



MOS HOUSE GROUP LTD

(Incorporated in the Cayman Islands with limited liability)

Stock Code: 1653

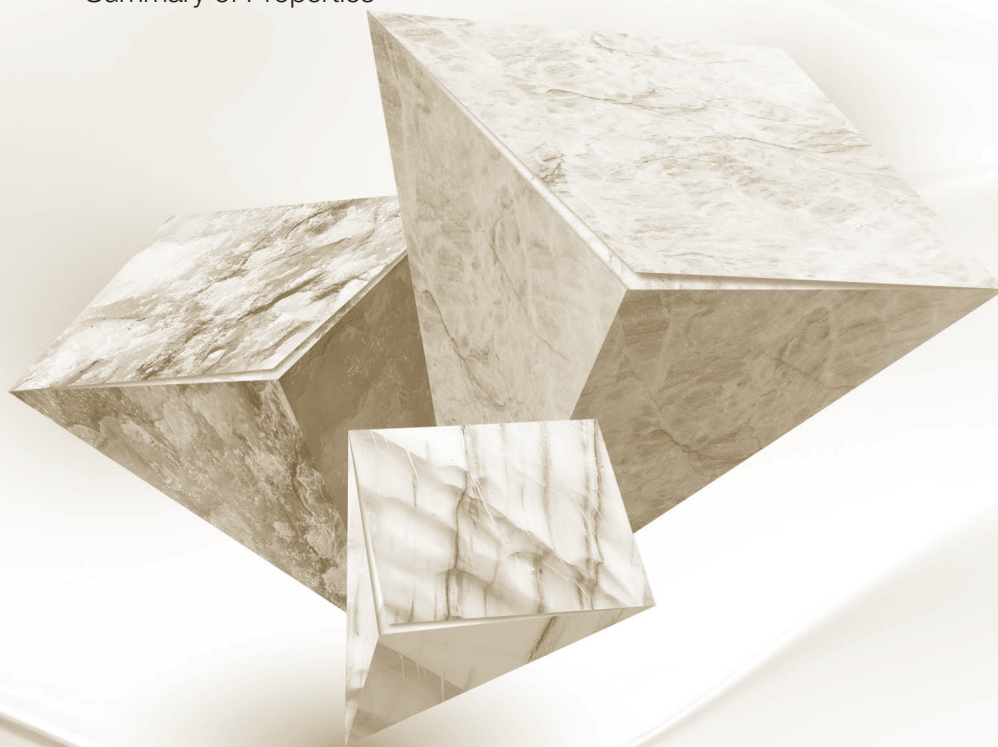


2026

ANNUAL REPORT

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CORPORATE INFORMATION

DIRECTORS

Executive Directors

Mr. Simon Tso (*Chairman and Chief Executive Officer*)
Ms. Tsui To Fei

Independent Non-executive Directors

Mr. Woo King Hang, JP
Mr. Hui Chun Tak, PDSM
Mr. Wong Chun Ping, BBS, MH, JP

Non-executive Directors

Ms. Wang Chunmei (*appointed on 17 December 2025*)
Mr. He Qihang (*appointed on 17 December 2025*)

AUDIT COMMITTEE

Mr. Woo King Hang, JP (*chairman*)
Mr. Hui Chun Tak, PDSM
Mr. Wong Chun Ping, BBS, MH, JP

REMUNERATION COMMITTEE

Mr. Hui Chun Tak, PDSM (*chairman*)
Ms. Tsui To Fei
Mr. Woo King Hang, JP

NOMINATION COMMITTEE

Mr. Hui Chun Tak, PDSM (*chairman*)
Mr. Wong Chun Ping, BBS, MH, JP
Ms. Tsui To Fei

CORPORATE GOVERNANCE COMMITTEE

Mr. Wong Chun Ping, BBS, MH, JP (*chairman*)
Mr. Woo King Hang, JP
Mr. Hui Chun Tak, PDSM

COMPANY SECRETARY

Mr. Chan Cheung, CPA

AUTHORISED REPRESENTATIVES

Mr. Simon Tso
Ms. Tsui To Fei

AUDITOR

Rongcheng (Hong Kong) CPA Limited
Certified Public Accountants
Registered Public Interest Entity Auditor
Room 4301–4307,
43/F, COSCO Tower,
183 Queen's Road Central,
Hong Kong

PRINCIPAL BANKERS

Shanghai Commercial Bank Limited
DBS Bank (Hong Kong) Limited
Hang Seng Bank Limited

REGISTERED OFFICE

Cricket Square
Hutchins Drive
P.O. Box 2681
Grand Cayman KY1-1111
Cayman Islands

HEAD OFFICE AND PRINCIPAL PLACE OF BUSINESS IN HONG KONG

Unit 1001, 10/F, Plaza 228
228 Wan Chai Road,
Wan Chai
Hong Kong

PRINCIPAL SHARE REGISTRAR AND TRANSFER OFFICE IN THE CAYMAN ISLANDS

Conyers 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

Computershare Hong Kong Investor Services Limited
17M Floor, Hopewell Centre
183 Queen's Road East
Wan Chai
Hong Kong

STOCK CODE

1653

COMPANY'S WEBSITE

www.moshouse.com.hk

CHAIRMAN'S STATEMENT

On behalf of the board (the “Board”) of directors (the “Directors”) of MOS House Group Limited (the “Company”, together with its subsidiaries, the “Group”), I am pleased to present to the shareholders of the Company (the “Shareholders”) the audited consolidated results of the Group for the year ended 31 March 2026.

RESULTS

During the year under review, the Group operated in a persistently volatile market environment. Nevertheless, the Group's performance has proven resilient during such challenging time. For the year ended 31 March 2026, the Group recorded an increase of approximately 4.3% in revenue from HK\$109.4 million for the same period last year to HK\$114.1 million.

The Group recorded a loss attributable to owners of the Company of approximately HK\$18.1 million for the year ended 31 March 2026 as compared to that for the year ended 31 March 2025 of approximately HK\$3.4 million. The increase in loss was mainly due to (i) decrease in gross profit from sale of tiles and bathroom fixtures by approximately HK\$8.1 million; and (ii) a non-cash impairment loss of interest in an associate of approximately HK\$14.0 million. These were partially offset by (i) improvements in other operating expenses and finance costs during the year; and (ii) decrease in fair value loss on investment property of approximately HK\$7.9 million.

BUSINESS REVIEW

The Group was principally engaged in (i) the trading of tiles, bathroom fixtures and other products through its retail shops in Hong Kong and non-retail channels in Hong Kong and Macau; and (ii) the property investment in Hong Kong, where the Group earns rental income.

Over the years, the global political and economic environment has remained challenging, resulting in a slower-than-expected recovery of retail market. Consumers remained resilient yet cautious, adopting more purposeful spending behaviors. In particular, the retail sector has been battling against changing consumer habits amid multiple challenges.

During the year under review, the Group's retail sales continued to be impacted by weak consumer confidence, recording a decline of approximately 17.4% year-on-year. To address various challenges in the retail market, the Group was committed to expanding non-retail sales by exploring more corporate customers. The Group recorded a moderate increase in non-retail sales by approximately 15.6% from approximately HK\$72.0 million for the year ended 31 March 2025 to approximately HK\$83.2 million for the year ended 31 March 2026. Given our established retail network and extensive network with project customers (including interior designing companies, construction contractors, property developers), our solid brand image enables potential project customers to have a higher degree of trust in our brand.

Also, the Group was committed to sustainability through the use of renewable energy. As highlighted in the annual report for the year ended 31 March 2025, the Group installed solar panels at the warehouses. By integrating solar energy into operation, the Group reduced the operating expenses while generating an income of approximately HK\$0.4 million by selling renewable energy to the power company under the Feed-in Tariff (“FiT”) Scheme.



CHAIRMAN'S STATEMENT

BUSINESS REVIEW *(Continued)*

For the year ended 31 March 2026, the Group's share of result of an associate recorded a loss of approximately HK\$0.09 million (2025: share of profit of approximately HK\$1.6 million). The loss was mainly due to the decrease in revenue from trading of solar panels. The associate is a contractor principally engaged in project management for solar panel installation and other value-added services. Several potential projects under negotiation have been delayed due to clients being prudent on spending as well as requiring more time to consider the cost-effectiveness.

OUTLOOK

Looking ahead, the Group believes that the retail market will remain challenging and competitive, and consumer continues to be cautious about spending. To adapt to evolving consumption patterns and engage target customers with greater precision, the Group will refine our product offerings to better meet the consumer preferences.

In respect of non-retail sales, the Group remains dedicated to forging closer cooperations with the existing distributors and corporate customers. The Group will expand our distribution network by looking for suitable distributors in the PRC so as to safeguard the steady development of the Group in the long run.

In order to bring new revenue streams, the Group registered as a Category A dealer in precious metals and stones with the Customs and Excise Department this year. Though no concrete expansion plans have been established yet, the Group is committed to assessing market opportunities, feasibility and risks before formal entry into the sector.

Meanwhile, the Group will keep exploring other renewable energy initiatives. In addition to the aforementioned FiT scheme, the Group plans to participate in the government's "EV-charging at Home Subsidy Scheme" and explores business opportunities in electric vehicle trading business in Vietnam.

The Group will explore new technology to improve the efficiency of its operations and to increase its sales performance especially in the ever-changing retail market and ever evolving e-commerce business environment. Leveraging its market advantages, customer resources and data assets accumulated over time in the retail industry, the Group intends to build a multi modal AI workflow system that would improve the Group's operation.

The Group has a clear strategic direction and also prioritises innovation as a key focus for long term development, striving to execute a forward looking deployment in a competitive environment, thereby building momentum for future growth of the Group.

APPRECIATION

I would like to take this opportunity, on behalf of the board of directors of the Company, to express my heartfelt gratitude to all employees and directors for their hard work, and to all our customers, business partners and shareholders of the Company for their support to the Group.



MANAGEMENT DISCUSSION AND ANALYSIS

BUSINESS REVIEW

The Group is principally engaged in the trading of tiles, bathroom fixtures and other products through its retail shops in Hong Kong and non-retail channels in Hong Kong and Macau; while also holding investment property in Hong Kong that contributes rental income to the Group.

During the year under review, the Group operated in a persistently volatile market environment. Nevertheless, the Group's performance has proven resilient during such challenging time. The Group's revenue recorded an increase of approximately 4.3%, from approximately HK\$109.4 million for the year ended 31 March 2025 to approximately HK\$114.1 million for the year ended 31 March 2026.

The Group was dedicated to expanding non-retail sales to mitigate the adverse impact of retail sales. For the year ended 31 March 2026, the proportion of our revenue from non-retail sales increased to approximately 73.2% (2025: approximately 66.1%) of the total revenue from the sales of tiles and bathroom fixture products.

Also, the Group was committed to sustainability through the use of renewable energy. As highlighted in the annual report for the year ended 31 March 2025, the Group installed solar panels at the warehouses. By integrating solar energy into operation, the Group reduced the operating expenses while generating an income of approximately HK\$0.4 million by selling renewable energy to the power company under the Feed-in-Tariff ("FiT") Scheme.

i) Sale of tiles and bathroom fixture products

Revenue generated from the retail sale of tile and bathroom fixture products decreased by approximately 17.4% to approximately HK\$30.5 million from approximately HK\$36.9 million for the year ended 31 March 2025.

To mitigate the impact of the decline in retail sales, the Group strived to expand its non-retail sale by exploring more corporate customers. The Group recorded a moderate increase in non-retail sale by approximately 15.6% from approximately HK\$72.0 million for the year ended 31 March 2025 to approximately HK\$83.2 million for the year ended 31 March 2026.

ii) Property investment

The Group earned rental income of approximately HK\$0.5 million (31 March 2025: HK\$0.5 million) from its investment property for year ended 31 March 2026. The rental income remained stable.



MANAGEMENT DISCUSSION AND ANALYSIS

FINANCIAL REVIEW

Revenue

For the year ended 31 March 2026, the Group recorded a total revenue of approximately HK\$114.1 million, representing an increase of approximately 4.3% as compared to approximately HK\$109.4 million for the year ended 31 March 2025.

Revenue generated from the sale of tiles, bathroom fixtures and other products was approximately HK\$113.6 million (2025: HK\$108.9 million), of which retail sale was approximately HK\$30.5 million (2025: HK\$36.9 million) and non-retail sale was approximately HK\$83.2 million (2025: HK\$72.0 million). Revenue from the sale of tiles and bathroom fixture products accounted for approximately 99.6% (2025: 99.5%) of the Group's total revenue for the year ended 31 March 2026.

Revenue generated from the property investment segment was rental income of approximately HK\$0.5 million (2025: HK\$0.5 million), which accounted for approximately 0.4% (2025: 0.5%) of the Group's total revenue for the year ended 31 March 2026.

Gross profit and product margin

The Group's gross profit from the sale of tiles and bathroom fixtures amounted to approximately HK\$46.4 million for the year ended 31 March 2026, representing a decrease of approximately 14.9% from approximately HK\$54.5 million for the year ended 31 March 2025. The overall product margin decreased from approximately 50.0% for the year ended 31 March 2025 to approximately 40.8% for the year ended 31 March 2026. Such decrease was mainly due to the increase in the proportion of non-retail sale with lower product margin.

Other income

For the year ended 31 March 2026, other income amounted to approximately HK\$0.8 million (2025: HK\$4.6 million). The decrease in other income was mainly due to the absence of approximately HK\$3.3 million gain from sales of solar panel recorded last year.

Share of result of an associate

For the year ended 31 March 2026, share of loss of an associate amounted to approximately HK\$0.09 million, versus share of profit of approximately HK\$1.6 million for the year ended 31 March 2025. The loss was mainly due to the decrease in revenue from trading of solar panels. The associate is a contractor principally engaged in project management for solar panel installation and other value-added services. Several potential projects under negotiation have been delayed due to clients being prudent on spending as well as requiring more time to consider the cost-effectiveness.

Staff costs

Staff costs for the year ended 31 March 2026 was approximately HK\$14.6 million, which was relatively stable as compared to approximately HK\$14.6 million for the year ended 31 March 2025.

Property related expenses/Depreciation on right-of-use assets

In respect of the rented premises, the Group recorded property related expenses of approximately HK\$1.2 million (2025: HK\$2.1 million), the depreciation on right-of-use assets of approximately HK\$22.0 million (2025: HK\$25.1 million) and the relevant interest expense on lease liabilities of approximately HK\$0.9 million (2025: HK\$0.9 million). The decrease in property related expenses was due to the reduction in the number of retail shops as compared to last year.

MANAGEMENT DISCUSSION AND ANALYSIS

FINANCIAL REVIEW *(Continued)*

Other expenses

The Group recorded other expenses of approximately HK\$6.8 million and HK\$8.3 million for the years ended 31 March 2026 and 2025 respectively. The Group's other expenses for the year ended 31 March 2026 mainly consisted of audit fee of approximately HK\$0.6 million (2025: HK\$0.6 million), bank charges of approximately HK\$0.6 million (2025: HK\$0.8 million), products delivery expenses of approximately HK\$2.6 million (2025: HK\$3.2 million), legal and professional fees of approximately HK\$1.7 million (2025: HK\$1.4 million), utility and office expenses of approximately HK\$1.0 million (2025: HK\$1.5 million) and sundry items of approximately HK\$0.3 million (2025: HK\$0.6 million). The decrease in other expenses was due to the implementation of effective cost-control during the year.

Finance costs

Finance costs decreased by approximately 16.6% from approximately HK\$6.8 million for the year ended 31 March 2025 to approximately HK\$5.7 million for the year ended 31 March 2026. The decrease was mainly due to the decrease in bank borrowings.

Loss attributable to owners of the Company

For the year ended 31 March 2026, the Group recorded a loss attributable to owners of the Company of approximately HK\$18.1 million (2025: loss of approximately HK\$3.4 million). The increase in loss was mainly due to (i) decrease in gross profit from sale of tiles and bathroom fixtures by approximately HK\$8.1 million; and (ii) a non-cash impairment loss of interest in an associate of approximately HK\$14.0 million. These were partially offset by (i) improvements in other operating expenses and finance costs during the year; and (ii) decrease in fair value loss on investment property of approximately HK\$7.9 million.

Interest in an associate/Impairment loss of interest in an associate

Interest in an associate decreased from approximately HK\$15.5 million as at 31 March 2025 to approximately HK\$1.5 million as at 31 March 2026. During the year, the associate recorded a revenue of approximately HK\$0.13 million (2025: HK\$11.4 million) due to the decrease in trading of solar panels. Several potential projects under negotiation have been delayed due to clients being prudent on spending as well as requiring more time to consider the cost-effectiveness. As a result of the significant decrease in sales, an impairment loss of interest in the associate of approximately HK\$14.0 million was recognized during the year ended 31 March 2026.

Financial assets at fair value through profit or loss ("FVTPL")

The Group's financial assets measured at FVTPL represents the payments for life insurance policies. As at 31 March 2026, the Group's financial assets at FVTPL amounted to approximately HK\$2.6 million (2025: approximately HK\$7.6 million). During the year, the Group has withdrawn a life insurance policy at the cash value of approximately HK\$5.1 million.

Deposits, prepayments and other receivables

Deposits, prepayments and other receivables increased from approximately HK\$72.8 million as at 31 March 2025 to approximately HK\$99.5 million as at 31 March 2026, primarily due to prepayments to our suppliers for tiles, bathroom fixtures and kitchen cabinets to cope with the sales to our project customers.



MANAGEMENT DISCUSSION AND ANALYSIS

FINANCIAL REVIEW *(Continued)*

Amount due to a Director

Amount due to a Director increased from approximately HK\$6.5 million as at 31 March 2025 to approximately HK\$28.9 million as at 31 March 2026. The increase was mainly due to the net fund advanced from the Director to the Group during the year to repay the Group's bank borrowings. The amount due is unsecured, interest-free and repayable on demand.

LIQUIDITY, FINANCIAL RESOURCES AND CAPITAL STRUCTURE

Capital structure

The Group manages its capital to ensure that entities in the Group will be able to continue as a going concern while maximising the return to stakeholders through optimisation of the debt and equity balance. The Group's overall strategy remains unchanged from prior year.

As at 31 March 2026, the Group's bank and cash balances amounted to approximately HK\$0.6 million (2025: HK\$16.4 million), including approximately HK\$0.4 million (2025: HK\$16.2 million) denominated in Hong Kong dollars and approximately HK\$0.2 million (2025: HK\$0.2 million) denominated in Euro, US dollars and Renminbi.

The Board would keep monitoring the financial and liquidity position of the Group closely and make appropriate financing strategy for the Group from time to time.

Indebtedness

As at 31 March 2026, the Group had bank borrowings of approximately HK\$24.6 million (2025: HK\$67.0 million) of which all borrowings were denominated in Hong Kong dollars.

As at 31 March 2026, the Group's gearing ratio was approximately 0.2 time (2025: 0.48 time) which is calculated based on total bank borrowings divided by total equity attributable to owners of the Company. The Board, taking into account the nature and scale of operations of the Group, considered that the gearing ratio as at 31 March 2026 was reasonable. The Board would keep monitoring the financial and liquidity position of the Group closely and make appropriate financing strategy for the Group from time to time.

Foreign exchange exposure

The Group incurs its cost of purchases in Euro while it receives its revenue in Hong Kong dollars. Accordingly, the Group is exposed to the currency risk and fluctuations in foreign currency exchange rates, in particular, Euro, can increase or decrease the Group's profit margin and affect the results of its operations.

In addition, fluctuations in exchange rates between HK\$ and other currencies, primarily Euro, US\$ and RMB, affect the translation of the Group's non-HK\$ denominated assets and liabilities into HK\$ when the Group prepares its financial statements and result in foreign exchange gains or losses which will affect its financial condition and results of operations.

The Group had not used any financial instruments for hedging purposes during the year. The Group currently does not have any foreign currency hedging policy. However, the Group's management closely monitors its exposure to foreign currency risk and will consider hedging significant foreign currency exposure should the need arise.

MANAGEMENT DISCUSSION AND ANALYSIS

LIQUIDITY, FINANCIAL RESOURCES AND CAPITAL STRUCTURE *(Continued)*

Securities in issue

On 28 October 2025, 4,800,000 new shares were allotted and issued to the executive Directors pursuant to the full exercise of their share options (“Share Options”). Following such allotment, the number of shares in issue of the Company increased from 284,117,000 shares to 288,917,000 shares.

As at 31 March 2026, the total issued share capital of the Company was HK\$28,891,700 divided into 288,917,000 ordinary shares with par value of HK\$0.1 each.

Significant investments, material acquisitions and disposals, plans for material investment or acquisition of capital assets

There were no significant investments held, nor were there any material acquisitions or disposal of subsidiaries and associated companies made by the Group during the year ended 31 March 2026. Save as disclosed in this annual report, there was no plan for material investment or capital assets as at 31 March 2026.

Commitments

As at 31 March 2026, the Group had no outstanding contracted capital commitments (2025: approximately HK\$1.0 million).

Contingent liabilities

As at 31 March 2026, the Group and the Company did not have any significant contingent liabilities.

Employees and remuneration policies

The Group had approximately 41 employees (2025: 37 employees) as at 31 March 2026. The Group’s staff costs, including Directors’ emoluments, were approximately HK\$14.6 million and HK\$14.6 million for the years ended 31 March 2026 and 2025 respectively. The remuneration policy of the Group is based on merit, performance and individual competence.

