vocational Education in 2012. In 2014, he received his bachelor's degree in Engineering majoring in Fire Engineering from City University of Hong Kong.

Biographical Details of Directors and Senior Management

Mr. H.N. Ng's working experience prior to joining our Group is listed in the table below:

Entities	Position	Duration
Telemax Environmental and Energy Management Limited	Assistant Building Services Engineer	February 2010–September 2012
Hsin Chong Construction (Engineering) Limited	Building Services Engineer	October 2012–September 2015
Ching Lee Engineering Limited	Building Services Coordinator	October 2015–May 2020
Ching Lee Engineering Limited	Electrical and mechanical manager	June 2020–Present

COMPANY SECRETARY

Mr. Tsui Wing Tak ("Mr. Tsui"), aged 44, was appointed by the Board as the company secretary of the Company on 14 August 2017. Mr. Tsui has more than 22 years of experience in the accounting and corporate field. Mr. Tsui has been the Chief Executive Officer of AE Majoris Advisory Company Limited which is principally engaged in the provision of corporate advisory services, since January 2012. He was the Company Secretary of Noble House (China) Holdings Limited (now known as Zhonghua Gas Holdings Limited) (stock code: 8246), a company listed on GEM of the Stock Exchange, from July 2013 to August 2014. From August 2004 to January 2012, Mr. Tsui worked in an international accounting firm in Hong Kong with his last position as a manager in auditing. Mr. Tsui has been the Executive Director of Qi-House Holdings Limited (stock code: 8395), a company listed on the GEM Board of the Stock Exchange, since 6 September 2016. Mr. Tsui was a Non-Executive Director of CCT Land Holdings Limited (now known as GBA Holdings Limited) (stock code: 261), a company listed on the Main Board of the Stock Exchange, from January 2017 to April 2018. Mr. Tsui was the Non-Executive Director and Company Secretary of Jiu Zun Digital Interactive Entertainment Group Holdings Limited (now known as Infinities Technology International (Cayman) Holdings Limited) (stock code: 1961), a company listed on the Main Board of the Stock Exchange, from February 2019 to May 2022. Mr. Tsui was appointed as an Executive Director and chairman of Capital Estate Limited (stock code: 193), a company listed on the Main Board of the Stock Exchange, from February 2022 to December 2023. Mr. Tsui has been the Non-Executive Director of Star Group Company Limited (stock code: 1560), a company listed on the Main Board of the Stock Exchange, since February 2022.

Biographical Details of Directors and Senior Management

Mr. Tsui was appointed by the Embassy of the Republic of the Uganda in Beijing as Honorary Trade, Tourism and Investment Consultant/Adviser on China (Hong Kong and Macau SAR) from November 2016 to June 2019. Mr. Tsui was appointed as a member of the Chinese People's Political Consultative Conference of Qinzhou City in Guangxi Province in China since December 2019. Mr. Tsui was appointed by the Ministry of Foreign Affairs and Regional Integration of the Republic of Ghana as Honorary Consul of Ghana in Hong Kong in March 2020. Mr. Tsui was appointed by Home Affairs Department of HKSAR as the team leader of the Eastern District Care Team (Braemar Hill) since 29 September 2023. Mr. Tsui was also appointed by the Senior Police Call Honorary Presidents Council of Eastern District as Honorary President since 1 June 2024. Mr. Tsui was also appointed by the Hong Kong Gold Exchange as International Advisor in coordination with the Hong Kong SAR Government's Gold Centre Strategy Team since 6 May 2026.

Mr. Tsui was awarded a Bachelor of Business Administration (Honours) in Accounting from Hong Kong University of Science and Technology in November 2004. He was admitted as a Certified Public Accountant and a Certified Public Accountant (Practising) of the Hong Kong Institute of Certified Public Accountants in January 2009 and January 2012, respectively.

COMPLIANCE OFFICER

Mr. Ng Choi Wah, was appointed as the compliance officer of our Company on 21 December 2015. Details of the qualification and experience of Mr. Ng have been disclosed in the paragraph headed "Executive Directors" of this section.

AUTHORISED REPRESENTATIVES

Mr. Ng and Mr. Tsui are the authorised representatives of our Company.

Corporate Governance Report

INTRODUCTION

We are committed to achieving and maintaining high standards of corporate governance, as our Board believes that good and effective corporate governance practices are key to obtaining and maintaining the trust of the shareholders of the Company and other stakeholders, and are essential for encouraging accountability and transparency so as to sustain the success of the Group and to create long-term value for the shareholders of the Company.

CORPORATE GOVERNANCE PRACTICE

Pursuant to the code provision C.2.1 of the Corporate Governance Code (the “**CG Code**”), the roles of Chairman and CEO should be separate and should not be performed by the same individual. The division of responsibilities between the chairman and chief executive should be clearly established.

Mr. Ng Choi Wah currently assumes the role of both chairman of the Company and chief executive of the Company. In view that Mr. Ng has been assuming day-to-day responsibilities in operating and managing our Group since 1998 and the rapid development of our Group, the Board believes that with the support of Mr. Ng’s extensive experience and knowledge in the business of the Group, vesting the roles of both Chairman and chief executive officer of our Company in Mr. Ng strengthens the solid and consistent leadership and thereby allows for efficient business planning and decision which is in the best interest to our Group. Mr. Ng delegates the role and responsibilities including operations, management, business development and strategy planning of the Group to other Executive Directors. The Board will review the need of appointing suitable candidate to assume the role of chief executive when necessary.

In the opinion of the Board, the Company has complied with the principles and code provisions in the CG Code as set out in Appendix C1 to the Rules Governing the Listing of Securities on the Stock Exchange (the “**Listing Rules**”) with the exception of code provision C.2.1 as disclosed above for the year ended 31 March 2026.

MODEL CODE FOR SECURITIES TRANSACTIONS

The Company has adopted the Model Code as set out in Appendix C3 of the Listing Rules as a code of conduct regarding directors’ securities transactions.

All the directors have confirmed, following specific enquiry by the Company that they have complied with the required standard as set out in the Model Code for the year ended 31 March 2026 and up to the date of this report.

BOARD OF DIRECTORS

Composition

The composition of the Board during the year and up to the date of this annual report is set out as follows:

Executive Directors

Mr. Ng Choi Wah (*Chairman*)
Mr. Lam Ka Fai
Ms. Ng Wa Ying

Non-executive Director

Mr. Tong Hin Sum Paul

Independent non-executive Directors

Dr. Wai Wing Hong Onyx
Mr. Chau Kam Wing Donald
Dr. Wai Yin Wah Agnes

Biographical details of the Directors are set out in “Biographical Details of the Directors and Senior Management” on pages 9 to 16 of this annual report.

Corporate Governance Report

INDEPENDENT NON-EXECUTIVE DIRECTORS

The Company has appointed three independent non-executive Directors representing more than one-third of the board and at least one of whom has appropriate professional qualifications, or accounting or related financial management expertise.

Each of the independent non-executive Directors has made an annual confirmation of independence pursuant to Rule 3.13 of the Listing Rules. The Company is of the view that all independent non-executive Directors meet the independence guidelines set out in Rule 3.13 of the Listing Rules and are independent in accordance with the terms of the guidelines. The Company considers that all independent non-executive Directors to be independent.

FUNCTIONS OF THE BOARD AND MANAGEMENT

The Board supervises the management of the business and affairs of the Company and ensures that it is managed in the best interests of the shareholders as a whole while taking into account the interest of other stakeholders. The Board is primarily responsible for formulating the business strategy, reviewing and monitoring the business performance of the Group, approving the financial statements and annual budgets as well as directing and supervising the management of the Company. Execution of operational matters and the powers thereof are delegated to the management by the Board with clear directions. The Board is regularly provided with management update report to give a balanced and understandable assessment of the performance, position, recent development and prospect of the Group in sufficient details.

The Board is also responsible for the corporate governance functions under code provision A.2.1 of the Code. The Board has reviewed and discussed the corporate governance policy of the Group and is satisfied with the effectiveness of the corporate governance policy.

With the various experience of both the executive Directors and the independent non-executive Directors and the nature of the Group's business, the Board considered that the directors have a balance of skills and experience for the business of the Group.

TERMS OF APPOINTMENT AND RE-ELECTION OF DIRECTORS

Mr. Ng Choi Wah and Mr. Lam Ka Fai have entered into a service contract with our Company on 10 March 2016 and we signed the letter of appointment with Mr. Chau Kam Wing Donald and Dr. Wai Wing Hong Onyx on the same day. The service contracts with Mr. Ng Choi Wah and Mr. Lam Ka Fai are for an initial term of three years commencing from 29 March 2016 and can be terminated by either party giving not less than three months' notice in writing. The letter of appointment with Mr. Chau Kam Wing Donald and Dr. Wai Wing Hong Onyx are for one year until 31 March 2026 commencing from 1 April 2025 and can be terminated by either party giving not less than one month's notice in writing.

Ms. Ng Wa Ying has entered into a service contract with our Company for an initial term of three years commencing from 25 November 2024 and can be terminated by either party giving not less than three months' notice in writing.

Mr. Tong Hin Sum Paul and Dr. Wai Yin Wah Agnes have signed a letter of appointment for one year until 29 June 2026 commencing from 30 June 2025 and can be terminated by either party giving not less than one month's notice in writing.

The service contracts and letters of appointment are subject to termination in accordance with their respective terms. The service contracts can be renewed in accordance with our articles of association and the applicable Listing Rules.

According to our articles of association, one-third of the Directors for the time being shall retire from office by rotation at every annual general meeting of the Company, provided that every Director shall retire from office by rotation and are subject to re-election at annual general meeting at least once every three years. Directors who are appointed to fill casual vacancies shall hold office only until the next following general meeting after their appointment, and are subject to re-election by shareholders of the Company.

The Company has taken out directors and officers liability insurance to cover liabilities arising from legal action against the Directors.

Corporate Governance Report

NUMBER OF MEETINGS AND DIRECTORS' ATTENDANCE

Our Board meets regularly for considering, reviewing and/or approving matters relating to, among others, the financial and operating performance, as well as, the overall strategies and policies of our Company. Additional meetings are held when significant events or important issues are required to be discussed and resolved.

During the year, the Board held five meetings and one Shareholders' meeting (being the annual general meeting of the Company) was held. The Directors' attendance records in respect of meetings held during the year and up to the date of this report are shown as follows:

Attendance Record of Meetings held during the Year

Name of Directors	Board	Audit Committee	Nomination Committee	Remuneration Committee	Annual General Meeting
Number of total meetings	5	3	2	2	1
Mr. Ng Choi Wah	5/5	N/A	2/2	2/2	1/1
Mr. Lam Ka Fai	5/5	N/A	N/A	N/A	1/1
Ms. Ng Wa Ying	5/5	N/A	N/A	N/A	1/1
Dr. Wai Wing Hong Onyx	5/5	3/3	2/2	2/2	1/1
Mr. Tong Hin Sum Paul	4/5	1/1	1/1	N/A	1/1
Mr. Chau Kam Wing Donald	5/5	3/3	N/A	2/2	1/1
Dr. Wai Yin Wah Agnes	4/4	2/2	1/1	N/A	1/1

BOARD SKILLS MIX

The Board maintains a skills matrix to assess the collective skills, experience and competencies required to support the Group's strategy and governance needs.

The Nomination Committee developed a board skills matrix to identify the core skills required to maintain an effective Board in order to serve the Company's purpose, values, strategy and desired culture.

The skills matrix is reviewed by the Nomination Committee annually to identify any potential gaps and to inform Board refreshment, director appointment decisions, and planning for directors' training.

Board Skills Matrix

Skill Area	Importance	Overall Adequacy
Strategic leadership & business acumen	High	Extensive
Construction industry expertise	High	Extensive
Finance, accounting & capital markets	High	Extensive
Risk management & internal controls	High	Extensive
Technology & digital transformation	Medium	Adequate
Sustainability and environmental, social and governance ("ESG")	Medium	Adequate
People, culture & remuneration	High	Extensive
Legal & regulatory compliance	High	Extensive

The Board leverages its collective skills and experience to oversee the Group's continued expansion in its construction and engineering businesses, long-term value creation and enduring relationships with customers and stakeholders, thereby supporting the Company's vision of operational excellence, sustainable growth and long-term development.

- The Board's collective skills and experience support the Company's strategic objectives by providing oversight of long-term value creation, operational resilience and sustainable growth in Hong Kong's construction sector.

Corporate Governance Report

- The Board's strong capabilities in finance, accounting, risk management and compliance support the Company's commitment to high standards of financial reporting, robust internal controls, and strict regulatory compliance as a listed company.
- The Board's profound industry and operational expertise provides effective oversight of the Group's core business as a main contractor in substructure building works, superstructure building works, and RMAA works.
- The Board's knowledge of technology and digital transformation supports the Group's ongoing efforts to optimize construction processes, improve cost efficiency, and boost overall project planning and operational performance.
- The Board's awareness of sustainability, ESG, and workplace responsibility supports vigilant oversight of safe operations (including heightened investments in safety standards and resources), responsible environmental practices, and the Group's long-term sustainable growth.
- The Board's experience in people management, culture and remuneration supports talent retention, succession planning, and the alignment of incentives with long-term performance, safety culture, and sustainable development.

Based on the board skills matrix, the Nomination Committee did not identify any material gaps in the Board's overall skills mix. Having regard to the Group's strategy and governance needs, the Board will continue to strengthen its capabilities in emerging areas such as digital construction technologies and sustainability.

DIRECTORS' TRAINING AND PROFESSIONAL DEVELOPMENT

To assist Directors' continuing professional development, the Company recommends Directors to attend relevant seminars to develop and refresh their knowledge and skills. Directors also participate in continuous professional development programmes such as external seminars organised by qualified professionals, to develop and refresh their knowledge and skills in relation to their contribution to the Board.

All the Directors also understand the importance of continuous professional development and are committed to participate in any suitable training to develop and refresh their knowledge and skills.

The Company Secretary from time to time updates and provides written training materials on the latest developments of applicable Listing Rules and regulations to the Directors.

Directors' Training Hours* and Topics

Name	Position	Topics					Total no. of hours
		Board and directors' duties	Listing Rules and Hong Kong law compliance	Corporate governance and ESG	Risk management and internal controls	Industry and business updates	
Mr. Ng Choi Wah	Executive Director	5 ^(b)	4 ^(b)	5 ^{(a)(b)}	2 ^(b)	14 ^(b)	30
Mr. Lam Ka Fai	Executive Director	3 ^(b)	3 ^(b)	7 ^{(a)(b)}	2 ^(b)	19 ^{(a)(b)}	34
Ms. Ng Wa Ying	Executive Director	3 ^(b)	3 ^(b)	14 ^{(a)(b)}	2 ^(b)	37 ^{(a)(b)}	59
Mr. Tong Hin Sum Paul	Non-executive Director	3 ^(b)	3 ^(b)	4 ^(b)	1 ^(b)	6 ^(b)	17
Mr. Chau Kam Wing Donald	Independent non-executive Director	3 ^(b)	7 ^{(a)(b)}	3 ^{(a)(b)}	2 ^(b)	15 ^{(a)(b)}	30
Dr. Wai Wing Hong Onyx	Independent non-executive Director	3 ^(b)	2 ^(b)	5 ^{(a)(b)}	1 ^(b)	3 ^(b)	14
Dr. Wai Yin Wah Agnes	Independent non-executive Director	3 ^(b)	2 ^(b)	3 ^{(a)(b)}	3 ^(b)	5 ^(b)	16

* The training hours included in the above table have been subject to rounding adjustments.

Notes:

(a) Training in format type I (external training)

(b) Training in format type II (self-study)

(c) All of these Directors had participated in continuous professional development as required under Main Board Listing Rules 3.09F and 3.09G during the year

Corporate Governance Report

CHAIRMAN AND CHIEF EXECUTIVE OFFICER

Pursuant to the code provision C.2.1 of the Code, the roles of Chairman and CEO should be separate and should not be performed by the same individual. The division of responsibilities between the chairman and chief executive should be clearly established.

Mr. Ng Choi Wah currently assumes the role of both chairman of the Company and chief executive of the Company. In view that Mr. Ng has been assuming day-to-day responsibilities in operating and managing our Group since 1998 and the rapid development of our Group, the Board believes that with the support of Mr. Ng's extensive experience and knowledge in the business of the Group, vesting the roles of both Chairman and chief executive officer of our Company in Mr. Ng strengthens the solid and consistent leadership and thereby allows for efficient business planning and decision which is in the best interest to our Group. Mr. Ng delegates the role and responsibilities including operations, management, business development and strategy planning of the Group to other Executive Directors. The Board will review the need of appointing suitable candidate to assume the role of chief executive when necessary.

BOARD COMMITTEE

The Board has established three Board committees, namely, the Audit Committee, the Remuneration Committee and the Nomination Committee, for overseeing particular aspects of the Company's affairs. All Board committees have been established with defined written terms of reference, which are posted on the Company's website at www.chingleeholdings.com. All the Board committees should report to the Board on their decisions or recommendations made. The practices, procedures and arrangements in conducting meetings of Board committees follow in line with, so far as practicable, those of the Board meetings set out above.

All Board committees are provided with sufficient resources to perform their duties and, upon reasonable request, are able to seek independent professional advice in appropriate circumstances, at the Company's expense.

The Board is responsible for performing the corporate governance duties set out in the Code which included developing and reviewing the Company's policies and practices on corporate governance, training and continuous professional development of Directors, and reviewing the Company's compliance with the code provision in the Code and disclosures in this report.

Audit Committee

The Audit Committee currently consists of all three of our independent non-executive Directors, namely Dr. Wai Wing Hong Onyx, Mr. Chau Kam Wing Donald and Dr. Wai Yin Wah Agnes. Mr. Chau Kam Wing Donald who has the appropriate accounting and financial related management expertise, is the chairman of the Audit Committee. The primary duties of our Audit Committee are (i) to make recommendations to our Board on the appointment and removal of external auditors, (ii) to review the financial statements and material advice in respect of financial reporting process of our Group and (iii) to oversee the internal control systems of our Group. The Committee's authority and duties are set out in written terms of reference which are posted on the websites of the Company and the Stock Exchange.

The Company has established an audit committee with the written terms of reference in compliance with the CG Code as set out in Appendix C1 of the Listing Rules. The Group's consolidated financial statements for the year ended 31 March 2026 have been reviewed by the Audit Committee. The Audit Committee is of the opinion that the consolidated financial statements of the Group for the year ended 31 March 2026 comply with applicable accounting standards, the Listing Rules and that adequate disclosures have been made.

Corporate Governance Report

Remuneration Committee

The Remuneration Committee currently consists of an Executive Director, namely Mr. Ng, and two of our independent non-executive Directors, namely Dr. Wai Wing Hong Onyx and Mr. Chau Kam Wing Donald. Dr. Wai Wing Hong Onyx is the chairman of our Remuneration Committee. The Remuneration Committee has reviewed the remuneration packages and emoluments of Directors and senior management and considered that they are fair and reasonable during the year ended 31 March 2026. The primary duties of our Remuneration Committee are (i) to review and make recommendations to our Board on the overall remuneration policy and structure relating to all Directors and senior management of our Group; (ii) to review and approve other remuneration-related matters, including benefits-in-kind and other compensation payable to our Directors and senior management; and (iii) to review and approve performance-based remuneration and to establish a formal and transparent procedure for developing policy in relation to remuneration. The Committee's authority and duties are set out in written terms of reference which are posted on the websites of the Company and the Stock Exchange.

Remuneration of directors and senior management

Our Directors and senior management receive compensation in the form of salaries, allowances, bonuses and other benefits-in-kind, including our contribution to the pension scheme. Our Remuneration Committee determines the salaries of our Directors based on each Director's qualification, position and seniority.

Nomination Committee

The Nomination Committee currently consists of one Executive Director, namely Mr. Ng, and two of our independent non-executive Directors, namely Dr. Wai Wing Hong Onyx and Dr. Wai Yin Wah Agnes. Mr. Ng is the chairman of the Nomination Committee. The primary duties of our Nomination Committee are (i) to review the structure, size and composition of our Board on a regular basis; (ii) to identify individuals suitably qualified to become Board members and to select or make recommendations to our Board on the selection of individuals for nomination of directorships of the Company; (iii) to assess the independence of Independent non-executive Directors; and (iv) to make recommendations to our Board on relevant matters relating to the appointment or re-appointment of Directors. The Committee's authority and duties are set out in written terms of reference which are posted on the websites of the Company and the Stock Exchange.

Board Diversity Policy

The Board has adopted a board diversity policy which sets out the approach to achieve a sustainable and balanced development of the Company and also to enhance the quality of performance of the Company.

In designing the Board's composition, Board diversity has been considered from a number of perspectives, including but not limited to gender, age, cultural and educational background, industry experience, technical and professional skills and/or qualifications, knowledge, length of services and time to be devoted as a director. The Company will also take into account factors relating to its own business model and specific needs from time to time. The ultimate decision is based on merit and contribution that the selected candidates will bring to the Board.

For the Board's composition and gender ratio in the workforce (including senior management), please refer to the Environmental, Social and Governance Report in this annual report.

NOMINATION POLICY

The Board has delegated its responsibilities and authority for selection and appointment of Directors to the Nomination Committee of the Company.

Corporate Governance Report

The Company has adopted a Nomination Policy which sets out the selection criteria and process in relation to nomination and appointment of Directors of the Company and aims to ensure that the Board members have a balance of skills, experience and diversity of perspectives appropriate to the Company and the continuity of the Board and appropriate leadership at Board level.

The Nomination Policy sets out the factors for assessing the suitability and the potential contribution to the Board of a proposed candidate, including but not limited to the following:

- Reputation for integrity;
- Accomplishment, experience and reputation in the business and industry;
- Commitment in respect of available time and relevant interest;
- Compliance with the criteria of independence, in case of the appointment of an independent non-executive director, as prescribed under Rule 3.13 of the Rules Governing the Listing of Securities on the Stock Exchange;
- Diversity in all its aspects, including but not limited to gender, age (18 years or above), cultural and educational background, ethnicity, professional experience, skills, knowledge and length of service; and
- Any other relevant factors as may be determined by the Nomination Committee or the Board from time to time as appropriate.

The Nomination Policy also sets out the procedures for the selection and appointment of new Directors and re-election of Directors at general meetings. During the year ended 31 March 2026, there was no change in the composition of the Board.

The Nomination Committee will review the Nomination Policy, as appropriate, to ensure its effectiveness.

DIRECTORS' AND AUDITOR'S RESPONSIBILITIES FOR THE CONSOLIDATED FINANCIAL STATEMENTS

All Directors acknowledge their responsibility to prepare the Group's consolidated financial statements for the year ended 31 March 2026 to give a true and fair view of the state of affairs of the Group and of the results and cash flows for that year. The Directors continue to adopt the going concern approach in preparing the consolidated financial statements and are not aware of any material uncertainties relating to events or conditions that may cast significant doubt upon the Company's ability to continue as a going concern.

The responsibilities of the external auditors about their financial reporting are set out in the independent auditor's report attached to the Company's financial statements for the year ended 31 March 2026 set out in this annual report.

AUDITORS' REMUNERATION

For the year ended 31 March 2026, the remuneration paid or payable to BDO Limited and its affiliate companies in respect of audit and non-audit services provided is set out below:

Services rendered	Remuneration paid/payable HK\$'000
Audit services	1,300
Non-audit services	99
	1,399

Corporate Governance Report

INTERNAL CONTROLS AND RISK ASSESSMENT

The Board is responsible for the establishment, maintenance and review of the Group's system of internal controls and risk assessment. Reviews of internal controls systems of different operations were conducted by an independent external risk advisory firm to ensure the effectiveness and adequacy of the internal controls system.

The Board considered the internal controls system of the Group to be adequate and effective for the year ended 31 March 2026. The Board also conducted a review of the adequacy of resources, qualifications and experience of staff of the Group's accounting and financial reporting function, and their training programs and budget which are considered to be adequate for the year ended 31 March 2026.

The Board has conducted a review of the implemented system and procedures, covering financial, operational and legal compliance controls and risk management functions. The Directors consider that the Group has implemented appropriate procedures safeguarding the Group's assets against unauthorised use or misappropriation, maintaining proper accounting records, execution with appropriate authority and compliance of the relevant laws and regulations.

The Group also recognises that good risk management is essential for the long-term development of the Group's business. The Group has developed and adopted various risk management procedures and guidelines with defined authority for implementation by key business processes and office functions, including project management, financial reporting, human resources and information technology. All employees are committed to implement the risk management framework into the daily operation.

Whistle-blowing Policy

The Group has adopted a whistle-blowing policy to allow the employees or other stakeholders (such as suppliers and customers) of the Group to raise concerns, in confidence, with the Audit Committee about the possible improprieties in any matter related to the Group.

Anti-corruption Policy

The Group does not allow or tolerate any forms of corruption. The Group has adopted the anti-corruption policy, which outlines the Group's zero-tolerance stance against bribery and corruption and sets out the responsibilities of all business units and employees of the Group to comply with the applicable anti-corruption laws, rules and regulations.

OBJECTIVES OF RISK MANAGEMENT AND INTERNAL CONTROL

The Group has adopted a three-tier risk management approach to identify, assess, mitigate and handle risks. At the first line of defence, department staff/employees are responsible for identifying, assessing and monitoring risks associated with each business or transactions. The management, as the second line of defence, provides independent oversight of the risk management activities of the first line of defence. It ensures that risks are within the acceptable range and that the first line of defence is effective. As the final line of defence, the audit committee of the Company, with the professional advices and opinions from the external professional company by whom internal audit work of the Group was conducted on annual basis, ensures that the first and second lines of defence are effective through constant inspection and monitoring.

COMPANY SECRETARY

Mr. Tsui Wing Tak, was appointed by the Board as the Company Secretary on 14 August 2017. The biographical details of Mr. Tsui are set out under the section headed "Biographical Details of Directors and Senior Management".

Corporate Governance Report

The primary duties of the Company Secretary include, but are not limited to, the following: (i) to ensure the Board procedures are followed and that the activities of the Board are carried out efficiently and effectively; (ii) to assist the chairman to prepare agendas and Board papers for meetings and disseminate such documents to the Directors and Board committees in a timely manner; (iii) to timely disseminate announcements and information relating to the Group; and (iv) to maintain formal minutes of the Board meetings and other Board committee meetings.

During the year ended 31 March 2026, the Company Secretary of the Company had confirmed that he had taken no less than 15 hours of relevant professional training in accordance with Rule 3.29 of the Listing Rules.

HANDLING INSIDE INFORMATION

An information disclosure policy is in place to ensure potential inside information being captured and confidentiality of such information being maintained until consistent and timely disclosure are made in accordance with the Listing Rules. The policy regulates the handling and dissemination of inside information, which includes:

- Designated reporting channels from different operations informing any potential inside information to designated departments;
- Designated persons and departments to determine further escalation and disclosure as required; and
- Designated persons authorised to act as spokespersons and respond to external enquiries.

SHAREHOLDERS' RIGHT

The general meetings of the Company provide an opportunity for communication between the shareholders and the Board. An annual general meeting of the Company shall be held in each year and at the place as may be determined by the Board. Each general meeting, other than an annual general meeting, shall be called an extraordinary general meeting ("**EGM**").

Procedures and right for shareholders to convene EGM

The following procedures for shareholders to convene an extraordinary general meeting are subject to the Articles of Association (as amended from time to time), and the applicable legislation and regulation, in particular the GEM Listing Rules (as amended from time to time):

- (a) Pursuant to Article 58 of the articles of association, any one or more Members holding at the date of deposit of the requisition not less than one-tenth of the paid up capital of the Company (the "**Eligible Shareholder(s)**") carrying the right of voting at general meetings of the Company shall at all times have the right, by written requisition to the Board or the Secretary of the Company, to require an EGM to be called by the Board for the transaction of any business specified in such requisition; and such meeting shall be held within two months after the deposit of such requisition;
- (b) The written requisition must state the purposes of the meeting, signed by the Eligible Shareholder(s) and deposit to the Board or the company secretary of the Company at the Company's principal place of business at Room 203–204, 2nd Floor, Hang Bong Commercial Centre, 28 Shanghai Street, Jordan, Kowloon, Hong Kong, and such may consist of several documents in like form, each signed by one or more requisitionists;

Corporate Governance Report

- (c) the Requisition must state clearly the name of the Eligible Shareholder(s) concerned, his/her/their shareholding, the reason(s) to convene an EGM and the details of the business(es) proposed to be transacted in the EGM, and must be signed by the Eligible Shareholder(s) concerned together with a deposit of a sum of money reasonable sufficient to meet the Company's expenses in serving the notice of the resolution and circulating the statement submitted by the shareholders concerned in accordance with the statutory requirements to all the registered shareholders;
- (d) the Requisition will be verified with Hong Kong branch share registrar and transfer office of the Company and upon their confirmation that the Requisition is proper and in order, the Board will convene an EGM by serving sufficient notice in accordance with the requirements under the Articles to all the registered Shareholders. On the contrary, if the Requisition has been verified as not in order or the Shareholders concerned have failed to deposit sufficient money to meet the Company's expenses for the said purposes, the Eligible Shareholder(s) concerned will be advised of this outcome and accordingly, the Board will not call for an EGM; and
- (e) If within 21 days of such deposit the Board fails to proceed to convene such meeting the Eligible Shareholder(s) himself/herself/themselves may do so in the same manner, and all reasonable expenses incurred by the Eligible Shareholder(s) as a result of the failure of the Board shall be reimbursed to the Eligible Shareholder(s) by the Company.