The Directors and the senior management of the Group (the “Senior Management”) receive compensation in the form of salaries and discretionary bonuses with reference to salaries paid by comparable companies, time commitment of each of the Directors and Senior Management and the performance of the Group. The Group regularly reviews and determines the remuneration and compensation package of the Directors and the Senior Management by reference to, among other things, the market level of salaries paid by comparable companies, the respective responsibilities of the Directors and the Senior Management and the performance of the Group.

The remuneration committee (the “Remuneration Committee”) of the Board reviews and determines the remuneration and compensation packages of the Directors with reference to their responsibilities, workload, the time devoted to the Group and the performance of the Group. The Directors may also receive options to be granted under the Share Option Scheme (the “Share Option Scheme”) adopted by the Company on 20 September 2018. During the year ended 31 March 2026, no Share Option was granted to relevant participants pursuant to such scheme.

Dividend

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

MANAGEMENT DISCUSSION AND ANALYSIS

PROSPECTS

Looking ahead, the Group believes that the retail market will remain challenging and competitive, and consumers continue to be cautious about spending. To adapt to evolving consumption patterns and engage target customers with greater precision, the Group will refine our product offerings to better meet the consumer preferences.

In respect of non-retail sales, the Group remains dedicated to forging closer cooperations with the existing distributors and corporate customers. The Group will expand our distribution network by looking for suitable distributors in the PRC so as to safeguard the steady development of the Group in the long run.

In order to bring new revenue stream, the Group registered as a Category A dealer in precious metals and stones with the Customs and Excise Department this year. Though no concrete expansion plans have been established yet, the Group is committed to assessing market opportunities, feasibility and risks before formal entry into the sector.

Meanwhile, the Group will keep exploring other renewable energy initiatives. In addition to the aforementioned FIT scheme, the Group plans to participate in the government's "EV-charging at Home Subsidy Scheme" and explores business opportunities in electric vehicle trading business in Vietnam.

Also, the Group will explore new technology to improve the efficiency of its operations and to increase its sales performance especially in the ever-changing retail market and ever evolving e-commerce business environment. Leveraging its market advantages, customer resources and data assets accumulated over time in the retail industry, the Group intends to build a multi modal AI workflow system that would improve the Group's operation.

The Group has a clear strategic direction and also prioritises innovation as a key focus for long term development, striving to execute a forward looking deployment in a competitive environment, thereby building momentum for future growth of the Group.



BIOGRAPHICAL DETAILS OF DIRECTORS AND SENIOR MANAGEMENT

EXECUTIVE DIRECTORS

Mr. Simon Tso (曹思豪) (“Mr. Tso”), aged 53, was appointed as our Director on 25 September 2015 and re-designated as our executive Director on 17 December 2015. Mr. Tso is the founder, chairman (the “Chairman”) and chief executive officer (“Chief Executive Officer”) of our Group and a controlling Shareholder. Mr. Tso is responsible for the overall strategic planning, operations and management of our Group. Mr. Tso has over 20 years of experience in trading of tiles and building materials. Mr. Tso is a director of Pok Oi Hospital, a charitable organisation principally engaged in the provision of medical, social and educational services. He is also the president of Wanchai and Central & Western District Industries and Commerce Association, an industrial and commercial organisation. Mr. Tso is appointed a member of the Council of the Hong Kong Metropolitan University with effect from 20 June 2025 for a period of 3 years.

Mr. Tso obtained a bachelor’s degree in engineering from the University of Manchester Institute of Science and Technology (which was merged with the Victoria University of Manchester, now known as the University of Manchester) in the United Kingdom in July 1997. He also received a master’s degree in business administration from the University of Liverpool in the United Kingdom in December 1998. Mr. Tso did not hold any other directorship in listed public companies in the last three years. Mr. Tso is the spouse of Ms. Tsui To Fei.

Ms. Tsui To Fei (徐道飛) (“Ms. Tsui”), aged 57, was appointed as our executive Director on 26 January 2018. Ms. Tsui joined our Group as the director of Regent Building Material Supplies Company Limited since June 2000. Ms. Tsui is also a member of the Remuneration Committee and a member of the nomination committee of the Company (the “Nomination Committee”) with effect from 1 July 2025. She is primarily responsible for the overall strategic planning, operations and management of our Group. Ms. Tsui has also been a director of Asian Wealth Limited since June 2009 and Cyber Building Limited since July 2000, they are both investment holding companies, which Ms. Tsui has been responsible for making investment decisions. Prior to joining our Group, Ms. Tsui was involved in family textile business.

Ms. Tsui is the honorary vice president of Hong Kong Hangzhou Association, the honorary president of Hangzhou Hong Kong Women’s Association, the vice president of Hong Kong Central and Western District Women Entrepreneurs Association Limited, the vice-chairlady of Hong Kong Tianjin Business and Professional Women Association and the honorary president of Hong Kong Island Women’s Association. She was previously the president of Rotary Club of Manhattan Hong Kong Limited (2020–2021), Ms. Tsui graduated from South Hills Academy in the United States in 1990. Ms. Tsui did not hold any other directorship in listed public companies in the last three years. Ms. Tsui is the spouse of Mr. Tso.



BIOGRAPHICAL DETAILS OF DIRECTORS AND SENIOR MANAGEMENT

NON-EXECUTIVE DIRECTORS

Ms. Wang Chunmei (王春梅) (“Ms. Wang”), aged 51, was appointed as a non-executive Director on 17 December 2025. She is currently the general manager in the marketing department of 重慶沐易富企業管理有限公司 (Chongqing Muyifu Enterprise Management Co., Ltd.*) (“Chongqing Muyifu”). Ms. Wang is primarily responsible for streamlining and building Chongqing Muyifu’s market operations system, as well as formulating and promoting brand promotion and external marketing strategies. In the process of management and execution, she has participated in cross-border promotion and the development of export-related channels, and provided corresponding support for expanding overseas customer touchpoints. Ms. Wang possesses certain understanding of the promotion models for building materials supply, decoration engineering, photovoltaic energy conservation, and artificial intelligence digital investment in overseas markets. Ms. Wang was also the sales director of 重慶信義企業管理有限公司 (Chongqing Xinxi Enterprise Management Co., Ltd.*) (“Chongqing Xinxi”) from 2021 to 2025. During her tenure, she was primarily responsible for the overall planning of the company’s sales management structure, business development, and optimization of the sales channel system. She was also responsible for providing support to the company and its partners in operational management streamlining, marketing system optimization, and sales channel strategy planning. The business of Chongqing Xinxi covers home furnishing materials supply chain, regional home improvement channels, construction and domestic goods, crossborder trade and automotive foreign trade support. Ms. Wang has participated in overseas customer development and cross-border promotion, assisting companies in establishing export channels and accumulated understanding about the export operation models, overseas market structures, and customer attributes. Ms. Wang has also accumulated certain industry knowledge in the automotive foreign trade industry chain. The aforementioned experience has enabled Ms. Wang to possess capabilities in sales management, sales channel development, cross-border business expansion, and export strategy planning. Ms. Wang holds a degree of Bachelor of Management from IBMT University of Indonesia.

Mr. He Qihang (何啟航) (“Mr. He”), aged 27, was appointed as a non-executive Director on 17 December 2025. He was a senior associate in the assurance department of PricewaterhouseCoopers Zhong Tian LLP from September 2021 to March 2024. After leaving PwC, Mr. He studied at Nanyang Technological University and has been involved in his family’s securities investment business to date. Mr. He was responsible for the auditing, valuation, compliance and risk management of several large equity funds which focused on key and core technology in which he accumulated extensive experience in corporate governance, investment research and cross-industry analysis. His experience serving institutional investors with long-term investments in artificial intelligence, computing infrastructure, new energy, energy storage systems, and high-end manufacturing equipped Mr. He with concrete understanding of ecosystems of the relevant industry, supply chain structures and growth models. Mr. He holds a master’s degree in Asset & Wealth Management from Nanyang Technological University in Singapore and a Bachelor of Finance and Accounting degree from the University of Sydney in Australia. He also studied a short-term course as an exchange student at the University of Chicago in the United States from April to June 2025.

* For identification purpose only



BIOGRAPHICAL DETAILS OF DIRECTORS AND SENIOR MANAGEMENT

INDEPENDENT NON-EXECUTIVE DIRECTORS

Mr. Woo King Hang, J.P. (胡勁恒), aged 64, was appointed as an independent non-executive Director (“INED”) of the Company on 1 December 2021. He is currently the chairman of the audit committee (the “Audit Committee”) and a member of the corporate governance committee (the “Corporate Governance Committee”) and the Remuneration Committee. He has extensive experience in financial and business management. Mr. Woo is currently an independent non-executive director and a member of each of the audit committee, remuneration committee and nomination committee of Digital Domain Holdings Limited (“Digital Domain”); an independent non-executive director, a member of audit committee and nomination committee of Crocodile Garments Limited (“Crocodile”) and a senior advisor of a certified public accountants’ firm.

Mr. Woo was the vice chairman of the board of directors and a non-executive director of Zhong Ju Investment Group Limited (formerly known as Centenary United Holdings Limited) (“Zhong Ju”) between May 2020 and May 2024.

Mr. Woo is a Justice of the Peace appointed by the Chief Executive of the HKSAR and an adjunct professor at the Department of Public and International Affairs, City University of Hong Kong. He also received the Secretary for Home and Youth Affairs’ commendation.

Mr. Woo is a fellow member of each of The Institute of Chartered Accountants in England and Wales, the Royal Institution of Chartered Surveyors and the Hong Kong Institute of Certified Public Accountants.

He holds a Master’s Degree of Business Administration from Kellogg School of Management, Northwestern University and the Hong Kong University of Science and Technology, a Bachelor’s Degree of Laws from Peking University and a Master’s Degree of Laws from the City University of Hong Kong.

Mr. Woo is an honorary officer of the Auxiliary Medical Service, an advisor of School of Chinese Medicine of the Chinese University of Hong Kong and a member of each of the Hospital Governing Committee, the Queen Elizabeth Hospital, Hospital Authority Central Institutional Review Board and Hong Kong Advisory Council on AIDS. He serves as a member of Kwun Tong District Fight Crime Committee. He is a director of Hong Kong PHAB Association and the chairman of each of Kwun Tong District Senior Police Call Honorary President Council, Police Education and Welfare Trust Management Committee, Police Children’s Education Trust Management Committee and Kwun Tong Healthy City Steering Committee.

Mr. Woo was a project controller of NWS Service Management Limited from January 2019 to April 2019, and served as a financial controller and an executive director of Hip Hing Construction Company Limited from February 2006 to June 2010 and from July 2010 to December 2018 respectively, both companies being wholly-owned subsidiaries of CTF Services Limited (“CTFSL”, formerly known as NWS Holdings Limited). He was also a director of Bell Tea Overseas Limited (“BTO”, formerly known as Hip Hing Overseas Limited) from 2 July 2010 to 18 October 2018. BTO was a wholly-owned subsidiary of CTFSL and incorporated in Hong Kong on 13 April 1993 and was principally engaged in the business of construction overseas. On 19 September 2018, a winding up order (the “Order”) was granted by the High Court of Hong Kong (the “High Court”) on BTO. On 5 July 2021, the High Court ordered that BTO be dissolved. Mr. Woo confirmed that the Order was in relation to the non-payment for a sum arising from an arbitration case involving contractual dispute relating to the construction works of a building in Dubai which commenced in or about 2007 and was completed in or about 2011 between the petitioner of the Order and a joint venture entity (the “BTO JV”) in which BTO had 30% interests. An award (the “Award”) was granted by an arbitration institution in Dubai in favor of the said petitioner, which then enforced the whole amount of the Award in the High Court against, among others, BTO. Mr. Woo further confirmed that he was not involved in any of the matters concerning the operations of the BTO JV, the construction works or the said arbitration or matters leading to the granting of the Order.

The shares of each of Digital Domain (stock code: 547), Crocodile (stock code: 122), Zhong Ju (stock code: 1959), and CTFSL (stock code: 659) are listed on the main board of The Stock Exchange of Hong Kong Limited (the “Stock Exchange”).



BIOGRAPHICAL DETAILS OF DIRECTORS AND SENIOR MANAGEMENT

INDEPENDENT NON-EXECUTIVE DIRECTORS *(Continued)*

Mr. Hui Chun Tak, PDSM (許鎮德) (“Mr. Hui”), aged 63, joined the Company as an INED and a member of the Audit Committee, the Nomination Committee and the Corporate Governance Committee on 8 December 2021. He is currently the chairman of the Remuneration Committee and the Nomination Committee; He is a member of the Audit Committee and the Corporate Governance Committee.

Mr. Hui was the Administration Director for Transport International Holdings Limited, a leading public transport operator in Hong Kong and Mainland China (“TIH”, stock code: 62) for the period from 1 April 2019 to 28 February 2025. Mr. Hui was appointed executive director of Sun Bus Limited (“SBL”) from 1 January 2019 to 19 June 2019. SBL is a wholly owned subsidiary of TIH. He was previously an independent non-executive director of Zhong Ju Investment Group Limited (formerly known as Centenary United Holdings Limited) (“Zhong Ju”, stock code: 1959) between 20 May 2020 and 19 July 2024.

Mr. Hui started his police career as an inspector in 1986 and had worked in various key command, operational and management posts. As a superintendent, he was seconded to the office of the Chief Executive of Hong Kong (the “Chief Executive”) and served as the Aide-de-Camp to the Chief Executive from 2007 to 2010. He became a directorate officer in 2014 and worked in succession as chief superintendent, Police Public Relations Branch; District Commander, Sham Shui Po Police District; chairman, chief inspector to Superintendent Promotion Board; and finally, the assistant commissioner, Information Systems, in which capacity he retired and received the Police Distinguished Service Medal in 2018.

Mr. Hui holds a master’s degree in general management from Macquarie University, Australia. He had also undertaken many leadership, command and management programmes at the Chinese Academy of Governance, Tsinghua University and the John F. Kennedy School of Government, Harvard University, the United States of America.

Mr. Wong Chun Ping, BBS, MH, JP (黃春平) (“Mr. Wong”), aged 61, joined the Company as an INED on 31 July 2024. He is currently the chairman of the Corporate Governance Committee and a member of each of the Audit Committee and the Nomination Committee.

Mr. Wong has extensive experience in social and district administration work in Hong Kong. He is an appointed member of the Kwun Tong District Council since 1 January 2024. He was also a member of the Kwun Tong District Council from 2012 to 2019. He has been the vice chairman of Kowloon Federation of Associations since 2006.

Mr. Wong was the deputy secretary-general of the Kowloon Federation of Associations in June 2003. He was appointed as one of the presidents of the Kwun Tong Resident Association in 2019. Mr. Wong was a member of Kwun Tong District Civic Education Committee in April 2005, the Election Committee of Hong Kong in 2011, 2016 and 2021, the Appeal Board of the Travel Industry Council of Hong Kong from 2017 to 2022 and Guangdong Provincial Committee of the Chinese People’s Political Consultative Conference in 2023. He was one of the co-founders of Hong Kong Coalition.

Mr. Wong was awarded the Bronze Bauhinia Star and appointed a Justice of the Peace by the Chief Executive of Hong Kong in 2025 and 2023 respectively. He was also awarded the Medal of Honor by the Hong Kong Government in 2018.

Mr. Wong holds a Master’s Degree of Management from Sun Yat-sen University.



BIOGRAPHICAL DETAILS OF DIRECTORS AND SENIOR MANAGEMENT

SENIOR MANAGEMENT

Mr. Chan Cheung (陳璋) (“Mr. Chan”), aged 70, is the company secretary of our Group. Mr. Chan joined our Group on 29 November 2017 and he is responsible for the overall company secretarial matters of our Group. Mr. Chan has about 30 years of experience in banking, accounting, financial management and company secretarial matters.

Prior to joining our Group, Mr. Chan was the company secretary of Richful Deyong International Business (China) Limited, a professional consulting service provider, from February 2017 to July 2017, where he was primarily responsible for company secretarial matters. From April 2009 to June 2016, Mr. Chan served as the chief financial officer and company secretary of Neo-Neon Holdings Limited (stock code: 1868), a company listed on the Main Board and principally engaged in the manufacturing and sales of LED decorative lighting, where he was primarily responsible for full spectrum of finance, taxation, general management and company secretarial works. From August 2007 to February 2009, Mr. Chan served as chief financial officer and company secretary of Sun East Technology (Holdings) Limited (now known as Sino ICT Holdings Limited) (stock code: 365), a company listed on the Main Board and principally engaged in equipment manufacturing, finance lease and factoring, where he was primarily responsible for the company’s finance and control, management information system, and statutory reporting. From October 2002 to March 2004, Mr. Chan was employed by Lung Kee Metal Limited and served as the group finance manager, a subsidiary of Lung Kee Group Holdings Limited (stock code: 255), a mould bases manufacturer listed on the Main Board, where he was primarily responsible for the overall financial and accounting functions and tax matters of the group. Mr. Chan served various positions relating to accounting, financial management and banking services in other companies where he was responsible for bond dealings, credit and marketing, preparing accounts and/or financial reporting from 1983 to 1990 and 1995 to 2002.

Mr. Chan has been a member of HKICPA since January 2001 and a member of The Association of Chartered Certified Accountants of the United Kingdom since November 2000. Mr. Chan obtained a bachelor’s degree in social science from The Chinese University of Hong Kong in December 1983.

Ms. Kwan Wai Fun (關偉芬) (“Ms. Kwan”), aged 52, joined our group as financial controller in June 2022 and is responsible for the Group’s accounting, financial reporting and management accounting matters. Prior to joining our Group, she was in charge of the accounting department in a garment and watch cases manufacturing group where she was primarily responsible for accounting, taxation and internal control of its Hong Kong and PRC companies as well as preparing the consolidated accounts.

Ms. Kwan has been a member of The Hong Kong Institute of Certified Public Accountants since 2014. She obtained her bachelor’s degree in Accounting in 2006 from the Open University of Hong Kong (now known as Hong Kong Metropolitan University).



CORPORATE GOVERNANCE REPORT

The Board is pleased to present the corporate governance report of the Company for the year ended 31 March 2026.

The Directors and the management of the Group recognise the importance of sound corporate governance to the long-term success and continuing development of the Group. Therefore, the Board is committed to upholding good corporate governance standards and procedures, so as to emphasize on accountability, independence, responsibility, fairness and transparency for the Group, and to protect the interests and create value for the Shareholders.

COMPLIANCE WITH THE CORPORATE GOVERNANCE CODE

The Company's corporate governance practices are based on the principles and code provisions as set out in the Corporate Governance Code (the "Code") in Appendix C1 of the Rules Governing the Listing of Securities on the Stock Exchange (the "Listing Rules"). Throughout the year ended 31 March 2026, to the best knowledge of the Board and after the review of the Company's performance of its corporate governance practices, the Company has complied with all the applicable code provisions set out in the Code, save for the following deviations:

Code Provision C.2.1

Under Code Provision C.2.1 of the Code, the roles of the chairman and chief executive officer should be separated and should not be performed by the same individual.

During the year ended 31 March 2026, the Company has not separated the roles of chairman and chief executive officer of the Company. Mr. Tso is the Chairman and also the Chief Executive Officer and is responsible for overseeing the operations of the Group during the year. In view of the present composition of the Board, Mr. Tso's in-depth knowledge and experience in the industry in which the Group operates and his familiarity with the operations of the Group, the Company believes that it is in the best interest of the Group for Mr. Tso to assume both roles as the Chairman and the Chief Executive Officer. The Board will continue to review and consider splitting the roles of Chairman and Chief Executive Officer at a time when it is appropriate and suitable by taking into account the circumstances of the Group as a whole.



CORPORATE GOVERNANCE REPORT

BOARD OF DIRECTORS

Roles and responsibilities

The Board assumes responsibility for leadership and control of the Company and is collectively responsible for promoting the success of the Company by directing and supervising the Company's affairs in the best interest of the Company and its Shareholders at all times. The key responsibilities of the Board include formulation of the Group's overall strategies, setting management targets and supervision of the management's performance. Under the leadership of the executive Directors, the management of the Company are delegated with the authority and responsibility by the Board to operate the businesses and to carry out the day-to-day administration of the Group; whereas the INEDs are responsible for ensuring a high standard of financial and management reporting to the Board and Shareholders as well as a balanced composition in the Board so that there is a strong independent element in the Board. In addition, the Board has also delegated various responsibilities to the board committees of the Company (the "Board Committees"). Further details of the Board Committees are set out in this annual report.

Composition of the Board

Up to the date of this annual report, the Board comprises seven Directors, including two executive Directors, two non-executive Directors and three INEDs. In particular, the composition of the Board is set out as follow:

Executive Directors

Mr. Simon Tso (*Chairman and Chief Executive Officer*)

Ms. Tsui To Fei

Non-executive Directors

Ms. Wang Chunmei

Mr. He Qihang

Independent non-executive Directors

Mr. Woo King Hang, JP

Mr. Hui Chun Tak, PDSM

Mr. Wong Chun Ping, BBS, MH, JP



CORPORATE GOVERNANCE REPORT

BOARD OF DIRECTORS *(Continued)*

Independent non-executive Directors

During the period from 15 February 2024 to 30 July 2024, the Board has only two INEDs which fell short of the minimum number (namely three independent non-executive directors) as required under Rule 3.10(1) of the Listing Rules. The required composition of the audit committee and nomination committee did not meet the requirements under Rule 3.21 and Rule 3.27A of the Listing Rules. The Company has obtained a waiver from the Stock Exchange for strict compliance with Rules 3.10(1), 3.21 and 3.27A of the Listing Rules. Following the appointment of Mr. Wong on 31 July 2024 as an INED, a member of each of the audit committee and the nomination committee. The Company has met the minimum one-third requirement for INEDs and complied with Rules 3.10(1), 3.21 and 3.27A of the Listing Rules:

- (i) the Board has three INEDs which meets the minimum number (namely three INEDs) as required under Rule 3.10 (1) of the Listing Rules;
- (ii) the Audit Committee comprises three INEDs which meets the requirement of Rule 3.21 of the Listing Rules that audit committees must comprise a minimum of three members; and
- (iii) the Nomination Committee comprises one executive Director and two INEDs, which meets the requirement of Rule 3.27A of the Listing Rules in respect of having a majority members being INEDs.