Right to put enquiries to the Board

For putting forward any enquiries to the Board, shareholders may send written enquiries to the Company. Shareholders may send their enquiries or requests in respect of their rights to the Company's principal place of business in Hong Kong.

Procedures for shareholders to put forward proposals at shareholders' meetings

There are no provisions allowing shareholders to move new resolutions at the general meetings under the Companies Law (Revised) of Cayman Islands. However, pursuant to the Articles, shareholders who wish to move a resolution may by means of Requisition convene an EGM following the procedures set out above.

COMMUNICATION WITH SHAREHOLDERS AND INVESTOR RELATIONS

The Company has established a range of communication channels between itself and its shareholders, investors and other stakeholders. These include the annual general meeting, the annual report, and interim report, notices, announcements and circulars that are available on Company's website at www.chingleeholdings.com.

The Company adopted a Shareholders' communication policy with an aim at providing the Shareholders and potential investors with timely information about the Company and enabling them to engage actively with the Company and exercise their rights in an informed manner.

For the year ended 31 March 2026, there had been no significant change in the Company's constitutional documents.

Environmental, Social and Governance Report

APPROACH

Ching Lee Holdings Limited (“**Ching Lee**” or the “**Company**”) and its subsidiaries (collectively, the “**Group**” or “**we**”) are committed to providing high-quality substructure building work services, superstructure building work services and repair, maintenance, alteration and addition work services (“**RMAA**”) as a main contractor. In view of the long-term growth in the property rental market in Hong Kong, the Group decided to acquire properties for rental purposes and include them in the principal activities of the Group. Various factors, including business-related challenges, work ethic, global trends, laws and regulations, etc., are taken into account to promote business growth and achieve sustainability continuously. We are constantly capturing opportunities to create long-term value for the shareholders and the environment.

The Group recognizes its responsibility to be accountable to all its stakeholders, including clients, potential investors and shareholders, employees, non-governmental organizations (NGOs) and the local community. Understanding the needs and expectations of the stakeholders is the key to the Group’s success. As each stakeholder requires a different engagement approach, at Ching Lee, we have established a tailor-made communication method in order to better meet each stakeholder’s expectations.

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

To implement sustainability strategies at all levels of the Group, a top-down approach is adopted for the following sustainability strategies:

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

Environmental, Social and Governance Report

ABOUT THIS REPORT

The Group is pleased to present our Environmental, Social and Governance (“**ESG**”) Report (the “**Report**”). The content contained herein focuses on providing an overview of the environmental, social and governance performance of our major operations in Hong Kong from 1 April 2025 to 31 March 2026 (the “**Reporting Year**” or “**FY2025/26**”). It allows us to conduct thorough performance reviews and evaluations for enhanced results in the future. The Reporting Year is consistent with our financial year.

Scope of the Report

This Report has been prepared in accordance with the disclosure requirements of the “comply or explain” provisions set out in the “Environmental, Social and Governance Reporting Code” (the “**ESG Reporting Code**”) in Appendix C2 to the Main Board Listing Rules (the “**Listing Rules**”) on The Stock Exchange of Hong Kong Limited (the “**Stock Exchange**”). The two ESG subject areas, namely Environmental and Social, are disclosed separately, highlighting the impacts of the operations of the Group in Hong Kong for the Reporting Year. This Report summarizes the ESG implementation of Ching Lee Engineering Limited, the main business unit of the Group, which helps to evaluate the ESG performance of the Group’s business operations in Hong Kong.

Reporting Principle

This Report complies with the requirements of the ESG Reporting Code in Appendix C2 of the Listing Rules issued by the Stock Exchange, covering the reporting principles of materiality, quantification and consistency. Details are set out as follows:

Materiality

Apart from internal factors such as company value, business strategies, and core competencies, the Group also values both internal and external communication with its stakeholders, while considering the ESG strategies of its competitors in achieving sustainable development.

For the Reporting Year, the material ESG issues are those that have or may have a significant impact on:

- The Hong Kong construction industry;
- The global construction market;
- The current or future environment or society in which we operate;
- Our financial performance or operations; and/or
- Our stakeholders’ assessments, decisions and actions.

Quantification

The data and information used in this Report are referenced from our archived documents, records, statistics and research. The key performance indicators (“**KPIs**”) disclosed in this report are supported by quantitative data and measurable standards. The sources of all applicable data, calculation tools, methodologies, references and conversion factors applied are disclosed when presenting emissions data.

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Consistency

To facilitate the comparison of ESG performance between years, consistent reporting and calculation methods are adopted as far as reasonable, any significant changes in methodologies are also detailed in relevant sections. The intensities in the Report were calculated based on the revenue million HK\$ of the Group¹.

In the preparation of this Report, the Group has referenced various international, local and industry standards or best practices, including the ESG Reporting Code issued by the Stock Exchange, together with other relevant accounting and financial reporting standards in Hong Kong.

Feedback

The Group values and welcomes all stakeholders to provide feedback and suggestions concerning this Report and on our sustainability performance by mail or email:

Address: Room 203-204, 2nd Floor, Hang Bong Commercial Centre, 28 Shanghai Street, Jordan, Kowloon, Hong Kong

Email: info@chingleeholdings.com

For details in relation to our financial performance and corporate governance, please visit our website at <http://www.chingleeholdings.com> and our Annual Reports.

¹ The Group's revenue for the Reporting Year is HK\$1,466.6 million (FY2024/25: HK\$1,281.4 million), the figures will be used for intensity-related calculations.

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ABOUT CHING LEE

Our Business

Ching Lee was listed on the Main Board of the Stock Exchange with stock code 3728. The principal operating activities of the Group are the provision of construction and consulting works and project management services in Hong Kong. We are a main contractor in Hong Kong principally engaged in providing (i) substructure building works services; (ii) superstructure building works services; (iii) RMAA works services; and (iv) Rental and Leasing business. In view of the long-term growth in the property rental market in Hong Kong, the Group decided to acquire properties for rental purposes and include them in the principal activities of the Group. The Group closed a deal on a rental agreement in February 2025 and rented out properties since April 2025.

Our Vision

To maintain the leading position in the construction market in Hong Kong.

Our Mission

To provide high-quality services based on our experienced and dedicated management team with extensive knowledge of the construction main contracting industry and project management experience.

Board of Directors (the “Board”)

As at the date of this Report, the Board consists of:

Executive Directors	Non-executive Director	Independent Non-Executive Directors
Mr. Ng Choi Wah (<i>Chairman</i>) Mr. Lam Ka Fai Ms. Ng Wa Ying	Mr. Tong Hin Sum Paul (Redesignated from an independent non-executive Director to a non-executive Director on 30 June 2025)	Dr. Wai Wing Hong Onyx Mr. Chau Kam Wing Donald Dr. Wai Yin Wah Agnes (Appointed on 30 June 2025)

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BOARD STATEMENT

The Group understands the importance of efficient ESG governance to corporate sustainability. Therefore, the Board and the ESG committee (“**ESG Committee**”) are actively involved in overseeing ESG-related matters to ensure the effective implementation of relevant ESG policies in its operations. The Board and the ESG Committee are primarily responsible for supervising the Group’s ESG governance matters. For instance, they determine the Group’s ESG approach, manage ESG-related risks, as well as supervise the management and relevant functional departments in formulating relevant policies with appropriate measures. The Board and the ESG Committee also require the management of the Group to report ESG-related matters and provide follow-up developments in a timely manner, such as when ESG performance indicators deviate significantly from pre-set targets, serious ESG incidents, and changes in regulatory requirements.

The responsibilities of different responsible parties are set out below:

The Board is responsible for:

- review the Group’s ESG risks identified by the ESG Committee;
- appoint key personnel (i.e. composition of ESG Committee) in charge of the Group’s ESG matters;
- approve the resources required to implement ESG-related measures;
- review the effectiveness of ESG risk management and internal control systems;
- approve ESG strategies, action plans and targets;
- monitor the progress and performance of ESG initiatives; and
- review and approve the annual ESG report.

The ESG Committee is responsible for:

- assess and determine the Company’s ESG risks and opportunities;
- ensure appropriate and effective ESG risk management and internal control systems are in place;
- advise the Board on the allocation of resources on ESG initiatives;
- develop and establish ESG strategies, action plans and targets;
- monitor the progress and performance of ESG initiatives;
- monitor the update of the guidance on ESG reports issuance and ESG reporting guidance on ESG KPIs according to the Listing Rules issued by the Stock Exchange; and
- review the annual ESG report and make recommendations to the Board for approval.

Management is responsible for:

- identify, assess and report ESG-related risks and opportunities to the Board and the ESG Committee;
- provide guidance on the implementation of ESG policies and measures;
- develop ESG strategies, action plans, targets and arrange work accordingly and report to the Board and the ESG Committee;
- ensure appropriate and effective ESG risk management and internal control systems are in place;
- report to the Board on the progress and performance of ESG work; and
- review and submit the annual ESG report to the Board for approval.

Functional departments are responsible for:

- coordinate and implement specific ESG policies and measures;
- report to the management of the Group on ESG work;
- collect information and data in relation to ESG performance of the Group; and
- prepare annual ESG report and report to the management of the Group.

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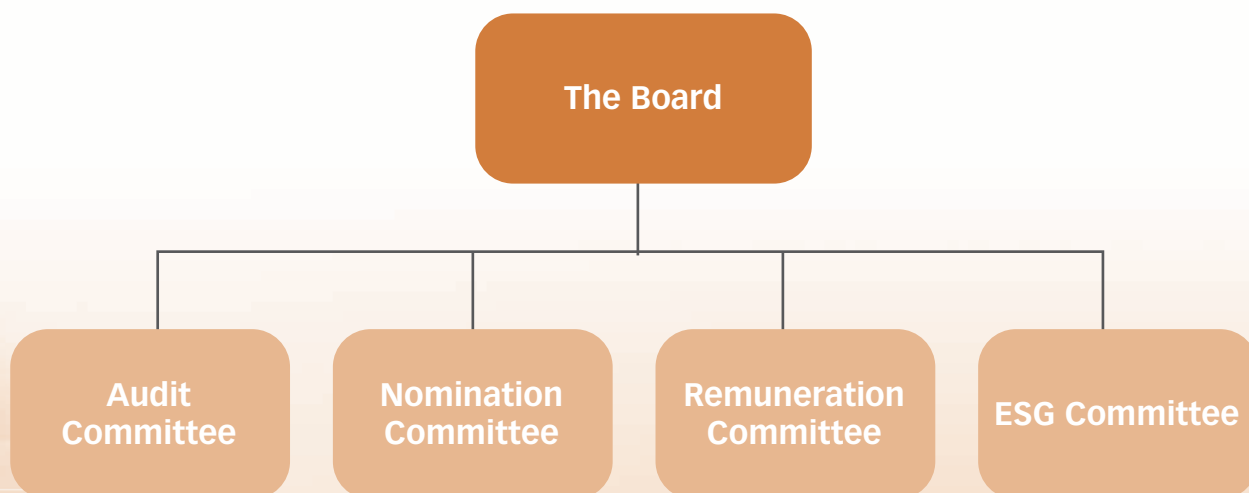
The Board and the ESG Committee will continue to observe the ESG-related work and keep up to date with the latest ESG disclosure requirements of the Stock Exchange. The Board and the ESG Committee will also ensure close collaboration between all functional departments to achieve the goal of operational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

Corporate Governance

Governance Structure and System of the Group

Corporate governance is very important to the Group. Our corporate governance system and corporate governance standards are in place in order to enhance our corporate value, formulate and implement good business strategies and policies. We also aim to improve the transparency of the Board and senior management's work in order to safeguard the interests of the Group and different stakeholders of the Group.

We are committed to ensuring a high standard of corporate governance practices and procedures to enhance investor confidence in the Group. As at the reporting date, the Group consists of three board committees, namely the Audit Committee, the Remuneration Committee and the Nomination Committee. During the Reporting Year, 5 meetings of the Board were held, 3 meetings of the Audit Committee, 2 meetings of the Nomination Committee and 2 meetings of the Remuneration Committee, with a 97%, 100%, 100% and 100% attendance rate of the Board to the Board Meetings, Audit Committee Meetings, Nomination Committee Meetings and Remuneration Committee Meeting respectively. Detailed attendance of the Board to respective Board and Board Committee meetings, please refer to the "Corporate Governance Report" section in this Annual Report.



Audit Committee:

The primary role of the Audit Committee is to make recommendations to the Board on the appointment and removal of the external auditor, to oversee the independence and objectivity of the external auditor, review the financial information and statements and oversee the financial reporting system and internal control procedures of the Group.

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Remuneration Committee:

The primary role of the Remuneration Committee is to make recommendations to the Board on the policy and structure of remuneration of senior management and the Board. The Remuneration Committee is also responsible for suggesting the remuneration packages of individual executive directors and senior management.

Nomination Committee:

The primary role of the Nomination Committee is to review the structure, size and composition of the Board, and identify individuals suitably qualified to become members of the Board. The Nomination Committee is also responsible for assessing the independence of the independent non-executive directors and making recommendations to the Board on proposed changes to the Board, or nominating directorship and/or appointing or re-appointing directors.

ESG Committee:

To facilitate the efficient ESG governance for corporate sustainability, appropriate ESG strategies, action plans and targets and an effective ESG risk management approach, we have established the ESG Committee on 26 August 2022 to assist the Board with ESG governance. The ESG Committee is composed of 3 members, details as below:

Name	Title	Position in ESG Committee
Mr. Lam Ka Fai	Executive Director	Chairman
Ms. Wong Hoi Lun, Helen	Safety Officer	Member
Mr. Tang Chun Wah	Project Director	Member

Please refer to the "Board Statement" section for details of the main responsibilities of the ESG Committee.

Board Diversity

Our Board has adopted a board diversity policy which sets out the approach to achieve a sustainable and balanced development of the Group and also to enhance the quality of performance of the Group. In designing the Board's composition, Board diversity has been considered from a number of perspectives, including but not limited to gender, age, cultural and educational background, industry experience, technical and professional skills and/or qualifications, knowledge, length of service, and time to be devoted as a director. The Group will also take into account factors relating to its own business model and specific needs from time to time. The ultimate decision is based on merit and contribution that the selected candidates will bring to the Board.

As at the date of this Report, our Board consists of 7 directors, including 3 executive directors, 1 non-executive director, and 3 independent non-executive directors which are ranging from 53 years old to 88 years old, all directors of the Group have solid professional qualifications (such as architecture, building engineering related and accounting related professional qualifications), good educational background and are chartered members of different associations. Most of the directors have obtained a master's degree or above in their educational backgrounds.

We have appointed female directors since 25 November 2024, to comply with the requirement of Rule 13.92 of the Listing Rules.

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OUR STAKEHOLDERS

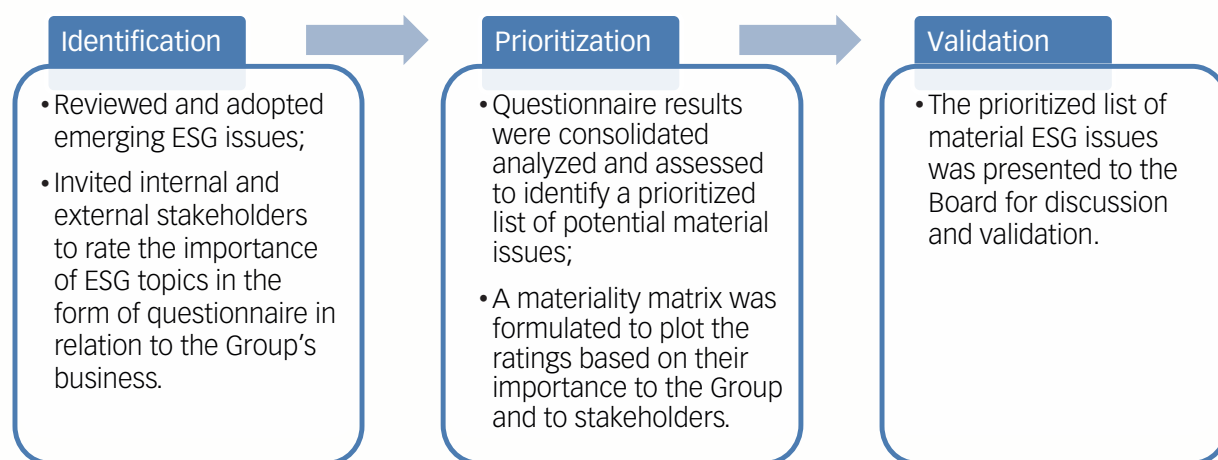
Ching Lee actively strives to better understand and engage our stakeholders to ensure continuous improvements. We strongly believe that our stakeholders play a crucial role in sustaining the success of our business in the challenging market. The following table shows the means of communication with the stakeholders and the Group's response to the possible issues concerning different stakeholders.

Stakeholders	Possible concerns	Communication and responses
HKEX	Compliance with Listing Rules, timely and accurate announcements.	Meetings, training, roadshows, workshops, programs, website updates and announcements.
Government	Compliance with laws and regulations, prevention of tax evasion, social welfare.	Interaction and visits, government inspections, tax returns, keep track of the government's regulations and establish related measures.
Suppliers/ Subcontractors	Payment schedule, stable demand, and workplace safety.	Site visits, project meetings, supplier/subcontractor performance evaluation, safety policy, trainings and on-site safety commissioner.
Shareholders/ Investors	Corporate governance system, business strategies and performance, investment returns and information transparency.	Organizing and participating in seminars, interviews, shareholders' meetings, issuing of financial reports and/or operation reports for investors, media and analysts.
Media & Public	Corporate governance, environmental protection and human rights.	Issue of newsletters on the Group's website.
Customers	Service quality, delivery times, reasonable prices, service value, labor protection and work safety.	Site visits, project meetings, after-sales services.
Employees	Rights and benefits, employee compensation, training and development, work hours and health and workplace safety.	Union activities, training, interviews for employees, employee handbooks, internal memos, performance appraisal and employee suggestion boxes.
Community	Community environment, employment and community development, and social welfare.	Community activities, employee voluntary activities, community welfare subsidies and charitable donations.
Industry associations	Improve the work standard and quality, promote safety awareness, and enhance the contribution of the construction industry to society.	Group's website, industry association activities and conferences.

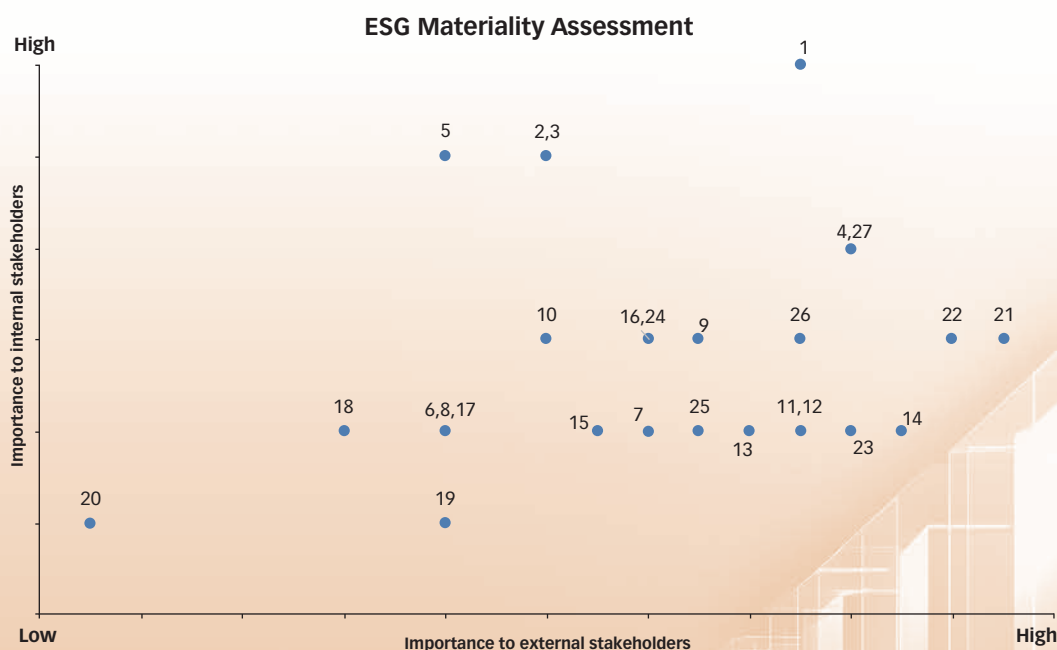
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MATERIALITY ASSESSMENT

For the Reporting Year, the Group has undertaken its materiality assessment exercise. This involved conducting surveys with internal and external stakeholders including the management, employees, customers and suppliers to identify the most significant operating, environmental and social impacts on the Group's business. Stakeholders were invited to review the importance of emerging ESG issues to the Group's businesses, and the assessment was conducted in three steps, namely identification of ESG issues, prioritization of questionnaire results, and validation.



With reference to the reporting scope and consideration of the corporate business characteristics, the Group has identified 27 related material topics. All responses of both stakeholder groups were weighted equally, and the result is detailed in the materiality matrix below:



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The ESG issues and numbering are as follows:

No.	Environmental Issues	No.	Social Issues	No.	Operational Issues
1	Greenhouse gas (“GHG”) emission/global warming	10	Public health crisis	18	Supply chain management
2	Exhaust air emission	11	Employee rights and welfare	19	Labor standards in supply chain
3	Energy consumption	12	Inclusion, equal opportunities and anti-discrimination	20	Customers’ satisfaction
4	Water consumption	13	Talent attraction and retention	21	Customers’ privacy
5	Hazardous waste/sewage	14	Occupational health and safety	22	Product quality and safety
6	Non-hazardous waste/sewage	15	Training and development	23	Intellectual property
7	Paper consumption	16	Preventive measures for child and forced labor	24	Economic performance
8	Climate change	17	Community investment and engagement	25	Operational compliance
9	Compliance with laws and regulations relating to environmental protection			26	Corporate governance
				27	Anti-corruption

From the above materiality assessment analysis diagram, the material ESG topics of the Group covers issues in the environmental, social and operational aspects, the key issue identified for the Reporting Year is shown as below:

- GHG emissions/global warming

While the internal stakeholders prioritized issues such as occupational health and safety and customers’ privacy, the external stakeholders’ concerns were placed towards employee rights and welfare, anti-discrimination, operational compliance, and customers’ privacy. Given that the Group’s core business revolves around construction, consulting services, and project management, service quality is a critical factor in maintaining high standards in quality management. Additionally, occupational health and safety remain a key priority, reflecting the Group’s commitment to ensuring the well-being of its employees.

Looking forward, the Group is committed to closely monitoring the identified ESG issues to better align our direction and resources with changing stakeholder concerns and our strategic planning and goals. We will continue to maintain timely communication with various stakeholders and collect their opinions through different channels more extensively for making a substantive analysis. Meanwhile, the Group will also review and update the list of ESG issues identified and the priorities of ESG issues from time to time to ensure their relative significance to the business and our stakeholders are well defined and identified. At the same time, the Group will also revise the reporting principles of materiality, quantification, and consistency, if needed, to better align with the expectations of stakeholders and reporting requirements regarding the content of the Report and the presentation of the information when necessary.

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SECTION A: ENVIRONMENTAL

The Group is committed to leading by example, inspiring others to strive for environmental sustainability, and minimizing our environmental impacts from operations. We have implemented eco-friendly measures to reduce carbon and emission footprints in our business operations. To present a comprehensive emission overview, the Group compared the emission figures and relevant intensities from FY2025/26 to the financial year ended 31 March 2025 (the “**Previous Financial Year**” or “**FY2024/25**”).

The Group dedicated efforts to preserving natural habitats within and around project boundaries. In addition to paying attention to environmental compliance on our project sites, the Group is also committed to taking steps to reduce our impact on the environment. Since 2009, the Group has adopted the ISO 14001:2015 Environmental Management System into our operations and continually improved our ability to efficiently identify, minimize, prevent and manage our impacts on the environment. The Group incorporates environmental protection and soil and water conservation measures when conducting project feasibility study to minimize the potential environmental impacts during the construction, develop pollution control program and implementation plans during the preparation of construction, assigns designated personnel at each construction site to perform regular inspection to ensure all sub-contractors strictly follow the Group’s environmental policies in the course of project construction and avoid any illegal behavior that might bring significant impacts on the environment.

During the Reporting Year, there were no material non-compliance issues with relevant laws and regulations related to the environment. The Group will continue to contribute to future sustainable development and be alert to any non-compliance behavior relating to critical environmental problems.

A1 Emissions

Air Emission

During the Reporting Year, the material pollutants came from the usage of gasoline and diesel oil in the stationary machines and automobiles, which cause exhaust gas emissions, including nitrogen oxides (“**NO_x**”), sulfur oxides (“**SO_x**”) and particulate matter (“**PM**”). The air emission from the operation of the diesel generator has been included as per the adoption of a more precise data collection methodology for raising the overall comprehensiveness of the air emission disclosure of the Group. The total weight of air emission² amounted to 666.4 kg (FY2024/25: 373.7³ kg), which was approximately 0.5 kg per million HK\$ (FY2024/25: 0.3³ kg per million HK\$), with an increase of approximately 78% in total emission weight and an increase of approximately 67% in the relevant intensity compared to the Previous Financial Year. The increase in air emissions as well as the increase in intensity were mainly due to the increased reliance on diesel generators in new construction sites during the Reporting Year.

The Group has implemented an environmental policy to reduce air emissions. All machinery and vehicles were under frequent and regular checks and maintenance to ensure no energy inefficiency occurred and to reduce fuel consumption and exhaust air emission due to parts failures. Besides, for transportation logistics, the drivers of the Group are required to plan the route ahead with the shortest distance and follow the statutory requirement of the government regulation to prohibit idling of automobile engines to reduce unnecessary consumption of fuel. Moreover, the Group has replaced its conventional vehicles with electric vehicles under the “One-for-One Replacement” Scheme adopted by the Hong Kong government in order to reduce the usage of gasoline for vehicles. We will take a step ahead to review the need to replace our conventional vehicles with electric vehicles in the future to help reduce the carbon emissions and air emissions of the Group.

² The air emission data are calculated based on “How to prepare an ESG Report – Appendix 2: Reporting Guidance on Environmental KPIs” published by the Stock Exchange.

³ The data have been restated for better comparability and accuracy.

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Please refer to the following table for the details of the air emissions:

Air Emissions	Pollutants	Emission for the FY2025/26	Emission for the FY2024/25
		(kg)	(kg) ⁴
Usage of gasoline and diesel oil (on vehicles and electricity generator)	NO _x	436.1	279.6
	SO _x	194.9	72.1
	PM	35.4	22.0
Total air emissions		666.4	373.7
Air emission intensity (Per million HK\$)		0.5	0.3

GHG Emission

By definition, GHG emissions refer to heat-trapping gases in the atmosphere, which include carbon dioxide ("CO₂"), Methane ("CH₄"), Nitrous Oxide ("N₂O") and several Fluorinated gases ("F-gases"). GHG emissions can be classified into three scopes in accordance to "Appendix 2: Reporting Guidance on Environmental KPIs" from the Stock Exchange, namely Scope 1 "concerning the direct emissions from operations that are owned or controlled by the company"; Scope 2 "concerning the energy indirect emissions from purchased electricity, heating, cooling and steam consumed within the company"; and Scope 3 "All other indirect emissions that occur outside the company, including both upstream and downstream emissions", which includes category 1 freshwater treatment and category 5 waste water treatment and waste disposal.

The Group's operation of machinery and vehicles directly contributes to the emission of GHG, which is the main culprit of global warming. Alongside the direct emission sources, there are also several indirect emission sources noted, such as the purchase of electricity from electricity providers, electricity used in producing freshwater, sewage processing and paper waste disposal at landfills.