Amongst the INEDs, Mr. Woo King Hang, JP has the appropriate professional qualifications and accounting and related financial management expertise required under Rule 3.10(2) of the Listing Rules.

The Company has entered into a letter of appointment with each of the INEDs for a term of one year, which shall be automatically renewed for successive terms of one year and may be terminated earlier by no less than one month's written notice served by either party on the other.

Specific enquiry has been made by the Company to each of the INEDs to confirm their independence pursuant to Rule 3.13 of the Listing Rules. In this connection, the Company has received the positive annual confirmations from all of the INEDs. Based on the confirmations received and after annual assessment by the Nomination Committee of the Company at a meeting held on 29 June 2026, the Company considers all INEDs to be independent under the Listing Rules.

Board diversity

The Board has adopted a board diversity policy in December 2018, which sets out its approach to achieve diversity in the Board by annual review and assessment as well as recommendation by the Nomination Committee on any new appointment, re-election or any succession plan of any Director to the Board, and to ensure that the Board has a balance of skills, experience and diversity which is appropriate to the needs of the Company's business. The selection of candidates for any new directorship will be based on a range of criteria, including but not limited to gender, age, cultural and educational background, experience (professional or otherwise), skills and knowledge. The appointment of Directors will continue to be made based on merit and potential contribution by the candidate to the Board and the Company. Each Director's respective biographical details is set out in the section "Biographical Details of Directors and Senior Management" of this annual report. The Board considers that each Director has the necessary skills and experience appropriate for discharging his/her duties as Director in the best interest of the Company and its Shareholders.

CORPORATE GOVERNANCE REPORT

BOARD OF DIRECTORS *(Continued)*

Board diversity *(Continued)*

The Board has achieved gender diversity as it currently has two female Directors. The Board will maintain at least one female Director to be a member of the Board. To develop a pipeline of potential successors to the Board to achieve gender diversity, the Company has adopted relevant hiring policies for considering candidates of senior management positions which would take into account diversity perspectives including gender diversity.

As at 31 March 2026, the ratio of male and female in the workforce (including the executive Directors and senior management) is 68% and 32% respectively.

As such, the Company's workforce (including the executive Directors and senior management) has achieved gender diversity between males and females. The Company would continue to take into account of diversity perspectives including gender diversity in its hiring.

To ensure that independent views and input are available to the Board, the Company has established mechanisms including (i) strengthening the INEDs' recruitment process to include criteria such as each candidates' available time commitments and qualification; (ii) reviewing the number of INEDs on an annual basis; (iii) performing additional assessment or evaluation of INEDs' contribution; and (iv) where necessary, engaging external independent professional advisors to assess performance of Directors' duties. The Board reviews the implementation and effectiveness of the above mechanisms on an annual basis.

After annual assessment by the Nomination Committee at a meeting held on 29 June 2026, the Company considers that, all Directors demonstrated themselves in their respective fields of expertise to perform a check and balance function with diversity of skills, knowledge, varied background and experience required for running an effective Board.

Re-election of Directors

In accordance with article 83(3) of the articles of association of the Company (the "Articles"), any Director appointed by the Board to fill a casual vacancy shall hold office only until the first annual general meeting of the Company after his appointment and shall then be eligible for re-election. As such, Ms. Wang Chunmei and Mr. He Qihang shall hold office until the forthcoming annual general meeting of the Company (the "AGM") and, being eligible, have offered themselves for re-election.

Pursuant to Article 84 of the Articles, one-third of the Directors for the time being (or if their number is not a multiple of three (3), the number nearest to but not less than one-third) shall retire from office by rotation provided that every Director shall be subject to retirement at an annual general meeting at least once every three years. Mr. Woo King Hang, JP and Mr. Hui Chun Tak, PDSM will retire from office as Directors, and being eligible, will offer themselves for re-election at the AGM.



CORPORATE GOVERNANCE REPORT

BOARD OF DIRECTORS *(Continued)*

Board and general meetings

During the year ended 31 March 2026, six board meetings and one general meeting were held to approve, among others, internal control and risk management of the Group, the results of the Group for the six months ended 30 September 2025. The AGM will be held on Thursday, 27 August 2026.

The attendance of each Director at the Board meetings and the Company's general meeting held during the year ended 31 March 2026 are set out below:

	Annual General Meeting attended/held	Board Meetings attended/held
Executive Directors		
Mr. Simon Tso (<i>Chairman and Chief Executive Officer</i>)	1/1	5/6
Ms. Tsui To Fei	1/1	4/6
Non-executive Directors		
Ms. Wang Chunmei (<i>appointed on 17 December 2025</i>)	0/0	0/0
Mr. He Qihang (<i>appointed on 17 December 2025</i>)	0/0	0/0
Independent non-executive Directors		
Mr. Woo King Hang, JP	1/1	6/6
Mr. Hui Chun Tak, PDSM	1/1	6/6
Mr. Wong Chun Ping, BBS, MH, JP	1/1	5/6

The Directors can attend meetings in person or through other means of electronic communication in accordance with the Articles. All minutes of the Board meetings were recorded in sufficient detail the matters considered by the Board and the decisions reached.

To facilitate the decision-making process, the Directors are free to have access to the management for enquiries and to obtain further information when required. The Directors can also seek independent professional advice in appropriate circumstances, at the Company's expense in discharging their duties to the Company. All Directors have unrestricted access to the company secretary who is responsible for ensuring that the Board/committee procedures are complied with, and for advising the Board/committees on compliance matters.

Directors' and officers' liability

The Company has arranged appropriate insurance cover in respect of possible legal action against its Directors and senior officers.

CORPORATE GOVERNANCE REPORT

BOARD OF DIRECTORS *(Continued)*

Relationships between Board members

Mr. Simon Tso (the Chairman, executive Director and Chief Executive Officer) is the spouse of Ms. Tsui To Fei (an executive Director). Save as disclosed in this paragraph and “Biographical Details of Directors and Senior Management” section of the Report of the Directors, none of the Directors has any financial, business, family or other material/relevant relationships with one another.

Code of conduct for securities transactions by Directors

The Company has adopted the required standard of dealings set out in Appendix 10 to the Listing Rules as the code of conduct regarding securities transactions by Directors in respect of the Shares (the “Code of Conduct”). The Company has made specific enquiry to all Directors, and all Directors have confirmed that they have fully complied with the required standard of dealings set out in the Code of Conduct during the year ended 31 March 2026.

Induction and continuous professional development

All newly appointed Directors would be provided with necessary induction and information to ensure that they have a proper understanding of the Group’s operations and business as well as their responsibilities under relevant statutes, laws, rules and regulations.

The Directors are also provided with regular updates on the Company’s performance, position and prospects to enable the Board as a whole and each Director to discharge their duties. The Company encourages continuous professional development training for all the Directors to develop and refresh their knowledge and skills.

The training received by the Directors during the year ended 31 March 2026 is summarized as follows:

Name of directors	Nature of continuous professional development courses
Executive Directors	
Mr. Simon Tso	Attending seminars and reading relevant materials
Ms. Tsui To Fei	Attending seminars and reading relevant materials
Non-executive Directors	
Ms. Wang Chunmei	Briefing by company lawyer upon appointment and reading relevant materials
Mr. He Qihang	Briefing by company lawyer upon appointment and reading relevant materials
Independent non-executive Directors	
Mr. Woo King Hang, JP	Attending seminars and reading relevant materials
Mr. Hui Chun Tak, PDSM	Attending seminars and reading relevant materials
Mr. Wong Chun Ping, BBS, MH, JP	Briefing by company lawyer upon appointment and reading relevant materials



CORPORATE GOVERNANCE REPORT

BOARD OF DIRECTORS *(Continued)*

Board Committees

The Board has established a number of functional committees in compliance with the relevant Listing Rules and to assist the Board to discharge its duties. Currently, four committees have been established:

1. The Audit Committee was established on 20 September 2018 with its terms of reference in compliance with Rule 3.21 of the Listing Rules, and Code Provision D.3.3 of the Code;
2. The Remuneration Committee was established on 20 September 2018 with its terms of reference in compliance with Rule 3.25 of the Listing Rules and Code Provision E.1 of the Code;
3. The Nomination Committee was established on 20 September 2018 with its terms of reference in compliance with Code Provision B.3 of the Code; and
4. The Corporate Governance Committee was established on 20 September 2018 with its terms of reference in compliance with the Code.

The functions and responsibilities of these committees have been set out in the relevant terms of reference which are not less stringent than that stated in the Code. The relevant terms of reference of each of the Audit Committee, Remuneration Committee, Nomination Committee and Corporate Governance Committee can be found on the Company's website (www.moshouse.com.hk) and the website of the Stock Exchange. All Committees have been provided with sufficient resources and support from the Group to discharge their duties.

Audit Committee

As at 31 March 2026, the Audit Committee comprises three members, namely, Mr. Woo King Hang, JP, Mr. Hui Chun Tak, PDSM and Mr. Wong Chun Ping, BBS, MH, JP, all of whom are INEDs and is chaired by Mr. Woo King Hang, JP who has the appropriate professional qualifications or accounting or related financial management expertise as required under Rule 3.10(2) of the Listing Rules.

With reference to the terms of reference of the Audit Committee, the primary responsibilities of the Audit Committee are, among others:

1. to make recommendations to the Board on the appointment, re-appointment and removal of the Company's external auditors, and approve the remuneration and terms of engagement of the Company's external auditors;
2. to review and monitor the Company's external auditors' independence and objectivity and the effectiveness of the audit process in accordance with applicable standards;
3. to monitor the integrity of the Company's financial statements and annual report and accounts, half-year report and review significant financial reporting judgments contained in them;
4. to discuss with the Company's external auditors questions and doubts arising from the audit of annual accounts;
5. to review the statement about the Company's internal control system (if any) as included in the Company's annual report prior to submission for the Board's approval;

CORPORATE GOVERNANCE REPORT

BOARD OF DIRECTORS *(Continued)*

Audit Committee *(Continued)*

6. to review the Company's financial reporting, financial controls, internal control and risk management systems;
7. to discuss the internal control system with the Company's management to ensure that management has performed its duty to have an effective internal control system;
8. to consider major investigation findings on internal control matters as delegated by the Board or on its own initiative and management's response to these findings;
9. to review the financial and accounting policies and practices of the Group;
10. to review the external auditor's management letter, any material queries raised by the auditor to the management in respect of accounting records, financial accounts or systems of control and management's response;
11. to ensure that the Board will provide a timely response to the issues raised in the external auditor's management letter; and
12. to review the adequacy of resources, staff qualifications and experience, training programmes and budget of the Company's accounting and financial reporting function.

During the year ended 31 March 2026, the Audit Committee held three meetings. The attendance of the members of the Audit Committee is summarised below:

	Meetings attended/held
Mr. Woo King Hang, JP (<i>chairman</i>)	3/3
Mr. Hui Chun Tak, PDSM	3/3
Mr. Wong Chun Ping, BBS, MH, JP	2/3

The Audit Committee makes arrangement for holding at least two meetings and meeting external auditor twice to discuss the audit plan and timeline and to review the Company's annual report and accounts during each financial year. During the year ended 31 March 2026, the Audit Committee held three meetings to conduct the following works:

- (1) reviewed the audited financial statements, annual results announcement and annual report of the Group for the year ended 31 March 2025; and
- (2) reviewed the unaudited financial statements, interim results announcement and interim report of the Group for the six months ended 30 September 2025;

Both the Board and the Audit Committee agreed to recommend the re-appointment of Rongcheng (Hong Kong) CPA Limited ("Rongcheng") as the Company's external auditor for the ensuing year at the 2026 AGM of the Company.



CORPORATE GOVERNANCE REPORT

BOARD OF DIRECTORS *(Continued)*

Remuneration Committee

As at 31 March 2026, the Remuneration Committee comprises three members, namely Mr. Hui Chun Tak, PDSM (chairman), Ms. Tsui To Fei and Mr. Woo King Hang, JP. Mr. Hui Chun Tak, PDSM and Mr. Woo King Hang, JP are INEDs and Ms. Tsui To Fei is an executive Director.

With reference to the terms of reference of the Remuneration Committee, the primary responsibilities of the Remuneration Committee include, among others:

1. to make recommendations to the Board on the Company's policy and structure for all Directors' and senior management's remuneration and on the establishment of a formal and transparent procedure for developing remuneration policy;
2. to review and approve the management's remuneration proposals with reference to the Board's corporate goals and objectives;
3. to make recommendations to the Board on the remuneration packages of individual executive Directors and senior management;
4. to make recommendations to the Board on the remuneration of non-executive Directors;
5. to consider salaries paid by comparable companies, time commitment and responsibilities and employment conditions elsewhere in the Group;
6. to review and approve compensation payable to executive Directors and senior management for any loss or termination of office or appointment to ensure that it is consistent with contractual terms and is otherwise fair and not excessive;
7. to review and approve compensation arrangements relating to dismissal or removal of Directors for misconduct to ensure that they are consistent with contractual terms and are otherwise reasonable and appropriate; and
8. to ensure that no Director or any of his/her close associates is involved in deciding his/her own remuneration.

During the year ended 31 March 2026, the Remuneration Committee held two meetings to review the terms of reference of the Committee; and make recommendation on the remuneration of the two new non-executive Directors. The attendance of the members of the Remuneration Committee is summarised below:

	Meetings attended/held
Ms. Tsui To Fei	1/2
Mr. Woo King Hang, JP	2/2
Mr. Hui Chun Tak, PDSM	2/2

During the year ended 31 March 2026 and up to the date of this annual report, the Remuneration Committee reviewed and made recommendations on the remuneration package of Directors. The Board is of the view that the Remuneration Committee had properly discharged its duties and responsibilities during the year ended 31 March 2026 and up to the date of this annual report.

CORPORATE GOVERNANCE REPORT

BOARD OF DIRECTORS *(Continued)*

Nomination Committee

As at 31 March 2026, the Nomination Committee comprises three members, namely Mr. Hui Chun Tak, PDSM (chairman), Ms. Tsui To Fei and Mr. Wong Chun Ping, BBS, MH, JP. Ms. Tsui is an executive Director whereas Mr. Hui Chun Tak, PDSM and Mr. Wong Chun Ping, BBS, MH, JP are INEDs.

In response to (i) the new Code Provision B.3.5 of the Code requiring listed issuers to appoint at least one director of a different gender to their nomination committees; and (ii) Rule 3.27A of the Listing Rules which stipulates that nomination committees must be chaired by the chairman of the board or an INED and comprising a majority of INEDs. Changes were made to the composition of the Nomination Committee with effect from 1 July 2025 as follows:

Ms. Tsui To Fei, an executive Director was appointed as a member and Mr. Simon Tso ceased to be a member; Mr. Hui Chun Tak, PDSM is redesignated as chairman.

After the above changes, the Nomination Committee consists of one executive Director and two INEDs, namely, Ms. Tsui To Fei, Mr. Hui Chun Tak, PDSM (chairman) and Mr. Wong Chun Ping, BBS, MH, JP.

With reference to the terms of reference of the Nomination Committee, the primary responsibilities of the Nomination Committee include, among others:

1. to review the structure, size, composition and diversity (including the skills, knowledge and experience) of the Board and make recommendations on proposed changes, if any, to the Board to complement the Company's corporate strategy;
2. to review the Company's board diversity policy and the progress on achieving the objectives set for implementing the said policy;
3. to identify individuals suitably qualified to become Board members and select or make recommendations to the Board on the selection of individuals nominated for directorships;
4. to assess the independence of INEDs; and
5. to make recommendations to the Board on the appointment or re-appointment of Directors and succession planning for Directors, in particular the Chairman and the Chief Executive.

During the year ended 31 March 2026, the Nomination Committee held two meetings. The attendance of the members of the Nomination Committee is summarised below:

	Meetings attended/held
Mr. Simon Tso (<i>Chairman, ceased to be a member with effect from 1 July 2025</i>)	1/1
Mr. Hui Chun Tak, PDSM (<i>redesignated as chairman with effect from 1 July 2025</i>)	2/2
Mr. Wong Chun Ping, BBS, MH, JP	2/2
Ms. Tsui To Fei (<i>appointed as a member on 1 July 2025</i>)	1/1

During the year ended 31 March 2026 and up to the date of this annual report, the Nomination Committee reviewed and assessed (i) the structure, size and composition (including the skills, knowledge and experience) of the Board; (ii) the performance of each of the Directors; (iii) the independence of all INEDs and (iv) made recommendations to the Board on appointment of new Directors and re-appointment of Directors. The Board is of the view that the Nomination Committee had properly discharged its duties and responsibilities during the year ended 31 March 2026 and up to the date of this annual report.



CORPORATE GOVERNANCE REPORT

BOARD OF DIRECTORS *(Continued)*

Corporate Governance Committee

As at 31 March 2026, the Corporate Governance Committee comprises three members, namely Mr. Woo King Hang, JP, Mr. Hui Chun Tak, PDSM and Mr. Wong Chun Ping, BBS, MH, JP (chairman), all of them are INEDs.

With reference to the terms of reference of the Corporate Governance Committee, its primary duties are, among others (i) to develop and review the Group's policies and practices on corporate governance and make recommendations to the Board; (ii) to review and monitor the training and continuous professional development of the Directors and senior management; (iii) to review and monitor the Group's policies and practices on compliance with legal and regulatory requirements; (iv) to develop, review and monitor the code of conduct and compliance manual (if any) applicable to employees and Directors; and (v) to review the Company's compliance with the Code and disclosure in the corporate governance report.

During the year ended 31 March 2026, the Corporate Governance Committee held one meeting. The attendance of the members of the Corporate Governance Committee is summarised below:

	Meeting attended/held
Mr. Woo King Hang, JP	1/1
Mr. Hui Chun Tak, PDSM	1/1
Mr. Wong Chun Ping, BBS, MH, JP (<i>chairman</i>)	1/1

During the year ended 31 March 2026 and up to the date of this annual report, the Corporate Governance Committee reviewed and monitored the training and continuous professional development of the Directors and senior management; and reviewed the Company's compliance with the Code and legal and regulatory requirements. The Board is of the view that the Corporate Governance Committee had properly discharged its duties and responsibilities during the year ended 31 March 2026 and up to the date of this annual report.

DIVIDEND POLICY

A dividend policy has been adopted by the Board in December 2018. Please refer to the paragraph headed "Dividend Policy" in the section "Management Discussion and Analysis" of this annual report for details of the Company's dividend policy.

CORPORATE GOVERNANCE REPORT

AUDITOR'S REMUNERATION

During the year ended 31 March 2026, the Group engaged Rongcheng as the Group's external auditor. The Company's consolidated financial statements for the year ended 31 March 2026 have been audited by Rongcheng. The remuneration paid or payable to Rongcheng for the years ended 31 March 2026 and 2025 is respectively set out as follows:

Services rendered

	Fees payable for the year ended 31 March	
	2026 (HK\$'000)	2025 (HK\$'000)
Statutory audit services	600	600
Non-audit services, mainly tax compliance	20	20

COMPANY SECRETARY

Mr. Chan Cheung ("Mr. Chan") is the company secretary of the Company. Please refer to the section headed "Biographical details of Directors and Senior Management" of this annual report for his biographical information.

Mr. Chan has confirmed that he took not less than 15 hours of relevant professional training during the year ended 31 March 2026 in compliance with rule 3.29 of the Listing Rules.

ANTI-CORRUPTION

We strictly adhere to business ethics and integrity and comply with requirements of the statutory laws, rules and regulations, such as the Prevention of Bribery Ordinance (Cap. 201). We are dedicated to stipulating an anti-corruption and transparent environment in the business operations.

WHISTLEBLOWING POLICY

A whistle-blowing channel has been launched to allow the employees to report any irregularities regards to fraud and bribery. Furthermore, our accounting staff will check any payments that did not incur in the ordinary course of sales transactions to prevent bribery from third-parties.

During the year ended 31 March 2026, there were no legal cases regarding corruption brought against the Group and its employees. There were also no whistle-blowing reports received.



CORPORATE GOVERNANCE REPORT

RISK MANAGEMENT AND INTERNAL CONTROL SYSTEMS

The Board is responsible for reviewing the effectiveness of the risk management and internal control systems of the Group. The scope of the review is determined and recommended by the Audit Committee and approved by the Board annually. The review covers:

1. all material controls, including but not limited to financial, operational and compliance controls;
2. risks management functions; and
3. the adequacy of resources, qualifications and experience of staff in connection with the accounting and financial reporting function of the Group and their training programmes and relevant budget.

During the year ended 31 March 2026, the Board assessed once the risk management and internal control environment of the Group and reviewed once the internal control procedural manual of the Group and considers that the Group's risk management and internal control systems effective and adequate. The systems are designed in consideration of the nature of business and the organisation structure. Further, the systems are designed to manage rather than eliminate the risk of failure in operational system and to provide reasonable, but not absolute, assurance against material misstatement or loss. The system is designed further to safeguard the Group's assets, maintain appropriate accounting records and financial reporting, achieve efficiency of operations and ensure compliance with the Listing Rules and all other applicable laws and regulations.

During the year ended 31 March 2026, the Group has engaged external independent professionals to review its risk management and internal control systems and further enhance its risk management and internal control systems as appropriate.

There is currently no internal audit function within the Group. The Board has reviewed the need for an internal audit function and is of the view that in light of the size, nature and complexity of the business of the Group, it would be more cost effective to appoint external independent professionals to perform internal audit functions for the Group as the need arises. Nevertheless, the Board will continue to review the need for an internal audit function annually.

In order to enhance the Group's system of handling inside information and to ensure timely and accurate disclosure of such information pursuant to the relevant provisions under the Securities and Futures Ordinance (the "SFO") and the Listing Rules, the Group has also adopted and implemented an inside information policy and procedures. Certain reasonable measures have been taken from time to time to ensure that proper safeguards exist to prevent a breach of disclosure requirements in relation to the Group, which include:

- all Directors, employees or any services providers, who are in possession of possible inside information, covenant to keep such information remains confidential until it is authorized for publication;
- confidentiality clause is included when the Group is at a stage of preliminary negotiation with any party;
- the dissemination of inside information is timely, efficiently and consistently made when it is the subject of decision of the Board;
- notification of blackout period or prohibition period to deal in securities of the Company to all Directors and employees who are in possession of inside information; and
- the Group continually keeps all Directors and employees updated of the latest and new amendments on legal disclosure requirements of inside information.

CORPORATE GOVERNANCE REPORT

DIRECTORS' AND AUDITOR'S RESPONSIBILITY FOR CONSOLIDATED FINANCIAL STATEMENTS

The Directors acknowledge and understand their responsibility for preparing the consolidated financial statements and to ensure that the consolidated financial statements of the Group are prepared in a manner which reflects the true and fair view of the state of affairs, results and cash flows of the Group and are in compliance with the relevant accounting standards and principles, applicable laws and disclosure provisions required of the Listing Rules. The Directors are of the view that the consolidated financial statements of the Group for each financial year have been prepared on this basis.

To the best knowledge of the Directors, there is no uncertainties relating to events or conditions that may cast significant doubt upon the Company's ability to continue as a going concern, therefore the Directors continue to adopt the going concern approach in preparing the consolidated financial statements.

Statement of the Company's external auditor's responsibilities in respect of the consolidated financial statements is set out in the Independent Auditor's Report of this annual report.

COMMUNICATIONS WITH SHAREHOLDERS

The AGM is a forum in which the Board and the Shareholders communicate directly and exchange views concerning the affairs and overall performance of the Group and its future developments, etc. At the AGM, the Directors (including INEDs) are available to attend to questions raised by the Shareholders. The external auditor of the Company is also invited to be present at the AGM to address queries of the Shareholders concerning the audit procedures and the auditor's report.

The AGM will be held on Thursday, 27 August 2026, the notice of which shall be sent to the Shareholders at least 21 clear days prior to the AGM.

SHAREHOLDERS' RIGHTS

Convening of extraordinary general meeting on requisition by Shareholders

Pursuant to Article 58 of the Articles, the Board may, whenever it thinks fit, convene an extraordinary general meeting ("EGM"). EGMs shall also be convened on the requisition of one or more Shareholders holding, at the date of deposit of the requisition, not less than one-tenth of the paid up capital of the Company having the right of voting at general meetings of the Company. Such requisition shall be made in writing to the Board or the company secretary for the purpose of requiring an EGM to be called by the Board for the transaction of any business specified in such requisition. If, within 21 days of such deposit, the Board fails to proceed to convene such meeting, all reasonable expenses incurred by the requisition(s) as a result of the failure of the Board shall be reimbursed to the requisition(s) by the Company.



CORPORATE GOVERNANCE REPORT

SHAREHOLDERS' RIGHTS *(Continued)*

Procedures for Shareholders' nomination of Directors

Pursuant to Article 85 of the Articles, no person, other than a retiring Director, shall, unless recommended by the Board for election, be eligible for election to the office of Director at any general meeting, unless notice in writing of the intention to propose that person for election as a Director and notice in writing by that person of his willingness to be elected shall have been lodged at the head office or at the registration office of the Company. The period for lodgment of the notices required under the Article will commence no earlier than the day after the dispatch of the notice of the general meeting appointed for such election and end no later than 7 days prior to the date of such general meeting and the minimum length of the period during which such notices to the Company may be given will be at least 7 days.

Procedures for directing Shareholders' enquiries to the Board

Shareholders may direct their enquiries concerning their shareholdings to the Company's share registrars. Shareholders may also make a request for the Company's information to the extent that such information has been made publicly available by the Company. All written enquiries or requests may be forwarded to the Company's head office or by fax at (852) 2572 3778.

The addresses of the Company's head office and the Company's share registrars can be found in the section "Corporate Information" of this annual report.

INVESTOR RELATIONS

To ensure transparent and comprehensive disclosures to investors, the Group delivers information of the Group to the public through various channels, including general meeting, public announcement and financial reports. The investors are also able to access the latest news and information of the Group via the Company's website (www.moshouse.com.hk).

In addition to publication of information, the AGM of the Company provides a channel for communication between Shareholders and Directors. The chairman of the Board in person chairs the AGM to ensure Shareholders' views are communicated to the Board. Moreover, the questions and answers session at the AGM allow Shareholders to stay informed of the Group's strategies and goals.

After the Board has reviewed the implementation and effectiveness of the Shareholders' communication policy including steps taken at the AGM and the handling of queries received (if any) which were conducted during the year ended 31 March 2026, the Shareholders' communication policy was found to be effective and adequate.

The Shareholders may also forward their enquiries and suggestions in writing to the Company to the following address:

Address: Unit 1001, 10/F, Plaza 228
228 Wan Chai Road,
Wan Chai
Hong Kong

1. INTRODUCTION

About this Report

MOS House Group Limited (“MOS House” or the “Company”) and its subsidiaries, (collectively known as the “Group” or “we”) are pleased to present our 2026 Environmental, Social and Governance (“ESG”) Report (the “Report”).

This Report outlines our sustainable development approaches, describes measures implemented and summarizes the Group’s ESG performance. We understand that ESG performances are connected with the long-term growth and value of our business, and being a responsible corporate citizen benefits our stakeholders.

Scope of Reporting

This Report covers our principal operation, which includes retailing and supplying high-end European imported porcelain, ceramic and mosaic tiles in Hong Kong and Macau. The reporting period is from 1 April 2025 to 31 March 2026 (the “Reporting Period”). There are no significant changes in the reporting scope as compared to last year’s report. The performance data of the previous year is also listed in the Report for reference and comparison.

This Report is published in both Chinese and English, and is available on the websites of The Stock Exchange of Hong Kong Limited (the “Stock Exchange”) and the Company respectively.

Reporting Standards

This Report is prepared in accordance with the requirements of the “Environmental, Social and Governance Reporting Code” (the “HKEx ESG Reporting Code”) as set out in Appendix C2 under the Rules Governing the Listing of Securities on Main Board of The Stock Exchange. A content index of the HKEx ESG Reporting Guide is provided at the end of the Report for the convenience of the stakeholders. The Report has also adopted recommendations from the Task Force on Climate-related Financial Disclosures (“TCFD”).

In preparation of this Report, due diligence has been taken to adhere to the reporting principles stipulated in the HKEx ESG Reporting Guide:

- “Materiality” — The materiality assessment detailed on page 33 has ensured the Report addresses the most material ESG topics pertaining to our businesses.
- “Quantitative” — The Report strives to disclose quantitative metrics and related targets whenever possible, to demonstrate our impact.
- “Balance” — The Report presents an unbiased representation of our ESG management approach and performance. It avoids misleading omissions and presentation.
- “Consistency” — Whenever deemed material, the Report details the standards, tools, assumptions and/or source of conversion factors used, as well as explanations of any inconsistencies to previous reports. For the Group’s corporate governance practices, please refer to the “Corporate Governance Report” contained in this annual report.



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

1. INTRODUCTION *(Continued)*

Reporting Period

This Report specifies the ESG activities, challenges and measures taken during the financial year ended 31 March 2026.

Comments and Feedback

We welcome any comments on our ESG issues, stakeholder opinions and suggestions as these motivate and impact our improvements and future developments in regard to sustainability.

If you have any enquiries or comments, feel free to submit them by mail. Our address is: Unit 1001, 10/F, Plaza 228, 228 Wan Chai Road, Wanchai, Hong Kong.

2. ESG GOVERNANCE

Board Statement

The Board evaluates the materiality of the identified ESG risks and oversees the progress made against ESG related targets and initiatives. The Board sets the overall direction for the Group's ESG strategies, integrating ESG considerations as part of the business decision-making process.

The Board holds ultimate accountability for the Group's ESG strategy and reporting. To ensure effective oversight, the Board has mandated the Management to establish a robust ESG governance framework. A dedicated ESG Working Group, comprising senior leads from key functional departments, has been institutionalized to execute ESG integration. This Group is responsible for the systematic collection and rigorous analysis of ESG KPIs, monitoring progress against defined sustainability targets, and ensuring strict adherence to evolving regulatory requirements. The Management conducts strategic reviews at regular intervals (at least annually) to evaluate the materiality of ESG risks and the operational effectiveness of the internal control systems, subsequently reporting key findings and strategic recommendations to the Board for informed decision-making. Yet, at this stage, climate-related performance metrics have not been incorporated into the Group's remuneration policies.

Internal Control and Risk Management

The Group understands the importance of internal control and risk management. A structured internal control and risk management system is closely related to the sustainable development of an enterprise. Therefore, the Board continues to monitor our internal control system, risk assessment and risk management system, so as to identify unfavourable factors that may adversely affect our business. These include the risks in the areas of operation, finance, compliance, social and environmental protection, etc. Corresponding measures will be implemented once these risks are identified.

2. ESG GOVERNANCE *(Continued)*

Internal Control and Risk Management *(Continued)*

The Company's Audit Committee conducts annual internal audits and oversees risk management processes to uphold a robust internal control framework. Furthermore, to strengthen this system, we have appointed an independent internal control consultant to perform comprehensive reviews of our risk management and internal control mechanisms. This initiative ensures the long-term sustainability of our operations and enables the implementation of enhancement measures where required. The Group's commitment to sustainable development is reinforced through the ongoing monitoring and refinement of our internal control and risk management system, aligning with our broader objectives of fostering sustainable growth and resilience.

For more information about our policies and procedures on corporate governance, please refer to the "Corporate Governance Report" in this annual report.

3. MATERIALITY ASSESSMENT

As we treasure every opinion from our stakeholders, we conducted a materiality assessment as to identify the ESG topics that are significant to our business. Based on their comments, we were able to identify, prioritize and manage the ESG issues that may potentially affect our business. We formulated a 3-step approach for our materiality assessment:

- Step 1 — Identify Relevant ESG Issues: We identify ESG issues relevant to the Group with reference to the HKEx ESG Reporting Guide, previous engagement results and routine communications with stakeholders.
- Step 2 — Stakeholders Engagement: We invite our stakeholders to provide feedback through an online survey on the importance of these issues to the Group and to comment on the Group's work in sustainability.
- Step 3 — Analyse Results and Management Evaluation: The data collected from the survey were analysed and combined with the management's evaluation to conclude on the materiality of the ESG issues.

After conducting and analysing the responses, we identified the relevant ESG issues and assessed their importance in relation to the Group's businesses and stakeholders. These issues are shown in the table below, together with the aspects of the HKEx ESG Reporting Guide to which they relate:

The most material topics

1. Quality of goods and services
2. Health and safety of goods and customers
3. Customer communication and satisfaction



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

3. MATERIALITY ASSESSMENT *(Continued)*

Other material topics

Environment	Employment	Operating Practices	Community
Air pollution and emission control	Workplace diversity, anti-discrimination and equal opportunity	Suppliers' selection, assessment and continuous supervision	Charitable donations
Climate change mitigation and adaptation	Occupational health and safety	Supplier's sustainability and social responsibility	Participation in voluntary activities
Waste handling and management	Training and development of employees	Anti-fraud/anti-corruption	
Energy and water conservation	Employment relationship and communication with employees	Disaster/emergency response and management	
Sustainable use of other resources and green packaging	Talent attraction and employee retention	Customer data protection and privacy	
Green procurement	Employee benefits	Complaint handling	
		Protection of intellectual properties and rights	
		Advertising management	
		Prevention of child labour and forced labour	

The Group has established appropriate and effective management policies and internal control systems for ESG issues, and confirmed that the contents disclosed herein are in compliance with the requirements of the HKEx ESG Reporting Guide. This Report will pay attention to the aforementioned issues and respond to stakeholders' concerns in the relevant sections.



4. CLIMATE-RELATED DISCLOSURES

We have summarised our climate-related risks with reference to the four core elements recommended by TCFD which are governance, strategy, risk management, metrics and targets.

Governance

The Board evaluates the materiality of the identified ESG risks and oversees the progress made against ESG related targets and initiatives. The Board sets the overall direction for the Group's ESG strategies, integrating ESG considerations as part of the business decision-making process.

Strategy

Climate change is a prevalent issue for companies across all sectors and geographical regions.

Physical climate risks come in the form of extreme weather conditions in greater frequency and intensity, as well as rise in sea level. Extreme weather (e.g. more frequent and intense typhoons) and changes in climate patterns (e.g. higher humidity) can affect the safety of our employees and can cause damage to our physical retail locations.

The Group recognizes the transition risks and opportunities presented by climate change. The Group will continue to disclose our ESG-related information annually with reference to the HKEx ESG Reporting Guide and TCFD framework.

Financial Position, Financial Performance and Cash Flows

During the Reporting Period, the Group has determined that climate-related risks and opportunities have had no material impact on its financial performance or position. Looking forward, the Group does not anticipate significant climate-driven impacts on its future cash flows or cost of capital in the short term. We continue to monitor the evolving regulatory landscape to evaluate potential long-term effects on financial performance of the Group.

Climate Resilience

Our climate resilience is monitored through qualitative risk assessments and historical operational data. The Group is committed to building its technical capacity and intends to incorporate formal scenario analysis into future reporting cycles to ensure our long-term strategy remains robust under various global warming pathways.



4. CLIMATE-RELATED DISCLOSURES *(Continued)*

Risk Management

The Group understands the importance of internal control and risk management. A structured internal control and risk management system is closely related to the sustainable development of an enterprise. Therefore, the Board continues to monitor our internal control system, risk assessment and risk management system, so as to identify climate change risks and opportunities to enhance the Group's resilience.

Climate – Related Targets

As the potential impacts of climate change on our future businesses are growing, the Group plans to enhance the strategies and performance on decarbonization. We aim to reduce our carbon emissions year-on-year, and we have implemented many measures to reduce energy and water use during daily operation to achieve this target.

The metrics used to assess climate-related risks and opportunities, to manage relevant strategies and review performance mainly include carbon emissions, energy use, and water consumption. Detailed figures are listed in the "Environmental" Section of this Report.

Internal Carbon Pricing

The Group does not maintain an internal carbon price during the Reporting Period. Nevertheless, the Group will continuously monitor the relevant carbon price in the market and the latest regulations associated with carbon tax to minimise relevant climate-related risks.

5. STAKEHOLDER ENGAGEMENT

Maintaining an open dialogue with stakeholders is important for the continuous development of the Company on its sustainable journey. We regularly review ESG related policies to respond to our stakeholders' concerns, as well as rebalance the resources on different ESG issues. By doing so, the Company is able to identify the most material issues that matter to our business. Concurrently, we can mitigate risks and spot opportunities through this process.

The Group aims to collaborate with its stakeholders to improve its ESG performance and create greater value for the community on a continuous basis. We have engaged with our major stakeholders such as customers, suppliers, shareholders and investors, employees, other business partners, government and regulatory authorities through various communication channels.

The Group uses diversified engagement methods and communication channels as shown below:

Stakeholders	Expectations and Concerns	Key Communication Methods
Customers	- High quality products and services - Protection of the rights of customers	- Daily front-line communications - Regular business exchanges and meetings - Customer feedback - Questionnaire survey
Suppliers and contractors	- Supplier appointment - Sustainable supply chain - Fair and open procurement - Stable business relationship	- Business visits - Annual meetings - Questionnaire survey
Shareholders and investors	- Return on investment - Corporate governance - Business compliance	- Company website - Annual and interim reports - Annual general meetings and other shareholders' meetings
Employees	- Employees' compensation and benefits - Career development - Healthy and safe working environment	- Employees' performance appraisal - Regular departmental meetings - Questionnaire survey
Other business partners	- Fair and open procurement - Stable business relationship	- Daily operations or regular business exchanges - Regular meetings - Questionnaire survey
Government and regulatory authorities	- Involvement in communities - Business compliance - Environmental awareness	- Daily operations - Regular meetings - Cooperation with the government and regulatory authorities in compliance inspections



6. ENVIRONMENTAL

Air Emissions

The Group integrates environmental stewardship into its core strategic framework, recognizing the imperative of mitigating its ecological footprint to ensure long-term business resilience. To formalize this commitment and enhance transparency for stakeholders, we have established a series of quantitative environmental targets spanning carbon reduction, energy efficiency, and waste diversion. These targets are strategically aligned with the carbon neutrality roadmaps of our operating regions (e.g., Hong Kong's Climate Action Blueprint 2050). By institutionalizing sustainable operational protocols and systematically monitoring our Environmental KPIs, the Group aims not only to fulfill its corporate social responsibility but to actively transition towards a low-carbon business model.

During the Reporting Period, the Group was not aware of any material non-compliance with environmental related laws and regulations that would have a significant impact on the Group, including but not limited to the Air Pollution Control Ordinance, Water Pollution Control Ordinance and Waste Disposal Ordinance of Hong Kong.

Our major emissions were generated from the purchased electricity from retail shops and offices in operation, as well as the unleaded petrol and diesel consumed by our passenger car and forklift. We target to decrease our air emissions year-on-year. To minimize the carbon footprint incurred by our daily operation, we have implemented the below measures to achieve the "green operation". During the Reporting Period, since the Group has replaced fuel vehicle with electric vehicle, air pollutants and GHG emissions intensity decreased compared with the previous reporting year.

- Install a high-efficiency motor unit when replacing the machine
- Increase the application of natural light
- Lights and unnecessary energy-consuming devices must be turned off when employees leave the office to reduce energy consumption and lower the relevant greenhouse gas ("GHG") emissions
- Educate employees on the importance of water conservation and reduce unnecessary water waste. When any leaks occur on any equipment, perform maintenance procedures immediately to avoid waste
- Ensure equipment and devices are switched off during downtime and breaks
- Set the temperature of air conditioning in our office within an energy-efficient level from 24°C to 26°C
- Encourage employees to switch off all computers and warehouse/office equipment, electrical appliances and air conditioners when not in use
- Advocate 3R's concept — "Reduce, Reuse and Recycle"

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

6. ENVIRONMENTAL *(Continued)*

Air Emissions *(Continued)*

A detailed summary of the Group's air emissions is shown below:

Air pollutants ¹	Unit	FY2026	FY2025
Nitrogen Oxides	Kg	3.12	3.63
Sulphur Oxides	Kg	0.67	0.78
Particulate Matter	Kg	0.23	0.27

GHG emissions ²	Unit	FY2026	FY2025
Scope I (Direct emissions)	Tonnes of CO ₂ e	9.20	10.72
Mobile combustion	Tonnes of CO ₂ e	9.20	10.72
Scope II (Indirect emissions)	Tonnes of CO ₂ e	213.08	268.55
Electricity purchased	Tonnes of CO ₂ e	213.08	268.55
Total GHG emissions (Scope I, II)	Tonnes of CO ₂ e	222.28	279.27
GHG emissions intensity (Scope I, II)	Tonnes of CO ₂ e/ HKD million revenue	1.95	2.54

Waste Management

We adhere to the 3R's concepts; "Reduce, Reuse and Recycle" to reduce the waste generated across our operations.

Due to our business nature, hazardous waste is not material for the Group and the major non-hazardous wastes are paper waste, ordinary office waste and broken tiles.

In order to reduce the Group's paper consumption, we adopted a range of measures, such as:

- Promote a paperless practice in the office;
- Encourage double-sided printing or photocopying for documents; and
- Use of electronic files.

The Group actively promotes sustainable practices by discouraging the use of single-use paper cups and encouraging employees to utilize reusable alternatives. To ensure responsible waste management, we have engaged a third-party contractor to oversee the proper handling of non-recyclable waste generated from both our warehouse and office operations. Our objective is to achieve a year-on-year reduction in waste generation. Throughout the Reporting Period, heightened awareness among the Group's employees regarding waste reduction has contributed to a notable decrease in the intensity of non-hazardous waste produced, compared to the previous reporting year.

¹ GHG emissions data is presented in terms of carbon dioxide equivalent and is based on, 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, "How to prepare an ESG report — Appendix 2: Reporting Guidance on Environmental KPIs" issued by the Stock Exchange, the "Global Warming Potential Values" from the Fifth Assessment Report (AR5) of the Intergovernmental Panel on Climate Change (IPCC) (2014), the Sustainability Report 2022 published by CLP Group and the Sustainability Report 2022 published by HK Electric.