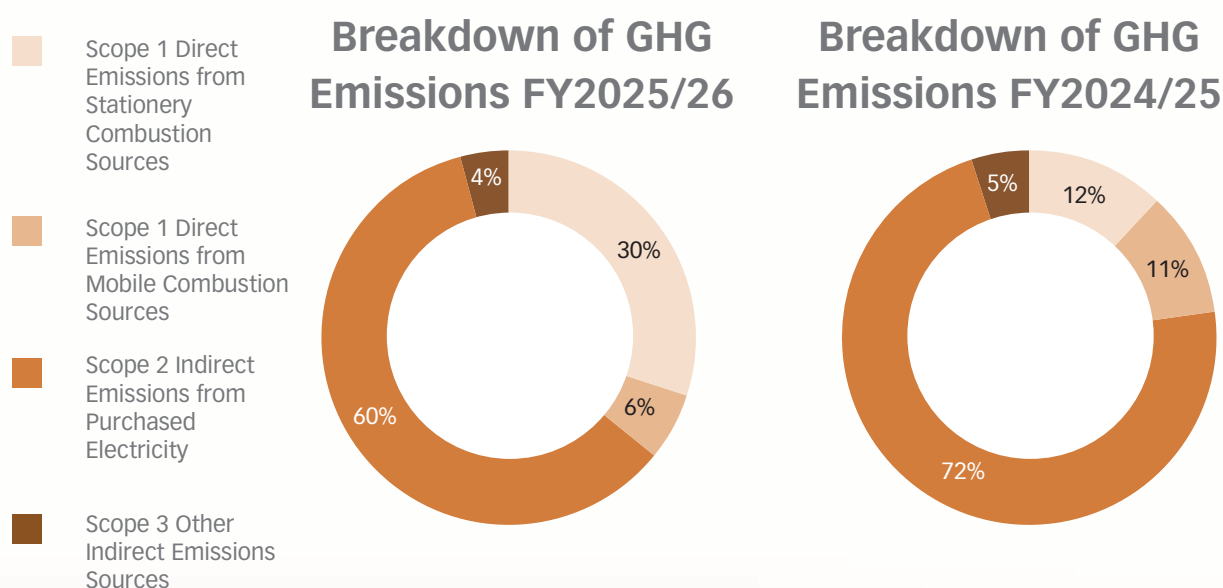
During the Reporting Year, the amount of total GHG emissions was approximately 902.8 tonnes of carbon dioxide equivalent ("tCO₂e")⁵ (FY2024/25: 799.0 tCO₂e), which was approximately 0.6 tCO₂e per million HK\$ (FY2024/25: 0.6 tCO₂e per million HK\$). Compared to the Previous Financial Year's emissions, the total amount of GHG emissions increased by approximately 13%, while the relevant intensity was kept at the same level. The overall increase of GHG emissions was due to the increased usage of diesel-powered generators at additional construction sites.

⁴ The data have been restated for better comparability and accuracy.

⁵ GHG emissions data are calculated based on, including but not limited to, "The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard" issued by the World Resources Institute and the World Business Council for Sustainable Development, the global warming potential values from the "Sixth Assessment Report" issued by Intergovernmental Panel on Climate Change, "How to prepare an ESG Report – Appendix 2: Reporting Guidance on Environmental KPIs" issued by the Stock Exchange, "2025 Sustainability Report ESG Data Hub" issued by CLP Holdings Limited, "HKEI Sustainability Report 2025" issued by HK Electric Investments Limited, "Water Supplies Department Annual Report 2024/25" issued by the Water Supplies Department and "Drainage Service Department Sustainability Report 2024-25" issued by the Drainage Service Department.

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Emissions from diesel equipment and the usage of purchased electricity have contributed to most of the GHG emissions. The total direct GHG emissions from stationary combustion sources (i.e. the electricity generators) increased from 98.8 tCO₂e to 268.0 tCO₂e, with an increase of approximately 171% compared to the Previous Financial Year. On the other hand, the total direct GHG emissions from mobile combustion sources (i.e. vehicle usage) increased from 87.2 tCO₂e to 50.5 tCO₂e, with a decrease of approximately 42% compared to the Previous Financial Year. Besides, the total Scope 2 indirect GHG emissions from electricity purchased have decreased from 572.4 tCO₂e to 546.3 tCO₂e, with a decrease of approximately 5% compared to the Previous Financial Year. The total Scope 3 other indirect emissions sources have decreased from 40.6 tCO₂e to 38.0 tCO₂e, of which 5.2 tCO₂e is in category 1 and 32.8 tCO₂e in category 5. The intensity decreased approximately 6% compared to the Previous Financial Year. The above change is due to the additional construction site in the Reporting Year, and the new sites rely mainly on diesel-powered generators.



The charts above illustrate the changes in the proportion of emissions from respective sources. The Group remains committed to monitoring our carbon footprint across all business operations to minimize adverse environmental impacts.

Several measures to reduce our GHG emissions have been implemented to demonstrate the Group's determination to maintain environmental sustainability. To foster the reduction of indirect emissions from electricity consumption, the Group encourages its staff to switch off all idle appliances to avoid wastage. Besides, electricity-saving labels were posted at the office to advocate the reduction of energy consumption. In hopes of these measures, the Group believed that the carbon emissions could be further reduced in the future.

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Air Emission and GHG Emission Reduction Target

As both the air emissions and GHG emissions are highly subject to the business operation of the Group, fluctuations may result in response to the changes in the Group's business growth and performance. Nonetheless, the Group aims to continue implementing the aforementioned practices and actively keep track of its performance to allow better management plans and strategy formulation. Additionally, the Group will also continue to promote the idea of environmental protection among its employees to raise the overall effectiveness and participation in engaging in environmentally friendly measures. In hopes of the aforementioned measures and visions, the Group strives to reduce its air emissions and GHG emissions in the future as far as possible to lower its environmental impact from its operation. We target to maintain the air emission and GHG emission intensity of our next reporting year at the same level as this Reporting Year. The Group is in progress of achieving the target.

Waste Management

The Group implements a comprehensive waste management plan across all construction sites. This plan establishes clear procedures to ensure that all waste generated during the construction phase is properly managed on-site, transported, and disposed of in an environmentally responsible manner, in full compliance with statutory requirements.

As the Group's operations focus on the provision of construction and consulting services, there was no hazardous waste involved during the Reporting Year. The non-hazardous waste produced by the Group was mainly the construction waste, including both inert, non-inert waste, and paper waste. The construction waste will be handled by the approved sanitary service providers to be disposed of at landfills, as well as recycled for further usage. The Group strictly follows the "Construction Waste Disposal Charging Scheme" by the Environment Protection Department to handle the waste responsibly generated from construction projects and implement waste control and recycling measures to reduce unnecessary waste generated.

The total weight of the non-hazardous waste disposed of during the Reporting Year was recorded as 17,725.4 tonnes (FY2024/25: 14,570.6 tonnes), with an intensity of 12.1 tonnes per million HK\$ (FY2024/25: 11.4 tonnes per million HK\$). Compared to the Previous Financial Year, there was an increase of approximately 22% in terms of the amount of non-hazardous waste disposed of, while there was an approximately 6% increase in the relevant intensity. The increment of non-hazardous waste disposed during the Reporting Year was mainly due to the additional construction sites during the Reporting Year, which resulted in an increase in construction waste.

In terms of managing non-hazardous waste generation, the Group encourages the reuse of single-sided printed paper, double-sided printing and recycling of used paper. Waste separation facilities are also placed in construction sites to collect recyclable waste. The collection of construction waste, or surplus materials, would be centralized and separated into the specified areas in the construction sites for the sake of easier monitoring, handling and enhancing the reuse or recycling of the materials and wastes. In addition, the Group has developed and provided toolbox talks about onsite separation of construction and demolition ("C&D") materials to enhance workers' awareness in handling, separating, reusing and recycling of C&D materials and waste. The Group will continue to strive to whittle down the waste produced and hence further reduce the negative impact on the environment.

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In addition to the waste reduction measures implemented on the construction site, the Group also implemented the following waste reduction measures in the office to reduce the environmental impact of the Group's operations at all levels:

- Set up microwaves in the office and encourage employees to bring their own lunch and reduce ordering takeaway food;
- Reduce the use of disposable consumables, such as food packaging boxes, paper cups, paper plates, plastic bags, etc.;
- Encourage employees to use environmentally friendly shopping bags, water bottles and metal tableware instead of disposable products;
- Employees should use electronic communication as far as possible, do not print out the documents unless necessary.

Waste Reduction Target

Although waste production is inevitable in the operation of the Group, the Group aims to optimize and promote resource-saving practices for limiting the production of waste, such as reusing materials and referring to the applicable practice of the Material Waste aspect from Building Environmental Assessment Method ("BEAM") Plus as applicable. The purpose of BEAM Plus is to set out a series of best practices that are above the statutory requirements for encouraging the building industry to create more sustainable buildings that foster the health and well-being of human beings while also caring for the local and global environments. Given that the BEAM Plus standards aim to boost the efficiency and sustainability of building projects throughout their whole life cycle, adhering to the applicable best practices allows the Group to better manage its waste production during project construction. Although the amount of construction waste is highly subject to the project intensity of the Group, we will strive for better performance through the adoption of best practices in a bid to reduce the accompanying environmental impacts from its operations as much as possible. We target to maintain the non-hazardous waste intensity of our next reporting year at the same level as this Reporting Year.

Sewage Treatment

The Group highlights the significance of sewage water management to control water pollution, in which a sewage management system was established at all its project sites. Sewage was centrally collected and placed for purification. The clean water after purification will be reused in the construction process. The Group targets to minimize water pollution to the lowest level, as well as enhance water consumption efficiency. By these means, it is hoped that the GHG emissions level for sewage processing could be reduced in the foreseeable future.

Due to technical limitations, no water meters are installed at the sewage outlets at the construction sites, making it difficult to collect data on the amount of sewage discharged. Therefore, the amount of sewage discharged from the Group could not be disclosed in the Report due to the aforementioned technical limitation. Notwithstanding, the Group has always abided by the "Water Pollution Control Ordinance" and other applicable laws and regulations to ensure that the sewage discharged complies with relevant laws and regulations. Before commencing any construction projects, the Group will ensure that a sewage discharge permit from the Environment Protection Department is obtained, and it is strictly forbidden to pour any chemicals or hazardous substances into the sewage system at the project sites to prevent any secondary pollution on the environment.

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A2 Use of Resources

The resources used by the Group for its business operation are mainly gasoline, diesel oil, electricity, water and paper. The Group has been committed to becoming a resource-saving and environmentally friendly enterprise to promote environmental protection and minimize its environmental impact from its operations. The Group has been working actively to reduce its usage of resources, as well as its emissions.

Electricity Consumption

The electricity consumed in the Group's office and construction sites was one of the major contributors to the GHG footprint. During the Reporting Year, the total units of electricity purchased from the electricity provider were 1,090.2 MWh (FY2024/25: 1,186.4 MWh), with an intensity of 0.7 MWh per million HK\$ (FY2024/25: 0.9 MWh per million HK\$). Compared with the Previous Financial Year, the electricity purchased from electricity providers decreased by approximately 8%, and decreased approximately 20% in the relevant intensity. The reduction in the intensity of electricity purchased from electricity providers was mainly due to additional construction sites shifted the reliance on purchased electricity to diesel-powered generators during the Reporting Year.

To reduce the Group's electricity consumption, the Group has posted the energy conservation reminders in place, cleaned the air-conditioners' filters to ensure efficiency, and ensured that computers and office lights are switched off during non-business hours to minimize light pollution and reduce energy consumption. The Group also referred to the "Energy Saving Charter & 4T Charter Schemes" announced by the Environment and Ecology Bureau to maintain an average indoor temperature between 24-26°C in order to reduce the electricity consumption caused by the use of air conditioners. Looking ahead, the Group will continue making efforts to reduce our energy consumption and keep up the pace of energy conservation.

Fuel consumption

The Group's fuel consumption is mainly attributed to the operations of machinery at its construction sites and automobiles. During the Reporting Year, for machinery usage including the electricity generators, the total consumption of fuels amounted to 102,433.0 liters of diesel oil (FY2024/25: 37,744.0 liters). On the other hand, for automobiles usage including private cars and crane truck, the total consumption of fuels amounted to 3,185.8 liters of gasoline (FY2024/25: 6,750.1⁶ liters) and 15,853.4 liters of diesel oil (FY2024/25: 17,076.3 liters) respectively, which was mainly due to increased reliance on diesel generators during the Reporting Year, the consumption of diesel oil in the generator has increased by approximately 171%.

Energy Consumption

The energy consumption of the Group was mainly contributed by electricity consumption and fuel consumption from vehicle usage and machinery. During the Reporting Year, the total energy consumption amounted to 2,446.6 MWh (FY2024/25: 1,925.7 MWh), with an intensity of 1.7 MWh per million HK\$ (FY2024/25: 1.5 MWh per million HK\$). Compared with the Previous Financial Year, the energy consumption intensity increased by approximately 13%, which was mainly due to increased reliance on diesel-powered generators during the Reporting Year.

⁶ The data has been restated for better comparability and accuracy.

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Energy Use Efficiency Target

In the future, the Group will continue to actively implement the above-mentioned resource-saving plans and measures, aiming to raise the overall efficiency in energy consumption and avoid unnecessary wastages as much as possible. Additionally, the Group will also strive to better keep track of its performance for developing more specific quantitative environmental goals and corresponding measures to keep up with the pace of energy conservation and reduce its energy consumption. We target to maintain the energy use intensity of our next reporting year at the same level as this Reporting Year.

Water Consumption

Since water is one of the most precious resources in the world, cherishing water resources is a fundamental target of the Group. The Group has always encouraged the avoidance of unnecessary water consumption to reduce wastage. During the Reporting Year, the total units of water consumed were 21,212.0 cubic meters (FY2024/25: 15,356.0 cubic meters), in which the water consumption intensity was 14.5 cubic meters per million HK\$ (FY2024/25: 12.0 cubic meters per million HK\$). Compared with the Previous Financial Year, the total consumption level has increased by approximately 38%, with an increase of approximately 21% in the relevant intensity. The increment in the total water consumption level of the Group was mainly due to the additional construction sites requiring water for concrete preparation, as well as the additional usage of water for cooling down the construction site due to the continuous and frequent high temperature weather during the Reporting Year.

In order to effectively reduce the indirect energy consumption from water supply as well as sewage processing, the Group has installed the sewage purification system to obtain and reuse clean water from the sewage produced during the construction process. Not only could the sewage purification system help to reduce the direct consumption of water resources, but it can also concurrently contribute to whittling down the carbon footprints of the emissions from water and sewage processing. As the water was sourced from the government bodies and the sewage purification system of the Group, there was no water sourcing issue identified during the Reporting Year.

Water Use Efficiency Target

In the future, the Group will continue to actively implement the above-mentioned water saving initiatives and measures while also looking to further its water management plans. The Group aims to reinforce its promotion and education towards water conservation so that the employees of the Group can build the habit of saving resources amongst its daily work routine, in which the overall water efficiency can be raised. We target to maintain the water use intensity of our next reporting year at the same level as this Reporting Year.

Packaging Materials

As the Group's operations mainly focus on providing construction work services to customers, no packaging material consumption can be identified during the Reporting Year.

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A3 The Environmental and Natural Resources

The Group believes that business and corporate development should not come at the cost of the environment. Given that stakeholders continue to pay more attention to ESG-related aspects, the Group also actively refers to international standards to establish our ESG strategy and policy. At the same time, the Group also regularly monitors the performance of various ESG areas and makes timely optimization and improvement plans. With our well-established governance structure, as well as a team of experienced employees and professional subcontractors, the Group is confident that its potential negative effects on the environment from its business operations could be greatly reduced.

By integrating environmental considerations into the business strategies of the Group, it aims to be an environmentally sustainable enterprise. In the coming years, the Group will continue promoting GHG emission reduction, energy and water resource conservation, as well as the efficient use of natural resources. The Group would also refer to the guidelines of the international environmental management system to enhance its internal environmental management system for enriching its comprehensiveness, which in turn can save various natural resources and costs while also further reducing the environmental impact from its business operations. The Group believes that not only can raising environmental awareness and reinforcing the positive behavioral changes bring benefits to its financial situation, but also to future generations.

Moreover, the Group has also been adopting and complying with the BEAM Plus standards by the Hong Kong Green Building Council. The purpose of BEAM Plus is to set out a series of best practices that are above the statutory requirements for encouraging the building industry to create more sustainable buildings that foster the health and well-being of human beings while also caring for the local and global environments. As BEAM Plus includes various aspects such as site planning, site emissions, material use, waste management, energy use, water use, and indoor environmental quality, recognition and certification would be granted upon meeting the prerequisite and additional requirements to the scheme. Given that the BEAM Plus standards aim to boost the efficiency and sustainability of building projects throughout their whole lifecycle, it is expected that there is a gradual trend for adoption of BEAM practices. Adhering to the applicable best practices allows the Group to achieve resource efficiency while limiting the environmental impacts during project construction.

Additionally, with the formulation of the Environmental Management Plan and Waste Management Plan as per the BEAM Plus standards for each BEAM Plus project, it allows the Group to monitor the progress and performance of projects with specific concerns. Hence, the environmental impact for the projects at their initial construction stage and throughout the construction progress can be better managed and controlled, and the Group can take action upon notice of any discrepancy, so that the Group can continue to contribute to constructing sustainable buildings.

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A4 Climate Change

The Group strives to gradually comply with the enhanced climate-related disclosure requirements under the new ESG Reporting Code regarding climate-related risks exposed and climate-related opportunities available. To this end, the Group has begun to enhance its climate disclosures following the four core pillars: Governance, Strategy, Risk Management, and Metrics and Targets.

Governance

The Board has the ultimate oversight of climate-related risks and opportunities as part of its broader ESG responsibilities. It also ensures the Board members maintain the appropriate skills and competencies to oversee climate-related issues through a combination of relevant expertise, ongoing training, and, where necessary, engagement of external consultants. The Board will hold a meeting at least annually to review climate-related risks and opportunities. The Group considers climate-related risks and opportunities in its strategy development, business planning, and day-to-day operations, including decisions on major transactions. The Group identifies these risks and opportunities through its regular materiality assessments, climate scenario analysis, and risk review processes. As with other material risks, the Group applies a consistent risk management and internal control mechanism to evaluate and manage relevant risks and opportunities, with oversight provided by the management and regular reporting to the Board.

The ESG Committee delegated by the Board is responsible for periodically reviewing climate-related targets based on the Group's performance and updating the Board annually. The Group has set a short-term GHG emissions target. To further its climate commitment, the Group will continue to explore the feasibility of establishing a long-term climate-related or carbon-neutralization target as part of the Group's transition plan. At this stage, climate-related performance metrics have not been incorporated into the Group's remuneration policies. The Group will continue to monitor developments in this area to inform future integration of such metrics.

The management of climate-related issues is delegated to the ESG Committee, which comprises at least one executive director and two members of the Group and is governed by the Terms of Reference. The ESG Committee serves as the Group's primary internal coordination mechanism and is responsible for planning, implementing and integrating climate-related considerations into the Group's strategies and operations, and monitoring performance against climate-related targets and related action plans.

To support oversight, relevant functions provide inputs to the ESG Committee within their respective areas of responsibility. The ESG Committee consolidates these inputs for internal reporting, and reports material climate-related issues and developments to the Board at least annually.

Relevant controls and procedures are reviewed regularly by management to ensure effectiveness.

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Strategy

With reference to the International Financial Reporting Sustainability Disclosure Standards (“IFRS”) (“ISSB Standards”), climate-related risks are classified into two categories: physical risks and transition risks. Upon identifying the climate-related risks that may impact the Group’s operations, the Board and relevant Committee will formulate and implement appropriate strategies based on the severity of the risks and the resources available to the Group.

The Group is aware of the growing climate-related risks to our business such as business model, strategy, resource allocation and the carrying amounts of assets and liabilities. To better understand the potential impact incurred by the climate-related events, the Group conducted a scenario analysis in FY2025/26 to identify and assess the potential impacts of climate change on our business, to support the development of mitigation and adaptation strategies that demonstrate the Group’s resilience. The scenario analysis assumed that insurance coverage and asset-specific mitigation measures were not included. By considering both physical and transition risks, the Group has selected its headquarters for scenario analysis as it is the main operation location. The impact level is determined in terms of the likelihood and effect of risks. The Group may progressively expand the scenario analysis to additional assets and business segments as relevant information becomes available. The scenario selected for the scenario analysis is aligned with the latest international agreement on climate change, the scenarios were selected as the pathways are clear and widely used set of alternative climate futures that span a broad range of warming outcomes. The details are specified in the table below:

Scope	Time horizon	Scenario explored
Group’s headquarters (Jordan, Hong Kong)	Short-term (1 year) Medium-term (3 years) Long-term (10 years)	Low and high emission scenarios for physical and transition risk assessment: Intergovernmental Panel on Climate Change (“IPCC”) Representative Concentration Pathway (“RCP”) 2.6 and 8.5 Scenario

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Risk Type	Potential Impacts	Risk level					
		Rise in temperature of below 2°C (RCP 2.6)			Rise in temperature of above 3°C (RCP 8.5)		
		Short term	Medium term	Long term	Short term	Medium term	Long term
Physical risk: Acute – Typhoons and rainstorms	Extreme weather could adversely affect work execution and extend the duration.	Medium	Medium	High	Extreme	Extreme	Extreme
Physical risk: Chronic – Heatwave	Heatwaves increased the need for air conditioners and reduced productivity, leading to higher electricity bills.	Medium	Medium	Medium	Medium	High	High
Transition risk: Policy and legal risk	Future policies and initiatives are expected to raise operational costs and change regulations. For example, construction material and project costs may increase as service providers absorb higher material, processing, and resource-tax costs.	Low	Low	Low	Low	Low	Low
Transition risk: Market risk	Customer demand for green building technologies and expectations to adopt environmentally friendly construction materials and technologies may increase operating costs and affect the Group's gross profit.	Low	Low	Low	Low	Low	Low

The Group's headquarters, located in the middle of Jordan, has been assessed under the RCPs and the Group's scenario analysis. The office is particularly vulnerable to typhoons and rainstorms under RCP 8.5. Heavy rainstorms and typhoons in the surrounding area could severely disrupt local traffic, significantly affecting its accessibility. While heatwaves will have less effect than rainstorms, as it shelters employees from increasing heat, electricity demand may rise. In terms of transition risk, the office faces a lower level of exposure. Given its vulnerability to natural hazards, the government would impose less stringent policy requirements under RCP 8.5. Therefore, the Group's performance with minimal effort would have a low impact on its reputation.

Under the RCP 2.6 scenario, the severity and frequency of typhoons and rainstorms are expected to be lower compared to the RCP 8.5 pathway, resulting in reduced exposure to extreme weather events. While more stringent climate-related policy requirements may be introduced, the Group is well-positioned to adapt to these evolving standards. Overall, both physical and transition risks are expected to have a low impact on the Group under both scenarios.

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The scenario-based approach enables the Group to prioritize mitigation efforts, strengthen its resilience to ensure sustainable, climate-adaptive operations. Moving forward, the Group will focus on enhancing the climate resilience features on the relatively more vulnerable assets and business activities by strategically prioritizing resources.

These scenarios do not provide definitive outcomes for the Group. The scenario analysis exercise is based on assumptions that may or may not materialize and on the information available at the time of preparation, and the scenarios may be influenced by additional factors beyond the assumptions made in the exercise and hence do not represent actual future outcomes.

The Group believes its capacity to adjust or adapt its strategy and business model to climate change is flexible and adequate.

Considering the nature of the climate-related risks and opportunities as well as the Group operates, the time horizons of assessment are as follows:

- Short-term: within 6 months
- Medium-term: within 1 year
- Long-term: over 1 year

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The majority of the Group's operations are located in Hong Kong, therefore the Group risks incurred are mostly located in Hong Kong. With reference to the IFRS framework, the Group has identified its climate-related risks and considered the outcomes of the scenario analysis, the potential impacts and risk responsible measures are listed as follow:

Type of risks	Time Horizon	Potential impacts	Risk responsible measures
Physical risks	Short-term	- Phenomena of climate change including rainstorms, floods, severe typhoons endanger the safety of the employees working at project sites - Extreme weather might have adverse impacts on the execution of works and extend the construction duration, which may lead to additional costs for workers' hours and materials used	- Establish guidelines and procedures regarding special work arrangements under bad weather conditions in order to minimize the potential risk of injuries and accidents - Strictly follow the announcement of the Hong Kong Observatory for work arrangements of site workers - In order to brace for more frequent extreme weather events, we continued to strengthen our emergency preparedness and various good practices to sufficiently secure materials and temporary structures to prevent losses and incidents
	Long-term	Heatwaves made site workers more liable to suffer from heat strokes and reduced productivity due to temperature limitations, resulting in prolonged construction hours and increased costs for workers' compensation	- Ensure project construction sites are equipped with sufficient drinking facilities and resting kiosks to prevent workers suffering from heat stroke - Arrange work schedules for site workers to provide adequate breaks between works under high temperature environment

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Type of risks	Time Horizon	Potential impacts	Risk responsible measures
Transition Risks	Policy and Legal update	- The Government of the Hong Kong Special Administration Region had announced Hong Kong's Climate Action Plan 2050 in October 2021, which the plan set out the decarbonization target of reducing Hong Kong's carbon intensity by 65% – 70% by 2030 using 2005 as the base, which is equivalent to a reduction in the total carbon emissions by 26% to 36%; and strive to achieve carbon neutrality before 2050, resulting in more stringent regulation and increase the risks of non-compliance - Increasing policies and initiatives expected in the future, an increase in operational costs and changes to regulations may be expected. For example, the cost of construction materials and construction projects may be raised due to the cost shifting to service providers from rising material and processing costs and resource taxes	- Replace conventional vehicles with electric vehicles in order to fulfill the roadmap of the Hong Kong Government - Negotiate with the suppliers regarding the cost of materials and lock the price of materials prior to contract signing
	Market risks	Customer demand for green building technologies and their expectations to adopt environmentally friendly alternative construction materials and technologies may potentially increase the operating cost and affect the gross profit of the Group	Adopt various environmentally friendly practices to lower the carbon footprint: - Reduce its reliance on generating electricity in construction sites with fuel oil by applying a temporary power supply from electricity companies as a better alternative for the environment - Ensure licenses are acquired before all the waste water and chemical wastes are treated for their subsequent discharge and disposal - Adopt the best applicable practice if possible, to comply with different environmental standards to avoid non-compliance for mitigating the potential market risks

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The Group has been taking comprehensive environmental protection measures as detailed in the paragraphs headed “A1 Emissions” and “A2 Use of Resources” above, including GHG emission reduction performance and reduce resource consumption.

To further its climate commitment, the Group will continue to explore the feasibility of establishing a medium to long-term climate-related or carbon neutralization target as part of the Group’s transition plan. The Group is currently gathering relevant information and monitoring market trends for preparing a climate transition plan, which will be disclosed upon completion.

The Group has allocated budget for equipment maintenance and insurance, for current and anticipated adaptation and mitigation measures. Based on our risk assessment, climate-related issues have not had a material impact on the carrying amounts of assets and liabilities for the next Reporting Year, nor have they necessitated a significant change to our core business model and strategy. The Group’s established climate mitigation and adaptation measures remain in effect, with resources allocated through operational budgets.

Currently, there are no investment and disposal plans regarding climate-related risks and opportunities. The Group will continue to conduct risk assessment to identify the anticipated financial effect, quantify the effects and estimate relevant changes to financial position. The Group will continuously develop its skills and capabilities over time and acquire additional resources if necessary.

Risk Management

The Group recognizes the significance of implementing effective risk management for climate change, along with other risks such as strategic, financial, compliance, and operational risks. Implementing robust risk management can not only ensure the safety of guests and staff but also provide high-quality services. Therefore, the Board oversees and is involved in the prioritization process of climate-related risks after identifying and assessing the risks and opportunities.

To identify and assess climate-related risks, our risk management process will take into account the likelihood and impact of climate-related risks. The impact assessment considers factors such as financial loss, legal implications, corporate reputation, environmental safety, and business operations. The likelihood assessment is based on historical data and the information that is reasonably available to the Group during the Reporting Year. The combined scores of likelihood and impact are used to classify risks into different severity levels. Higher risk events and associated mitigation measures will be reported to management and the Board annually.

The scope for risk management aligns with the current reporting scope of the ESG Report. The Board will prioritize climate-related risks during the climate-related meeting once a year. The current risk management will be qualitative-based. Based on the results of the conducted scenario analysis and materiality assessment, the Group will acquire additional information to identify further related risks and opportunities within the Group’s operations, and to monitor the Group’s performance through the annual meeting and reports.

To monitor and manage climate-related risks, the Group focuses on its operations and value chains to identify and assess climate-related risks. The Group also continuously monitors and reviews new risks and regulatory changes. To prepare a more comprehensive risk management process, the Group regularly reviews and enhances its approach to climate-related risk monitoring and management, while ensuring that climate-related risk management is supported by an appropriate governance structure and accountability mechanisms.