² For the year ended 31 March 2026, the Group recorded a revenue of approximately HK\$114 million. This data is also used for calculating other intensity data in this Report.



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

6. ENVIRONMENTAL *(Continued)*

Waste Management *(Continued)*

A detailed summary of the Group's non-hazardous waste is shown below:

Non-hazardous Waste	Unit	FY2026	FY2025
Total Non-hazardous Waste Produced	Tonnes	37.39	40.20
Intensity of Non-hazardous Wastes Produced	Tonnes/HKD million revenue	0.33	0.37

Insignificant amount of hazardous waste was produced by the Group during the Reporting Period.

Use of Resources

Through the Group's commitment, resource efficiency and eco-friendly measures across its operations have been embedded. Fuel and electricity are consumed due to the nature of the Group's operations, the Group aims to further reduce the environmental impacts of its activities.

Energy Consumption

To mitigate energy consumption and foster a culture of conservation, the Group encourages its offices and retail outlets to implement energy efficiency initiatives. Furthermore, the Group has adopted specific measures to enhance its energy performance, as detailed in the 'Emissions' section, with a strategic objective of achieving year-on-year reductions in energy use. During the Reporting Period, the Group's energy intensity recorded an increase compared to the previous year, primarily attributable to a slight rise in electricity consumption. We remain committed to executing diverse energy-saving measures to curtail consumption and further strengthen energy awareness among our employees.

The electricity, petrol and diesel consumptions account for a substantial part of the energy consumption for the Group, as reflected in the energy consumption of the Group shown below:

Energy consumption ⁴	Unit	FY2026	FY2025
Direct	kWh	37,212.78	43,386.88
Diesel	kWh	37,212.78	43,386.88
Indirect	kWh	384,197.34	478,370.69
Electricity purchased	kWh	384,197.34	478,370.69
Total energy consumption	kWh	421,410.12	521,757.57
Energy intensity	kWh/HKD million revenue	3,696.58	4,769.57

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

6. ENVIRONMENTAL (Continued)

Water Consumption

We rely solely on tap water provided by the Water Supplies Department, experiencing no difficulties in securing water supply. Aligned with our commitment to responsible resource stewardship, we encourage our workforce to save potable water. We aim to progressively reduce water usage annually. Throughout the Reporting Period, we achieved a reduction in water consumption compared to the previous reporting year.

The wastewater generated by the Group was mostly from the operation of our offices and retail shops. Therefore, we do not have significant wastewater generated during the Reporting Period. Municipal wastewater was directly discharged into the municipal sewer line.

A detailed summary of the Group's water consumption is shown below:

Water Consumption	Unit	FY2026	FY2025
Total water consumption	m ³	715.99	326.64
Water intensity	m ³ /HKD million revenue	6.28	2.99

Packaging Material Consumption

Due to the nature of our operations, plastics wraps and non-woven bags were used. To protect our environment, we are looking for methods to reduce our packing material consumption as well as any alternative materials beyond plastics.

A detailed summary of the Group's packaging material consumption is shown below:

Packaging material consumption	Unit	FY2026	FY2025
Total packaging material consumption	Tonnes	0.52	0.57
Packaging material intensity	Tonnes/HKD million revenue	0.0046	0.0052

During the Reporting Period, the packaging material intensity decreased compared to the previous reporting year.

The Environment and Natural Resources

We recognize that the protection of the environment is a common responsibility, as a responsible listed company in Hong Kong, we strive to sustain the earth in an eco-friendly way to operate our business.

We have not identified any specific regulatory requirements related to environmental protection beyond the above sections that have significant risks to the Group and we consider that our operation does not cause any significant impact to the environment and natural resources during the Reporting Period. However, we still prioritize environmental issues in our business and recognise the future risks associated from climate changes and other relevant issues. Therefore, we monitor this topic and are ready for any change of climate-related regulations.

During the Reporting Period, the Group was not subject to administrative sanctions or penalties for violating environmental laws or regulations that would have a significant impact on the Group.



7. SOCIAL

Employment

The Group adheres to the “people-centric” principle and has developed policies and procedures that align with the applicable employment laws and regulations in Hong Kong. The internal policies are regularly reviewed by our Human Resources Department. During the Reporting Period, the Group was not aware of any material non-compliance with employment related laws and regulations that would have a significant impact on the Group, including but not limited to the Employment Ordinance, Sex Discrimination Ordinance, and Employees’ Compensation Ordinance of the laws of Hong Kong.

The Group is committed to fostering an inclusive and diverse workplace, maintaining a zero-tolerance policy towards all forms of harassment and discrimination. We uphold the principles of mutual respect and equal opportunity, ensuring that talent recruitment is conducted solely based on professional experience, qualifications, and expertise, regardless of factors such as race, age, gender, sexual orientation, gender identity, or nationality.

We provide a competitive remuneration package to our employees. Besides all rest days and statutory holidays as stated in local laws and regulations, employees are entitled to have paid annual leaves, maternity leaves, paternity leaves, marriage leaves and festivals early leaves.

Benefits such as medical benefits, MPF scheme and other benefits subject to the Group’s human resource policies, such as birthday leave with a cash gift and celebration activities such as Christmas party for the festival are provided by the Group.

The Group has established a well-defined career development framework, where promotions and salary increments are determined through a rigorous and regular performance appraisal system. For front-line staff at non-managerial levels, monthly and quarterly evaluations are conducted based on standardized performance criteria. These appraisal results serve as the objective basis for performance bonuses, remuneration adjustments, and career advancement. Furthermore, employee dismissals are managed in strict accordance with the Employment Ordinance and the terms stipulated in respective employment contracts to ensure full regulatory compliance.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

7. SOCIAL (Continued)

Employment (Continued)

During the Reporting Period, the Group was not subjected to any major administrative sanction or punishment due to violation of any employment laws or regulations.

As of 31 March 2026, the Group had a total of 39 (2025: 39) employees. The employment breakdown is as below:

Workforce	Unit	FY2026	FY2025
Total	Persons	41	39
Male (By Gender)	Persons	28	27
Female (By Gender)	Persons	13	12
Full-time (By employment type)	Persons	41	39
Part-time (By employment type)	Persons	0	0
< 30 (By age group)	Persons	2	1
30–39 (By age group)	Persons	3	3
40–49 (By age group)	Persons	20	20
50–59 (By age group)	Persons	12	11
>60 (By age group)	Persons	4	4
Board (By employee category)	Persons	7	5
Management (By employee category)	Persons	12	12
Senior (By employee category)	Persons	6	6
Junior (By employee category)	Persons	16	16
Hong Kong (By region)	Persons	41	39

A detailed summary of the Group's employee turnover is shown below:

Turnover Rate	Unit	FY2026	FY2025
Overall	%	0	22.22
Male (By Gender)	%	0	12.90
Female (By Gender)	%	0	42.86
<30 (By age group)	%	0	20.00
30–39 (By age group)	%	0	100.00
40–49 (By age group)	%	0	25.00
50–59 (By age group)	%	0	0
>60 (By age group)	%	0	0
Hong Kong (By region)	%	0	22.22

The calculation of turnover rate is shown as below:

Turnover rate = $L/E \times 100\%$
 L = number of employees leaving employment during the Reporting Period
 E = (Number of employees at the beginning of the Reporting Period + Number of employees at the end of the Reporting Period)/2



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

7. SOCIAL (Continued)

Employment (Continued)

A detailed summary of the Group's Board members is shown below:

Number of Board members	Unit	FY2026	FY2025
Total	Persons	7	5
Male (By Gender)	Persons	5	4
Female (By Gender)	Persons	2	1
<30 (By age group)	Persons	1	0
30–39 (By age group)	Persons	0	0
40–49 (By age group)	Persons	0	0
50–59 (By age group)	Persons	3	2
≥60 (By age group)	Persons	3	3
Master or above (By education)	Persons	3	2
Bachelor (By education)	Persons	4	3

Health and Safety

We are committed to providing a comfortable, safe and healthy environment in our office, retail shops and warehouses for all of our employees.

The Group strictly adheres to the Occupational Safety and Health Ordinance, prioritizing the creation of a secure and healthy workplace as a core commitment to its workforce. To operationalize this commitment, comprehensive safety protocols have been integrated into the staff handbooks specifically for operational and warehouse personnel. These guidelines encompass robust emergency and evacuation procedures tailored for various contingencies — including fire outbreaks, power outages, and flooding — to ensure the resilience and safety of our retail and logistics operations.

During the Reporting Period, the Group was not aware of any material non-compliance with health and safety-related laws and regulations that would have a significant impact on the Group, including but not limited to the Occupational Safety and Health Ordinance of Hong Kong. Moreover, the Group did not identify any significant fines or non-monetary sanctions for non-compliance with the protection of employees and provision of safe working environment. There were no work-related fatality cases reported during the Reporting Period and in each of the past three years. There was no work injury case (2025: 6 days) due to work injury during the Reporting Period.

To combat the coronavirus pandemic, we adopted a series of measures to protect our employees and customers. We put notices on our stores to remind customers to wear face masks when they enter our shops. In addition, we provide hand sanitizers at the entrance for our employees and visitors and check the body temperature of any individual that is visiting our offices and retail shops.

Development and Training

We encourage our staff members to receive trainings so as to improve their efficiency and productivity. Our employees are welcome to join internal and external training courses as we support our employees in their quest for self-improvement and equipping themselves with new skills. As such, the Group provides training to all employees as to strengthen their product knowledge and enhance their familiarity with the industry.

We provide on-the-job training to new members to educate them with our internal rules and precautions at work as to ensure they pick up the required skills swiftly. Through the trainings, we aim to foster a sense of work safety within our staff members and to enhance their ability at work.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

7. SOCIAL *(Continued)*

Development and Training *(Continued)*

A detailed summary of the Group's training and development activities is shown below:

Percentage of employees trained	Unit	FY2026	FY2025
Overall	%	56.10	58.97
Male (By gender)	%	61.23	62.96
Female (By gender)	%	48.52	50.00
Board (By employee category)	%	19.50	20.00
Management (By employee category)	%	65.23	66.67
Senior (By employee category)	%	81.10	83.33
Junior (By employee category)	%	45.39	47.62

Average training hour	Unit	FY2026	FY2025
Overall	hours per employee	3.63	3.57
Male (By gender)	hours per employee	3.83	3.78
Female (By gender)	hours per employee	3.07	3.00
Board (By employee category)	hours per employee	1.42	1.20
Management (By employee category)	hours per employee	3.62	3.50
Senior (By employee category)	hours per employee	5.04	5.00
Junior (By employee category)	hours per employee	2.92	2.86

The calculation of percentage of employees trained is shown as below:

$$\begin{aligned} \text{Percentage of employees trained} &= L/E * 100\% \\ L &= \text{Number of employees trained during the Reporting Period} \\ E &= \text{Number of employees during the Reporting Period} \end{aligned}$$

The calculation of average training hour is shown as below:

$$\begin{aligned} \text{Average training hour} &= L/E \\ L &= \text{Total number of training hours during the Reporting Period} \\ E &= \text{Number of employees during the Reporting Period} \end{aligned}$$

Labour Standards

The Group strictly prohibits any recruitment of child and forced labour in its business. To mitigate the risk of hiring child labour, all new recruits are subject to a set of review procedures, from interview to identity checking. We have complied with laws and regulations relating to minimum age and wages of employment, such as the Minimum Wage Ordinance (Cap. 608). In the event that child and/or forced labour is discovered, the Human Resources Department shall remedy the situation and conduct a root-cause analysis to prevent re-occurrence.

We uphold that:

- Forced behaviour shall be prohibited;
- No employee shall be induced to work for the Group by fraudulent means; and
- None of the employees' interest shall be obtained or none of the employees shall be forced to work through punishments or coercion.



8. OPERATING PRACTICES

Supply Chain Management

The quality control of the imported tiles and bathroom fixtures from our suppliers is vitally important due to the nature of our business. To maintain a high-level of monitoring, a set of policies and procedures have been embedded across our supply chain management.

In order to select reliable and quality suppliers, we evaluate them with various criteria, such as:

- Reputation in the industry;
- Product quality; and
- The standards they obtained.

Under our rigorous assessment, most of our tile suppliers surpass the basic requirements such as CE mark³, indicating that they met the requirements of the European Economic Area (EEA), and possess the ISO 9001 certification on quality management system and ISO 10545 certification on standards and quality of tiles.

We also take our suppliers' sustainability performance into account, as such, the products' environmental friendliness is one of our concerns when choosing the suitable suppliers. Therefore, most of our suppliers have obtained environmental certifications, such as Ecolabel⁴ which recognizes products that have less environmental impact throughout their life cycle, and LEED⁵ certifications for the production premises, as well as ISO 14001 on environmental management system standards, etc. We demonstrate our care to the environment by embedding these concepts across our business practices.

A detailed summary of the Group's suppliers is shown below:

Number of suppliers	Unit	FY2026	FY2025
Total	Suppliers	60	60
Hong Kong (By region)	Suppliers	8	8
Europe (By region)	Suppliers	52	52

³ A conformity marking for products sold in the European Union. It states that the products are assessed before placed on the market and meets the European Union safety, health and environmental protection requirements.

⁴ EU Ecolabel, a voluntary labelling system which is recognised throughout Europe that helps customers to identify products and services that have a reduced environmental impact throughout their life cycle, from the extraction of raw material through to production, use and disposal.

⁵ Leadership in Energy and Environmental Design, a set of standards introduced by the U.S. Green Building Council for environmentally sustainable construction.

8. OPERATING PRACTICES *(Continued)*

Product Responsibility

As the major business of the Group is retailing and supplying of overseas manufactured tiles, no production process is involved in the business. As the largest player in the overseas manufactured tile retailing industry, we are devoted to ensuring and providing premium products to our customers.

To guarantee the product quality, our quality control team will check the products against specifications as set out in relevant purchase orders placed upon the arrival of products at our warehouse. Our team will also perform visual inspections to verify the quality of the products packed in individual cartons. In case of any apparent defects discovered, we will immediately contact the relevant suppliers and reach a mutually agreed mechanism for returning or exchanging the products concerned.

Before we deliver our products to the customers, our quality control team will conduct a sample checking procedure on the products by scanning them. Although we do not provide warranties for the products sold, we generally accept the return or exchange of the unused and untainted purchase for our retail customers given that defects are discovered upon or after delivery within a reasonable period, say within two weeks of delivery.

In a bid to safeguard the information in relation to operations and business activities of the Group and our business association, we have established a rigorous data privacy policy in the staff handbook that states all proprietary, confidential or generally undisclosed information will be handled with security control and proper procedures.

The Group also pays close attention to defending and protecting our intellectual property rights. Some trademarks and domain names of the Group have been registered in Hong Kong and China.

During the Reporting Period, the Group has complied with relevant laws and regulations on product safety, health and advertising, including but not limited to Sale of Goods Ordinance, Trade Descriptions Ordinance, and Consumer Goods Safety Ordinance. There were no products sold or shipped subsequently subject to recalls for safety and health reasons. Additionally, the Group received no complaints in regard to the product quality.

Anti-corruption

We strictly adhere to business ethics and integrity and comply with requirements of the statutory laws, rules and regulations, such as the Prevention of Bribery Ordinance. We are dedicated to stipulating an anti-corruption and transparent environment across our business operations.

A whistle-blowing channel has been launched to allow employees to report any irregularities in regard to fraud and bribery. Furthermore, our accounting staff will check any payments that are not incurred in the ordinary course of sales transactions to prevent bribery from third-parties. We conduct anti-corruption training related to topics such as bribery practices. During the Reporting Period, 1 Director and 5 staff of the Group have received anti-corruption training.

During the Reporting Period, there were no legal cases regarding corruption brought against the Group and its employees. There were also no whistle-blowing reports received.



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

9. COMMUNITY

Community Investment

Beyond its business operations, the Group is dedicated to fostering community well-being through strategic investments in charity, environmental protection, and public health. We focus on supporting vulnerable populations and addressing local needs. By encouraging employee volunteerism, we aim to cultivate a harmonious relationship with the community and create shared social value.

During the Reporting Period, the Group donated HK\$5,000 to support activities on sports.

10. HKEx ESG REPORTING CODE INDEX

Aspect	KPI	Description	Statement/Section
Subject Area (A) Environment			
A1: Emissions			
A1	General disclosures	Information on: (a) the policies; and (b) compliance	Our Environment
	KPI A1.1	The types of emissions and respective emissions data	Air Emissions
	KPI A1.2	Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Air Emissions
	KPI A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Waste Management
	KPI A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Air Emissions, Waste Management
	KPI A1.5	Description of emissions target(s) set and steps taken to achieve them.	Air Emissions
	KPI A1.6	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	Waste Management

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

10. HKEx ESG REPORTING CODE INDEX (Continued)

Aspect	KPI	Description	Statement/Section
A2: Use of Resources			
A2	General disclosures	Policies	Our Environment
	KPI A2.1	Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility).	Energy Consumption
	KPI A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility).	Water Consumption
	KPI A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them.	Energy Consumption
	KPI A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	Water Consumption
	KPI A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	Packaging Material Consumption
A3: The Environment and the Natural Resources			
	General disclosures	Policies	The Environment and Natural Resources
	KPI A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	The Environment and Natural Resources
A4: Climate Change			
	General Disclosures	Policies	Climate Change
	KPI A4.1	Description of the significant climate- related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.	Climate Change



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

10. HKEx ESG REPORTING CODE INDEX *(Continued)*

Aspect	KPI	Description	Statement/Section
Subject Area (B) Social			
B1: Employment and Labour Practices			
B1	General disclosures	Information on: (a) the policies; and (b) compliance	Employment
	KPI B1.1	Total workforce by gender, employment type (for example, full- or part-time), age group and geographical region.	Employment
	KPI B1.2	Employee turnover rate by gender, age group and geographical region.	Employment
B2: Health and Safety			
B2	General disclosures	Information on: (a) the policies; and (b) compliance	Health and Safety
	KPI B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	Health and Safety
	KPI B2.2	Lost days due to work injury	Health and Safety
	KPI B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored.	Health and Safety
B3: Development and Training			
B3	General disclosures	Policies	Development and Training
	KPI B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	Development and Training
	KPI B3.2	The average training hours completed per employee by gender and employee category.	Development and Training

10. HKEx ESG REPORTING CODE INDEX *(Continued)*

Aspect	KPI	Description	Statement/Section
B4: Labour Standards			
B4	General disclosures	Information on: (a) the policies; and (b) compliance	Labour Standards
	KPI B4.1	Description of measures to review employment practices to avoid child and forced labour.	Labour Standards
	KPI B4.2	Description of steps taken to eliminate such practices when discovered.	Labour Standards
Operating Practices			
B5: Supply Chain Management			
B5	General disclosures	Policies	Supply Chain Management
	KPI B5.1	Number of suppliers by geographical region.	Supply Chain Management
	KPI B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.	Supply Chain Management
	KPI B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	Supply Chain Management
	KPI B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	Supply Chain Management



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

10. HKEx ESG REPORTING CODE INDEX (Continued)

Aspect	KPI	Description	Statement/Section
B6: Product Responsibility			
B6	General Disclosures	Information on: (a) the policies; and (b) compliance	Product Responsibility
	KPI B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	Product Responsibility
	KPI B6.2	Number of products and service- related complaints received and how they are dealt with.	Product Responsibility
	KPI B6.3	Description of practices relating to observing and protecting intellectual property rights.	Product Responsibility
	KPI B6.4	Description of quality assurance process and recall procedures.	Product Responsibility
	KPI B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored.	Product Responsibility
B7: Anti-Corruption			
B7	General Disclosures	Information on: (a) the policies; and (b) compliance	Anti-corruption
	KPI B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.	Anti-corruption
	KPI B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.	Anti-corruption
	KPI B7.3	Description of anti-corruption training provided to directors and staff.	Anti-corruption
B8: Community			
B8	General disclosures	Policies	Community Investment
	KPI B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	Community Investment
	KPI B8.2	Resources contributed (e.g. money or time) to the focus area.	Community Investment

10. HKEx ESG REPORTING CODE INDEX *(Continued)*

Part D: Climate-related Disclosures

Aspects	Description	Statement/Section
Governance		
19	An issuer shall disclose information about:	ESG Governance
(a)	the governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) responsible for oversight of climate related risks and opportunities; and	
(b)	management's role in the governance processes, controls and procedures used to monitor, manage and oversee climate — related risks and opportunities.	
Strategy		
Climate-Related Risks and Opportunities		
20	An issuer shall disclose information to enable an understanding of climate-related risks and opportunities that could reasonably be expected to affect the issuer's cash flows, its access to finance or cost of capital over the short, medium or long-term. Specifically, the issuer shall:	Climate-Related Disclosure — Strategy
(a)	describe climate-related risks and opportunities that could reasonably be expected to affect the issuer's cash flows, its access to finance or cost of capital over the short, medium or long-term;	
(b)	explain, for each climate-related risk the issuer has identified, whether the issuer considers the risk to be a climate-related physical risk or climate-related transition risk;	
(c)	specify, for each climate-related risk and opportunity the issuer has identified, over which time horizons — short, medium or long-term — the effects of each climate-related risk and opportunity could reasonably be expected to occur; and	
(d)	explain how the issuer defines “short-term”, “medium-term” and “long-term” and how these definitions are linked to the planning horizons used by the issuer for strategic decision-making.	



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

10. HKEx ESG REPORTING CODE INDEX *(Continued)*

Part D: Climate-related Disclosures *(Continued)*

Aspects	General Disclosures/KPIs	Index/Reference
Business Model and Value Chain		
21	An issuer shall disclose information that enables an understanding of the current and anticipated effects of climate — related risks and opportunities on the issuer's business model and value chain. Specifically, the issuer shall disclose:	Climate-Related Disclosure — Strategy
(a)	a description of the current and anticipated effects of climate-related risks and opportunities on the issuer's business model and value chain; and	
(b)	a description of where in the issuer's business model and value chain climate related risks and opportunities are concentrated (for example, geographical areas, facilities and types of assets).	
Strategy and Decision-Making		
22	An issuer shall disclose information that enables an understanding of the effects of climate-related risks and opportunities on its strategy and decision-making. Specifically, the issuer shall disclose:	Climate-Related Disclosure — Strategy
(a)	information about how the issuer has responded to, and plans to respond to, climate-related risks and opportunities in its strategy and decision-making, including how the issuer plans to achieve any climate-related targets it has set and any targets it is required to meet by law or regulation; and	
(b)	information about how the issuer is resourcing, and plans to resource, the activities disclosed in accordance with paragraph 22(a).	
23	An issuer shall disclose information about the progress of plans disclosed in previous reporting periods in accordance with paragraph 22(a).	Climate-Related Disclosure — Strategy
Current Financial Effect		
24	An issuer shall disclose qualitative and quantitative information about:	Climate-Related Disclosure — Financial Position, Financial Performance, and Cash Flows
(a)	how climate-related risks and opportunities have affected its financial position, financial performance and cash flows for the reporting period; and	
(b)	the climate-related risks and opportunities identified in paragraph 24(a) for which there is a significant risk of a material adjustment within the next annual reporting period to the carrying amounts of assets and liabilities reported in the related financial statements.	



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

10. HKEx ESG REPORTING CODE INDEX (Continued)

Part D: Climate-related Disclosures (Continued)

Aspects	General Disclosures/KPIs	Index/Reference
Anticipated Financial Effect		
25	The issuer shall provide qualitative and quantitative disclosures about:	Climate-Related Disclosure — Strategy
(a)	how the issuer expects its financial position to change over the short, medium and long-term, given its strategy to manage climate-related risks and opportunities; and	
(b)	how the issuer expects its financial performance and cash flows to change over the short, medium and long-term, given its strategy to manage climate-related risks and opportunities.	
Climate Resilience		
26	An issuer shall disclose information that enables an understanding of the resilience of the issuer's strategy and business model to climate-related changes, developments and uncertainties, taking into consideration the issuer's identified climate-related risks and opportunities. An issuer shall use climate-related scenario analysis to assess its climate resilience using an approach that is commensurate with an issuer's circumstances. In providing quantitative information, the issuer may disclose a single amount or a range. Specifically, the issuer shall disclose:	Climate-Related Disclosure — Climate Resilience
(a)	the issuer's assessment of its climate resilience as at the reporting date; and	
(b)	how and when the climate-related scenario analysis was carried out.	
Risk Management		
27	An issuer shall disclose information about:	Climate-Related Disclosure — Risk Management
(a)	the processes and related policies it uses to identify, assess, prioritise and monitor climate-related risks;	
(b)	the processes the issuer uses to identify, assess, prioritise and monitor climate related opportunities (including information about whether and how the issuer uses climate-related scenario analysis to inform its identification of climate-related opportunities); and	
(c)	the extent to which, and how, the processes for identifying, assessing, prioritising and monitoring climate-related risks and opportunities are integrated into and inform the issuer's overall risk management process.	



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

10. HKEx ESG REPORTING CODE INDEX *(Continued)*

Part D: Climate-related Disclosures *(Continued)*

Aspects	General Disclosures/KPIs	Index/Reference
Metrics and Targets		
Greenhouse Gas Emissions		
28	An issuer shall disclose its absolute gross greenhouse gas emissions generated during the reporting period, expressed as metric tons of CO ₂ equivalent, classified as:	Climate-Related Disclosure — Climate-Related Targets
(a)	Scope 1 greenhouse gas emissions;	
(b)	Scope 2 greenhouse gas emissions; and	
(c)	Scope 3 greenhouse gas emissions.	
29	An issuer shall:	Climate-Related Disclosure — Climate-Related Targets
(a)	measure its greenhouse gas emissions in accordance with the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004) unless required by a jurisdictional authority or another exchange on which the issuer is listed to use a different method for measuring greenhouse gas emissions;	
(b)	disclose the approach it uses to measure its greenhouse gas emissions;	
(c)	for Scope 2 greenhouse gas emissions disclosed in accordance with paragraph 28(b), disclose its location-based Scope 2 greenhouse gas emissions, and provide information about any contractual instruments that is necessary to enable an understanding of the issuer's Scope 2 greenhouse gas emissions; and	
(d)	for Scope 3 greenhouse gas emissions disclosed in accordance with paragraph 28(c), disclose the categories included within the issuer's measure of Scope 3 greenhouse gas emissions, in accordance with the Scope 3 categories described in the Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (2011).	
Climate-Related Transition Risks		
30	An issuer shall disclose the amount and percentage of assets or business activities vulnerable to climate-related transition risks	Climate-Related Disclosure — Climate-Related Targets
Climate-Related Physical Risks		
31	An issuer shall disclose the amount and percentage of assets or business activities vulnerable to climate-related physical risks.	Climate-Related Disclosure — Climate-Related Targets

10. HKEx ESG REPORTING CODE INDEX (Continued)

Part D: Climate-related Disclosures (Continued)

Aspects	General Disclosures/KPIs	Index/Reference
Climate-Related Opportunities		
32	An issuer shall disclose the amount and percentage of assets or business activities aligned with climate-related opportunities.	Climate-Related Disclosure — Climate-Related Targets
Capital Deployment		
33	An issuer shall disclose the amount of capital expenditure, financing or investment deployed towards climate-related risks and opportunities.	Climate-Related Disclosure — Climate-Related Targets
Internal Carbon Prices		
34	An issuer shall disclose:	Climate-Related Disclosure — Internal Carbon Pricing
(a)	an explanation of whether and how the issuer is applying a carbon price in decision-making (for example, investment decisions, transfer pricing, and scenario analysis); and	
(b)	the price of each metric tonne of greenhouse gas emissions the issuer uses to assess the costs of its greenhouse gas emissions.	
Remuneration		
35	An issuer shall disclose whether and how climate-related considerations are factored into remuneration policy, or an appropriate negative statement. This may form part of the disclosure under paragraph 19(a)(iv).	ESG Management System
Industry-Based Metrics		
36	An issuer is encouraged to disclose industry-based metrics that are associated with one or more particular business models, activities or other common features that characterise participation in an industry. In determining the industry-based metrics that the issuer discloses, an issuer is encouraged to refer to and consider the applicability of the industry-based metrics associated with disclosure topics described in the IFRS S2 Industry based Guidance on implementing Climate-related Disclosures and other industry-based disclosure requirements prescribed under other international ESG reporting frameworks.	Climate-Related Disclosure — Climate-Related Targets



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

10. HKEx ESG REPORTING CODE INDEX *(Continued)*

Part D: Climate-related Disclosures *(Continued)*

Aspects	General Disclosures/KPIs	Index/Reference
Climate-Related Targets		
37	An issuer shall disclose (a) the qualitative and quantitative climate-related targets the issuer has set to monitor progress towards achieving its strategic goals; and (b) any targets the issuer is required to meet by law or regulation, including any greenhouse gas emissions targets. For each target, the issuer shall disclose:	Climate-Related Disclosure — Climate-Related Targets
(a)	the metric used to set the target;	
(b)	the objective of the target (for example, mitigation, adaptation or conformance with science-based initiatives);	
(c)	the part of the issuer to which the target applies (for example, whether the target applies to the issuer in its entirety or only a part of the issuer, such as a specific business unit or geographic region);	
(d)	the period over which the target applies;	
(e)	the base period from which progress is measured;	
(f)	milestones or interim targets (if any);	
(g)	if the target is quantitative, whether the target is an absolute target or an intensity target; and	
(h)	how the latest international agreement on climate change, including jurisdictional commitments that arise from that agreement, has informed the target.	
38	An issuer shall disclose information about its approach to setting and reviewing each target, and how it monitors progress against each target, including:	Climate-Related Disclosure — Climate-Related Targets
(a)	whether the target and the methodology for setting the target has been validated by a third party;	
(b)	the issuer's processes for reviewing the target;	
(c)	the metrics used to monitor progress towards reaching the target; and	
(d)	any revisions to the target and an explanation for those revisions.	



10. HKEx ESG REPORTING CODE INDEX *(Continued)*

Part D: Climate-related Disclosures *(Continued)*

Aspects	General Disclosures/KPIs	Index/Reference
39	An issuer shall disclose information about its performance against each climate-related target and an analysis of trends or changes in the issuer's performance.	Climate-Related Disclosure — Climate-Related Targets
40	For each greenhouse gas emissions target disclosed in accordance with paragraphs 37 to 39, an issuer shall disclose:	Climate-Related Disclosure — Climate-Related Targets
(a)	which greenhouse gases are covered by the target;	
(b)	whether Scope 1, Scope 2 or Scope 3 greenhouse gas emissions are covered by the target;	
(c)	whether the target is a gross greenhouse gas emissions target or a net greenhouse gas emissions target. If the issuer discloses a net greenhouse gas emissions target, the issuer is also required to separately disclose its associated gross greenhouse gas emissions target;	
(d)	whether the target was derived using a sectoral decarbonisation approach; and	
(e)	the issuer's planned use of carbon credits to offset greenhouse gas emissions to achieve any net greenhouse gas emissions target.	
Applicability of Cross-Industry Metrics and Industry-Based Metrics		
41	In preparing disclosures to meet the requirements in paragraphs 21 to 26 and 37 to 38, an issuer shall refer to and consider the applicability of (i) cross-industry metrics (see paragraphs 28 to 35) and (ii) industry-based metrics (see paragraph 36).	Climate-Related Disclosure — Climate-Related Targets



REPORT OF THE DIRECTORS

The Board is pleased to present the annual report together with the audited consolidated financial statements (the “Financial Statements”) of the Company for the year ended 31 March 2026 (the “Year”).

PRINCIPAL ACTIVITIES

MOS House Group Ltd (the “Company”) and its subsidiaries are principally engaged in the trading of tiles and bathroom fixtures, the property investment and the new energy business (through its associate company). The trading of tiles and bathroom fixtures products are made through either retail or non-retail channels. The new energy business is mainly involved in (1) new energy materials — solar panel installation; and (2) energy storage units — supply and distribution of battery energy storage units.

BUSINESS REVIEW

The business review of the Group for the Year, including a discussion of the principal risks and uncertainties facing the Group and an indication of likely future developments in the business of the Group, is set out in the section headed “Management Discussion and Analysis” on pages 5 to 10 of this annual report. These discussion and analysis form part of this Report of the Directors.

RESULTS AND APPROPRIATIONS

The Group’s results for the Year are set out in the consolidated statement of profit or loss and other comprehensive income on page 76 of this annual report.

DIVIDEND

The Directors do not recommend any payment of dividend for the Year.

SUMMARY OF FINANCIAL INFORMATION

The summary of the results, assets and liabilities of the Group for the last five financial years is set out on page 137 of this annual report.

PROPERTY, PLANT AND EQUIPMENT

Details of the movements in the property, plant and equipment of the Group are set out in Note 15 to the Financial Statements of this annual report.



REPORT OF THE DIRECTORS

SHARE CAPITAL

The Company's issued share capital as at 31 March 2026 was 288,917,000 ordinary shares of HK\$0.1 each.

Details of movements of the share capital of the Company during the Year are set out in Note 31 to the Financial Statements of this annual report.

PRE-EMPTIVE RIGHTS

There are no provisions for pre-emptive rights under the Articles or the laws of the Cayman Islands which would oblige the Company to offer new Shares on a pro-rata basis to existing Shareholders.

CHARITABLE DONATIONS

No charitable donation was made by the Group during the year ended 31 March 2026 (2025: Nil).

RESERVES

Details of the movements in the reserves of the Company and the Group during the Year are set out in Note 40(a) and page 78 to the Financial Statements and the consolidated statement of changes in equity of this annual report, respectively.

DISTRIBUTABLE RESERVES

As at 31 March 2026, the Company's reserves available for distribution as calculated in accordance with the Articles and the Companies Law Cap. 22 of Cayman Islands, was approximately HK\$44.5 million inclusive of share premium and accumulated losses.

MAJOR CUSTOMERS AND SUPPLIERS

The major customers of the Group include some of the major project customers in Hong Kong and distributors in the PRC. Many of the Group's five largest customers and suppliers have established long term business relationship with the Group. The Directors believe that such long-term relationships represent confidence and trust from business partners and acknowledgement of the Group's ability.

The Group recognises the importance of maintaining good relationships with customers and suppliers to achieve its long-term business growth and development. Accordingly, the Group has kept good communications and shared business updates with business partners when appropriate.

For each of the years ended 31 March 2026 and 2025, the Group's five largest customers in aggregate accounted for less than 73.7% of the Group's total revenue of the respective years.

For the year ended 31 March 2026, the Group's five largest suppliers in aggregate accounted for approximately 97.4% (2025: approximately 94.6%) of the Group's total purchases. The largest supplier accounted for approximately 42.3% (2025: approximately 36.7%) of the Group's total purchases.

To the best of the knowledge of the Directors, none of the Directors, their close associates nor any Shareholder (which to the knowledge of the Directors owns more than 5% of the Company's share capital) had an interest in these major customers and suppliers.



REPORT OF THE DIRECTORS

DIRECTORS

The Directors during the year ended 31 March 2026 and up to the date of this annual report were as follows:

Executive Directors

Mr. Simon Tso
Ms. Tsui To Fei

Non-executive Directors

Ms. Wang Chunmei (*appointed on 17 December 2025*)
Mr. He Qihang (*appointed on 17 December 2025*)

Independent non-executive Directors

Mr. Woo King Hang, JP
Mr. Hui Chun Tak, PDSM
Mr. Wong Chun Ping, BBS, MH, JP

In accordance with Article 83(3) of the Articles, any Director appointed by the Board to fill a casual vacancy shall hold office only until the first AGM after his appointment and shall then be eligible for re-election. As such, Ms. Wang Chunmei and Mr. He Qihang shall hold office until the forthcoming AGM and, being eligible, have offered themselves for re-election.

In accordance with Article 84(2) of the Articles of Association, Mr. Simon Tso and Ms. Tsui To Fei shall retire by rotation at the forthcoming AGM, and being eligible, would offer themselves for re-election at the forthcoming AGM.

BIOGRAPHICAL DETAILS OF DIRECTORS AND SENIOR MANAGEMENT

The biographical details of the Directors and Senior Management of the Company are disclosed in the section headed "Biographical Details of Directors and Senior Management" on pages 11 to 15 in this annual report.

DIRECTORS' SERVICE CONTRACTS

Each of our executive Directors has entered into a service contract with our Company for a term of three years, which may be terminated by not less than three months' notice in writing served by either party on the other. Each of our non-executive Directors has entered into a letter of appointment with our Company for a term of one year which may be terminated by not less than one month's notice in writing served by either party on the other. Each of our INEDs has entered into a letter of appointment with our Company for a term of one year, which may be terminated by not less than one month's notice in writing served by either party on the other. None of the Directors has entered into a service contract with the Company which is not determinable by the Company within one year without payment of compensation (other than statutory compensation).

DIRECTORS' INTERESTS IN TRANSACTIONS, ARRANGEMENTS AND CONTRACTS OF SIGNIFICANCE

Save for the related party transactions disclosed in Note 34 to the Financial Statements of this annual report, no transactions, arrangements or contract of significance to which the Company or any of its subsidiaries, holding company or fellow subsidiaries was a party and in which a Director had a material interest directly or indirectly subsisting at 31 March 2026 or at any time during the Year.

REPORT OF THE DIRECTORS

MANAGEMENT CONTRACTS

No management contracts concerning the whole or any substantial part of the business of the Company were entered into or existed during the Year.

CONTROLLING SHAREHOLDERS' INTEREST IN CONTRACT OF SIGNIFICANCE

Save as disclosed in the section headed "Connected Transaction" below, there was no contract of significance between the Company or any of its subsidiaries and a Controlling Shareholder or any of its subsidiaries for the Year.

REMUNERATION OF THE DIRECTORS, SENIOR MANAGEMENT AND THE FIVE HIGHEST PAID INDIVIDUALS

Details of the remuneration of the Directors and the five highest paid individuals in the Group are set out in Note 8 to the Financial Statements of this annual report.

The emoluments paid or payable to the Senior Management of the Group who are not Directors were within the following bands:

	Year ended 31 March	
	2026	2025
	Number of individuals	Number of individuals
Nil to HK\$1,000,000	3	3

PERMITTED INDEMNITY PROVISION

Pursuant to the Articles, the Directors, managing Directors, alternate Directors, auditor, secretary and other officers for the time being of the Company shall be indemnified and secured harmless out of the Company from and against all actions, costs, charges, losses, damages and expenses which they or any of them shall or may incur or sustain by or about the execution of their duty in their offices or in relation thereto.

The Company has taken out and maintained directors' liability insurance which provides appropriate cover for the Directors and directors of the subsidiaries of the Group.

EMOLUMENT POLICY

The Remuneration Committee is set up for reviewing the Group's emolument policy and structure for all remuneration of the Directors and the Senior Management, having regard to the Group's operating results, individual performance and comparable market practices. The remuneration of the Directors and the Senior Management are determined with reference to the economic situation, the market conditions, the responsibilities and duties assumed by each Director and each member of the Senior Management as well as their individual performance.

The Company has adopted a share option scheme as incentive to the Directors and eligible employees, details of which are set out in the section headed "Share Option Scheme" below.



REPORT OF THE DIRECTORS

PENSION SCHEMES

Details of the Group's pension schemes for the Year are set out in Note 33 to the Financial Statements of this annual report.

DIRECTORS' INTERESTS IN COMPETING BUSINESSES

For the year ended 31 March 2026 and up to the date of this report, each of the Directors, the Controlling Shareholders and their respective close associates (as defined in the Listing Rules) has confirmed that none of them had any business or interest in any company that competes or may compete with the business of the Group and any other conflict of interest which any such person has or may have with the Group.

NON-COMPETITION UNDERTAKING

In order to protect the Group's interest in its business activities, the Controlling Shareholders (collectively, the "Covenantors") entered into the Deed of Non-Competition on 20 September 2018. Under the terms of the Deed of Non-Competition, each of the Covenantors, among others, has irrevocably and unconditionally undertaken to the Company (for itself and for the benefit of each of its subsidiaries for the time being) that with effect from the date of listing of the Company on the Stock Exchange and for so long as he/it remains as a Controlling Shareholder of the Company or during the period when the Shares remain listed on the Stock Exchange, except for transactions contemplated under agreements (if any) entered or to be entered into with the Group, that he/it will not, and will procure his/its associates (other than the Group) not to compete directly or indirectly with the businesses of the Group.

Each of the Covenantors further undertakes that if he/it or his/its close associates other than any member of the Group is offered or becomes aware of any business opportunity which may compete with any business opportunity of the Group, he/it shall procure that his/its close associates to promptly notify the Group in writing with such required information to enable the Group to evaluate the merits of the relevant business opportunity and the Group shall have a right of first refusal to take up such opportunity. The parties shall then negotiate in good faith with respect to a collaboration for such new business.

The Group shall, within 30 days after receipt of the written notice (or such longer period if the Group is required to complete any approval procedures as set out under the Listing Rules from time to time), notify the Covenantor(s) whether the Group will exercise the right of first refusal. The Group shall only exercise the right of first refusal upon the approval of all INEDs who do not have any interest in such opportunity. The relevant Covenantor(s) and the other conflicting Directors (if any) shall abstain from participating in and voting at and shall not be counted as quorum at all meetings of the Board where there is a conflict of interest or potential conflict of interest including but not limited to the relevant meeting of the INEDs for considering whether or not to exercise the right of first refusal.

Details of the Deed of Non-Competition have been set out in the section headed "Relationship with the Controlling Shareholders" of the Prospectus. The Company has received a written confirmation from each of the Covenantors in respect of its/his compliance with the terms of the Deed of Non-Competition during the Year and up to the date of this annual report.

All the INEDs are delegated with the authority to review the Deed of Non-Competition. The INEDs had reviewed the status of compliance and the confirmation provided by the Controlling Shareholders, and on the basis of such confirmation are of the view that the Controlling Shareholders have complied with the Deed of Non-Competition and the non-competition undertakings have been enforced by the Company in accordance with its terms.



REPORT OF THE DIRECTORS

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

Neither the Company nor any of its subsidiaries had purchased or sold any of the Company's listed securities during the Year.

The Company did not redeem any of its listed securities during the Year.

ARRANGEMENTS TO PURCHASE SHARES OR DEBENTURES

Apart from the sections headed "Disclosure of Interests" and "Share Option Scheme" below, at no time during the Year were rights to acquire benefits by means of the acquisition of Shares in or debentures of the Company granted to any of its Directors or their respective associates nor was the Company and any of its subsidiaries a party to any arrangement to enable the Directors or their respective associates to acquire such rights in any other body corporate.