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Metrics and Targets

Along with the emission targets disclosed in the section headed “Air Emission and GHG Emission Reduction Target” which are set according to the Group’s internal assessment. The current emissions target covers Scope 1, Scope 2 and Scope 3, applies the Group’s operation in Hong Kong and align with the reporting scope, for mitigating its environmental impact. The GHG emissions are measured using an operational control approach, as the Group has the authority to decide day-to-day operations within the reporting scope. As the Group is not engaged in carbon-intensive activities, its GHG target was not derived using a sectoral decarbonization approach. The Group will continue to review its targets and, where necessary, establish new emissions targets to further reduce carbon emissions in the future. The Group will also consider the availability of including the Industry-based Guidance.

The Group does not have any investment, disposal or major plans of funding allocation to implement its strategy in climate-related risks and opportunities. The Group will continue to improve its data capacities and disclose the impact once they become measurable.

Based on the information that is available to the Group, it is unable to quantify accurate amount and percentage of assets or business activities vulnerable to climate-related physical, transition risks and opportunities. The Group will continue to conduct risk assessment to identify the anticipated financial effect, quantify the effects and estimate relevant changes to financial position. The Group will continuously develop its skills and capabilities over time and acquire additional resources if necessary.

The Group does not maintain an internal carbon price and has no plan to offset emissions using carbon credits during the Year. Nevertheless, the Group will continuously monitor the relevant carbon price in the market and the latest regulations associated with carbon tax and carbon credits to minimise relevant climate-related risks.

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SECTION B: SOCIAL

B1 Employment

The Group takes pride in its employees' dedication and hard work and is committed to growing alongside them, nurturing future leaders. We value our employees as key assets and strive to foster a workplace that is inclusive, equitable, harmonious, and safe. Our goal is for every employee to feel that their work aligns with our purpose and that the organization supports their growth. To this end, the Group champions equal opportunity and adopts an employee-centric approach to attract, develop, and retain top talent, ensuring sustained business success.

Employees Benefits

The Group has updated and adopted the comprehensive Human Resources and Payroll Policy covering staff recruitment, remuneration, promotion, performance appraisal, working period, leave entitlement, pay rate, compensation matters and procedures.

The Group adheres strictly to its internal policies and procedures for both recruitment and dismissal processes. In recruitment, all applicants receive equal consideration based on their professional experience, qualifications, and competencies. Regarding termination, employees may be dismissed for misconduct, violation of contractual obligations, or breaches of the Code of Conduct, with applicable compensation provided where warranted under the Group's policies and relevant labor regulations.

The Group provides competitive benefits packages to all employees, irrespective of employment type. Our Executive Directors regularly benchmark compensation against market standards to ensure fair and equitable pay practices. The comprehensive package includes welfare benefits such as educational subsidies, marriage leave, maternity/paternity leave, bereavement leave, retirement benefits, work injury insurance, medical and dental coverage, among others. Subcontractors are eligible for our Contractor's All Risk Insurance. Employee performance is evaluated annually to determine bonuses, salary adjustments, and promotion eligibility. Additionally, the Group offers the Share Option Scheme as a further incentive and reward for employee contributions.

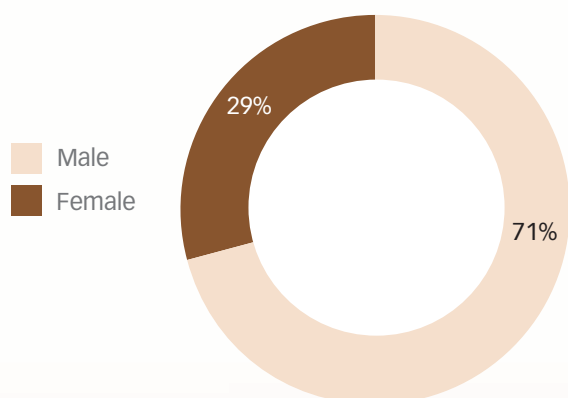
The Group maintains full compliance with the "Employment Ordinance" (Chapter 57 of the Laws of Hong Kong), the "Mandatory Provident Fund Schemes Ordinance" (Chapter 485) and other applicable laws and regulations which cover all employment protections and benefits. During the Reporting Year, the Group was not involved in any confirmed violations that are related to employment and have a significant impact on the Group.

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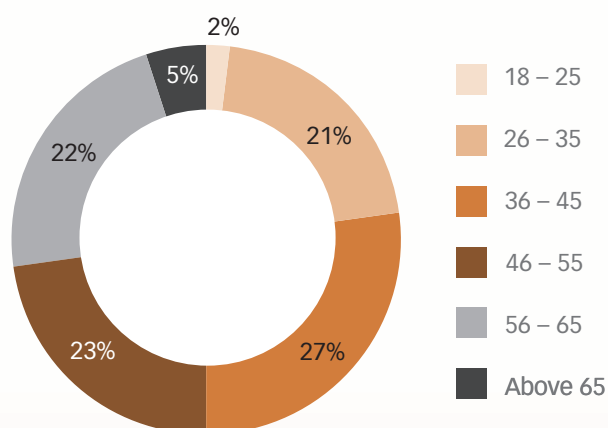
Our Employees

To meet the future challenges of our business, the Group believes that it must continue to attract qualified applicants who share its vision and values. The Group hires people based on experience, expertise and values, regardless of race, color, creed, national origin, ancestry, sex, marital status, disability, religious or political affiliation, age or sexual orientation. The Group formulates equal opportunities and diversity policies for all employees. As at 31 March 2026, for a total of 146 employees (as at 31 March 2025: 251 employees), 97.3% of the employees were under long-term contract (as at 31 March 2025: 98.8%) and 96.6% from Hong Kong (as at 31 March 2025: 98.0%). Among our employees, there were 52.1%, 30.8% and 17.1% of front-line staff, middle management staff and top management staff respectively. The gender and age distribution of our employees as at 31 March 2026 is presented in the diagram below.

**Breakdown of
employee's gender
as at 31 March 2026**



**Breakdown of
employee's age
as at 31 March 2026**



Employees Work-life Balance

The Group strives for the work-life balance of employees, providing them with five and a half working days per week (alternative Saturday-off system) with 8 working hours every day. Overtime compensation strictly adheres to local labor laws, and employees receive 7 to 14 days of annual leave, depending on their position. To promote a positive workplace culture, the Group regularly organizes activities to appreciate the contribution of the employees, such as the Annual Dinner.

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Ching Lee Annual Dinner

Talent Retention

The aforementioned employee benefit and the harmonious working environment contribute to the healthy monthly average turnover rate⁷ of approximately 6.6% in FY2025/26 (FY2024/25: 4.0%⁸). Besides, in terms of the monthly average turnover rate by geographical region, Hong Kong and Mainland China have 6.7% and 1.7% monthly average turnover rate respectively.

With respect of gender, the FY2025/26 monthly average turnover rate of male staff and female staff were approximately 6.1% and approximately 8.3% respectively. With respect of age group, the FY2025/26 monthly average turnover rate was approximately 0.0% (18 – 25), 4.4% (26 – 35), 5.0% (36 – 45), 8.8% (46 – 55), 8.1% (56 – 65), and 8.7% (above 65). With respect to employee category, the FY2025/26 monthly average turnover rate of frontline staff, middle management and top management were approximately 5.5%, 4.3% and 1.8% respectively.

⁷ Monthly average turnover rate is calculated as follows: the average of the total turnover employees in the specific category in each month divided by the total number of employees in the specific category in each month multiplied by 100%.

⁸ The data have been restated for better comparability and accuracy.

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B2 Health and Safety

As reflected in the materiality assessment, occupational health and safety is one of the most important concerns of the Group. The Group is committed to safeguarding the safety, health and welfare of all employees, workers, and persons including subcontractors and the public, who are likely to be affected by normal operations. To achieve our commitment, we maintain a high standard regarding safety and health. The implementation of the Health and Safety Policy aims at reducing the number of fatal accidents and dangerous occurrence cases to zero.

The Group has set a target to reduce the accident frequency rate to below 0.45 cases per 100,000 man-hours in the financial year ending at 31 March 2027.

During the Reporting Year, the number of reported cases of work injury was 23 cases (FY2024/25: 14 cases), with a total of 17,264 working hours lost, which is equivalent to 2,158 lost days (FY2024/25: 5,824 lost hours and 728 lost days). The increase in injury cases was due to additional worksites in the Reporting Year. There were zero fatal cases reported during the Reporting Year as well as the past two financial years. All the injured employees were given sick leave to ensure sufficient rest for recovery. They were also compensated accordingly and adequately by either the subcontractor concerned, our Group or the insurance company. The Group has purchased sufficient employee compensation insurance and group medical insurance that cover all its employees under different projects, while maintaining a list of effective insurance to keep track of all the insurance. This helps to ensure adequate coverage of the employees' compensation and makes necessary updates in a timely manner to safeguard the interests of all our employees. In the meantime, the Group maintains a work injury register to keep track of all reported cases of work injury, ensuring that all cases are attended to appropriately.

The Group provides a healthy and safe environment in the office. Air purifiers are placed in the workplace to improve air circulation. First aid boxes are placed in the office in case of injuries and emergencies. The Group also understands the importance of preparedness in disaster management, so there is sufficient emergency lighting, fire exits, and fire extinguishers equipped at the office. To ensure that every employee can proactively react to emergencies, fire drills at the Head Office will be arranged by the Administration Manager regularly.

The Group also maintains a healthy and safe environment on the construction sites. Similar to the practice in Head Office, emergency drills on sites will be arranged by the Project Manager and Construction Manager, with fire exit plans posted around project sites. There are registered ambulance men at every construction site to guide the emergency team for first aid work. For every project site, at least one Safety Officer and one Safety Supervisor are to monitor the safety issues and handle emergency incidents if any. The Safety Officer and Supervisor also check the wearing of labor supplies of the workers to ensure that they are equipped with appropriate safety equipment. In order to ensure a high safety standard, frequent detailed safety inspections and equipment tests are conducted in sites. If there are any dissatisfactions or violations of the safety policies, a Safety Improvement Notice with warnings and administrative penalties will be sent to the responsible subcontractors.

The Group also maintains a Safety Card Renewal Checklist in order to monitor the qualifications of the subcontractor workers during the construction process. If any of those safety cards are nearly expired, the Safety officer of the site is responsible for urging the relevant workers for renewal. Besides, site safety reports are prepared regularly to ensure that all these measures have been implemented appropriately, while helping the management to stay alert to the safety conditions of all construction sites and manage the potential hazards at sites.

In addition, safety induction training and regular safety training are provided for our staff and the subcontracted workers to help them familiarize themselves with the machine operations and site safety guidelines. Posters are also posted at our construction sites to remind workers of the safety protocols and potential hazards.

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The Group strictly follows Section 15 of the "Employees' Compensation Ordinance" to report any accident to the Commissioner for Labor. The Group also strictly complies with other relevant health and safety laws and regulations, such as the local fire services regulations, to provide a safe work environment for its employees by protecting them from occupational hazards. The Group will continue to strive to provide a safe and healthy work environment for its employees and subcontracted workers to minimize potential occupational hazards at large.

B3 Development and Training

Empowering employees is the number one priority of the Group. Not only do we aim at sharpening the skill set and knowledge of our employees, but we are also eager to shape every single employee into a future leader.

During the Reporting Year, our employees, including front-line staff, middle management and top management, received a total number of approximately 355.0 hours (FY2024/25: 173.0 hours) of training. The proportion of employees attending training courses in the Reporting Year⁹ was around 73.6% (FY2024/25: 69.8%). The breakdown of employees trained¹⁰ by gender was 76.4% and 23.6% (FY2024/25: 76.9% and 23.1%) for male and female respectively, while by employee category was 75.9%, 17.0% and 7.1% (FY2024/25: 72.8%, 27.2% and 0.0%) for front-line staff, middle management and top management respectively. On the other hand, the average training hours¹¹ completed per employee by gender was 1.6 hours for male and 1.8 hours for female (FY2024/25: 1.0 hour and 1.0 hour), while by employee category was 1.6 hours for front-line staff, 2.2 hours for middle management and 1.8 hours for top management (FY2024/25: 1.0 hours, 1.0 hour and 0.0 hour).

The Group extends its commitment to workplace safety by providing all subcontractors at construction sites with mandatory one-hour safety and health induction training. This session covers site safety standards, emergency response protocols, and environmental protection measures for pollutant handling. Additionally, we conduct specialized safety training sessions as needed. To further support professional development, the Group sponsors and encourages employees to pursue certification courses on a periodic basis.

The Group conducts safety performance evaluations for all employees and subcontractors through our Safety Officers semi-annually, with mandatory retraining assigned as needed. In addition to core safety training, we provide specialized professional development opportunities tailored to different roles. Management personnel receive advanced technical training, including Building Information Modeling (BIM) certification courses, while administrative staff participate in external continuing education programs to enhance their professional competencies.

⁹ The proportion of employees attending training courses in the Reporting Year is calculated as follows: the total number of trained employees divided by the total number of employees in the Reporting Year (including employees left) multiplied by 100%.

¹⁰ The breakdown of employees trained in a specific category is calculated as follows: the total number of trained employees in a specific category divided by the total number of trained employees multiplied by 100%.

¹¹ The average training hours completed per employee in a specific category is calculated as follows: the total training hours in a specific category divided by the total number of trained employees in a specific category.

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B4 Labor Standards

In full compliance with Hong Kong's legal requirements, the Group has implemented rigorous procedures to protect human rights. We ensure all employees receive at least the statutory minimum wage, with timely monthly salary payments and Mandatory Provident Fund contributions. The Group maintains an exemplary record with no significant human rights violations to date. Our policies strictly prohibit forced labor, coerced work, and child employment – all recruitment candidates undergo age verification through official identification documents. A confidential whistleblowing channel enables employees to report concerns, with management committed to prompt investigation and appropriate remedial action for all reported cases, as outlined in our Staff Handbook.

B5 Supply Chain Management

The Group places great emphasis on the procurement principles and has adopted the Purchase and Payment Policy for procurement practices. In purchasing materials, equipment and services, the Group promotes fair and open competition based on established procurement policies and procedures to ensure that the price, quality, delivery and services are in line with the best economic benefits. As a responsible organization, the Group adheres to the spirit of the contract and abides by the principle, purpose and content of the contract with the supplier.

The Group acknowledges the critical role of subcontractors and suppliers in delivering projects efficiently while meeting statutory standards. We maintain stringent compliance requirements for all partners regarding site operations, materials, and equipment safety. Our procurement strategy focuses on partnering with reputable, reliable vendors who offer high-quality, cost-effective, and sustainable solutions. Through a transparent and independent tendering process, we foster market competitiveness while protecting stakeholder interests. Moving forward, the Group is developing a vertically integrated supply chain management system that will consolidate procurement resources, enhance supplier vetting processes, and deliver comprehensive solutions tailored to client requirements.

In this regard, a list of approved subcontractors and suppliers has been established and reviewed regularly. As at 31 March 2026, the Group worked with a total of 755 approved suppliers and subcontractors (FY2024/25: 726), of which 734 were from Hong Kong, 17 were from China, 1 was from the United States of America, 1 was from Malaysia, 1 was from Austria and 1 was from India. Regular appraisals are conducted semi-annually with the approved suppliers and subcontractors, by the representatives of Site Quality Assurance. Updates or eliminations will be made to the approved list if any suppliers or subcontractors are not up to our required standards. If there are any amendments made to the safety and health requirements, the Purchasing Manager will proactively notify the subcontractors and suppliers to alert them about the new updates.

The Group also encourages subcontractors and suppliers to promote corporate social responsibility activities and comply with corporate social responsibility codes for their business ethics, workplace operations, marketing activities, social contacts and environmental responsibility. All business transactions should maintain a high standard of ethics; bribes or other improper interests cannot be provided or accepted; according to applicable laws and regulations, information about the business activities, structure, financial status, and performance should be regularly disclosed.

The potential environmental and social issues associated with the operations of the Group include environmental degradation, hazards to occupational health and safety, impacts on communities and compliance with the environmental-related and social-related laws and regulations. In this respect, the Group requires its subcontractors and suppliers to comply with relevant laws and regulations.

Environmental, Social and Governance Report

Moreover, the Group also takes into account whether suppliers comply with relevant environmental laws, so that the products and services provided meet the standards of environmental regulations and the Group. With reference to the BEAM Plus standards, the Group also considers if the suppliers and subcontractors can meet and fulfill applicable requirements to the particulars on a project basis, so that the potential environmental risks related to supply chain management can be minimized. For example, if the BEAM Plus project involves the use of timbers for temporary works, only sustainably sourced timber such as from the Forest Stewardship Council ("**FSC**") or the Program for Endorsement of Forest Certification ("**PEFC**") will be used for relevant works to prohibit the use of any virgin forest products. Besides, the Group also encourages the use of recycled materials and green products for effective cost-control and lowering potential environmental risks. In the future, the Group may look into more applicable green procurement practices as far as possible to further its commitment to lowering the environmental impact from its operations.

In addition, the Group also attempted to integrate the supply chain vertically by investing in both the upstream of land development and the downstream as a subcontractor. The Group believed that this strategic alliance could help the Group consolidate its market shares as well as facilitate supply chain management.

B6 Product Responsibility

The Group is committed to providing better services to the citizens and creating higher returns for the stakeholders as per the emphasis put towards maintaining service quality. As a main construction contractor, the Group addresses the significance of public health and safety during the construction work.

Noise Control

The Group strictly abides with the "Noise Control Ordinance". To reduce the harm to the surrounding areas, especially the residential and commercial areas, soundproof canvas and noise barriers are set up in construction sites. Regular noise-level evaluations are made by the Site Managers to ensure that noise produced during the construction process does not exceed 85 decibels.

Dust Control

For the sake of minimizing the negative effects of dust produced, tight control is implemented by the Group. Frequent watering and cleaning, covering construction waste by canvas and using barriers over 2.4 meters effectively reduce the impacts of suspended dust. Besides, the transportation of construction wastes was properly covered to prevent any dust pollution.

Chemicals Control

The Group recognizes the danger of chemicals. Therefore, chemicals are handled under rigorous means. For site and public safety, all chemicals, with proper labels, are stored under good ventilation. Volatile chemicals are separately placed, and flammable chemicals must be stored with "No Smoking" warning sign. All chemicals must be handled by well-trained workers. All chemicals used are immediately removed from the sites to keep the amount of chemicals at a low level.

Environmental, Social and Governance Report

Quality Assurance

To pursue business sustainability, the Group adopts a comprehensive quality management system to ensure the provided products and services fulfill the contractual requirements concerning quality, safety and efficiency while abiding by statutory and governing obligations.

The Group gives the highest priority to safety, and it takes a proactive role in ensuring the safety of construction workers with an aim to achieve zero safety incidents at every construction site. As mentioned in the Health and Safety section, for every project site, at least one Safety Officer and one Safety Supervisor are appointed to monitor safety issues and handle emergency incidents if any. In order to ensure a high safety standard, frequent and detailed safety inspections and equipment tests are conducted at sites. If there are any dissatisfactions or violations regarding the safety policies, a Safety Improvement Notice with warnings and administrative penalties will be sent to the responsible subcontractors. As of the strict standards of these safety inspection and monitoring procedures, the Group is confident that the service quality is of the best-in-kind.

The Group also conducts regular project site visits to ensure project progress and quality. Site progress reports are prepared regularly for various sites which keep track of the statutory form submission, site progress, schedule of works in the coming weeks, site safety, complaints received, and instructions received from architects and engineers. By this means, we can ensure that all aspects of the project are up to standard and that project plans are being executed in a timely manner. With reference to the business nature of the Group's operation in the provision of construction and consulting works and project management services, there were no projects subject to recalls due to health and safety reasons. The Group maintained ISO14001:2015 certification on Environmental Management System and ISO9001:2015 on Quality Management System respectively for its construction contracting business. The construction work delivered to customers fulfilled the specifications and requirements under the contracts, applicable statutory and regulatory requirements.

Customer Privacy

The Group believes that trust is one of the key elements of our success. In addition to providing professional and quality services to our valued customers, we also attach great importance to protecting their privacy. The Group has established an Information Technology (IT) Security Policy and an internal policy on handling customers' information and protecting key information in the Group. The policies stipulate the procedures for collecting, transferring, using, and keeping customer property, as well as securing the information systems of the Group. All employees strictly follow the Group's policy and Code of Conduct and are required to handle all types of customer information confidentially with integrity.

During the Reporting Year, the Group has not received any complaints from our customers. The Group will continue to place the quality and safety of our products and services as top priority so as to deliver the best to our customers.

Intellectual Property Rights

The Group respects the intellectual property rights of others and itself while endeavoring to comply with all applicable laws regarding intellectual property. The Group discourages any infringement of third-party copyrights and is committed to safeguarding its own by communicating its expectations to employees. As the Group's core business involves the provision of construction and consulting works and project management services, there were no intellectual property rights registered during the Reporting Year.

Environmental, Social and Governance Report

Relevant Laws and Regulations

Actively identifying compliance issues and remediating the findings of investigations can prevent problems from escalating. Therefore, we monitor the updates of the “Buildings Ordinance”, the “Construction Industry Council Ordinance” and other relevant regulations to revise our policies and operations accordingly to prevent any malpractice. In addition, the Group strictly complied with the relevant laws and regulations relating to health and safety, advertising, labeling and privacy matters relating to services provided and methods of redress.

B7 Anti-corruption

It is the long-standing attitude of the Group to combat corruption and money laundering with integrity. Corruption and bribery are not entirely a question of morals and ethics but also questions of legal litigation and reputation damage. As part of the commitment, all forms of bribery and corruption are unacceptable and will not be tolerated. To uphold the highest standards and commitment, all staff abide by the Code. The Code has stated that:

- a) Employees shall not accept gifts and benefits that are beyond common business hospitality;
- b) Always act honestly and impartially;
- c) Employees should not offer bribes to any person for the purpose of obtaining or retaining business;
- d) Illegal to offer advantages to influence public servants and bribes in relation to public contracts, tenders and auctions; and
- e) Falsifying documents and furnishing false accounting records are strictly prohibited.

During the Reporting Year, there was no concluded legal case regarding corruption brought against the Group or its employees. The Group has continued to adopt the Anti-Corruption Policy for the Reporting Year, for an ethical and bribery-free workplace for our business development. During the Reporting Year, the Group focused on daily operations, and has yet to provide training for the employees to address the importance of anti-corruption and reinforce the importance of integrity within the Group.

In addition to bribery and corruption, our employees are strictly prohibited from engaging in any illegal acts, including extortion, fraud, money laundering, etc.

Whistleblowing Procedures

The Group values and encourages our employees to report any suspected malpractice through various channels (i.e. emails, websites or in person). We have continued to adopt a Whistleblowing Policy in the Reporting Year to guide the employees to report promptly to the Company Secretary and the Audit Committee of the Group when the employees become aware of any existing or potential misconduct, malpractice or irregularities within the Group. A designated mailbox has been established for the reporting of suspicious cases. The management will take immediate action to investigate the issue and take follow-up action if necessary. It is the Group's core value for reminding its employees to uphold their integrity and professionalism as aforementioned.

Environmental, Social and Governance Report

B8 Community Investment

We have long practiced corporate social and environmental responsibility, contributing to the well-being of communities. The Group is particularly interested in advocating for public health and youth education.

During the Reporting Year, the Group has donated a total of approximately HK\$1.9 million (FY2024/25: approximately HK\$1.6 million) to various organizations including the PMA Music Foundation Ltd, Islands Harmony, Vocational Training Council, Chak Sing Foundation Limited, Madam Lau Kam Lung Secondary School of Miu Fat Buddhist Monastery, Lantau District Senior Police Call Honorary Presidents Council, Po Leung Kuk, HK Professional Building Inspection Academy Ltd, and Hong Kong Wu Hua General Association Limited. During the Reporting Year, 24 of our employees participated in community service with a total of 28 hours of service in sticky rice dumpling giveaways, visiting the elderly, and youth exchange program.



Youth exchange program by Chak Sing Foundation Limited



Sticky rice dumpling giveaways by Chak Sing Foundation Limited

In the future, the Group will continue to invest more resources and engage more employees in community investment, in a bid to give back to the community while promoting corporate social responsibility and bringing positive impacts to society.

Report of Directors

The Directors hereby present their report and the audited consolidated financial statements for the year ended 31 March 2026.

PRINCIPAL ACTIVITIES AND BUSINESS REVIEW

The Company is an investment holding company. During the year, the Company's subsidiaries are main contractor in Hong Kong principally engaged in providing substructure building works services, superstructure building works services and RMAA works services.

Further discussion and analysis of these activities as required by Schedule 5 to the Hong Kong Companies Ordinance, including a review of the Group's business, a description of the principal risks and uncertainties facing the Group, an analysis using financial key performance indicators and indication of likely future development in the Group's business, can be found in the Management Discussion and Analysis set out on pages 4 to 8 of this annual report. This discussion forms part of this directors' report.

ENVIRONMENTAL POLICIES AND PERFORMANCE

The principal activity of the Group is in Hong Kong and our operations are governed by Hong Kong laws and regulations including the Air Pollution Control Ordinance (Chapter 311 of the Laws of Hong Kong), Noise Control Ordinance (Chapter 400 of the Laws of Hong Kong), Water Pollution Control Ordinance (Chapter 358 of the Laws of Hong Kong), Waste Disposal Ordinance (Chapter 354 of the Laws of Hong Kong), Dumping at Sea Ordinance (Chapter 466 of the Laws of Hong Kong), Environmental Impact Assessment Ordinance (Chapter 499 of the Laws of Hong Kong) and Public Health and Municipal Services Ordinance (Chapter 132 of the Laws of Hong Kong). These laws and regulations cover a broad range of environmental matters, including air pollution, noise emissions, discharge of sewage and waste residues. The Group recognises the importance of environmental protection and has implemented various environmental protection measures in order to minimise the operation impact on the environment and natural resources.

The Group will continue to monitor the construction process in order to ensure that it does not have a significant adverse effect on the environment and that the Group's environmental protection measures are adequate to ensure compliance with all applicable current regulations. As at 31 March 2026, no significant administrative sanctions, penalties or punishments have been imposed upon us for the violation of any environmental laws or regulations.

COMPLIANCE WITH LAWS AND REGULATIONS

To the best of the Directors' knowledge, information and belief, having made all reasonable enquiries, the Group has complied in material respects with the relevant laws and regulations that have a significant impact on the business and operations of the Company and its subsidiaries during the year.

KEY RELATIONSHIPS WITH EMPLOYEES, CUSTOMERS, SUPPLIERS AND OTHER PARTIES

The Company is of the view that it has been maintaining a good relationship with the following key stakeholders of the Group:

- employees and workers
- major customers
- major suppliers and subcontractors
- bankers

Report of Directors

DONATIONS

Charitable and other donations made by the Group during the year ended 31 March 2026 amounted to approximately HK\$2.0 million (31 March 2025: approximately HK\$1.8 million).

PERMITTED INDEMNITY PROVISION

Each Director or other officers of the Company shall be indemnified out of the assets and profits of the Company against all losses or liabilities which he or she may sustain or incur in or about the execution of the duties of his or her office or otherwise in relation thereto. In addition, the Company has maintained appropriate directors and officers liability insurance in respect of relevant legal actions against the Directors.

EQUITY-LINKED AGREEMENTS

Other than the share option scheme of the Company as disclosed below, no equity-linked agreements that will or may result in the Company issuing shares or that require the Company to enter into any agreements that will or may result in the Company issuing shares were entered into by the Company during the year or subsisted at the end of the year.

RESULTS AND DIVIDEND

The Board did not declare an interim dividend (2025: nil) during the year.

The board did not recommend the payment of any final dividend for the year ended 31 March 2026 (2025: nil).

DIVIDEND POLICY

The Company has adopted a dividend policy ("**Dividend Policy**"), pursuant to which the Company may declare and distribute dividends to the shareholders of the Company. A decision to declare and pay any dividends would require the approval of the Board and will be at their discretion. In addition, any final dividend for a financial year will be subject to shareholders' approval at annual general meeting. The Board will review the Dividend Policy of the Company from time to time in light of our financial performance, our retained earnings and distributable reserves, our business strategies, our current and future operations, liquidity position and capital requirements, the economic conditions, and other factors the Board may deem relevant in determining whether dividends are to be declared and paid.

SHARE CAPITAL

As at 31 March 2026, the Company's issued share capital was HK\$10,130,000 and the number of its issued ordinary shares was 1,013,000,000 of HK\$0.01 each.

Details of movements in the share capital during the year are set out in Note 26 to the consolidated financial statements.

PRE-EMPTIVE RIGHTS

There are no provisions for pre-emptive rights under the Company's articles of association or the laws of the Cayman Islands which would oblige the Company to offer new shares on a pro rata basis to existing shareholders.

PURCHASE, SALE OR REDEMPTION OF LISTED SECURITIES OF THE COMPANY

Neither the Company, nor any of its subsidiaries purchased, sold or redeemed any of the Company's listed securities during the year ended 31 March 2026.

Report of Directors

DISTRIBUTABLE RESERVES

Details of distributable reserves of the Company as at 31 March 2026 are set out in note 28 to the consolidated financial statements.