EQUITY-LINKED AGREEMENT

Save as disclosed in the section headed "Share Option Scheme" below, no equity-linked agreements were entered into during the Year or subsisted at the end of the Year.

ENVIRONMENTAL POLICIES AND PERFORMANCE

The Group is devoted to promoting and maintaining the environmental and social sustainable development of the regions where it operates. As a responsible enterprise, the Group strives to comply with all the relevant laws and regulations in terms of the environmentally friendliness, health and safety, adopts effective measures, conserves energy and reduces waste. A report on environmental, social and governance matters is published as part of this report.



REPORT OF THE DIRECTORS

COMPLIANCE WITH RELEVANT LAWS AND REGULATIONS

The Group recognises the importance of compliance with legal and regulatory requirements and the risk of non-compliance with such requirements. The Group conducts on-going reviews of newly enacted/revised laws and regulations affecting its operations. The Company is not aware of any non-compliance in any material respect with the relevant laws and regulations that have a significant impact on the business and operation of the Group during the Year.

RELATIONSHIP WITH EMPLOYEES, SUPPLIERS, CUSTOMERS AND OTHER KEY STAKEHOLDERS

The Group understands that the success of the Group's business depends on the support from its key stakeholders, including employees, customers, suppliers, banks, regulators and Shareholders. The Group will continue to ensure effective communication and maintain good relationship with each of its key stakeholders.

AUDIT COMMITTEE

The Audit Committee together with the management have reviewed the accounting standards and practices adopted by the Group and discussed auditing, internal controls and financial reporting matters in connection with the preparation of the audited consolidated financial statements of the Group for the Year.

SUFFICIENCY OF PUBLIC FLOAT

Based on the information that is publicly available to the Company and within the knowledge of the Directors, the Directors confirmed that, the Company has maintained the prescribed public float under the Listing Rules as at the latest practicable date prior to the issue of this annual report.

CONFIRMATION OF INDEPENDENCE

The Company has received from each of the INEDs an annual confirmation of independence pursuant to Rule 3.13 of the Listing Rules and considers all the INEDs to be independent.

AUDITOR

The Financial Statements for the Year have been audited by Rongcheng (Hong Kong) CPA Limited, who will retire, and being eligible, offers itself for re-appointment at the forthcoming AGM. A resolution for its re-appointment as auditor of the Company will be proposed at the forthcoming AGM.

REPORT OF THE DIRECTORS

SHARE OPTION SCHEME

The Company has adopted a share option scheme on 20 September 2018 (the “Share Option Scheme”). The terms of the Share Option Scheme are in accordance with the provisions of Chapter 17 of the Listing Rules.

The primary purpose of the Share Option Scheme is to provide incentives to Directors, employees, and any advisers, consultants, agents, suppliers, customers, distributors and such other persons who in the sole opinion of the Board will contribute or have contributed to the Group (the “Eligible Participants”), the Eligible Participants may, at the discretion of the Board, be granted options (the “Options”) to subscribe for shares in the Company at a price determined by the Directors, but shall not be less than the highest of (i) the closing price of the Shares as stated in the Stock Exchange’s daily quotation sheet on the date of the offer of grant, which must be a trading day, (ii) the average closing price of the Shares as stated in the Stock Exchange’s daily quotation sheet for the five trading days immediately preceding the date of the offer of grant; and (iii) the nominal value of the Shares on the date of grant of the option.

Without prior approval from the Shareholders, the total number of Shares in respect of which options may be granted under the Share Option Scheme and any other share option scheme of the Company shall not in aggregate exceed 10% of the Shares of the Company in issue as at the date of approval of the refreshed scheme mandate. The number of Shares in respect of which Options may be granted to any individual in any one year is not permitted to exceed 1% of the Shares of the Company in issue at any point in time.

Pursuant to the Share Option Scheme, HK\$1 is payable by the grantee to the Company on acceptance of the Option on or before the relevant acceptance date set out in the offer letter.

An Option may be exercised in accordance with the terms of the Share Option Scheme at any time after the date upon which the Option is deemed to be granted and accepted and prior to the expiry of 10 years from that date. The period during which an Option may be exercised will be determined by the Board in its absolute discretion, save that no Option may be exercised more than 10 years after it has been granted. No Option may be granted more than 10 years after the date of approval of the Share Option Scheme. Subject to earlier termination by the Company in general meeting or by the Board, the Share Option Scheme shall be valid and effective for a period of 10 years from the date of its adoption (i.e. 20 September 2018).

Pursuant to the Scheme, on 29 September 2022, the Company granted the options to subscribe for an aggregate of 4,800,000 Shares to the executive Directors at an exercise price of HK\$0.300 per Share. The 4,800,000 Share Options were subsequently exercised on 23 October 2025 and account for 1.66% of the Company’s issued share as at the date of this report. There was no Share Option outstanding as at 31 March 2026.



REPORT OF THE DIRECTORS

DISCLOSURE OF INTERESTS

A. Directors' and Chief Executive's Interests and Short Positions in Shares, Underlying Shares and Debentures of the Company or its Associated Corporation

As at 31 March 2026, the interests and short positions of the Directors and the chief executive of the Company and their associates in the Shares, underlying shares and debentures of the Company or its associated corporation (within the meaning of Part XV of the SFO) which have been notified to the Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV 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 as otherwise notified to the Company and the Stock Exchange pursuant to the Model Code for Securities Transactions by Directors of Listed Issuers (the "Model Code") as set out in Appendix 10 to the Listing Rules were as follows:

Long Position in the Shares

Name of Director	Capacity/Nature	Number of Shares held	Number of underlying shares held under equity derivatives	Percentage of the issued share capital of the Company
Mr. Simon Tso	Beneficiary of a trust	90,000,000 ⁽¹⁾	–	31.15%
	Interest of controlled corporation	14,680,000 ⁽²⁾	–	5.08%
	Beneficial owner	65,120,000 ⁽³⁾	–	22.54%
	Interest of a spouse	200,000	–	0.07%
Ms. Tsui To Fei	Interest of controlled corporation	14,680,000 ⁽²⁾	–	5.08%
	Beneficial owner	200,000 ⁽⁴⁾	–	0.07%
	Interest of a spouse	155,120,000 ⁽⁵⁾	–	53.69%

Notes:

1. RB Power Limited ("RB Power") is wholly owned by RB Management Holding Limited ("RB Management"), the holding vehicle incorporated in the BVI used by TMF (Cayman) Ltd., the trustee of a discretionary trust established by Mr. Tso (as the settlor) with Mr. Tso being one of the beneficiaries. By virtue of the SFO, Mr. Tso is deemed to be interested in the Shares held by RB Power.
2. The shares are held by Cyber Building Limited, a company owned as to 50/50 by Mr. Tso and Ms. Tsui. By virtue of the SFO, both Mr. Tso and Ms. Tsui are deemed to be interested in the Shares held by Cyber Building Limited.
3. Mr. Tso personally holds 65,120,000 Shares of the Company.
4. Under Part XV of the SFO, Ms. Tsui is deemed to be interested in the same number of Shares in which Mr. Tso is interested.

Save as disclosed above, as at 31 March 2026, none of the Directors or chief executive of the Company nor their associates had any interests or short positions in the Shares, underlying Shares or debentures of the Company or its associated corporations, which had to be notified to the Company and the Stock Exchange under the SFO or pursuant to Section 352 of the SFO, to be entered in the register referred to therein or which were required, pursuant to the Model Code, to be notified to the Company and the Stock Exchange.

REPORT OF THE DIRECTORS

DISCLOSURE OF INTERESTS *(Continued)*

B. Substantial Shareholders' and Other Persons' Interests and Short Positions in Shares and Underlying Shares of the Company

As at 31 March 2026, the interest and short positions of the persons (other than the Directors or chief executive of the Company) in the Shares and underlying Shares of the Company which were notified to the Company and the Stock Exchange pursuant to Divisions 2 and 3 of Part XV of the SFO or required to be recorded in the register required to be kept by the Company under section 336 of the SFO were as follows:

Long Position in the Shares

Name of Shareholder	Capacity/Nature	Number of Shares held	Percentage of the issued share capital of the Company
TMF (Cayman) Ltd.	Trustee of a trust	90,000,000 ^(Note)	31.15%
RB Management	Interest of a controlled corporation	90,000,000 ^(Note)	31.15%
RB Power	Beneficial owner	90,000,000 ^(Note)	31.15%

Note: RB Power (Mr. Tso & Ms. Tsui being its directors) is wholly owned by RB Management, the holding vehicle incorporated in the BVI used by TMF (Cayman) Ltd., the trustee of the Family Trust, which is a discretionary trust established by Mr. Tso (as the settlor) with Mr. Tso and Mr. Tso's family members as beneficiaries. By virtue of the SFO, each of TMF (Cayman) Ltd. and RB Management is deemed to be interested in the Shares held by RB Power.

Save as disclosed above, as at 31 March 2026, the Directors were not aware of any corporation which/ person (other than a Director or the chief executive of the Company) who had interest or short position in the Shares or underlying Shares which were recorded in the register required to be kept under Section 336 of the SFO.

RELATED PARTY TRANSACTIONS AND CONNECTED TRANSACTIONS

Other than the related party transactions disclosed in Note 34 to the Financial Statements, no transactions, arrangements, contracts of significance in relation to the Group's business to which the Company or any of its subsidiaries was a party, and in which a Director or his/her connected entity had a material interest, whether directly or indirectly, were entered into or subsisted at the end of the Year or at any time during the Year.

Details of the significant related party transactions undertaken in the ordinary course of business are provided under Note 34 to the Financial Statements of this annual report. The related party transactions which constitute continuing connected transactions as defined in Chapter 14A of the Listing Rules are summarised below.

On 29 March 2025, Regent Building Limited (as tenant) entered into two renewal tenancy agreements (the "Renewal Tenancy Agreements") with Cyber Building Limited ("Cyber Building") (as landlord) in relation to the leases of a warehouse and a retail shop to the Group. The lease terms of the premises under the Renewal Tenancy Agreements are both for 2 years from 1 April 2025 to 31 March 2027.



REPORT OF THE DIRECTORS

RELATED PARTY TRANSACTIONS AND CONNECTED TRANSACTIONS *(Continued)*

Mr. Tso is an executive Director and a Controlling Shareholder of the Company. Ms. Tsui is an executive Director and the spouse of Mr. Tso. Cyber Building is owned as to 50% by Mr. Tso and 50% by Ms. Tsui. As such, Cyber Building is an associate of Mr. Tso and Ms. Tsui and hence a connected person of the Company for the purpose of the Listing Rules. Accordingly, the transactions contemplated under the Renewal Tenancy Agreements with Cyber Building constitute continuing connected transactions for the Company under Chapter 14A of the Listing Rules.

The annual caps set for the year ended 31 March 2026 under the Renewal Tenancy Agreement regarding the rental payments (in aggregate) to Cyber Building is HK\$5,160,000. For the year ended 31 March 2026, rental payments to Cyber Building amounted to HK\$5,160,000, which did not exceed the applicable annual cap for the year ended 31 March 2026.

ANNUAL REVIEW OF THE CONTINUING CONNECTED TRANSACTIONS UNDER THE LISTING RULES

The Directors (including the INEDs) have reviewed the continuing connected transactions and confirmed that they have been entered into on normal commercial terms in the ordinary and usual course of business of the Group, and in accordance with the relevant agreements governing the continuing connected transactions on terms that are fair and reasonable and in the interests of the Shareholders as a whole.

The auditor of the Company had reviewed the continuing connected transactions and confirmed, inter alia, that the continuing connected transactions have been entered into in accordance with the relevant agreements governing the continuing connected transactions.

2026 ANNUAL GENERAL MEETING AND CLOSURE OF REGISTER OF MEMBERS

The forthcoming AGM will be held at the head office of the Company at Unit 1001, 10/F, Plaza 228, 228 Wan Chai Road, Wan Chai, Hong Kong, on Thursday, 27 August 2026 at 3:30 p.m..

For determining the entitlement to attend and vote at the forthcoming AGM, the register of members of the Company will be closed from Monday, 24 August 2026 to Thursday, 27 August 2026 (both days inclusive) during which period no transfer of Shares will be registered. In order to be eligible to attend and vote at the forthcoming AGM, all share transfer documents accompanied by the relevant share certificates must be lodged with the Company's branch share registrar and transfer office in Hong Kong, Computershare Hong Kong Investor Services Limited at 17M Floor, Hopewell Centre, 183 Queen's Road East, Wan Chai, Hong Kong not later than 4:30 p.m. on Friday, 21 August 2026. All persons who are registered holders of the Shares on Thursday, 27 August 2026, the record date of the AGM, will be entitled to attend and vote at the AGM.

The Board is not aware of any important event requiring disclosure that has been taken place subsequent to 31 March 2026 and up to the date of this annual report.

On behalf of the Board

Simon Tso

Chairman and Chief Executive Officer

Hong Kong, 29 June 2026



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To the shareholders of

MOS House Group Limited

(incorporated in the Cayman Islands with limited liability)

OPINION

We have audited the consolidated financial statements of MOS House Group Limited (the “Company”) and its subsidiaries (together the “Group”) set out on pages 76 to 136, which comprise the consolidated statement of financial position as at 31 March 2026, and the consolidated statement of profit or loss and other 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 and other explanatory 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 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 (the “HKICPA”) and have been properly prepared in compliance with the disclosure requirements of the 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.



INDEPENDENT AUDITOR'S REPORT

KEY AUDIT MATTERS

Key audit matters are those matters that, in our professional judgement, 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.

Key audit matter	How the matter was addressed in our audit
Impairment assessment of trade receivables <i>Refer to notes 4, 20 and 38 to the consolidated financial statements</i> As at 31 March 2026, the Group's trade receivables (before loss allowances) amounting to approximately HK\$43,655,000. Loss allowances for expected credit losses ("ECL") amounting to approximately HK\$1,022,000 has been provided on these trade receivables. Management of the Group estimates the amount of lifetime ECL on (i) trade receivables from customers located in the People's Republic of China, trade receivables with aggregated significant outstanding balances exceeding HK\$1,000,000 and credit-impaired trade receivables individually; and (ii) remaining trade receivables based on a provision matrix through grouping of various debtors that have similar loss patterns, after considering the past due status of respective trade receivables. Estimated loss rates are based on internal credit rating which reflect credit risk characteristics with reference to historical observed default rates over the expected life of the debtors and are adjusted for forward-looking information. Significant degree of management judgement was involved in evaluating the ECL of the Group's trade receivables as at 31 March 2026. As the amount is significant, we determine the ECL assessment as a key audit matter.	Our key procedures in relation to the impairment assessment of trade receivables included: • Understanding key controls on how the management estimates the loss allowances for trade receivables; • Understanding and assessing the appropriateness of management's methodology for identifying internal credit rating of trade receivables which reflect the credit risk characteristics; • Evaluating the reasonableness of the credit loss allowances on individually impaired trade receivables on a sample basis at 31 March 2026, with reference to internal credit rating assigned based on historical observed default rate of the debtors and forward-looking information; • Testing the accuracy of trade receivables past due ageing analysis as at 31 March 2026, on a sample basis, by comparing individual items in the analysis with the relevant sales invoices; • Evaluating management's basis and judgement in determining credit loss allowances on trade receivables as at 31 March 2026, including their identification of credit-impaired trade receivables, the reasonableness of management's grouping of the remaining trade receivables into different categories in the provision matrix, and the basis of estimated loss rates applied in each category in the provision matrix (with reference to historical observed default rate and forward-looking information); and • Testing subsequent settlements of trade receivables, on a sample basis, by inspecting supporting documents in relation to cash receipt from trade debtors subsequent to the end of the current reporting period. Based on the procedures performed, we found the Group's impairment assessment of trade receivables is supported by the available evidence.

INDEPENDENT AUDITOR'S REPORT

KEY AUDIT MATTERS *(Continued)*

Key audit matter	How the matter was addressed in our audit
Provision for inventories	
<i>Refer to notes 4 and 19 to the consolidated financial statements</i>	
As at 31 March 2026, inventories were stated at approximately HK\$77,215,000, comprising cost of approximately HK\$86,936,000 less provision of approximately HK\$9,721,000. Significant management judgement was required to assess whether the carrying amount of these inventories was higher than the net realisable value. Judgements were also required in identifying the slow-moving and obsolete inventories as they were based on inventory ageing analysis. As the amount is significant, we determine the assessment of provision for inventories as a key audit matter.	Our key procedures in relation to the assessment of provision for inventories included: • Understanding management's process of identifying the slow-moving and obsolete inventories and calculating the provisions; • Assessing the provisions by comparing the ageing analysis of inventories and the subsequent sale of inventories on a sample basis; and • Testing inventories to assess if they are stated at the lower of cost or net realisable value by comparing the actual subsequent sales value to the carrying value of inventories on a sample basis. Based on the procedures performed, we found the provision of inventories is supported by the available evidence.

OTHER INFORMATION

The directors of the Company are responsible for the other information. The other information comprises the information included in the 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.



INDEPENDENT AUDITOR'S REPORT

RESPONSIBILITIES OF DIRECTORS AND THOSE CHARGED WITH GOVERNANCE FOR THE CONSOLIDATED FINANCIAL STATEMENTS

The directors of the Company are responsible for the preparation of the consolidated financial statements that give a true and fair view in accordance with HKFRS Accounting Standards 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 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.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

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 solely to you, as a body, in accordance with our agreed terms of 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 HKSAAs 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.

As part of an audit in accordance with HKSAAs, we exercise professional judgement 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.

INDEPENDENT AUDITOR'S REPORT

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

(Continued)

- 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 audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance 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 those charged with governance 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 those charged with governance, 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.

Rongcheng (Hong Kong) CPA Limited

Certified Public Accountants

Fong Ho Keung

Practising Certificate number: P08079

Hong Kong

29 June 2026



CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

YEAR ENDED 31 MARCH 2026

	Notes	2026 HK\$'000	2025 HK\$'000
Revenue	5	114,113	109,393
Other income gains and losses	6	791	4,607
Reversal of impairment loss under expected credit loss model on trade receivables, net		218	1,870
Impairment loss of interest in an associate	17	(13,965)	–
Change in fair value of investment properties	14	(393)	(8,280)
Cost of inventories sold		(67,214)	(54,408)
Staff costs	10	(14,582)	(14,627)
Depreciation	10	(23,187)	(25,848)
Property related expenses		(1,180)	(2,064)
Other expenses	10	(6,774)	(8,274)
Share of result of an associate		(93)	1,594
Finance costs	9	(5,684)	(6,819)
Loss before taxation	10	(17,950)	(2,856)
Taxation	11	(135)	(544)
Loss and total comprehensive expense for the year		(18,085)	(3,400)
Loss and total comprehensive expense for the year attributable to:			
Owners of the Company		(18,085)	(3,400)
Loss per share	13	HK cents	HK cents
Basic		(6.26)	(1.20)
Diluted		(6.26)	(1.19)



CONSOLIDATED STATEMENT OF FINANCIAL POSITION

AS AT 31 MARCH 2026

	Notes	2026 HK\$'000	2025 HK\$'000
Non-current assets			
Investment properties	14	25,607	26,000
Property, plant and equipment	15	12,585	13,726
Right-of-use assets	16	11,255	22,584
Interest in an associate	17	1,450	15,509
Deferred tax assets	18	791	666
Deposits and prepayments	21	505	6,706
Financial assets at fair value through profit or loss ("FVTPL")	22	2,580	7,580
		54,773	92,771
Current assets			
Inventories	19	77,215	70,394
Trade receivables	20	42,633	61,730
Deposits, prepayments and other receivables	21	99,462	72,796
Tax recoverable		36	36
Pledged bank deposit	23	–	15,000
Bank balances and cash	23	609	1,377
		219,955	221,333
Current liabilities			
Trade payables	24	3,581	4,552
Other payables and accrued charges	25	20,518	17,978
Contract liabilities	26	4,319	4,123
Lease liabilities	16	31,502	33,305
Amount due to a director	27	28,861	6,480
Loan from a director	29	11,933	–
Tax payable		3,820	3,560
Bank borrowings	28	24,584	66,964
		129,118	136,962
Net current assets		90,837	84,371
Total assets less current liabilities		145,610	177,142
Non-current liabilities			
Lease liabilities	16	1,952	5,706
Loan from a director	29	–	11,133
Loan from a related company	30	20,283	20,283
		22,235	37,122
NET ASSETS		123,375	140,020
Capital and reserves			
Share capital	31	28,892	28,412
Reserves		94,483	111,608
TOTAL EQUITY		123,375	140,020

These consolidated financial statements on pages 76 to 136 were approved and authorised for issue by the Board of Directors on 29 June 2026 and are signed by:

Mr. Simon Tso
Director

Ms. Tsui To Fei
Director



CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

YEAR ENDED 31 MARCH 2026

	Attributable to owners of the Company					
	Reserves					Total HK\$'000
	Share capital	Share premium	Share option reserve	Other reserve	Retained profits	
	HK\$'000	HK\$'000	HK\$'000 <i>Note</i>	HK\$'000	HK\$'000	
At 1 April 2024	28,412	83,822	1,102	17	30,067	143,420
Loss and total comprehensive expense for the year	–	–	–	–	(3,400)	(3,400)
At 31 March 2025 and 1 April 2025	28,412	83,822	1,102	17	26,667	140,020
Exercise of share options (note 36)	480	2,062	(1,102)	–	–	1,440
Loss and total comprehensive expense for the year	–	–	–	–	(18,085)	(18,085)
At 31 March 2026	28,892	85,884	–	17	8,582	123,375

Note: The share option reserve comprises the fair value of the actual number of unexercised share options granted to executive directors of the Group recognised in accordance with the accounting policy adopted for share-based payments. During the year ended 31 March 2026, the share options were exercised at the subscription price of HK\$0.3 per share.