DIRECTORS

The Directors of the Company during the year and up to the date of this report were as follows:

Executive Directors

Mr. Ng Choi Wah (*Chairman*)
Mr. Lam Ka Fai
Ms. Ng Wa Ying

Non-executive Director

Mr. Tong Hin Sum Paul

Independent non-executive Directors

Dr. Wai Wing Hong Onyx
Mr. Chau Kam Wing Donald
Dr. Wai Yin Wah Agnes

Brief biographical details of Directors and senior management are set out on pages 9 to 16 of this annual report.

DIRECTORS' INTERESTS IN CONTRACTS

No contract of significance, to which the Company, its holding company or subsidiaries was a party and in which a director of the Company had a material interest, whether directly or indirectly, subsisted at the end of the year or at any time during the year.

DIRECTORS' SERVICE CONTRACTS

Mr. Ng Choi Wah and Mr. Lam Ka Fai have entered into a service contract with our Company on 10 March 2016 and will continue thereafter until terminated in accordance with the terms of the agreement.

Ms. Ng Wa Ying has entered into a service contract with our Company on 10 March 2016 and will continue thereafter until terminated in accordance with the terms of the agreement.

Mr. Tong Hin Sum Paul was redesignated from an independent non-executive Director to a non-executive Director for a term of one year from 30 June 2025 and can be terminated by either party giving not less than one month's notice in writing.

Mr. Chau Kam Wing Donald and Dr. Wai Wing Hong Onyx were appointed by the Company for a term of one year from 1 April 2025 and can be terminated by either party giving not less than one month's notice in writing.

Dr. Wai Yin Wah Agnes was appointed by the Company for a term of one year from 30 June 2025 and can be terminated by either party giving not less than one month's notice in writing.

Report of Directors

No Directors being proposed for re-election at the forthcoming annual general meeting has entered into any service contracts with the Company or any of its subsidiaries which is not determinable by the Group within one year without payment compensation (other than the statutory compensation).

During the year ended 31 March 2026, details of the significant related party transactions undertaken in the normal course of business are set out in the Note 31 to the consolidated financial statements, and none of which constitutes a discloseable connected transaction as defined under the Listing Rules.

NON-COMPETITION UNDERTAKING BY CONTROLLING SHAREHOLDERS

The controlling shareholders as defined in the Listing Rules and, in the context of the Company, means Mr. Ng and JT Glory Limited (the “**Controlling Shareholders**”), have made an annual declaration in respect of their compliance with the terms of non-competition undertaking. Details of the non-competition undertaking are set out in the section headed “Relationship with the Controlling Shareholders” of the Prospectus.

The non-competition undertakings in respect of the controlling shareholders have become effective from the Listing Date.

COMPETING BUSINESS AND CONFLICT OF INTERESTS

The Directors are not aware of any business or interest of the Directors nor the controlling shareholders of the Company nor any of their respective associates (as defined in the Listing Rules) that compete or may compete with the business of the Group and any other conflicts of interest which any such person has or may have with the Group during the year ended 31 March 2026.

EMOLUMENTS OF THE DIRECTORS AND THE FIVE HIGHEST PAID INDIVIDUALS

Details of the emoluments of the Directors and the five highest paid individuals of the Group are set out in Note 12 to the consolidated financial statements in this annual report.

EMOLUMENT POLICY

The Remuneration Committee will review and determine the remuneration and compensation packages of the Directors with reference to their responsibilities, workload, time devoted to the Group and the performance of the Group. The Directors and other employees who have made valuable contribution to the Group may also receive options to be granted under the share option scheme.

RETIREMENT BENEFITS PLANS

The Group has arranged all qualifying employees in Hong Kong to join the Mandatory Provident Fund Scheme (the “**MPF Scheme**”) established under the Mandatory Provident Fund Ordinance. Under the MPF Scheme, each of the Group (the “**employer**”) and its employees makes monthly contributions to the MPF Scheme at 5% of the employees’ earnings as defined under the Mandatory Provident Fund Ordinance. The contributions from employer and each of the employees respectively are subject to a cap of HK\$1,500 per month and thereafter contributions are voluntary. The assets of the MPF Scheme are held separately from those of the Group and managed by an independent trustee.

The Group contributes to defined contribution retirement schemes which are available to all employees. For forfeited contributions that are not vest fully, if any, may be used to reduce the existing level of contributions. As at 31 March 2026, there were no forfeited contributions available to reduce future obligations (2025: Nil). The Group does not have defined benefit plans.

Report of Directors

DISCLOSURE OF INTEREST

A. Directors' and Chief executives' interest and short position in shares, underlying shares and debentures

As at 31 March 2026, the interests and short positions of the Directors and chief executives of the Company in the shares, underlying shares and debentures of the Company or any of its associated corporation (within the meaning of Part XV of Securities and Futures Ordinance ("SFO") which were notified to the Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including interests or short positions which they were taken or deemed to have under such provisions of the SFO), or which were recorded in the register required to be kept by the Company pursuant to Section 352 of the SFO, or which were otherwise required, to be notified to the Company and the Stock Exchange pursuant to the Model Code for Securities Transactions by Directors of Listed Issuers as contained in Appendix C3 to the Listing Rules (the "Model Code"), are set out below:

Long Positions in shares of the Company or any of its associated corporation

Name of our Directors/chief executive	Number of ordinary shares held	Interests in Share Option (Note 2)	Total	Approximate percentage of shareholding interests in our Company (%) (Note 3)
Executive Directors				
Mr. Ng Choi Wah	726,800,000 (Note 1)	10,000,000	736,800,000	72.73%
Mr. Lam Ka Fai	–	3,000,000	3,000,000	0.30%
Non-executive Director				
Mr. Tong Hin Sum Paul	–	1,000,000	1,000,000	0.10%
Independent non-executive Directors				
Dr. Wai Wing Hong Onyx	–	1,000,000	1,000,000	0.10%
Mr. Chau Kam Wing Donald	–	1,000,000	1,000,000	0.10%

Note 1: 645,000,000 Shares are registered in the name of JT Glory Limited, the entire issued share capital of which is legally and beneficially owned by Mr. Ng. Under the SFO, Mr. Ng is deemed to be interested in all Shares held by JT Glory Limited. Another 81,800,000 shares are owned by Mr. Ng through the Bank directly.

Note 2: These represent the interests of share options granted to the Directors under the share option scheme adopted by the Company on 21 November 2017 to subscribe for shares.

Note 3: These percentages were compiled based on the total number of issued shares (i.e. 1,013,000,000) as at 31 March 2026.

Short positions in shares of the Company or any of its associated corporation

As at 31 March 2026, there is no short positions of the Directors and chief executives of the Company in the shares, underlying shares and debentures of the Company or any of its associated corporations (within the meaning of Part XV of SFO).

Report of Directors

B. Substantial Shareholders' and Other Persons' interests and short positions in the shares and underlying shares of the Company

So far as the Directors are aware, as at 31 March 2026, other than the director and chief executive of the Company, the following persons/entities have an interest or a short position in the shares or the underlying shares of the Company as recorded in the register of the Company required to be kept under section 336 of the SFO:

Long Position in shares of the Company

Name	Capacity/ Nature of interest	Number of Ordinary Shares held	Interests in share option (Note 3)	Approximate percentage of shareholding interests in our Company (Note 4)
Mr. Ng	Interest in a controlled corporation	645,000,000	–	63.67%
	Beneficial owner	81,800,000	10,000,000	9.06%
JT Glory Limited	Beneficial owner	645,000,000 (Note 1)	–	63.67%
Ms. Cheung Yuk Sheung ("Ms. Cheung")	Interest of spouse	726,800,000 (Note 2)	–	71.75%
	Beneficial owner	–	2,500,000	0.25%

Note 1: JT Glory Limited is wholly-owned by Mr. Ng. Under the SFO, Mr. Ng is deemed to be interested in all the Shares held by JT Glory Limited.

Note 2: Ms. Cheung is the spouse of Mr. Ng. Under the SFO, Ms. Cheung is deemed to be interested in all the Shares held by Mr. Ng.

Note 3: These represent the interests of share options granted to the Directors under the share option scheme adopted by the Company on 21 November 2017 to subscribe for shares.

Note 4: These percentages were compiled based on the total number of issued shares (i.e. 1,013,000,000) as at 31 March 2026.

Short positions in shares of the Company

As at 31 March 2026, there is no short positions of every person, other than a director and chief executive of the Company, in the shares and underlying shares of the Company as recorded in the register required to be kept under section 336 of the SFO.

Report of Directors

MAJOR CUSTOMERS AND SUPPLIERS

For the year ended 31 March 2026, the percentage of revenue attributable to the Group's major customers is set out below:

Revenue

	Percentage of revenue
– The largest customer	17.6%
– The total of the five largest customers	63.3%

For the year ended 31 March 2026, the percentages of cost of services attributable to the Group's major suppliers and subcontractors are set out below:

Cost of services

	Percentage of total purchase
– The largest supplier	22.3%
– The total of the five largest suppliers	43.3%

	Percentage of total subcontracting cost
– The largest subcontractor	7.9%
– The total of the five largest subcontractors	26.6%

None of the Directors, their associates or any shareholder (which to the knowledge of the Directors owns more than 5% of the Company's share capital) had an interest in the major customers, major suppliers and major subcontractors noted above.

CONNECTED TRANSACTION AND CONTINUING CONNECTED TRANSACTION

During the year ended 31 March 2026, the Group had not entered into any connected transactions or continuing connected transactions that are not exempted under Rule 14A.73 of the Listing Rules.

Report of Directors

SHARE OPTION SCHEME

The Company adopted a share option scheme on 10 March 2016. On 21 November 2017, the Group announced the granting of a total of 32,500,000 share options to selected employees and directors under the share option scheme. The exercise price of the granted options is HK\$0.40 per share. No share options were granted nor exercised during the year ended 31 March 2026. During the year, 1,500,000 shares options has been forfeited. As at 31 March 2026, the Company had 22,000,000 (2025: 23,500,000) share options outstanding under the share option scheme. Details of accounting policies adopted for the share options are described in Note 27 to the consolidated financial statements.

(a) Purpose of the Share Option Scheme

The purpose of the share option scheme enables our Company to grant Options to any full-time or part-time employee of our Company or any member of our Group, including any executive, non-executive director and independent non-executive director, advisor, consultant of our Company or any our subsidiaries (the “**Eligible Persons**”) as incentives or rewards for their contributions to our Group.

(b) Participants

The Board may, at its discretion, invite any Eligible Persons to take up Options.

(c) Total number of Shares available for issue and grant under the Share Option Scheme

The maximum number of Shares in respect of which options may be granted under the share option scheme shall not in aggregate exceed 10% of all the Shares in issue as at the Date of Listing (i.e. a total of 100,000,000 Shares representing 10% of the issued share capital of the Company as at the date of this report).

Pursuant to Rule 17.07(2) and 17.09(3) of the Listing Rules, the total number of share options available for grant and issue under the share option scheme as at 1 April 2025 and 31 March 2026 were both 67,500,000 shares. As at 31 March 2026 and the date of this report (26 June 2026), since 1,500,000 share options has been forfeited during the year ended 31 March 2026 and utilized for the calculation of scheme mandate limit, the total number of shares available for grant and issue under the share option scheme is 89,500,000 (2025: 91,000,000) shares, which represents approximately 8.84% (2025: 8.98%) of the total issued shares (1,013,000,000 shares) of the Company as at the date of this report (26 June 2026).

(d) Maximum entitlement of each participant

The total number of Shares issued and to be issued upon exercise of options granted to each participant (including both exercised and outstanding options) under the share option scheme or any other share option schemes of the Company, in any 12-month period up to the date of grant shall not exceed 1% of the Shares in issue. Any further grant of share options in excess of this limit is subject to shareholders’ approval in general meeting.

(e) Term of subscription of Shares upon exercise of the options

An option may be exercised in accordance with the terms of the share option scheme at any time during a period as the Board may determine which shall not exceed ten years from the date of grant.

(f) Minimum period for which an option must be held before it can be exercised

The Board may in its absolute discretion set a minimum period for which an option must be held before an option can be exercised.

Report of Directors

(g) Time of acceptance and the amount payable on acceptance of the option

An offer for the grant of options must be accepted within twenty-eight days from the date on which the option is granted. The amount payable by the grantee of an option to the Company on acceptance of the offer for the grant of an option is HK\$1.

(h) Basis for Determination the Exercise Price

The exercise price for any share under the share option scheme shall be a price determined by the Board and notified to each grantee (in the letter containing the offer of the grant of the option) and shall not be less than the highest of:

- (i) the closing price per Share as stated in the Stock Exchange's daily quotations sheet on the date of grant;
- (ii) the average closing price per Share as stated in the Stock Exchange's daily quotations for the five business days immediately preceding the date of grant; and
- (iii) the nominal value of a Share at the date of grant.

(i) The Remaining Life of the Scheme

The share option scheme expired on 9 March 2026.

On 21 November 2017, the Group announced the granting of a total of 32,500,000 share options to selected employee and directors under the share option scheme. The exercise price of the granted options is HK\$0.40 per share. No share options were granted nor exercised during the year ended 31 March 2026. During the year, 1,500,000 shares options has been forfeited. As at 31 March 2026, the Company had 22,000,000 (2025: 23,500,000) share options outstanding under the share option scheme. Details of accounting policies adopted for the share options are described in Note 27 to the consolidated financial statements.

Details of the share options under the share option scheme during the year ended 31 March 2026 were as follows:

Name	Date of Grant	Exercisable period	Exercise price of share option	Outstanding as at 1 April 2025	Granted during the year	Exercised during the year	Forfeited during the year	Lapsed during the year	Outstanding at 31 March 2026	Approximate percentage of the issued shares of the Company
Mr. Ng Choi Wah	21 November 2017	21 November 2018 to 20 November 2027	HK\$0.40 per share	10,000,000	-	-	-	-	10,000,000	0.99%
Mr. Lam Ka Fai	21 November 2017	21 November 2018 to 20 November 2027	HK\$0.40 per share	3,000,000	-	-	-	-	3,000,000	0.30%
Dr. Wai Wing Hong Onyx	21 November 2017	21 November 2018 to 20 November 2027	HK\$0.40 per share	1,000,000	-	-	-	-	1,000,000	0.10%
Mr. Tong Hin Sum Paul	21 November 2017	21 November 2018 to 20 November 2027	HK\$0.40 per share	1,000,000	-	-	-	-	1,000,000	0.10%
Mr. Chau Kam Wing Donald	21 November 2017	21 November 2018 to 20 November 2027	HK\$0.40 per share	1,000,000	-	-	-	-	1,000,000	0.10%
Ms. Cheung Yuk Sheung	21 November 2017	21 November 2018 to 20 November 2027	HK\$0.40 per share	2,500,000	-	-	-	-	2,500,000	0.25%
Other senior management and employees	21 November 2017	21 November 2018 to 20 November 2027	HK\$0.40 per share	5,000,000	-	-	1,500,000	-	3,500,000	0.35%

Report of Directors

SUFFICIENCY OF PUBLIC FLOAT

Based on information that is publicly available to the Company and within the knowledge of the directors, at least 25% of the Company's total issued share capital was held by the public as at the date of this report.

CORPORATE GOVERNANCE

The Company's corporate governance report is set out on pages 17 to 26 of this report.

AUDITOR

BDO Limited was appointed by the Directors as the auditor of the Company. BDO Limited will retire, and being eligible, offer themselves for re-appointment at the forthcoming annual general meeting. A resolution for their re-appointment as auditor of the Company will be proposed at the forthcoming annual general meeting. The consolidated financial statements for the year ended 31 March 2026 have been audited by BDO Limited.

By Order of the Board
Ng Choi Wah
Chairman

Hong Kong, 26 June 2026

Independent Auditor's Report



To the Shareholders of Ching Lee Holdings Limited

(Incorporated in the Cayman Islands with limited liability)

OPINION

We have audited the consolidated financial statements of Ching Lee Holdings Limited (the "Company") and its subsidiaries (together the "Group") set out on pages 79 to 137, which comprise the consolidated statement of financial position as at 31 March 2026, and the consolidated statement of comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information.

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

BASIS FOR OPINION

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

KEY AUDIT MATTERS

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Independent Auditor's Report

Recognition of revenue from construction contracts

The Group is engaged in provision of construction and consultancy works and project management services in Hong Kong (the "Construction Works"). The Group recognised revenue on provision of the Construction Works of approximately HK\$1,466,381,000 for the year ended 31 March 2026. The Group's revenue from Construction Works is recognised over time using the input method of which the progress towards satisfaction of the performance obligations is measured based on the Group's inputs incurred up to the year end as a percentage of total estimated inputs for each contracts.

As disclosed in Note 5(i) to the consolidated financial statements, the management prepared total budgeted contract cost and profit margin on the basis of quotations, from time to time, provided by the subcontractors or suppliers of contract materials involved. In order to keep the budget accurate and up-to-date, the management conducts periodic reviews and revisions of the budgets of contracts by comparing the budgeted amounts to the actual amounts incurred. Such estimate may have impact on the revenue and profit recognised in each period.

We have identified recognition of revenue from construction contracts as a key audit matter because of its significance to the Group's consolidated financial statements and involvement of significant management estimates in determining estimated outcomes of the construction contracts and value of works completed.

Refer to summary of accounting policies in Note 4(f), critical accounting estimates and judgements in Note 5(i) and disclosure of revenue in Note 7 in notes to the consolidated financial statements.

Our response:

Our principal procedures in relation to the recognition of revenue from construction contracts included:

- Obtaining an understanding from management, project director, quantity surveyor manager and project managers about how the approved budgets were prepared and the progress towards complete satisfaction of the performance obligations was determined;
- Agreeing the contract sum and variation orders, if any, to respective signed contracts and correspondence with customers, on a sample basis;
- Checking the estimated budgeted contract costs against underlying contracts, quotations, and payment certificates from subcontractors or suppliers, on a sample basis. Obtain understanding on significant revisions of estimated budgeted contract costs, if any;
- Assessing the accuracy of the actual costs incurred for the year by inspecting signed contracts, invoices from subcontractors and suppliers, payment evidences such as payment certificates, on sample basis; and
- Assessing the reliability of the approved budgeted contract costs by comparing to the actual costs against on completed contracts, on a sample basis.

Independent Auditor's Report

Impairment assessment on trade and other receivables and contract assets

As at 31 March 2026, the Group had trade and other receivables and contract assets amounting to approximately HK\$116,379,000 and HK\$346,234,000, respectively, net of expected credit losses ("ECL") of approximately HK\$7,031,000 and HK\$1,814,000, respectively, which were significant to the Group's consolidated financial statements.

The measurement of impairment on the Group's trade and other receivables and contract assets under the ECL approach was estimated by management through the application of judgements and use of highly subjective assumptions. Management uses the simplified approach to calculate ECLs for trade receivables and contract assets and the general approach to calculate ECLs for other receivables. As disclosed in Note 5(ii) to the consolidated financial statements, management estimates the amount of loss allowance for trade and other receivables and contract assets based on the credit risk of receivables, repayment history and management's industrial knowledge and experience. The impact of current economic factors and forward-looking factors specific to the debtors were also considered in management's assessment of the likelihood of recovery on receivables and contract assets.

We have identified impairment assessment on trade and other receivables and contract assets as a key audit matter because of its significance to the Group's consolidated financial statements and due to considerable amount of judgement being required and high level of estimation uncertainty involved in conducting impairment assessment as mentioned in the forgoing paragraphs.

Refer to summary of accounting policies in Note 4(e), critical accounting estimates and judgements in Note 5(ii), disclosure of trade and other receivables and contract assets in Notes 20 and 21(i) and impairment under ECL model in Note 37(a) in notes to the consolidated financial statements.

Our response:

Our principal procedures in relation to the impairment assessment on trade and other receivables and contract assets included:

- Understanding the processes and controls on how the management estimates the credit loss allowance for trade and other receivables and contract assets;
- Evaluating the methodologies, inputs and assumptions used by management in their impairment assessment and their calculation of the impairment allowance under the ECL approach;
- Testing the accuracy of information used by the management to assess ECL including ageing analysis as at 31 March 2026, on a sample basis, by comparing individual items in the analysis with the relevant contracts, invoices on progress payments of contract work and other supporting evidences;
- Challenging management's basis and judgement in determining credit loss allowance on trade and other receivables and contract assets as at 31 March 2026, including reasonableness of loss given default rates, discount rates and the estimation of loss rates for debtors that are assessed individually etc.; and
- Testing subsequent settlements on a sample basis by inspecting supporting documents in relation to cash receipt subsequent to the end of the reporting period.

Independent Auditor's Report

OTHER INFORMATION IN THE ANNUAL REPORT

The directors are responsible for the other information. The other information comprises the information included in the Company's annual report, but does not include the consolidated financial statements and our auditor's report thereon.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

DIRECTORS' RESPONSIBILITIES FOR THE CONSOLIDATED FINANCIAL STATEMENTS

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

In preparing the consolidated financial statements, the directors are responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or to cease operations, or have no realistic alternative but to do so.

The directors are also responsible for overseeing the Group's financial reporting process. The Audit Committee assists the directors in discharging their responsibilities in this regard.

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

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. This report is made solely to you, as a body, in accordance with the terms of our engagement, and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this report.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with HKSA's will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

Independent Auditor's Report

As part of an audit in accordance with HKASs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the work performed for the purposes of the group audit. We remain solely responsible for our audit opinion.

Independent Auditor's Report

We communicate with the Audit Committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Audit Committee with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

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

BDO Limited

Certified Public Accountants

PAK, Tak Lun, Amos

Practising Certificate Number: P06170

Hong Kong, 26 June 2026

Consolidated Statement of Comprehensive Income

For the year ended 31 March 2026

	Notes	2026 HK\$'000	2025 HK\$'000
Revenue	7	1,466,598	1,281,422
Cost of revenue		(1,395,790)	(1,194,373)
Gross profit		70,808	87,049
Other income and gains or losses	8	3,800	2,210
Administrative and other operating expenses		(57,481)	(62,945)
Expected credit loss on financial assets, net		(1,266)	(788)
Impairment loss on interest in an associate	18	–	(1,498)
Finance costs	10	(7,358)	(12,033)
Share of results of an associate	18	131	32
Profit before income tax	9	8,634	12,027
Income tax	11	(1,619)	(2,604)
Profit for the year		7,015	9,423
Other comprehensive income			
<i>Item that will not be reclassified to profit or loss:</i>			
– Remeasurements of provision for long service payments	38	(58)	250
Other comprehensive income for the year		(58)	250
Total comprehensive income for the year		6,957	9,673
Earnings per share – Basic and Diluted (HK cents)	14	0.69	0.93

Consolidated Statement of Financial Position

As at 31 March 2026

	Notes	2026 HK\$'000	2025 HK\$'000
Non-current assets			
Property, plant and equipment	15	29,215	31,264
Investment property	16	7,326	7,690
Intangible assets	17	960	790
Interest in an associate	18	13,391	13,260
Financial assets at fair value through profit or loss	19	22,881	23,012
Deposits	20	256	2,530
Deferred tax assets	11	232	113
Total non-current assets		74,261	78,659
Current assets			
Trade and other receivables	20	142,345	121,098
Contract assets	21(i)	346,234	376,563
Amount due from an associate	18	6,923	6,714
Taxation recoverable		349	–
Bank balances and cash	22	55,219	50,111
Total current assets		551,070	554,486
Current liabilities			
Trade and other payables	23	341,795	354,394
Contract liabilities	21(ii)	17,556	7,312
Lease liabilities	24	1,737	1,545
Bank borrowings, secured	25	118,548	131,060
Provision of taxation		74	660
Total current liabilities		479,710	494,971
Net current assets		71,360	59,515
Total assets less current liabilities		145,621	138,174

Consolidated Statement of Financial Position

As at 31 March 2026

	Notes	2026 HK\$'000	2025 HK\$'000
Non-current liabilities			
Provision for long service payments	23, 38	1,449	1,017
Lease liabilities	24	534	476
Total non-current liabilities		1,983	1,493
Net assets		143,638	136,681
Capital and reserves			
Share capital	26	10,130	10,130
Reserves	28	133,508	126,551
Total equity		143,638	136,681

Approved and authorised for issue by the board of directors on 26 June 2026.

Mr. Ng Choi Wah
Executive Director

Mr. Lam Ka Fai
Executive Director

Consolidated Statement of Changes in Equity

For the year ended 31 March 2026

	Reserves					Total HK\$'000
	Share capital HK\$'000	Share premium HK\$'000	Merger reserve HK\$'000 (Note (a))	Share option reserve HK\$'000 (Note (b))	Retained profits HK\$'000	
At 1 April 2024	10,130	78,435	(28,965)	5,060	62,348	127,008
Profit for the year	–	–	–	–	9,423	9,423
Other comprehensive income	–	–	–	–	250	250
At 31 March 2025 and 1 April 2025	10,130	78,435	(28,965)	5,060	72,021	136,681
Profit for the year	–	–	–	–	7,015	7,015
Other comprehensive income	–	–	–	–	(58)	(58)
At 31 March 2026	10,130	78,435	(28,965)	5,060	78,978	143,638

Notes:

- (a) Merger reserve represents the difference between the investment costs in subsidiaries and the aggregate amount of issued share capital of subsidiaries pursuant to the group reorganisation carried out by the Group in preparation for the listing of shares of the Company on The Stock Exchange of Hong Kong Limited (the "Stock Exchange").
- (b) Share option reserve represents cumulative expenses recognised on the grant of share options to the employees over the vesting period.

Consolidated Statement of Cash Flows

For the year ended 31 March 2026

	2026 HK\$'000	2025 HK\$'000
Operating activities		
Profit before income tax	8,634	12,027
Adjustments for:		
Changes in fair value of financial assets at fair value through profit or loss	131	1,214
Depreciation of property, plant and equipment	5,148	4,281
Depreciation of investment property	364	90
Expected credit loss on financial assets, net	1,266	788
Written off of contract assets	–	5,130
Impairment loss on interest in an associate	–	1,498
Bank interest income	(238)	(1,211)
Finance costs	7,358	12,033
Share of results of an associate	(131)	(32)
Gain on early termination of lease	(75)	(15)
Gain on disposal of property, plant and equipment	(68)	–
Dividend income from financial assets at fair value through profit or loss	(175)	–
Operating profit before working capital changes	22,214	35,803
Increase in trade and other receivables	(20,128)	(45,951)
Decrease/(increase) in contract assets	30,314	(25,851)
Increase/(decrease) in contract liabilities	10,244	(4,264)
(Decrease)/increase in trade and other payables	(12,225)	83,313
Cash used in operating activities	30,419	43,050
Income tax paid	(2,673)	(2,657)
Net cash generate from operating activities	27,746	40,393
Investing activities		
Release in pledged bank deposits	–	25,000
Purchases of property, plant and equipment	(623)	(1,765)
Purchase of intangible asset	(170)	–
Additions to right-of-use assets	(140)	–
Proceed from disposal of property, plant and equipment	68	–
Purchase of investment property	–	(7,780)
Interest received	238	1,211
Advance to an associate	(130)	(3,150)
Net cash (used in)/generated from investing activities	(757)	13,516

Consolidated Statement of Cash Flows

For the year ended 31 March 2026

	Note	2026 HK\$'000	2025 HK\$'000
Financing activities	34		
Proceeds from new bank borrowings		1,510,232	769,930
Repayments of bank borrowings		(1,522,744)	(803,027)
Repayment of principal portion of the lease liabilities		(2,011)	(1,674)
Interest paid on bank borrowings		(7,029)	(11,794)
Interest paid on lease liabilities		(329)	(239)
Net cash used in financing activities		(21,881)	(46,804)
Net increase in cash and cash equivalents		5,108	7,105
Cash and cash equivalents at beginning of year		50,111	43,006
Cash and cash equivalents at end of year, representing bank balances and cash		55,219	50,111

Notes to the Consolidated Financial Statements

For the year ended 31 March 2026

1. GENERAL INFORMATION

Ching Lee Holdings Limited (the “Company”) is a limited liability company incorporated in the Cayman Islands on 16 November 2015. Its shares are listed on Main Board of the Stock Exchange. The address of its registered office and principal place of business are disclosed in the corporate information section in the annual report.

The principal activities of the Company and its subsidiaries (collectively referred to as the “Group”) are provision of construction and consultancy works and project management services in Hong Kong (the “Construction Works”) and holding properties for rental purpose.

The directors of the Company consider the Company’s ultimate parent is JT Glory Limited, a company incorporated in the British Virgin Islands (“BVI”).

2. CHANGES IN ACCOUNTING POLICIES

(a) Adoption of amended HKFRS Accounting Standards

The Hong Kong Institute of Certified Public Accountants (“HKICPA”) has issued the below amendment to HKFRS Accounting Standards that is first effective for the current accounting period of the Group:

Amendments to HKAS 21

Lack of Exchangeability

The amendment to the above HKFRS Accounting Standards has no impact on the Group’s results and financial position for the current or prior period. The Group has not early applied any new or amended HKFRS Accounting Standards that is not yet effective for the current accounting period.

(b) New or amended HKFRS Accounting Standards that have been issued but are not yet effective and not early adopted

The following new or amended HKFRS Accounting Standards, potentially relevant to the Group’s financial statements, have been issued, but are not yet effective and have not been early adopted by the Group. The Group’s current intention is to apply these changes on the date they become effective.

Amendments to HKFRS 9 and HKFRS 7

Amendments to the Classification and Measurement of Financial Instruments¹

Amendments to HKFRS 9 and HKFRS 7

Contracts Referencing Nature-dependent Electricity¹

Amendments to HKFRS 1, HKFRS 7,

Annual improvements to HKFRS Accounting Standards – Volume 11¹

HKFRS 9, HKFRS 10 and HKAS 7

HKFRS 18

Presentation and Disclosure in Financial Statements²

HK Interpretation 5 (Revised)

Presentation of Financial Statements – Classification by the Borrower of a Term Loan that Contains a Repayment on Demand Clause²

Amendments to HKFRS 10 and HKAS 28

Sale or Contribution of Assets between an Investor and its Associate or Joint Venture³

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

² Effective for annual periods beginning on or after 1 January 2027

³ The amendments shall be applied prospectively to the sale or contribution of assets occurring in annual periods beginning on or after a date to be determined

Notes to the Consolidated Financial Statements

For the year ended 31 March 2026

2. CHANGES IN ACCOUNTING POLICIES (CONTINUED)

(b) New or amended HKFRS Accounting Standards that have been issued but are not yet effective and not early adopted (Continued)

HKFRS 18 Presentation and Disclosure in Financial Statements, which was issued by the HKICPA in July 2024 supersedes HKAS 1 and will result in major consequential amendments to HKFRS Accounting Standards including HKAS 8 Basis of Preparation of Financial Statements (renamed from Accounting Policies, Changes in Accounting Estimates and Errors). Even though HKFRS 18 will not have any effect on the recognition and measurement of items in the Group's consolidated financial statements, the application of the new standard is expected to have a significant effect on the presentation and disclosure of certain items. These changes include categorisation and sub-totals in the statement of profit or loss, aggregation/disaggregation and labelling of information, and disclosure of management-defined performance measures.

Except for the above, these new or amended HKFRS Accounting Standards are preliminarily assessed and are not expected to have any significant impact on the Group's consolidated financial statements.

3. BASIS OF PREPARATION

(a) Statement of compliance

These consolidated financial statements have been prepared in accordance with all Hong Kong Financial Reporting Standards, Hong Kong Accounting Standards ("HKASs") and Interpretations (hereinafter collectively referred to as the "HKFRS Accounting Standards") and the disclosure requirements of the Hong Kong Companies Ordinance. In addition, the consolidated financial statements include applicable disclosures required by the Rules Governing the Listing of Securities on the Stock Exchange (the "Listing Rules").

(b) Basis of measurement

These consolidated financial statements have been prepared under the historical cost basis except for certain financial instruments, which are measured at fair values as explained in the accounting policies set out below.

(c) Functional and presentation currency

These consolidated financial statements are presented in Hong Kong dollars ("HK\$"), which is the same as the functional currency of the Company.

4. SUMMARY OF ACCOUNTING POLICIES

(a) Property, plant and equipment

Property, plant and equipment are stated at cost less accumulated depreciation and accumulated impairment losses, if any.

The cost of property, plant and equipment includes its purchase price and the costs directly attributable to the acquisition of the items.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognised. All other repairs and maintenance are recognised as expense in profit or loss during the financial period in which they are incurred.

Notes to the Consolidated Financial Statements

For the year ended 31 March 2026

4. SUMMARY OF ACCOUNTING POLICIES (CONTINUED)

(a) Property, plant and equipment (Continued)

Property, plant and equipment are depreciated so as to write off their cost net of expected residual value over their estimated useful lives on a straight-line basis. The useful lives, residual value and depreciation method are reviewed, and adjusted if appropriate, at the end of each reporting period. The useful lives are as follows:

Leasehold improvements	over the shorter of 4 years or the term of land leases
Furniture and equipment	4 years
Motor vehicles	4 – 5 years
Machineries	4 years

An asset is written down immediately to its recoverable amount if its carrying amount is higher than the asset's estimated recoverable amount.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from the continued use of the asset.

The gain or loss on disposal of an item of property, plant and equipment is the difference between the net sale proceeds and its carrying amount, and is recognised in profit or loss on disposal.

(b) Leases

The group as a lessee

All leases are required to be capitalised in the consolidated statement of financial position as right-of-use assets and lease liabilities, but accounting policy choices exist for an entity to choose not to capitalise leases which are short-term leases. The Group has elected not to recognise right-of-use assets and lease liabilities for leases for which at the commencement date have a lease term of 12 months or less. The lease payments associated with those leases have been expensed on straight-line basis over the lease term.

Right-of-use assets

The right-of-use asset is initially recognised at cost and would comprise:

- (i) the amount of the initial measurement of the lease liability (see below for the accounting policy to account for lease liability);
- (ii) any lease payments made at or before the commencement date, less any lease incentives received;
- (iii) any initial direct costs incurred by the lessee; and
- (iv) an estimate of costs to be incurred by the lessee in dismantling and removing the underlying asset to the condition required by the terms and conditions of the lease, unless those costs are incurred to produce inventories.

The Group measures the right-of-use assets applying a cost model. Under the cost model, the Group measures the right-to-use at cost, less any accumulated depreciation and any impairment losses, and adjusted for any remeasurement of lease liability.

Notes to the Consolidated Financial Statements

For the year ended 31 March 2026

4. SUMMARY OF ACCOUNTING POLICIES (CONTINUED)

(b) Leases (Continued)

The group as a lessee (Continued)

Right-of-use assets (Continued)

The Group has leased a number of land, buildings under tenancy agreements which are held for own use. Right-of-use assets of the Group are depreciated on a straight-line basis over the shorter of the lease terms and the estimated useful lives of the assets as follows:

Leasehold land and buildings	Over the lease terms
------------------------------	----------------------

The Group presents right-of-use assets in "property, plant and equipment", the same line item within which the corresponding underlying assets would be presented if they were owned.

Lease liability

The lease liability is recognised at the present value of the lease payments that are not paid at the date of commencement of the lease. The lease payments are discounted using the interest rate implicit in the lease, if that rate can be readily determined. If that rate cannot be readily determined, the Group uses the lessee's incremental borrowing rate.

The following payments for the right-to-use the underlying asset during the lease term that are not paid at the commencement date of the lease are considered to be lease payments:

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

Subsequent to the commencement date, the Group measures the lease liability by:

- (i) increasing the carrying amount to reflect interest on the lease liability;
- (ii) reducing the carrying amount to reflect the lease payments made; and
- (iii) remeasuring the carrying amount to reflect any reassessment or lease modification, or to reflect revised in-substance fixed lease payments.

Notes to the Consolidated Financial Statements

For the year ended 31 March 2026

4. SUMMARY OF ACCOUNTING POLICIES (CONTINUED)

(b) Leases (Continued)

The group as a lessee (Continued)

Lease liability (Continued)

When the Group revises its estimate of the term of any lease (because, for example, it re-assesses the probability of a lessee extension or termination option being exercised), it adjusts the carrying amount of the lease liability to reflect the payments to make over the revised term, which are discounted using a revised discount rate. The carrying value of lease liabilities is similarly revised when the variable element of future lease payments dependent on a rate or index is revised, except the discount rate remains unchanged. In both cases, an equivalent adjustment is made to the carrying value of the right-of-use asset, with the revised carrying amount being amortised over the remaining (revised) lease term. If the carrying amount of the right-of-use asset is adjusted to zero, any further reduction is recognised in profit or loss.

When the Group renegotiates the contractual terms of a lease with the lessor, if the renegotiation results in one or more additional assets being leased for an amount commensurate with the standalone price for the additional rights-of-use obtained, the modification is accounted for as a separate lease, in all other cases, where the renegotiated increases the scope of the lease (whether that is an extension to the lease term, or one or more additional assets being leased), the lease liability is remeasured using the discount rate applicable on the modification date, with the right-of-use asset being adjusted by the same amount. If the renegotiation results in a decrease in the scope of the lease, both the carrying amount of the lease liability and right-of-use asset are reduced by the same proportion to reflect the partial or full termination of the lease with any difference recognised in profit or loss. The lease liability is then further adjusted to ensure its carrying amount reflects the amount of the renegotiated payments over the renegotiated term, with the modified lease payments discounted at the rate applicable on the modification date and the right-of-use asset is adjusted by the same amount.

Short-term leases

The Group applies the short-term lease recognition exemption to its short-term leases. Lease payments on short-term leases are recognised as expense on a straight-line basis over the lease term.

(c) Investment properties

Investment property is property held as right-of-use either to earn rentals or for capital appreciation or for both, but not held for sale in the ordinary course of business, use in the production or supply of goods or services or for administrative purposes. Investment property is stated at cost less subsequent accumulated depreciation and subsequent accumulated impairment losses, if any. Depreciation is charged so as to write off the cost of investment property net of expected residual value over the estimated useful lives of 27 years using straight-line method. The useful lives, residual value and depreciation method are reviewed, and adjusted if appropriate, at the end of each reporting period.

Notes to the Consolidated Financial Statements

For the year ended 31 March 2026

4. SUMMARY OF ACCOUNTING POLICIES (CONTINUED)

(d) Intangible assets (other than goodwill)

Intangible assets are measured on initial recognition at cost.

Intangible assets, representing club membership, with indefinite useful life is tested for impairment annually either individually or at the cash-generating unit level. This intangible asset is not amortised. The useful life of an intangible asset with an indefinite life is reviewed annually to determine whether indefinite life assessment continues to be supportable. If not, the change in the useful life assessment from indefinite to finite is accounted for on a prospective basis.

(e) Financial instruments

(i) Financial assets

A financial asset (unless it is a trade receivable without a significant financing component) is initially measured at fair value plus, for an item not at fair value through profit or loss ("FVTPL"), transaction costs that are directly attributable to its acquisition or issue. Trade receivable without a significant financing component is initially measured at the transaction price.

All regular way purchases and sales of financial assets are recognised on the trade date, that is, the date that the Group commits to purchase or sell the asset. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the period generally established by regulation or convention in the marketplace.

Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are solely payment of principal and interest.

Debt instruments

Subsequent measurement of debt instruments depends on the Group's business model for managing the asset and the cash flow characteristics of the asset.

Amortised cost: Assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Financial assets at amortised cost are subsequently measured using the effective interest method. Interest income, foreign exchange gains and losses and impairment are recognised in profit or loss. Any gain on derecognition is recognised in profit or loss.

Equity instruments

On initial recognition of an equity investment that is not held for trading, the Group could irrevocably elect to present subsequent changes in the investment's fair value in other comprehensive income. This election is made on an investment-by-investment basis. Equity investments at FVOCI are measured at fair value. Dividend income are recognised in profit or loss unless the dividend income clearly represents a recovery of part of the cost of the investments. Other net gains and losses are recognised in other comprehensive income and are not reclassified to profit or loss. All other equity instruments are classified as FVTPL, whereby changes in fair value, dividends and interest income are recognised in profit or loss.

Notes to the Consolidated Financial Statements

For the year ended 31 March 2026

4. SUMMARY OF ACCOUNTING POLICIES (CONTINUED)

(e) Financial instruments (Continued)

(ii) Impairment loss on financial assets

The Group recognises loss allowances for expected credit losses (“ECLs”) on trade receivables, contract assets and financial assets measured at amortised cost. ECLs are measured on either of the following bases:

- 12-month ECLs: these are ECLs that result from possible default events within the 12 months after the reporting date; and
- Lifetime ECLs: these are ECLs that result from all possible default events over the expected life of a financial instrument. The maximum period considered when estimating ECLs is the maximum contractual period over which the Group is exposed to credit risk.

ECLs are a probability-weighted estimate of credit losses. Credit losses are measured as the difference between all contractual cash flows that are due to the Group in accordance with the contract and all the cash flows that the Group expects to receive. The shortfall is then discounted at an approximation to the assets’ original effective interest rate.

The Group measured loss allowances for trade receivables and contract assets using HKFRS 9 simplified approach and has calculated ECLs based on lifetime ECLs.

For other debt financial assets, ECLs are based on lifetime ECLs except when there has not been a significant increase in credit risk since initial recognition, in which case the allowance will be based on the 12-month ECLs.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating ECLs, the Group considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information analysis, based on the Group’s historical experience and informed credit assessment and including forward-looking information.

The Group assumes that the credit risk on a financial asset has increased significantly if it is more than 30 days past due unless the Group has reasonable and supportable information that demonstrate otherwise.

The Group considers a financial asset to be credit-impaired when: (1) the borrower is unlikely to pay its credit obligations to the Group in full, without recourse by the Group to actions such as realising security (if any is held); or (2) the financial asset is more than 90 days past due.

Interest income on credit-impaired financial assets is calculated based on the amortised cost (i.e. the gross carrying amount less loss allowance) of the financial asset. For non-credit-impaired financial assets, interest income is calculated based on the gross carrying amount.

Notes to the Consolidated Financial Statements

For the year ended 31 March 2026

4. SUMMARY OF ACCOUNTING POLICIES (CONTINUED)

(e) Financial instruments (Continued)

(iii) Financial liabilities

The Group classifies its financial liabilities, depending on the purpose for which the liabilities were incurred. Financial liabilities at amortised costs are initially measured at fair value, net of directly attributable costs incurred.

Financial liabilities at amortised cost

Financial liabilities at amortised cost including trade and other payables and bank borrowings are subsequently measured at amortised cost, using the effective interest method. The related interest expense is recognised in profit or loss.

Gains or losses are recognised in profit or loss when the liabilities are derecognised as well as through the amortisation process.

(iv) Effective interest method

The effective interest method is a method of calculating the amortised cost of a financial asset or financial liability and of allocating interest income or interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts or payments through the expected life of the financial asset or liability, or where appropriate, a shorter period.

(v) Equity instruments

Equity instruments issued by the Company are recorded at the proceeds received, net of direct issue costs.

(vi) Derecognition

The Group derecognises a financial asset when the contractual rights to the future cash flows in relation to the financial asset expire or when the financial asset has been transferred and the transfer meets the criteria for derecognition in accordance with HKFRS 9.

Financial liabilities are derecognised when the obligation specified in the relevant contract is discharged, cancelled or expires.

Where the Group issues its own equity instruments to a creditor to settle a financial liability in whole or in part as a result of renegotiating the terms of that liability, the equity instruments issued are the consideration paid and are recognised initially and measured at their fair value on the date the financial liability or part thereof is extinguished. If the fair value of the equity instruments issued cannot be reliably measured, the equity instruments are measured to reflect the fair value of the financial liability extinguished. The difference between the carrying amount of the financial liability or part thereof extinguished and the consideration paid is recognised in profit or loss for the year.

Notes to the Consolidated Financial Statements

For the year ended 31 March 2026

4. SUMMARY OF ACCOUNTING POLICIES (CONTINUED)

(f) Recognition of revenue and other income

Revenue from contracts with customers is recognised when control of goods or services is transferred to the customers at an amount that reflects the consideration to which the Group expects to be entitled in exchange for those goods or services, excluding those amounts collected on behalf of third parties. Revenue excludes value added tax or other sales taxes and is after deduction of any trade discounts.

Depending on the terms of the contract and the laws that apply to the contract, control of the goods or service may be transferred over time or at a point in time. Control of the goods or service is transferred over time if the Group's performance:

- provides all of the benefits received and consumed simultaneously by the customer;
- creates or enhances an asset that the customer controls as the Group performs; or
- does not create an asset with an alternative use to the Group and the Group has an enforceable right to payment for performance completed to date.

If control of the goods or services transfers over time, revenue is recognised over the period of the contract by reference to the progress towards complete satisfaction of that performance obligation. Otherwise, revenue is recognised at a point in time when the customer obtains control of the goods or service.

When the contract contains a financing component which provides the customer a significant benefit of financing the transfer of goods or services to the customer for more than one year, revenue is measured at the present value of the amounts receivable, discounted using the discount rate that would be reflected in a separate financing transaction between the Group and the customer at contract inception.

Where the contract contains a financing component which provides a significant financing benefit to the Group, revenue recognised under that contract includes the interest expense accreted on the contract liability under the effective interest method.

For contracts where the period between the payment and the transfer of the promised goods or services is one year or less, the transaction price is not adjusted for the effects of a significant financing component, using the practical expedient in HKFRS 15.

Revenue from Construction Works is recognised over time when the Group creates or enhances an asset that the customer controls as the asset is created or enhanced. The Group measures progress towards complete satisfaction of a performance obligation at end of the reporting period using input method by reference to the contract costs incurred to date as a proportion of the total estimated contract costs that best depict the Group's performance in transferring control of goods or services. Credit terms granted to customers vary from contract to contract, which are generally within 30 days from the date of issuance of the interim certificate.

Notes to the Consolidated Financial Statements

For the year ended 31 March 2026

4. SUMMARY OF ACCOUNTING POLICIES (CONTINUED)

(f) Recognition of revenue and other income (Continued)

For construction contracts that contain variable consideration, the Group estimates the amount of consideration to which it will be entitled using either (a) the expected value method or (b) the most likely amount, depending on which method better predicts the amount of consideration to which the Group will be entitled. The estimated amount of variable consideration will be included in the transaction price only to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognised will not occur when the uncertainty associated with the variable consideration is subsequently resolved.

Interest income is recognised on a time proportion basis by reference to the principal outstanding using the effective interest method.

Contract costs

The Group recognises an asset from the costs incurred to fulfil a contract when those costs meet all of the following criteria:

- (a) the costs relate directly to a contract or to an anticipated contract that the entity can specifically identify;
- (b) the costs generate or enhance resources of the entity that will be used in satisfying (or in continuing to satisfy) performance obligations in the future; and
- (c) the costs are expected to be recovered.

The asset recognised is subsequently amortised to profit or loss on a systematic basis that is consistent with the transfer to the customer of the goods or services to which the cost relate. The asset is subject to impairment review.

(g) Employee benefits

(i) Short-term employee benefits

Short-term employee benefits are employee benefits (other than termination benefits) that are expected to be settled wholly before twelve months after the end of the annual reporting period in which the employees render the related service.

Employee entitlements to annual leave are recognised when they accrue to employees. A provision is made for the estimated liability for annual leave as a result of services rendered by employees up to the end of the reporting period.

Non-accumulating compensated absences such as sick leave and maternity leave are not recognised until the time of leave.

Notes to the Consolidated Financial Statements

For the year ended 31 March 2026

4. SUMMARY OF ACCOUNTING POLICIES (CONTINUED)

(g) Employee benefits (Continued)

(ii) Defined contribution retirement plan

The Company's subsidiaries which operates in Hong Kong operate a defined contribution Mandatory Provident Fund retirement benefit scheme (the "MPF Scheme") under the Mandatory Provident Fund Schemes Ordinance for its employees. Contributions are made based on a percentage of the employees' basic salaries and are charged to the statement of profit or loss as they become payable in accordance with the rules of the MPF Scheme. The assets of the MPF Scheme are held separately from those of the Group in an independently administered fund. The Group's employer contributions vest fully with the employees when contributed into the MPF Scheme.

Contributions to defined contribution retirement plans are recognised as an expense in profit or loss when the services are rendered by the employees. For forfeited contributions that are not vest fully, if any, may be used to reduce the existing level of contributions.

(iii) Defined benefit plan obligations – Long service payments ("LSP") under the Hong Kong Employment Ordinance

The Group's net obligation in respect of defined benefit plans is calculated separately by estimating the amount of future benefit that employees have earned in the current and prior periods and discounting that amount. For LSP obligations, the estimated amount of future benefit is determined after deducting the negative service cost arising from the accrued benefits derived from the Group's MPF contributions that have been vested with employees, which are deemed to be contributions from the relevant employees.

The calculation of defined benefit obligation is performed by a qualified actuary using the projected unit credit method.

Remeasurements arising from defined benefit plans, which comprise actuarial gains and losses and the effect of any asset ceiling (excluding interest), are recognised immediately in other comprehensive income. Net interest expense for the period is determined by applying the discount rate used to measure the defined benefit obligation at the beginning of the reporting period to the then net defined benefit liability, taking into account any changes in the net defined benefit liability during the period. Net interest expense and other expenses related to defined benefit plans are recognised in profit or loss.

(iv) Share-based payments

The fair value of share options granted to employees is recognised as an employee cost with a corresponding increase in share option reserve within equity. The fair value is measured at grant date using the binomial option pricing model, taking into account the terms and conditions upon which the options were granted. Where the employees have to meet vesting conditions before becoming unconditionally entitled to the options, the total estimated fair value of the options is spread over the vesting period, taking into account the probability that the options will vest.

Notes to the Consolidated Financial Statements

For the year ended 31 March 2026

4. SUMMARY OF ACCOUNTING POLICIES (CONTINUED)

(g) Employee benefits (Continued)

(iv) Share-based payments (Continued)

During the vesting period, the number of share options that is expected to vest is reviewed. Any resulting adjustment to the cumulative fair value recognised in prior years is charged/credited to the profit or loss for the year, unless the original employee expenses qualify for recognition as an asset, with a corresponding adjustment to the share option reserve. On vesting date, the amount recognised as an expense is adjusted to reflect the actual number of options that vest (with a corresponding adjustment to the share option reserve) except where forfeiture is only due to not achieving vesting conditions that relate to the market price of the Company's shares. The equity amount is recognised in the share option reserve until either the option is exercised (when it is included in the amount recognised in share capital for the shares issued). When the share options are forfeited after the vesting date or are still not exercised at the expiry date, the amount previously recognised in share option reserve will continue to be held in share option reserve.

(v) Termination benefits

Termination benefits are recognised on the earlier of when the Group can no longer withdraw the offer of those benefits and when the Group recognises restructuring costs involving the payment of termination benefits.

(h) Impairment of non-financial assets

At the end of each reporting period, the Group reviews the carrying amounts of property, plant and equipment, intangible assets, investment properties, interests in subsidiaries and associates to determine whether there is any indication that those assets have suffered an impairment loss or an impairment loss previously recognised no longer exists or may have decreased.

If the recoverable amount (i.e. the greater of the fair value less costs of disposal and value in use) of an asset is estimated to be less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. An impairment loss is recognised as an expense immediately.

Where an impairment loss subsequently reverses, the carrying amount of the asset is increased to the revised estimate of its recoverable amount, to the extent that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years. A reversal of an impairment loss is recognised in profit or loss immediately.

(i) Provisions and contingent liabilities

Provisions are recognised for liabilities of uncertain timing or amount when the Group has a legal or constructive obligation arising as a result of a past event, which it is probably result in an outflow of economic benefits that can be reasonably estimated.

Where it is not probable that an outflow of economic benefits will be required, or the amount cannot be estimated reliably, the obligation is disclosed as a contingent liability, unless the probability of outflow of economic benefits is remote. Possible obligations, the existence of which will only be confirmed by the occurrence or non-occurrence of one or more future events, are also disclosed as contingent liabilities unless the probability of outflow of economic benefits is remote.

Notes to the Consolidated Financial Statements

For the year ended 31 March 2026

5. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of the Group's accounting policies, the directors are required to make judgement, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

Key sources of estimation uncertainty

In addition to information disclosed elsewhere in these consolidated financial statements, other key sources of estimation uncertainty that have significant risks of resulting in material adjustments to the carrying amounts of assets and liabilities within next financial year are as follows:

(i) Construction contract

Construction contract revenue is recognised over time using the input method of which the progress towards satisfaction of the performance obligations is measured based on the Group's inputs incurred up to the year end as a percentage of total estimated inputs for each contracts.

The management prepared total budgeted contract cost and profit margin on the basis of quotations, from time to time, provided by the subcontractors or suppliers of contract materials involved. In order to keep the budget accurate and up-to-date, the management conducts periodic reviews and revisions of the budgets of contracts by comparing the budgeted amounts to the actual amounts incurred. Such estimate may have impact on the revenue and profit recognised in each period.

(ii) Impairment of trade and other receivables and contract assets

Management estimates the amount of loss allowance for trade and other receivables and contract assets based on the credit risk of receivables, repayment history and management's industrial knowledge and experience. The impact of current economic factors and forward-looking factors specific to the debtors were also considered in management's assessment of the likelihood of recovery on receivables and contract assets. The information about the ECLs on the Group's trade and other receivables and contract assets are disclosed in Note 37(a) to the consolidated financial statements.

(iii) Impairment of non-financial assets

Management assesses impairment by evaluating conditions specific to the Group that may lead to impairment of non-financial assets. When an impairment trigger exists, the recoverable amount of the asset is determined. Value in use calculations performed in assessing recoverable amounts incorporate a number of key estimates and assumptions about future events, which are subject to uncertainty and might materially differ from the actual results. In making these key estimates and judgements, the directors take into consideration assumptions that are mainly based on market conditions existing at the reporting date and appropriate market and discount rates. These estimates are regularly compared to actual market data and actual transactions entered into by the Group.

Notes to the Consolidated Financial Statements

For the year ended 31 March 2026

5. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY (CONTINUED)

Key sources of estimation uncertainty (Continued)

(iv) Fair value measurement of financial assets at FVTPL

The fair value assessment of financial assets at FVTPL that are measured at level 3 fair value hierarchy requires significant estimates, which include risk-free rates, expected volatility, relevant underlying financial projections, market information of recent transactions and other assumptions. Changes in these assumptions and estimates could materially affect the respective fair value of these financial assets. Further details of fair value measurement are disclosed in Note 36(b).

6. SEGMENT REPORTING

The executive directors of the Company, who are the chief operating decision-makers of the Group, review the Group's internal reporting in order to assess performance and allocate resources. Management has determined the operating segments based on reports reviewed by the executive directors of the Company that are used to make strategic decisions.

Management regularly reviews the operating results from a project-based perspective. The reportable operating segment derives revenue primarily from provision of construction and consultancy works and project management services. Business segment information is not considered necessary other than the Group's results and financial position as a whole by the executive directors of the Company.

The Group's revenue and results are mainly derived from provision of construction and consultancy works and project management services in Hong Kong and no consolidated assets of the Group are located outside Hong Kong.

Information about major customers

Revenue from major customers, each of them accounted for 10% or more of the Group's revenue, are set out below:

	2026 HK\$'000	2025 HK\$'000
Customer I	258,160	N/A ¹
Customer II	230,134	317,283
Customer III	169,529	N/A ¹
Customer IV	N/A ¹	213,633
Customer V	N/A ¹	134,306

¹ The corresponding revenue did not contribute over 10% of the total revenue of the Group for the respective period.

Notes to the Consolidated Financial Statements

For the year ended 31 March 2026

7. REVENUE

Revenue, which is also the Group's turnover, mainly represents the Construction Works income. Revenue recognised from the principal activities during the year is as follows:

	2026 HK\$'000	2025 HK\$'000
Revenue from contract with customers by major services:		
Substructure building works services	1,362	–
Superstructure building works services	1,407,614	1,278,389
Repair, maintenance, alteration and addition services	57,405	3,033
	1,466,381	1,281,422
Revenue from other source:		
Operating lease income	217	–
Total revenue	1,466,598	1,281,422

During the years, primary geographical market on the Group's revenue from contract with customers is Hong Kong.

During the years, all revenue from contract with customers are recognised over time.

As at 31 March 2026, the aggregate amount of the transaction price allocated to the remaining performance obligations under the Group's existing contracts is approximately HK\$388,456,000 (2025: HK\$1,745,664,000). This amount represents revenue expected to be recognised in the future from partially-completed construction contracts. The Group will recognise the expected revenue in future when or as the work is completed, which is expected to occur in the next 13 months (2025: 20 months).

8. OTHER INCOME AND GAINS OR LOSSES

	2026 HK\$'000	2025 HK\$'000
Bank interest income	238	1,211
Subsidies from an industry association in relation to provision of Construction Works	2,338	1,333
Dividend income from financial assets at FVTPL	175	–
Sales of scrap materials	171	339
Gain on early termination of lease	75	15
Gain on disposal of property, plant and equipment	68	–
Changes in fair value of financial assets at FVTPL (Note 19)	(131)	(1,214)
Others	866	526
	3,800	2,210

Notes to the Consolidated Financial Statements

For the year ended 31 March 2026

9. PROFIT BEFORE INCOME TAX

This is arrived at after charging/(crediting) the following:

	2026 HK\$'000	2025 HK\$'000
Auditor's remuneration	1,300	1,280
Depreciation in respect of:		
– Owned assets	933	542
– Leased assets	4,215	3,739
– Investment property (Note 16)	364	90
	5,512	4,371
Employee benefit expenses (including directors' emoluments (Note 12))		
– Salaries, allowances and other benefits	102,734	90,812
– Contribution to defined contribution retirement plan	2,855	3,039
– Provision for long service payments (Note 38)	374	532
	105,963	94,383
Short-term leases expenses:		
– Buildings	2,106	1,924
– Equipment	27,677	34,343
Expected credit loss on:		
– Trade receivables (Note 20)	53	478
– Contract assets (Note 21(i))	15	37
– Other receivables (Note 20)	1,277	273
– Amount due from an associate (Note 18)	(79)	–
	1,266	788
Written off of contract assets	–	5,130
Gain on early termination of lease	(75)	(15)
Gain on disposal of property, plant and equipment	(68)	–

10. FINANCE COSTS

	2026 HK\$'000	2025 HK\$'000
Interest on bank borrowings	7,029	11,794
Interest on lease liabilities (Note 24)	329	239
	7,358	12,033

Notes to the Consolidated Financial Statements

For the year ended 31 March 2026

11. INCOME TAX AND DEFERRED TAX

- (i) The amounts of income tax in the consolidated statement of comprehensive income represent:

	2026 HK\$'000	2025 HK\$'000
Current tax		
– Hong Kong Profits Tax	1,716	2,603
– Under/(over)-provision for prior years	22	(51)
Deferred tax	(119)	52
	1,619	2,604

Hong Kong profits tax is calculated at the rate of 16.5% (2025: 16.5%) on the estimated assessable profits arising in Hong Kong during the year with tax relief of ceiling of HK\$1,500 (2025: HK\$1,500) per case, except for one subsidiary of the Group which is qualifying entity under the two-tiered profits tax regime. Under which, two-tiered rates on the estimated assessable profits arising in Hong Kong at 8.25% on assessable profits up to HK\$2 million and 16.5% on any part of assessable profits over HK\$2 million.

The two-tiered profits tax rates regime is applicable to a nominated qualifying entity in the Group.

- (ii) The income tax for the year can be reconciled to the profit before income tax in the consolidated statement of comprehensive income as follows:

	2026 HK\$'000	2025 HK\$'000
Profit before income tax	8,634	12,027
Tax calculated at tax rate of 16.5%	1,425	1,984
Tax effect of share of results of an associate	(22)	(5)
Tax effect of revenue not taxable for tax purposes	(100)	(200)
Tax effect of expenses not deductible for tax purposes	259	882
Tax effect of temporary differences not recognised	206	162
Under/(over)-provision for prior years	22	(51)
Income tax at concessionary rate	(165)	(165)
Tax relief for the year	(6)	(3)
	1,619	2,604

Notes to the Consolidated Financial Statements

For the year ended 31 March 2026

11. INCOME TAX AND DEFERRED TAX (CONTINUED)

- (iii) Details of the deferred tax assets recognised and movements during the current and prior years are as follows:

	Decelerated/ (Accelerated) tax depreciation HK\$'000	Provision for long service payments HK\$'000	Total HK\$'000
At 1 April 2024	44	121	165
Debited to profit or loss	(98)	46	(52)
At 31 March 2025 and 1 April 2025	(54)	167	113
Credited to profit or loss	51	68	119
At 31 March 2026	(3)	235	232

12. DIRECTORS' EMOLUMENTS, HIGHEST PAID INDIVIDUALS AND SENIOR MANAGEMENT'S EMOLUMENTS

(a) Directors' emoluments

The emoluments of each of the directors for the years are set out below:

	Fees HK\$'000	Salaries, allowances and other benefits HK\$'000	Pension scheme contribution HK\$'000	Total HK\$'000
Year ended 31 March 2026				
Executive directors				
Mr. Ng Choi Wah ("Mr. Ng")	8,916	2,388	18	11,322
Mr. Lam Ka Fai	1,140	95	18	1,253
Ms. Ng Wa Ying (Note ii)	467	78	18	563
Non-executive directors				
Mr. Tong Hin Sum Paul (Note iii)	240	–	–	240
Independent non-executive directors				
Mr. Wai Wing Hong Onyx	240	–	–	240
Mr. Chau Kam Wing Donald	240	–	–	240
Dr. Wai Yin Wah Agnes (Note iii)	180	–	–	180
Mr. Tong Hin Sum Paul (Note iii)	N/A	N/A	N/A	N/A
	11,423	2,561	54	14,038

Notes to the Consolidated Financial Statements

For the year ended 31 March 2026

12. DIRECTORS' EMOLUMENTS, HIGHEST PAID INDIVIDUALS AND SENIOR MANAGEMENT'S EMOLUMENTS (CONTINUED)

(a) Directors' emoluments (Continued)

The emoluments of each of the directors for the years are set out below: (Continued)

	Fees HK\$'000	Salaries, allowances and other benefits HK\$'000	Pension scheme contribution HK\$'000	Total HK\$'000
Year ended 31 March 2025				
<i>Executive directors</i>				
Mr. Ng	8,916	3,097	18	12,031
Mr. Lui Yiu Wing (Note i)	1,800	430	14	2,244
Mr. Lam Ka Fai	1,140	190	18	1,348
Ms. Ng Wa Ying (Note ii)	195	39	9	243
<i>Independent non-executive directors</i>				
Mr. Wai Wing Hong Onyx	240	–	–	240
Mr. Tong Hin Sum Paul	240	–	–	240
Mr. Chau Kam Wing Donald	240	–	–	240
	12,771	3,756	59	16,586

Note i : Mr. Lui Yiu Wing resigned as an executive director of the Company with effect from 31 December 2024.

Note ii : Ms. Ng Wa Ying was appointed as an executive director of the Company with effect from 25 November 2024.

Note iii : Mr. Tong Hin Sum Paul was redesignated to a non-executive director of the Company with effect from 30 June 2025. On the same date, Dr. Wai Yin Wah Agnes was appointed as an independent non-executive director of the Company.

During the years ended 31 March 2026 and 2025, no emolument has been paid by the Group to the directors as an inducement to join or upon joining the Group or as compensation for loss of office. In addition, none of the directors waived or agreed to waive any emoluments during the years ended 31 March 2026 and 2025.

Discretionary bonus is determined primarily based on the performance of each director and the profitability of the Group.

Notes to the Consolidated Financial Statements

For the year ended 31 March 2026

12. DIRECTORS' EMOLUMENTS, HIGHEST PAID INDIVIDUALS AND SENIOR MANAGEMENT'S EMOLUMENTS (CONTINUED)

(b) Five highest paid individuals

The five individuals whose emoluments were the highest in the Group during the year included two (2025: two) directors and the following three (2025: three) non-director individuals whose emoluments are as follows:

	2026 HK\$'000	2025 HK\$'000
Salaries, allowances and other benefits	4,425	4,860
Contribution to pension scheme	54	54
	4,479	4,914

Remuneration of these non-director highest paid individuals was within the following bands:

	2026	2025
HK\$1,000,001 – HK\$1,500,000	2	1
HK\$1,500,001 – HK\$2,000,000	1	2

The remaining highest paid individuals are directors of the Company whose emoluments are reflected in the analysis presented in Note 12(a) above.

(c) Senior management's emoluments

Emoluments paid or payable to members of senior management who are not directors were within the following bands:

	2026	2025
HK\$Nil – HK\$1,000,000	4	3
HK\$1,000,001 – HK\$1,500,000	2	2
HK\$1,500,001 – HK\$2,000,000	1	2

13. DIVIDEND

The board of directors did not declare an interim dividend during the years. The board of directors did not recommend the payment of any final dividend for the years ended 31 March 2026 and 2025.

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For the year ended 31 March 2026

14. EARNINGS PER SHARE

The calculation of the basic and diluted earnings per share attributable to the owners of the Company is based on the following data:

	2026 HK\$'000	2025 HK\$'000
Earnings		
Earnings for the purpose of basic and diluted earnings per share	7,015	9,423
	2026	2025
Number of shares		
Weighted average number of ordinary shares for the purpose of basic earnings per share	1,013,000,000	1,013,000,000
Effect of dilutive potential ordinary shares:		
– Share options (Note)	N/A	N/A
Weighted average number of ordinary shares for the purpose of diluted earnings per share	1,013,000,000	1,013,000,000

Note: For the years ended 31 March 2026 and 2025, the computation of diluted earnings per share does not assume the exercise of the Company's share options because the exercise price of the Company's share options was higher than the average market price for shares.

Notes to the Consolidated Financial Statements

For the year ended 31 March 2026

15. PROPERTY, PLANT AND EQUIPMENT

	Leasehold improvements HK\$'000	Furniture and equipment HK\$'000	Motor vehicles HK\$'000	Machineries HK\$'000	Right-of-use assets HK\$'000	Total HK\$'000
Cost						
At 1 April 2024	1,527	3,305	8,805	4,650	49,260	67,547
Additions	–	1,765	–	–	1,832	3,597
Write back on expiry of leases	–	–	–	–	(915)	(915)
Early termination of lease	–	–	–	–	(365)	(365)
At 31 March 2025 and 1 April 2025	1,527	5,070	8,805	4,650	49,812	69,864
Additions	8	615	–	–	2,945	3,568
Disposal	–	–	(380)	–	–	(380)
Early termination of lease	–	–	–	–	(2,814)	(2,814)
At 31 March 2026	1,535	5,685	8,425	4,650	49,943	70,238
Accumulated depreciation						
At 1 April 2024	998	2,844	8,589	4,650	18,388	35,469
Charge for the year	148	305	89	–	3,739	4,281
Write back on expiry of leases	–	–	–	–	(915)	(915)
Early termination of lease	–	–	–	–	(235)	(235)
At 31 March 2025 and 1 April 2025	1,146	3,149	8,678	4,650	20,977	38,600
Charge for the year	149	695	89	–	4,215	5,148
Disposal	–	–	(380)	–	–	(380)
Early termination of lease	–	–	–	–	(2,345)	(2,345)
At 31 March 2026	1,295	3,844	8,387	4,650	22,847	41,023
Net carrying value						
At 31 March 2026	240	1,841	38	–	27,096	29,215
At 31 March 2025	381	1,921	127	–	28,835	31,264

Notes to the Consolidated Financial Statements

For the year ended 31 March 2026

15. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

The Group as lessee

Right-of-use assets (included in the property, plant and equipment)

The Group has lease contracts for various items of buildings and motor vehicles used in its operations. Leases of owned land and buildings have remaining lease terms of 12 years, buildings have lease terms of 2 years and motor vehicle has lease terms of 5 years.

The Group also has certain leases of buildings with lease terms of 12 months or less. The Group applies the 'short-term lease' recognition exemptions for these leases.

The right-of-use assets in relation to owned leasehold land and buildings are situated in Hong Kong as at 31 March 2026 and 2025, of which approximately HK\$22,079,000 (2025: HK\$23,915,000) were pledged as securities for the bank facilities of the Group (Note 25).

Set out below are the net carrying amounts of right-of-use assets recognised and the movements during the year:

	Owned leasehold land and buildings	Leased buildings	Motor vehicle	Total
	HK\$'000	HK\$'000	HK\$'000	HK\$'000
At 1 April 2024	29,013	1,859	–	30,872
Additions	–	1,832	–	1,832
Depreciation expense	(2,077)	(1,662)	–	(3,739)
Early termination of lease	–	(130)	–	(130)
At 31 March 2025 and 1 April 2025	26,936	1,899	–	28,835
Additions	–	2,138	807	2,945
Depreciation expense	(2,072)	(1,974)	(169)	(4,215)
Early termination of lease	–	(469)	–	(469)
At 31 March 2026	24,864	1,594	638	27,096

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For the year ended 31 March 2026

16. INVESTMENT PROPERTY

	HK\$'000
Cost	
At 1 April 2024	–
Addition	7,780
At 31 March 2025, 1 April 2025 and 31 March 2026	7,780
Accumulated depreciation	
At 1 April 2024	–
Charge for the year	90
At 31 March 2025 and 1 April 2025	90
Charge for the year	364
At 31 March 2026	454
Net carrying value	
At 31 March 2026	7,326
At 31 March 2025	7,690

The Group entered into an agreement with its associate, New Bright Engineering Limited ("New Bright") on 15 November 2024 to jointly acquire a residential property that is located in Hong Kong for investment purpose at consideration of HK\$10,780,000 on 7 February 2025. Out of the total consideration, the Group owns 72.17% interest of the property for rental purpose. The Group is entitled to 72.17% of rental income and fair value change on the property after the acquisition of the property.

The Group leases out its ownership interest in the residential property in Hong Kong to an independent third party under operating lease in April 2025. The lease run for a period of 2 years. The lease contract does not contain residual value guarantee and/or lessee's option to purchase the property at the end of lease term.

The Group leases its investment property under operating lease arrangements. The terms of the lease generally require the tenant to pay security deposit and provide for periodic rent adjustment according to the then prevailing market conditions.

The investment property of approximately HK\$7,326,000 (2025: HK\$Nil) was pledged as securities for bank facilities of the Group as at 31 March 2026 (Note 25).

In the opinion of the Directors, as of 31 March 2026, the fair value of the Group's residential property was substantially aligned with its carrying amount (2025: Same). The carrying amount was determined using a bank property valuation tool, adjusted for estimated disposal costs. In estimating the fair value of the property, the highest and best use of the properties is their current use.

17. INTANGIBLE ASSETS

	Club membership HK\$'000
Cost and carrying amount	
At 1 April 2024, 31 March 2025 and 1 April 2025	790
Addition	170
At 31 March 2026	960

The intangible assets are not amortised for the years ended 31 March 2026 and 2025 as the club membership has no expiry date. The club membership is tested for impairment annually. As at 31 March 2026 and 2025, the directors have performed impairment review and are of the opinion that no impairment is recognised.

Notes to the Consolidated Financial Statements

For the year ended 31 March 2026

18. INTEREST IN AN ASSOCIATE

	2026 HK\$'000	2025 HK\$'000
Non-current:		
Interest in an associate, including goodwill	13,391	13,260

As at 31 March 2026, the directors conducted an impairment review on the interest in an associate. Based on the impairment assessment, the recoverable amount of the interest is assessed to be substantially aligned with its carrying amount (2025: HK\$13,260,000). Accordingly, no impairment loss (2025: impairment loss of HK\$1,498,000) was recognised during the year.

As at 31 March 2026 and 2025, the amount due from an associate is unsecured, interest-free and repayable on demand.

Movements in the expected credit loss in respect of amount due from an associate during the year are as follows:

	2026 HK\$'000	2025 HK\$'000
At beginning of year	225	225
Expected credit loss reversed during the year	(79)	–
At end of year	146	225

Further details of the Group's credit policy and credit risk arising from amount due from an associate are set out in Note 37(a).

Details of the Group's associate are as follows:

Name	Place of incorporation	Operation and principal activity	Percentage of equity interest held by the Group
New Bright	Hong Kong	Provision of air-conditioning and electrical engineering installation and alteration works in Hong Kong	30%

The Group has 30% ownership interest and voting rights in New Bright. By considering that the Group has no sufficient dominant voting rights to direct the relevant activities of New Bright unilaterally, the directors of the Company conclude that the Group only has significant influence over New Bright and therefore it is classified as an associate of the Group.

Notes to the Consolidated Financial Statements

For the year ended 31 March 2026

18. INTEREST IN AN ASSOCIATE (CONTINUED)

Summarised financial information of the associate is as follows:

	2026 HK\$'000	2025 HK\$'000
Current assets	27,947	22,551
Non-current assets	2,825	3,000
Current liabilities	(17,857)	(13,071)
Net assets	12,915	12,480
Reconciliation to the Group's interest in an associate:		
Proportion of the Group's ownership	30%	30%
Group's share of net assets of an associate	3,875	3,744
Goodwill on acquisition	11,014	11,014
Impairment loss on interest in an associate	(1,498)	(1,498)
Carrying amount of the investment	13,391	13,260
Revenue	45,850	35,783
Profit before income tax	482	116
Income tax	(47)	(9)
Profit and total comprehensive income for the year	435	107
Group's share of results of an associate	131	32

Notes to the Consolidated Financial Statements

For the year ended 31 March 2026

19. FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS

	2026 HK\$'000	2025 HK\$'000
<i>Unlisted equity investments</i>		
At beginning of year	23,012	24,226
Change in fair value	(131)	(1,214)
At end of year (note)	22,881	23,012

The financial assets at FVTPL are analysed as:

	2026 HK\$'000	2025 HK\$'000
Current assets	–	–
Non-current assets	22,881	23,012
	22,881	23,012

Note: The amounts as at 31 March 2026 and 2025 represented the Group's investments in (i) 3.5% equity interest in an unlisted private limited company incorporated in Hong Kong and (ii) 20% equity interest in Empire Elite Group Limited (the "Project Company") which are engaged in property development. The Directors classified the investments as financial assets at FVTPL as non-current as they are held for long term strategic gains and expect to realise after 12 months after the reporting period.

For more detailed information in relation to the fair value measurement of the items above, please refer to Note 36(b).

Notes to the Consolidated Financial Statements

For the year ended 31 March 2026

20. TRADE AND OTHER RECEIVABLES

	2026 HK\$'000	2025 HK\$'000
Trade receivables	105,767	80,089
Less: Expected credit loss	(755)	(702)
	105,012	79,387
Other deposits	2,193	3,068
Secured deposits for surety bonds (Note 32)	4,769	5,994
Dividend receivable	–	87
Other receivables	10,681	6,932
	17,643	16,081
Less: Expected credit loss	(6,276)	(4,999)
	11,367	11,082
Prepayments	116,379	90,469
	26,222	33,159
	142,601	123,628
Less: Deposits under non-current assets		
Rental deposits under non-current assets	(256)	(355)
Secured deposits for surety bonds under non-current assets	–	(2,175)
Total deposits under non-current assets	(256)	(2,530)
	142,345	121,098

Note:

As at 31 March 2026, included in other receivables was an amount of approximately HK\$20,000 (2025: HK\$20,000) due from the ultimate holding company of the Group. The amount due is unsecured, interest-free and repayable on demand.

Movements in the expected credit loss in respect of trade receivables during the year are as follows:

	2026 HK\$'000	2025 HK\$'000
At beginning of year	702	224
Expected credit loss recognised during the year	53	478
At end of year	755	702

Movements in the expected credit loss in respect of other receivables during the year are as follows:

	2026 HK\$'000	2025 HK\$'000
At beginning of year	4,999	4,726
Expected credit loss recognised during the year	1,277	273
At end of year	6,276	4,999

Notes to the Consolidated Financial Statements

For the year ended 31 March 2026

20. TRADE AND OTHER RECEIVABLES (CONTINUED)

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

	2026 HK\$'000	2025 HK\$'000
Within 30 days	82,167	64,053
31 – 60 days	16,710	6,200
61 – 90 days	–	4,462
91 – 180 days	–	–
181 – 365 days	1,241	4,672
Over 365 days	4,894	–
	105,012	79,387

As at 31 March 2026, the Group's trade receivables of approximately HK\$98,993,000 (2025: HK\$60,736,000) were pledged as securities for the bank facilities of the Group (Note 25).

Further details of the Group's credit policy and credit risk arising from trade and other receivables are set out in Note 37(a).

21. CONTRACT ASSETS AND CONTRACT LIABILITIES

(i) Contract assets

	2026 HK\$'000	2025 HK\$'000
Related to provision of Construction Works	348,048	383,492
Less: Written off	–	(5,130)
	348,048	378,362
Less: Expected credit loss	(1,814)	(1,799)
	346,234	376,563

The Group's contract assets represent the Group's right to consideration for construction works completed but not yet billed to customers at the reporting date. The contract assets are transferred to trade receivables when the rights become unconditional, that is, when the Group issues progress billings to customers based on certified amount agreed with customer. All contract assets are expected to be recovered/settled within one to three years. As at 31 March 2026, the decrease (2025: increase) in contract assets was resulted from the decrease (2025: increase) in the provision of construction works at the end of the year.

As at 31 March 2026, contract assets include retention receivables held by customers for construction works amounting to approximately HK\$148,971,000 (2025: HK\$135,187,000). The Group typically agrees a one-year retention period for 5% to 10% of the contract sum, which is included in contract assets until the end of the retention period as the Group's entitlement to it is conditional on the Group's work satisfactorily passing inspection.

As at 31 March 2026, retention receivables of approximately HK\$61,883,000 (2025: HK\$64,081,000) were expected to be recovered beyond twelve months after the end of the reporting period.

Further details of the Group's credit policy and credit risk arising from contract assets are set out in Note 37(a).

Notes to the Consolidated Financial Statements

For the year ended 31 March 2026

21. CONTRACT ASSETS AND CONTRACT LIABILITIES (CONTINUED)

(ii) Contract liabilities

	2026 HK\$'000	2025 HK\$'000
Related to provision of Construction Works	17,556	7,312

As at 31 March 2026 and 2025, all contract liabilities are expected to be recognised as revenue within one year.

Movements in contract liabilities:

	2026 HK\$'000	2025 HK\$'000
At beginning of year	7,312	11,576
Decrease in contract liabilities as a result of recognising revenue during the year that was included in the contract liabilities at the beginning of the year	(7,312)	(11,576)
Increase in contract liabilities as a result of billing in advance of construction works	17,556	7,312
At end of year	17,556	7,312

22. BANK BALANCES AND CASH

Cash at banks earns interest at floating rates based on daily bank deposit rates. Short term time deposits are made for varying periods of between one day and three months depending on the immediate cash requirements of the Group, and earn interest at the respective short term time deposit rates. The bank balances are deposited with creditworthy banks with no recent history of default.

Notes to the Consolidated Financial Statements

For the year ended 31 March 2026

23. TRADE AND OTHER PAYABLES

	2026 HK\$'000	2025 HK\$'000
Trade payables (Note)	221,757	257,181
Retention payables	98,889	77,094
Other payables, accruals and deposits received	21,149	20,119
Provision for long service payments (Note 38)	1,449	1,017
	343,244	355,411
Less: Provision for long service payments under non-current liabilities	(1,449)	(1,017)
	341,795	354,394

Note: The credit period granted by suppliers and contractors is normally 30 to 60 days.

The ageing analysis of trade payables, based on invoice date, as of the end of reporting period, is as follows:

	2026 HK\$'000	2025 HK\$'000
Within 30 days	90,910	182,670
31 – 60 days	60,683	21,105
61 – 90 days	27,369	27,512
91 – 180 days	24,460	18,494
181 – 365 days	6,277	2,346
Over 365 days	12,058	5,054
	221,757	257,181

As at 31 March 2026, included in trade payables was an amount of approximately HK\$7,299,000 (2025: HK\$4,437,000) due to an associate which is repayable on credit term similar to those offered to the suppliers of the Group.

As at 31 March 2026, retention payables of HK\$25,340,000 (2025: HK\$71,141,000) were expected to be settled beyond twelve months after the end of the reporting period.

Other payables, accruals and deposits received mainly represented accruals for daily operating expenses including accrued salaries and professional fees.

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24. LEASE LIABILITIES

Set out below are the carrying amounts of lease liabilities and the movements during the year:

	2026 HK\$'000	2025 HK\$'000
At beginning of year	2,021	2,008
Additions	2,805	1,832
Interest expense (Note 10)	329	239
Lease payments	(2,340)	(1,913)
Early termination of lease	(544)	(145)
At end of year	2,271	2,021

Future lease payments are due as follows:

	Minimum lease payments HK\$'000	Interest HK\$'000	Present value HK\$'000
As at 31 March 2026			
Not later than one year	1,864	127	1,737
Later than one year and not later than two years	274	26	248
Later than two years and not later than five years	303	17	286
	2,441	170	2,271

	Minimum lease payments HK\$'000	Interest HK\$'000	Present value HK\$'000
As at 31 March 2025			
Not later than one year	1,669	124	1,545
Later than one year and not later than two years	492	16	476
	2,161	140	2,021

The present value of future lease payments are analysed as:

	2026 HK\$'000	2025 HK\$'000
Current liabilities	1,737	1,545
Non-current liabilities	534	476
	2,271	2,021
Aggregate undiscounted commitments for short-term leases	746	1,820

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25. BANK BORROWINGS, SECURED

	2026 HK\$'000	2025 HK\$'000
Current liabilities		
Secured and interest-bearing bank borrowings		
Bank loans subject to repayment on demand clause or repayable within one year (Note (a))		
– Bank loans due for repayment within one year	102,005	109,447
– Bank loans due for repayment after one year (Note (b))	16,543	21,613
	118,548	131,060

Notes:

- Bank loans are interest-bearing at floating rates. The interest rates of the Group's bank loans as at 31 March 2026 granted under banking facilities ranged from 2.36% to 6.45% (2025: 3.08% to 7.99%) per annum.
- The current liabilities as at 31 March 2026 and 2025 include such bank loans that are not scheduled to be repaid within one year after the end of the reporting periods. They are classified as current liabilities as the related loan agreements contain a clause that provides the lenders with an unconditional right to demand repayment at any time at their own discretion. None of the portion of these bank loans due for repayment after one year which contain a repayment on demand clause and that are classified as current liabilities are expected to be settled within one year.
- As at 31 March 2026, the banking facilities of the Group were secured by certain trade receivables (Note 20), certain right-of-use assets (Note 15), investment property (Note 16) and corporate guarantee of the Company (2025: certain trade receivables (Note 20), certain right-of-use assets (Note 15) and corporate guarantee of the Company).

As at 31 March 2026 and 2025, the Group's bank borrowings were scheduled to be repaid as of the end of reporting period as follows:

	2026 HK\$'000	2025 HK\$'000
On demand or within one year	102,005	109,447
More than one year, but not exceeding two years	14,377	20,172
More than two years, but not exceeding five years	659	543
More than five years	1,507	898
	118,548	131,060

Note: The amounts due are based on the scheduled repayment dates in the loan agreements and no effect of any repayment on demand clause is taken into account.

Notes to the Consolidated Financial Statements

For the year ended 31 March 2026

26. SHARE CAPITAL

The share capital as at 31 March 2026 and 2025 represented the issued share capital of the Company as detailed below:

	Number	HK\$'000
Ordinary shares of HK\$0.01 each		
Authorised		
At 1 April 2024, 31 March 2025, 1 April 2025 and 31 March 2026	10,000,000,000	100,000
Issued and fully paid		
At 1 April 2024, 31 March 2025, 1 April 2025 and 31 March 2026	1,013,000,000	10,130

27. SHARE OPTION SCHEME

On 10 March 2016, the Company adopted a share option scheme (the "Scheme"). The Board of the Company may, at its discretion, invite any eligible persons who have made contributions to the Group to take up share options. The terms of the Scheme are in accordance with the provisions of the Listing Rules.

The maximum number of shares in respect of which options may be granted under the Scheme shall not in aggregate exceed 10% of all the shares in issue as at 29 March 2016 (i.e. a total of 100,000,000 shares). Moreover, the total number of shares issued and to be issued upon exercise of options granted to each participant (including both exercised and outstanding options) under the Scheme, shall not exceed 1% of the shares in issue in any 12-month period up to the date of grant. Any further grant of share options in excess of this limit is subject to shareholders' approval in general meeting.

The Board may, at its discretion, set a minimum period for which an option must be held before it can be exercised. Participant under the Scheme shall exercise the granted share options within a period the Board may determine, which shall not exceed ten years from the date of grant.

On 21 November 2017, 32,500,000 share options were granted with a vesting period of 1 year upon date of grant. The exercisable period is from 21 November 2018 to 20 November 2027.

All outstanding share options are exercisable with exercise price of HK\$0.40. The remaining contractual life of all outstanding share options was 1.6 years (2025: 2.6 years).

No share options were granted nor exercised during the years ended 31 March 2026 and 2025. During the year, none (2025: none) share options have been lapsed and 1,500,000 share options (2025: 9,000,000) have been forfeited. As at 31 March 2026, the Company had 22,000,000 (2025: 23,500,000) share options outstanding under the Scheme.

Notes to the Consolidated Financial Statements

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28. RESERVES

The reconciliation between the opening and closing balances of each component of the Group's consolidated equity is set out in the consolidated statement of changes in equity. Details of the changes in the Company's individual components of reserves between the beginning and the end of the year are set out below:

	Share premium HK\$'000	Share option reserve HK\$'000	Retained profits HK\$'000	Total HK\$'000
At 1 April 2024	78,435	5,060	20,000	103,495
Loss and total comprehensive income for the year	–	–	(2,635)	(2,635)
At 31 March 2025 and 1 April 2025	78,435	5,060	17,365	100,860
Profit and total comprehensive income for the year	–	–	2,062	2,062
At 31 March 2026	78,435	5,060	19,427	102,922

Notes to the Consolidated Financial Statements

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29. HOLDING COMPANY STATEMENT OF FINANCIAL POSITION

	Notes	2026 HK\$'000	2025 HK\$'000
Non-current assets			
Investments in subsidiaries		32,676	32,676
Financial asset at fair value through profit or loss		22,842	22,805
Total non-current assets		55,518	55,481
Current assets			
Prepayments		204	234
Amounts due from subsidiaries		57,701	57,308
Bank balances and cash		570	575
Total current assets		58,475	58,117
Current liabilities			
Accruals		941	150
Amount due to a subsidiary		–	2,458
Total current liabilities		941	2,608
Net current assets		57,534	55,509
Net assets		113,052	110,990
Capital and reserves			
Share capital	26	10,130	10,130
Reserves	28	102,922	100,860
Total equity		113,052	110,990

Approved and authorised for issue by the board of directors on 26 June 2026.

Mr. Ng Choi Wah
Executive Director

Mr. Lam Ka Fai
Executive Director

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For the year ended 31 March 2026

30. INVESTMENTS IN SUBSIDIARIES

Name of subsidiary	Place and date of incorporation and type of legal entity	Place of operations	Issued and paid-up capital	Effective interest attributable to the Group		Principal activities
				2026	2025	
Ching Lee Group Limited	BVI/16 November 2015/ Limited liability company	Hong Kong	500 shares of US\$500	100%	100%	Investment holding
Ching Lee Engineering Limited	Hong Kong/27 November 1998/ Limited liability company	Hong Kong	5,800,000 shares of HK\$5,800,000	100%	100%	Provision of construction and consultancy works and project management services in Hong Kong and holding properties for rental purpose
Ching Lee Foundation Limited	Hong Kong/10 August 2007/ Limited liability company	Hong Kong	1,000 shares of HK\$1,000	100%	100%	Investment holding
Ching Lee Construction Limited	Hong Kong/26 May 2003/ Limited liability company	Hong Kong	10,000 shares of HK\$10,000	100%	100%	Property holding and provision of construction works in Hong Kong
Right Lucky Limited	Hong Kong/25 August 2005/ Limited liability company	Hong Kong	1 share of HK\$1	100%	100%	Property holding
Ching Lee Enterprise Limited	BVI/16 March 2018/ Limited liability company	Hong Kong	1 share of US\$1	100%	100%	Investment holding

31. RELATED PARTY TRANSACTIONS

Save for those disclosed elsewhere in these consolidated financial statements, the Group has the following transactions with related parties.

- (a) During the year ended 31 March 2026, the Group paid subcontracting charges of approximately HK\$45,850,000 (2025: HK\$35,783,000) to New Bright, an associate of the Group.
- (b) During the year ended 31 March 2026, the Group rented certain car parks from a director in the aggregate amount of HK\$192,000 (2025: HK\$192,000). The directors are of the opinion that the rent was determined with reference to market price.
- (c) **Compensation of key management personnel**

Remuneration of key management personnel, who are executive directors of the Company, during the years were disclosed in Note 12.

Notes to the Consolidated Financial Statements

For the year ended 31 March 2026

32. GUARANTEES

The Group provided guarantees in respect of the surety bonds issued given by the insurance company in favour of the customers of certain construction contracts as security for the due performance and observance of the Group's obligations under the contracts entered into between the Group and its customers. Details of these guarantees as of the end of the reporting periods are as follows:

	2026 HK\$'000	2025 HK\$'000
Aggregate value of the surety bonds issued in favour of customers	93,566	123,285

If the Group fails to provide satisfactory performance to its customers to whom surety bonds have been given, such customers may demand the insurance company to pay to them the sum or sum stipulated in such demand. The Group will become liable to compensate such insurance company accordingly. The directors are of the opinion that these surety bonds are an assurance-type warranty and it is not probable that the insurance company would claim the Group for losses in respect of the guarantee contracts as it is unlikely that the Group is unable to fulfil the performance requirements of the relevant contracts. Accordingly, no provision for the Group's obligations under the guarantees has been made as at 31 March 2026 and 2025.

As at 31 March 2026, the Group's surety bonds were secured by the Company's corporate guarantee (2025: the Company's corporate guarantee) and deposits amounting to HK\$4,769,000 (Note 20) (2025: HK\$5,994,000).

During the years ended 31 March 2026 and 2025, for two construction projects (2025: one specific construction project), the Group has provided a corporate guarantee to the customer directly by the Company. This corporate guarantee serves as security for the due performance and observance of the Group's obligations under the contract entered into with the customer. The directors consider this corporate guarantee to be an assurance-type warranty and believe it is not probable that the customer would claim against the Group for losses, as it is unlikely that the Group will fail to meet the performance requirements of the contract. Accordingly, no provision for the Group's obligations under this corporate guarantee has been made as at 31 March 2026 and 2025.

33. LITIGATION

Lawsuits and claims arising from the normal course of business were lodged against the Group mostly relating to work-related injury claims from staff of subcontractors which remain outstanding as of the end of reporting period. In the opinion of the directors, sufficient insurance coverage is maintained to cover the losses, if any, arising from most of these lawsuits and claims, or based on opinion from legal counsel, it is difficult at this stage to estimate the possible outflow of economic benefits for certain lawsuits or has meritable and arguable case to defeat the plaintiff's claims, and therefore the ultimate liability under these lawsuits and claims would not have a material adverse impact on the consolidated financial position of the Group or no provision should be made.

Notes to the Consolidated Financial Statements

For the year ended 31 March 2026

34. NOTES SUPPORTING CONSOLIDATED STATEMENT OF CASH FLOWS

(a) Major non-cash transactions

During the year ended 31 March 2026, the Group had non-cash additions to right-of-use assets and lease liabilities of HK\$2,805,000 (2025: HK\$1,832,000) and HK\$2,805,000 (2025: HK\$1,832,000) respectively in respect of leasing arrangements for leased buildings.

In the prior year, the Group paid HK\$3,000,000 consideration proceed on behalf of its associate for the acquisition of an investment property jointly owned by the Group and the associate. The amount paid on behalf of the associate had been offset against the trade payable to the associate.

(b) Reconciliation of liabilities arising from financing activities

The table below details changes in the Group's liabilities from financing activities, including both cash and non-cash changes. Liabilities arising from financing activities are those for which cash flows were or future cash flows will be, classified in the Group's consolidated statement of cash flows as cash flows from financing activities.

	Bank borrowings (Note 25) HK\$'000	Lease liabilities (Note 24) HK\$'000
At 1 April 2025	131,060	2,021
Changes from financing cash flows:		
Proceeds from new bank borrowings	1,510,232	–
Repayments of bank borrowings	(1,522,744)	–
Interest paid on bank borrowings	(7,029)	–
Lease payments	–	(2,340)
Total changes from financing cash flows	(19,541)	(2,340)
Other charges:		
Additions	–	2,805
Interest expenses	7,029	329
Early termination of lease	–	(544)
Total other changes	7,029	2,590
At 31 March 2026	118,548	2,271

Notes to the Consolidated Financial Statements

For the year ended 31 March 2026

34. NOTES SUPPORTING CONSOLIDATED STATEMENT OF CASH FLOWS (CONTINUED)

(b) Reconciliation of liabilities arising from financing activities (Continued)

	Bank borrowings (Note 25) HK\$'000	Lease liabilities (Note 24) HK\$'000
At 1 April 2024	164,157	2,008
Changes from financing cash flows:		
Proceeds from new bank borrowings	769,930	–
Repayments of bank borrowings	(803,027)	–
Interest paid on bank borrowings	(11,794)	–
Lease payments	–	(1,913)
Total changes from financing cash flows	(44,891)	(1,913)
Other charges:		
Additions	–	1,832
Interest expenses	11,794	239
Early termination of lease	–	(145)
Total other changes	11,794	1,926
At 31 March 2025	131,060	2,021

35. CAPITAL COMMITMENT

As at 31 March 2026 and 2025, the Group did not have any material capital commitment.

Notes to the Consolidated Financial Statements

For the year ended 31 March 2026

36. SUMMARY OF FINANCIAL ASSETS AND FINANCIAL LIABILITIES BY CATEGORY

The following table shows the carrying amounts of financial assets and liabilities:

	2026 HK\$'000	2025 HK\$'000
Financial assets		
<i>Financial assets at amortised costs</i>		
– Trade and other receivables	116,379	90,469
– Bank balances and cash	55,219	50,111
– Amount due from an associate	6,923	6,714
<i>Financial assets at FVTPL</i>	22,881	23,012
Financial liabilities		
<i>Financial liabilities at amortised costs</i>		
– Trade and other payables	341,795	354,394
– Bank borrowings, secured	118,548	131,060
<i>Lease liabilities</i>	2,271	2,021

(a) Financial instruments not measured at fair value

The financial instruments are not measured at fair value due to their short term nature, the carrying values of such financial instruments approximate to their fair values.

(b) Financial instruments measured at fair value

The following table presents financial assets and liabilities measured at fair value in the consolidated statement of financial position in accordance with the fair value hierarchy. The hierarchy groups financial assets and liabilities into three levels based on the relative reliability of significant inputs used in measuring the fair value of these financial assets and liabilities. The fair value hierarchy has the following levels:

- Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities;
- Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices); and
- Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

The level in the fair value hierarchy within which the financial asset or liability is categorised in its entirety is based on the lowest level of input that is significant to the fair value measurement.

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36. SUMMARY OF FINANCIAL ASSETS AND FINANCIAL LIABILITIES BY CATEGORY (CONTINUED)

(b) Financial instruments measured at fair value (Continued)

The financial assets measured at fair value in the consolidated statement of financial position are grouped into the fair value hierarchy as follows:

	Notes	Level 1 HK\$'000	Level 2 HK\$'000	Level 3 HK\$'000	Total HK\$'000
As at 31 March 2026					
Financial assets at FVTPL					
Unlisted equity investments	(i)	–	–	22,881	22,881
	Notes	Level 1 HK\$'000	Level 2 HK\$'000	Level 3 HK\$'000	Total HK\$'000
As at 31 March 2025					
Financial assets at FVTPL					
Unlisted equity investments	(i)	–	–	23,012	23,012

There were no transfers between levels during the year.

The movements in fair measurements within Level 3 during the year are set out in Note 19.

There were no changes in valuation techniques during the year.

Notes to the Consolidated Financial Statements

For the year ended 31 March 2026

36. SUMMARY OF FINANCIAL ASSETS AND FINANCIAL LIABILITIES BY CATEGORY (CONTINUED)

(b) Financial instruments measured at fair value (Continued)

The information about Level 3 fair value measurements is as follows:

Financial assets	Fair value		Valuation technique(s)	Significant unobservable inputs to fair value	Sensitivity
	2026 HK\$'000	2025 HK\$'000			
Unlisted equity investments					
– 3.5% equity interest in an unlisted private limited company	39	207	Cost Approach	None (2025: HK\$ per square foot of ranging from HK\$15,000 to HK\$17,000)	None (2025: If the HK\$ per square foot is 1% higher/lower, while all other variables were held constant, the fair value would increase by HK\$2,000 and decrease by HK\$2,000 respectively).
– 20% equity interest in the Project Company	22,842	22,805	Cost Approach	HK\$ per square foot of ranging from HK\$19,000 to HK\$33,000 (2025: from HK\$19,000 to HK\$29,000)	If the HK\$ per square foot is 1% higher/lower, while all other variables were held constant, the fair value would increase by HK\$226,000 (2025: HK\$225,000) and decrease by HK\$226,000 (2025: HK\$225,000), respectively.

Notes to the Consolidated Financial Statements

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37. FINANCIAL RISK MANAGEMENT AND CAPITAL MANAGEMENT

The Group is exposed to a variety of financial risks which comprise credit risk, interest rate risk and liquidity risk. The Group's overall risk management focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the Group's financial performance. Risk management is carried out by the key management under the policies approved by the board of directors. The Group does not have written risk management policies. However, the directors meet regularly to identify and evaluate risks and to formulate strategies to manage financial risks.

Generally, the Group employs a conservative strategy regarding its financial risk management. As the directors consider that the Group's exposure to financial risk is kept at a minimum level, the Group has not used any derivatives or other instruments for hedging purposes. The most significant risks to which the Group is exposed to are described below:

(a) Credit risk

Credit risk refers to the risk that the counterparty to a financial instrument would fail to discharge its obligation under the terms of the financial instrument and cause a financial loss to the Group.

The maximum exposure to credit risk is represented by the carrying amount of each financial asset in the consolidated statement of financial position after deducting any impairment allowance.

The Group's credit risk is primarily attributable to its trade and other receivables, contract assets, amount due from an associate and bank balances. Management has a credit policy in place and the exposures to credit risk are monitored on an ongoing basis.

In respect of bank balances, the credit risk is limited because majority of the deposits are placed with reputable banks and financial institutions.

In respect of trade and other receivables, it is the Group's policy to only deal with creditworthy counterparties. In order to minimise credit risk, management has formulated a credit policy and delegated a team responsible for determination of credit limits, credit approvals and other monitoring procedures to ensure that follow-up action is taken to recover overdue debts. Normally, the Group does not obtain collateral from the counterparties.

As at 31 March 2026, the Group has concentration of credit risk as the top five trade debtors accounted for approximately 79% (2025: 77%) of the trade receivables. In addition to the ECL assessment performed, in view of their good payment records and long established relationships with the Group, management does not consider the Group's credit risk with the top five trade debtors to be significant.

Notes to the Consolidated Financial Statements

For the year ended 31 March 2026

37. FINANCIAL RISK MANAGEMENT AND CAPITAL MANAGEMENT (CONTINUED)

(a) Credit risk (Continued)

Impairment under ECLs model

The Group recognises loss allowance for ECLs on debt instruments carried at amortised cost and contract assets. The Group applies simplified approach to measure ECLs on trade receivables and contract assets; and general approach to measure ECLs on other receivables, amount due from an associate and bank balances. Under the simplified approach, the Group measures the loss allowance at an amount equal to lifetime ECLs. Under the general approach, the Group applies the “3-stage” impairment model for ECLs measurement based on change in credit risk since initial recognition as follows:

- Stage 1: If the credit risk of the financial instrument has not increased significantly since initial recognition, the financial instrument is included in Stage 1.
- Stage 2: If the credit risk of the financial instrument has increased significantly since its initial recognition but is not deemed to be credit-impaired, the financial instrument is included in Stage 2.
- Stage 3: If the financial instrument is credit-impaired, the financial instrument is included in Stage 3.

The ECLs for financial instruments in Stage 1 are measured at an amount equivalent to 12-month ECLs whereas the ECLs for financial instruments in Stage 2 or Stage 3 are measured at an amount equivalent to lifetime ECLs.

When determining whether the risk of default has increased significantly since initial recognition, the Group considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Group’s historical experience and informed credit risk assessment and including forward-looking information.

At the end of each reporting period, the Group assesses whether a financial asset is credit-impaired. A financial asset is considered as credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred. Evidence that a financial asset is credit-impaired include observable data about the following events:

- (a) significant financial difficulty of the debtor;
- (b) a breach of contract, such as a default or past due event;
- (c) granting a concession to the debtors that the lender would not otherwise consider for economic or contractual reasons relating to the debtor’s financial difficulty; or
- (d) it becoming probable that the debtor will enter bankruptcy or other financial reorganisation.

The measurement of ECLs is a function of the probability of default, loss given default (i.e. the magnitude of the loss if there is a default) and the exposure of default. The assessment of the probability of default and loss given default is based on historical data such as actual loss experience over the past 3 years and adjusted for forward-looking information through the use of industry trend and experienced credit judgement to reflect the qualitative factors, and through the use of multiple probability-weighted scenarios.

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For the year ended 31 March 2026

37. FINANCIAL RISK MANAGEMENT AND CAPITAL MANAGEMENT (CONTINUED)

(a) Credit risk (Continued)

Impairment under ECLs model (Continued)

The Group has elected to measure loss allowances for trade receivables and contract assets using HKFRS 9 simplified approach and has calculated ECLs based on lifetime ECLs. Loss allowances are determined based on the Group's historical credit loss experience, taking into account the credit characteristics of individual debtors, and adjusted for forward-looking factors relevant to the debtors and the economic environment.

The provision made against the gross amount of trade receivables is as follows:

At 31 March 2026	ECL rate %	Gross carrying amount HK\$'000	Loss allowance HK\$'000
Current (not past due)	0.53	82,605	438
0 – 60 days past due	0.54	16,800	90
61 – 90 days past due	N/A	–	–
91 – 180 days past due	N/A	–	–
181 – 365 days past due	3.57	6,362	227
		105,767	755

At 31 March 2025	ECL rate %	Gross carrying amount HK\$'000	Loss allowance HK\$'000
Current (not past due)	0.48	66,927	318
0 – 60 days past due	0.48	8,145	39
61 – 90 days past due	N/A	–	–
91 – 180 days past due	N/A	–	–
181 – 365 days past due	6.88	5,017	345
		80,089	702

The provision made against the gross amount of contract assets is as follows:

	ECL rate %	Gross carrying amount HK\$'000	Loss allowance HK\$'000
At 31 March 2026	0.52	348,048	1,814
At 31 March 2025	0.48	378,362	1,799

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37. FINANCIAL RISK MANAGEMENT AND CAPITAL MANAGEMENT (CONTINUED)

(a) Credit risk (Continued)

Impairment under ECLs model (Continued)

The movements in the expected credit loss in respect of trade receivables and contract assets are as follows:

	Trade receivables HK\$'000	Contract assets HK\$'000	Total HK\$'000
Balance as at 1 April 2024	224	1,762	1,986
Expected credit loss recognised during the year	478	37	515
Balance as at 31 March 2025 and 1 April 2025	702	1,799	2,501
Expected credit loss recognised during the year	53	15	68
Balance as at 31 March 2026	755	1,814	2,569

The Group makes periodic collective assessments as well as individual assessment on the recoverability of other receivables and amount due from an associate based on historical settlement records and past experience as well as ECL assessment, including the quantitative and qualitative information that is reasonable and supportive forward-looking information. The Group has considered that credit risk on other receivables and amount due from an associate has not increased significantly since initial recognition and has assessed the ECL rate under 12-month ECLs method based on the Group's assessment in the risk of default of the respective counterparties.

The gross carrying amount of other receivables and amount due from an associate by stage are as follows:

	12-month ECLs Stage 1 HK\$'000	Lifetime ECLs Stage 2 HK\$'000	Stage 3 HK\$'000	Total HK\$'000
At 31 March 2026				
Other receivables	11,881	–	5,762	17,643
Amount due from an associate	7,069	–	–	7,069
At 31 March 2025				
Other receivables	10,045	1,468	4,568	16,081
Amount due from an associate	6,939	–	–	6,939

Notes to the Consolidated Financial Statements

For the year ended 31 March 2026

37. FINANCIAL RISK MANAGEMENT AND CAPITAL MANAGEMENT (CONTINUED)

(a) Credit risk (Continued)

Impairment under ECLs model (Continued)

The movements in provision for impairment of other receivables (Note 20) are as follows:

	12-month ECLs Stage 1 HK\$'000	Lifetime ECLs, non-credit- impaired Stage 2 HK\$'000	Lifetime ECLs, credit- impaired Stage 3 HK\$'000	Total HK\$'000
At 1 April 2024	106	52	4,568	4,726
Impairment losses recognised during the year	268	5	–	273
At 31 March 2025 and 1 April 2025	374	57	4,568	4,999
Transfer to stage 3	–	(11)	11	–
Impairment losses recognised/(reversed) during the year	140	(46)	1,183	1,277
At 31 March 2026	514	–	5,762	6,276

The movements in provision for impairment of amount due from an associate (Note 18) are as follows:

	12-month ECLs Stage 1 HK\$'000	Lifetime ECLs, non-credit- impaired Stage 2 HK\$'000	Lifetime ECLs, credit- impaired Stage 3 HK\$'000	Total HK\$'000
At 1 April 2024, 31 March 2025 and 1 April 2025	225	–	–	225
Impairment losses reversed during the year	(79)	–	–	(79)
At 31 March 2026	146	–	–	146

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37. FINANCIAL RISK MANAGEMENT AND CAPITAL MANAGEMENT (CONTINUED)

(b) Interest rate risk

Interest rate risk relates to the risk that the fair value or cash flows of a financial instrument will fluctuate because of changes in market interest rate. The Group's interest rate risk mainly arises from bank borrowings. Borrowings arranged at variable rates expose the Group to cash flow interest rate risk.

All of the Group's bank borrowings as at 31 March 2026 and 2025 bore interest at floating rates. The Group cash flow interest rate risk is mainly concentrated on the fluctuation of interest rates on bank balances and HIBOR arising from the Group's Hong Kong dollar denominated borrowings. Details of bank loans are disclosed in Note 25.

The Group currently does not have an interest rate hedging policy. However, the management closely monitors interest rate exposure and will consider hedging significant interest rate exposure should the need arise.

Sensitivity analysis

The following sensitivity analysis demonstrates the Group's exposure to a reasonable possible change in interest rates on its floating-rate bank borrowings with all other variables held constant at the end of each of the reporting periods (in practice, the results may differ from the sensitivity analysis below and the difference could be material):

	(Decrease)/Increase in profit for the year and retained profits	
	2026 HK\$'000	2025 HK\$'000
Changes in interest rate		
+1%	(1,185)	(1,311)
-1%	1,185	1,311

The changes in interest rates do not affect the Group's other component of equity. The above sensitivity analysis is prepared based on the assumption that the borrowing period of the bank borrowings outstanding at the end of each of the reporting periods resembles that of the corresponding financial years. The assumed changes in interest rate are considered to be reasonably possible based on observation of current market conditions and represents management's assessment of a reasonably possible change in interest rate over the period until the next annual reporting period.

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37. FINANCIAL RISK MANAGEMENT AND CAPITAL MANAGEMENT (CONTINUED)

(c) Liquidity risk

Liquidity risk relates to the risk that the Group will not be able to meet its obligations associated with its financial liabilities that are settled by delivering cash or another financial asset. The Group is exposed to liquidity risk in respect of settlement of trade and other payables and its financing obligations, and also in respect of its cash flow management. The Group's policy is to regularly monitor its liquidity requirements to ensure that it maintains sufficient reserves of cash and adequate committed lines of funding from major financial institutions to meet its liquidity requirements in the short and longer term. The liquidity policy has been followed by the Group for years and is considered to have been effective in managing liquidity risks.

The following tables summarise the remaining contractual maturities of the Group's financial liabilities including bank loans with repayment on demand clause, based on undiscounted cash flows (including interest payments computed using contractual rates or if floating, based on rates ruling at the end of the reporting period) and the earliest date the Group can be required to pay.

Specifically, for bank borrowings which contain repayment on demand clause which can be exercised at bank's sole discretion, the analysis shows the cash outflow based on the earliest period in which the Group can be required to pay, that is if the lenders were to invoke their unconditional rights to call the loans with immediate effect.

	Carrying amount HK\$'000	Total contractual undiscounted cash flow HK\$'000	Within 1 year or on demand HK\$'000	More than 1 year but less than 2 years HK\$'000	More than 2 years but less than 5 years HK\$'000
At 31 March 2026					
Trade and other payables	341,795	341,795	341,795	–	–
Bank borrowings subject to repayment on demand clause	118,548	118,548	118,548	–	–
Lease liabilities	2,271	2,441	1,864	274	303
	462,614	462,784	462,207	274	303

	Carrying amount HK\$'000	Total contractual undiscounted cash flow HK\$'000	Within 1 year or on demand HK\$'000	More than 1 year but less than 2 years HK\$'000
At 31 March 2025				
Trade and other payables	354,394	354,394	354,394	–
Bank borrowings subject to repayment on demand clause	131,060	131,060	131,060	–
Lease liabilities	2,021	2,161	1,669	492
	487,475	487,615	487,123	492

Notes to the Consolidated Financial Statements

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37. FINANCIAL RISK MANAGEMENT AND CAPITAL MANAGEMENT (CONTINUED)

(c) Liquidity risk (Continued)

The following tables summarise the maturity analysis of the Group's bank borrowings with repayment on demand clause based on the agreed scheduled repayments set out in the loan agreements. The amounts include interest payments computed using contractual rates. As a result, these amounts were greater than the amounts disclosed in the "on demand" time banding in the maturity analysis contained above. Taking into account the Group's financial position, the directors do not consider that it is probable that the banks will exercise their discretion to demand immediate repayment. The directors believe that such bank borrowings will be repaid in accordance with the scheduled repayment dates set out in the loan agreements.

	Carrying amount HK\$'000	Total contractual undiscounted cash flow HK\$'000	Within 1 year or on demand HK\$'000	More than 1 year but less than 2 years HK\$'000	More than 2 years but less than 5 years HK\$'000	More than 5 years HK\$'000
Bank borrowings subject to repayment on demand clause						
As at 31 March 2026	118,548	120,703	102,843	15,351	766	1,743
As at 31 March 2025	131,060	136,574	111,766	23,214	639	955

(d) Capital management

The Group's capital management objectives are to safeguard the Group's ability to continue as a going concern in order to provide returns to shareholders and benefits for other stakeholders, to maintain an optimal capital structure, to reduce the cost of capital and to support the Group's stability and growth.

The Group monitors capital using gearing ratio, which is total debts to equity. Total debts include bank borrowings and lease liabilities. Equity represents total equity of the Group.

The directors of the Company actively and regularly review and manage the Group's capital structure, taking into consideration the future capital requirements of the Group, to ensure optimal shareholders' returns. The Group manages the capital structure and makes adjustments to it in light of changes in economic conditions and the risk characteristics of the underlying assets. In order to maintain or adjust the capital structure, the Group may adjust the amount of dividends paid to shareholders, return capital to shareholders, issue new shares, raise new debts or sells assets to reduce debts.

The gearing ratios as at the end of reporting period were as follows:

	2026 HK\$'000	2025 HK\$'000
Bank borrowings, secured	118,548	131,060
Lease liabilities	2,271	2,021
Total debts	120,819	133,081
Total equity	143,638	136,681
Gearing ratio	84%	97%

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38. PROVISION FOR LONG SERVICE PAYMENTS

Hong Kong employees that have been employed continuously for at least five years are entitled to long service payments in accordance with the Hong Kong Employment Ordinance under certain circumstances. These circumstances include where an employee is dismissed for reasons other than serious misconduct or redundancy, that employee resigns at the age of 65 or above, or the employment contract is of fixed term and expires without renewal. The amount of LSP payable is determined with reference to the employee's final salary (capped at HK\$22,500) and the years of service, reduced by the amount of any accrued benefits derived from the Group's contributions to MPF scheme, with an overall cap of HK\$390,000 per employee. Currently, the Group does not have any separate funding arrangement in place to meet its LSP obligation.

The present value of unfunded obligations and its movements are as follows:

	2026 HK\$'000	2025 HK\$'000
At beginning of year	1,017	735
Remeasurements recognised in other comprehensive income:		
Actuarial loss/(gains) arising from changes in financial assumption	58	(250)
Expenses recognised in profit or loss:		
Current service cost	344	510
Interest cost	30	22
At end of year (Note 23)	1,449	1,017

The weighted average duration of the defined benefit obligation is 6 years (2025: 9 years).

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38. PROVISION FOR LONG SERVICE PAYMENTS (CONTINUED)

The above expenses are recognised in the following line items in the consolidated statement of comprehensive income:

	2026 HK\$'000	2025 HK\$'000
Cost of revenue	261	170
Administrative and other operating expenses	113	362
	374	532

Significant actuarial assumptions (expressed as weighted averages) and sensitivity analysis are as follows:

	2026	2025
Discount rate	2.09%	2.90%
Future salary increases	1.00%	1.00%
Expected investment return on offsettable MPF accrued benefits	4.00%	3.00%

The below analysis shows how the provision of long service payments would have increased/decreased as a result of 0.5% change in significant actuarial assumptions:

	Increase in 0.5%		Decrease in 0.5%	
	2026 HK\$'000	2025 HK\$'000	2026 HK\$'000	2025 HK\$'000
Discount rate	(34)	(33)	36	35
Future salary increases	1	5	(1)	(5)

The above sensitivity analysis is based on the assumption that changes on actuarial assumptions are not correlated and therefore it does not take into account the correlations between the actuarial assumptions.

39. EVENTS AFTER THE REPORTING PERIOD

There were no material events after the reporting date.

Financial Summary

RESULTS

	2026 HK\$'000	2025 HK\$'000	2024 HK\$'000	2023 HK\$'000 (restated)	2022 HK\$'000
Revenue	1,466,598	1,281,422	896,689	708,782	536,502
Profit/(loss) before income tax	8,634	12,027	13,501	14,191	(20,823)
Income tax	(1,619)	(2,604)	(2,809)	(2,632)	2,662
Profit/(loss) for the year attributable to the owners of the Company	7,015	9,423	10,692	11,559	(18,161)
Earnings/(loss) per share – Basic and Diluted (HK cents)	0.69	0.93	1.06	1.14	(1.79)

ASSETS AND LIABILITIES

	2026 HK\$'000	2025 HK\$'000	2024 HK\$'000	2023 HK\$'000 (restated)	2022 HK\$'000
Total assets	625,331	633,145	580,862	582,519	321,799
Total liabilities	(481,693)	(496,464)	(453,854)	(466,224)	(217,063)
Net assets	143,638	136,681	127,008	116,295	104,736