CONSOLIDATED STATEMENT OF CASH FLOWS

YEAR ENDED 31 MARCH 2026

	2026 HK\$'000	2025 HK\$'000
OPERATING ACTIVITIES		
Loss before taxation	(17,950)	(3,400)
Adjustments for:		
Depreciation	23,187	25,848
Reversal of impairment loss under expected credit loss model on trade receivables, net	(218)	(1,870)
Impairment loss on interest in an associate	13,965	–
Interest income	(144)	(997)
Interest expenses	5,684	6,819
Gain on early termination of lease	–	(204)
Loss on disposal of property, plant and equipment	–	228
Fair value gain on financial assets at FVTPL	(83)	(299)
Change in fair value of investment properties	393	8,280
Share of results of an associate	93	(1,594)
Operating cash flows before movements in working capital	24,927	32,811
Increase in inventories	(6,821)	(534)
Decrease in trade receivables	19,315	6,321
Increase in deposits, prepayments and other receivables	(20,382)	(10,642)
Decrease in trade payables	(970)	(6,859)
Increase (decrease) in other payables and accrued charges	2,263	(3,756)
Increase (decrease) in contract liabilities	197	(3,389)
Net cash generated from operations	18,529	13,952
Income tax refunded	–	513
Net cash from operating activities	18,529	14,465
INVESTING ACTIVITIES		
Interest received	37	785
Additions of property, plant and equipment	(19)	(313)
Proceeds from disposal of financial asset at FVTPL	5,083	–
Withdrawal of pledged bank deposit	15,000	–
Net cash from investing activities	20,101	472
FINANCING ACTIVITIES		
Repayment of bank borrowings	(38,838)	(45,694)
Principal portion of lease payments	(16,231)	(9,020)
Interest paid	(4,607)	(6,737)
New bank borrowings raised	–	24,198
New loan from a related company	–	20,000
Proceeds from a director	22,381	6,416
Proceeds from issue of shares	1,440	–
Net cash used in financing activities	(35,855)	(10,837)
Net increase in cash and cash equivalents	2,775	4,100
Cash and cash equivalents at beginning of the reporting period	(2,259)	(6,359)
Total cash and cash equivalents at end of the reporting period	516	(2,259)
Represented by:		
Bank balance and cash	609	1,377
Bank overdrafts	(93)	(3,636)
	516	(2,259)

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

1. GENERAL INFORMATION

MOS House Group Limited (the “Company”) is incorporated in the Cayman Islands as an exempted company with limited liability under the Cayman Companies Law, and its shares are listed on the Main Board of The Stock Exchange of Hong Kong Limited (the “Stock Exchange”).

The addresses of the Company’s registered office and the principal place of business are Cricket Square, Hutchins Drive, P.O. Box 2681, Grand Cayman, KY1-1111, Cayman Islands and Unit 1001, 10/F, Plaza 228, 228 Wan Chai Road, Wanchai, Hong Kong, respectively.

Its immediate holding company is RB Power Limited (“RB Power”) and its ultimate holding company is TMF (Cayman) Ltd., the trustee of a discretionary trust established by Mr. Simon Tso (“Mr. Tso”), an executive director (as the settlor), with Mr. Tso being one of the beneficiaries.

The principal activity of the Company is investment holding. The principal activities of its subsidiaries are set out in note 41 to the consolidated financial statements. The consolidated financial statements included the financial statements of the Company and its subsidiaries (collectively referred to as the “Group”).

The consolidated financial statements are presented in Hong Kong dollars (“HK\$”), which is also the functional currency of the Company.

2. APPLICATION OF NEW AND AMENDMENTS TO HKFRS ACCOUNTING STANDARDS

Amendments to an HKFRS Accounting Standard that are mandatorily effective for the current year

In the current year, the Group has applied the following amendments to an HKFRS Accounting Standard as issued by the Hong Kong Institute of Certified Public Accountants (“HKICPA”) for the first time, which are mandatorily effective for the Group’s annual period beginning on 1 April 2025 for the preparation of the consolidated financial statements:

Amendments to HKAS 21

Lack of Exchangeability

The application of the amendments to an HKFRS Accounting Standard in the current year has had no material impact on the Group’s financial positions and performance for the current and prior years and/or on the disclosures set out in these consolidated financial statements.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

2. APPLICATION OF NEW AND AMENDMENTS TO HKFRS ACCOUNTING STANDARDS *(Continued)*

New and amendments to HKFRS Accounting Standards in issue but not yet effective

The Group has not early applied the following new and amendments to HKFRS Accounting Standards that have been issued but are not yet effective:

Amendments to HKFRS 9 and HKFRS 7	Amendments to the Classification and Measurement of Financial Instruments ²
Amendments to HKFRS 9 and HKFRS 7	Contracts Referencing Nature — dependent Electricity ²
Amendments to HKFRS 10 and HKAS 28	Sale or Contribution of Assets between an Investor and its Associate or Joint Venture ¹
Amendments to HKFRS Accounting Standards	Annual Improvements to HKFRS Accounting Standards — Volume 11 ²
HKFRS 18	Presentation and Disclosure in Financial Statements ³

¹ Effective for annual periods beginning on or after a date to be determined.

² Effective for annual periods beginning on or after January 1, 2026.

³ Effective for annual periods beginning on or after January 1, 2027.

Except for the new and amendments to HKFRS Accounting Standard mentioned below, the directors of the Company anticipate that the application of all other new and amendments to HKFRS Accounting Standards will have no material impact on the consolidated financial statements in the foreseeable future.

HKFRS 18 *Presentation and Disclosure in Financial Statements*

HKFRS 18 *Presentation and Disclosure in Financial Statements*, which sets out requirements on presentation and disclosures in financial statements, will replace HKAS 1 *Presentation of Financial Statements*. This new HKFRS Accounting Standards, while carrying forward many of the requirements in HKAS 1, introduces new requirements to present specified categories and defined subtotals in the statement of profit or loss; provide disclosures on management defined performance measures in the notes to the financial statements and improve aggregation and disaggregation of information to be disclosed in the financial statements. In addition, some HKAS 1 paragraphs have been moved to HKAS 8 and HKFRS 7. Minor amendments to HKAS 7 *Statement of Cash Flows* and HKAS 33 *Earnings per Share* are also made.

HKFRS 18, and amendments to other standards, will be effective for annual periods beginning on or after 1 January 2027, with early application permitted. HKFRS 18 requires retrospective application with specific transition provisions. The application of new standard is not expected to have significant impact on the financial performance and positions of the Group in terms of recognition and measurement. However, it is expected to affect the structure and presentation of the consolidated statement of profit or loss.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION

Basis of preparation of consolidated financial statements

The consolidated financial statements have been prepared in accordance with HKFRS Accounting Standards as issued by the HKICPA. For the purpose of preparation of the consolidated financial statements, information is considered material if such information is reasonably expected to influence decisions made by primary users. In addition, the consolidated financial statements include applicable disclosures required by the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited ("Listing Rules") and by the Hong Kong Companies Ordinance.

The consolidated financial statements have been prepared on the historical cost basis at the end of each reporting period, except for the payments for life insurance policies and investment properties which are measured at fair value as explained in the accounting policies set out below.

Historical cost is generally based on the fair value of the consideration given in exchange for goods and services.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability, the Group takes into account when pricing the asset or liability at the measurement date. Fair value for measurement and/or disclosure purposes in these consolidated financial statements is determined on such a basis, except for share-based payment transactions that are within the scope of HKFRS 2 *Share-based Payment*, leasing transactions that are accounted for in accordance with HKFRS 16 *Leases*, and measurements that have some similarities to fair value but are not fair value, such as net realisable value in HKAS 2 *Inventories* or value in use in HKAS 36 *Impairment of Assets*.

In addition, for financial reporting purposes, fair value measurements are categorised into Level 1, 2 or 3 based on the degree to which the inputs to the fair value measurements are observable and the significance of the inputs to the fair value measurement in its entirety, which are described as follows:

- Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date;
- Level 2 inputs are inputs, other than quoted prices included within Level 1, that are observable for the asset or liability, either directly or indirectly; and
- Level 3 inputs are unobservable inputs for the asset or liability.

Material accounting policy information

Basis of consolidation

The consolidated financial statements incorporate the financial statements of the Company and entities controlled by the Company and its subsidiaries. Control is achieved when the Company:

- has power over the investee;
- is exposed, or has rights, to variable returns from its involvement with the investee; and
- has the ability to use its power to affect its returns.

The Group reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control listed above.

Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Specifically, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated statement of profit or loss and other comprehensive income from the date the Group gains control until the date when the Group ceases to control the subsidiary.

Profit or loss and each item of other comprehensive income are attributed to the owners of the Company and to the non-controlling interests. Total comprehensive income of the subsidiaries is attributed to the owners of the Company and to the non-controlling interests even if this results in the non-controlling interests having a deficit balance.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

Material accounting policy information *(Continued)*

When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies into line with the Group's accounting policies.

All intra-group assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

Investments in associates

An associate is an entity over which the Group has significant influence and that is neither a subsidiary nor an interest in a joint venture. Significant influence is the power to participate in the financial and operating policy decisions of the investee but is not control or joint control over those policies.

The results and assets and liabilities of an associate are incorporated in these consolidated financial statements using the equity method of accounting. The financial statements of an associate used for equity accounting purposes are prepared using uniform accounting policies as those of the Group for like transactions and events in similar circumstances. Under the equity method, investment in an associate is initially recognised in the consolidated statement of financial position at cost and adjusted thereafter to recognise the Group's share of the profit or loss and other comprehensive income of the associate. Changes in net assets of the associate other than profit or loss and other comprehensive income are not accounted for unless such changes resulted in changes in ownership interest held by the Group. When the Group's share of losses of an associate exceeds the Group's interest in that associate (which includes any long-term interests that, in substance, form part of the Group's net investment in the associate), the Group discontinues recognising its share of further losses. Additional losses are provided for, and a liability is recognised only to the extent that the Group has incurred legal or constructive obligations or made payments on behalf of the associate.

An investment in an associate is accounted for using the equity method from the date on which the investee becomes an associate. On acquisition of the investment in an associate, any excess of the cost of the investment over the Group's share of the net fair value of the identifiable assets and liabilities of the investee is recognised as goodwill, which is included within the carrying amount of the investment. Any excess of the Group's share of the net fair value of the identifiable assets and liabilities over the cost of the investment, after reassessment, is recognised immediately in profit or loss in the period in which the investment is acquired.

The Group assesses whether there is an objective evidence that the interest in an associate may be impaired. When any objective evidence exists, the entire carrying amount of the investment (including goodwill) is tested for impairment in accordance with HKAS 36 as a single asset by comparing its recoverable amount (higher of value in use and fair value less costs of disposal) with its carrying amount. Any impairment loss recognised is not allocated to any asset, including goodwill, that forms part of the carrying amount of the investment. Any reversal of that impairment loss is recognised in accordance with HKAS 36 to the extent that the recoverable amount of the investment subsequently increases.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

Investments in associates *(Continued)*

When the Group ceases to have significant influence over an associate, it is accounted for as a disposal of the entire interest in the investee with a resulting gain or loss being recognised in profit or loss. When the Group retains an interest in the former associate and the retained interest is a financial asset within the scope of HKFRS 9 *Financial Instruments*, the Group measures the retained interest at fair value at that date and the fair value is regarded as its fair value on initial recognition. The difference between the carrying amount of the associate and the fair value of any retained interest and any proceeds from disposing the relevant interest in the associate is included in the determination of the gain or loss on disposal of the associate. In addition, the Group accounts for all amounts previously recognised in other comprehensive income in relation to that associate on the same basis as would be required if that associate had directly disposed of the related assets or liabilities. Therefore, if a gain or loss previously recognised in other comprehensive income by that associate would be reclassified to profit or loss on the disposal of the related assets or liabilities, the Group reclassifies the gain or loss from equity to profit or loss (as a reclassification adjustment) upon disposal/partial disposal of the relevant associate.

When a group entity transacts with an associate of the Group, profits and losses resulting from the transactions with the associate are recognised in the Group's consolidated financial statements only to the extent of interests in the associate that are not related to the Group.

Property, plant and equipment

Property, plant and equipment are stated at cost less accumulated depreciation and impairment losses. Construction in progress are carried at cost, less any recognised impairment loss. The cost of an item of property, plant and equipment comprises its purchase price and any directly attributable costs of bringing the asset to its working condition and location for its intended use. Repairs and maintenance are charged to profit or loss during the year in which they are incurred.

Depreciation is provided to write off the cost less accumulated impairment losses of property, plant and equipment over their estimated useful lives from the date on which they are available for use and after taking into account their estimated residual values, using the straight-line method, at the following rates per annum:

Leasehold improvements	Shorter of 5 years or the lease term
Furniture and equipment	20%
Computer equipment	20%
Motor vehicles	33 1/3%

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected to arise from the continued use of the asset. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the item) is included in profit or loss in the year in which the item is derecognised.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

Investment properties

Investment properties are land and/or building that are held by owner or lessee, to earn rental income and/or for capital appreciation. These include properties held for a currently undetermined future use.

Investment properties are stated at fair value at the end of the reporting period. Any gain or loss arising from a change in fair value is recognised in profit or loss. The fair value of investment property is based on a valuation by an independent valuer who holds a recognised professional qualification and has recent experience in the location and category of property being valued.

Financial instruments

Financial assets

Recognition and derecognition

Financial assets are recognised when and only when the Group becomes a party to the contractual provisions of the instruments and on a trade date basis.

A financial asset is derecognised when and only when (i) the Group's contractual rights to future cash flows from the financial asset expire or (ii) the Group transfers the financial asset and either (a) it transfers substantially all the risks and rewards of ownership of the financial asset, or (b) it neither transfers nor retains substantially all the risks and rewards of ownership of the financial asset but it does not retain control of the financial asset.

If the Group retains substantially all the risks and rewards of ownership of a transferred financial asset, the Group continues to recognise the financial asset.

If the Group neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Group recognises the financial asset to the extent of its continuing involvement and an associated liability for the amounts it may have to pay.

Classification and measurement

Financial assets (except for trade receivables without a significant financing component) are initially recognised at their fair value plus, in the case of financial assets not carried at FVTPL, transaction costs that are directly attributable to the acquisition of the financial assets. Such trade receivables are initially measured at their transaction price.

On initial recognition, a financial asset is classified as (i) measured at amortised cost; (ii) debt investment measured at fair value through other comprehensive income ("FVTOCI"); (iii) equity investment measured at FVTOCI; or (iv) measured at FVTPL.

The classification of financial assets at initial recognition depends on the Company's business model for managing the financial assets and the financial asset's contractual cash flow characteristics. Financial assets are not reclassified subsequent to their initial recognition unless the Company changes its business model for managing them, in which case all affected financial assets are reclassified on the first day of the first annual reporting period following the change in the business model.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

Financial instruments *(Continued)*

Financial assets *(Continued)*

Classification and measurement (Continued)

1) *Financial assets measured at amortised cost*

A financial asset is measured at amortised cost if it meets both of the following conditions and is not designated as at FVTPL:

- (i) it is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows; and
- (ii) its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at amortised cost are subsequently measured using the effective interest method and are subject to impairment. Gains and losses arising from impairment, derecognition or through the amortisation process are recognised in profit or loss.

The Group's financial assets at amortised cost include trade and other receivables, refundable rental deposits, pledged bank deposit and bank balances and cash.

2) *Financial assets at FVTPL*

These investments include financial assets that are not measured at amortised cost or FVTOCI, including financial assets held for trading, financial assets designated upon initial recognition as at FVTPL, financial assets resulting from a contingent consideration arrangement in a business combination to which HKFRS 3 *Business Combinations* applies and financial assets that are otherwise required to be measured at FVTPL. They are carried at fair value, with any resultant gain and loss recognised in profit or loss, which includes any dividend or interest earned on the financial assets.

A financial asset is classified as held for trading if it is:

- (i) acquired principally for the purpose of selling it in the near term;
- (ii) part of a portfolio of identified financial instruments that are managed together and for which there is evidence of a recent actual pattern of short-term profit-taking on initial recognition; or
- (iii) a derivative that is not a financial guarantee contract or not a designated and effective hedging instrument.

Financial assets are designated at initial recognition as at FVTPL only if doing so eliminates or significantly reduces a measurement or recognition inconsistency that would otherwise arise from measuring assets or liabilities or recognising the gains or losses on them on different bases.

The Group's financial assets mandatorily measured at FVTPL include payments for life insurance policies.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

Financial instruments *(Continued)*

Financial liabilities

Recognition and derecognition

Financial liabilities are recognised when and only when the Group becomes a party to the contractual provisions of the instruments.

A financial liability is derecognised when and only when the liability is extinguished, that is, when the obligation specified in the relevant contract is discharged, cancelled or expires.

Classification and measurement

Financial liabilities are initially recognised at their fair value plus, in the case of financial liabilities not carried at FVTPL, transaction costs that are directly attributable to the issue of the financial liabilities.

The Group's financial liabilities include trade and other payables, bank borrowings, amount due to a director and loan from a director. All financial liabilities, except for financial liabilities at FVTPL, are recognised initially at their fair value and subsequently measured at amortised cost, using the effective interest method, unless the effect of discounting would be insignificant, in which case they are stated at cost.

Impairment of financial assets and other items under HKFRS 9

The Group recognises a loss allowance for ECL on financial assets which are subject to impairment under HKFRS 9. The amount of ECL is updated at each reporting date to reflect changes in credit risk since initial recognition.

Lifetime ECL represents the ECL that will result from all possible default events over the expected life of the relevant instrument. In contrast, 12-month ECL represents the portion of lifetime ECL that is expected to result from default events that are possible within 12 months after the reporting date. Assessments are done based on the Group's historical credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current conditions at the reporting date as well as the forecast of future conditions.

The Group recognises lifetime ECL for trade receivables. The ECL on these assets are assessed individually for the customers located in the People's Republic of China ("PRC") and trade receivables with aggregated significant outstanding balances exceeding HK\$1,000,000, while the remaining trade receivables have been assessed collectively using a provision matrix through grouping of various debtors that have similar loss patterns after considering the past due status of respective trade receivables.

For all other instruments, the Group measures the loss allowance equal to 12-month ECL. However, when there has been a significant increase in credit risk since initial recognition, the Group recognises lifetime ECL. The assessment of whether lifetime ECL should be recognised is based on significant increases in the likelihood or risk of a default occurring since initial recognition.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

Financial instruments *(Continued)*

Impairment of financial assets and other items under HKFRS 9 *(Continued)*

Assessment of significant increase in credit risk

In assessing whether the credit risk has increased significantly since initial recognition, the Group compares the risk of a default occurring on the financial instrument as at the reporting date with the risk of a default occurring on the financial instrument as at the date of initial recognition. In making this assessment, the Group considers both quantitative and qualitative information that is reasonable and supportable, including historical experience and forward-looking information that is available without undue cost or effort.

In particular, the following information is taken into account when assessing whether credit risk has increased significantly:

- an actual or expected significant deterioration in the financial instrument's external (if available) or internal credit rating;
- significant deterioration in external market indicators of credit risk, e.g. a significant increase in the credit spread, the credit default swap prices for the debtor;
- existing or forecast adverse changes in business, financial or economic conditions that are expected to cause a significant decrease in the debtor's ability to meet its debt obligations;
- an actual or expected significant deterioration in the operating results of the debtor;
- an actual or expected significant adverse change in the regulatory, economic, or technological environment of the debtor that results in a significant decrease in the debtor's ability to meet its debt obligations.

Irrespective of the outcome of the above assessment, the Group presumes that the credit risk has increased significantly since initial recognition when contractual payments are more than 30 days past due, unless the Group has reasonable and supportable information that demonstrates otherwise.

Despite the foregoing, the Group assumes that the credit risk on a debt instrument has not increased significantly since initial recognition if the debt instrument is determined to have low credit risk at the reporting date. A debt instrument is determined to have low credit risk if i) it has a low risk of default; ii) the borrower has a strong capacity to meet its contractual cash flow obligations in the near term; and iii) adverse changes in economic and business conditions in the longer term may, but will not necessarily, reduce the ability of the borrower to fulfil its contractual cash flow obligations. The Group considers a debt instrument to have low credit risk when it has an internal or external credit rating of 'investment grade' as per globally understood definitions.

The Group regularly monitors the effectiveness of the criteria used to identify whether there has been a significant increase in credit risk and revises them as appropriate to ensure that the criteria are capable of identifying significant increase in credit risk before the amount becomes past due.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

Financial instruments *(Continued)*

Impairment of financial assets and other items under HKFRS 9 *(Continued)*

Definition of default

The Group considers that default has occurred when the instrument is more than 90 days past due unless the Group has reasonable and supportable information to demonstrate that a more lagging default criterion is more appropriate.

Credit-impaired financial assets

A financial asset is “credit-impaired” when one or more events that have a detrimental impact on the estimated future cash flows of the financial assets have been occurred. Evidence that a financial asset is credit-impaired includes observable data about the following events:

- (a) significant financial difficulty of the issuer or the borrower.
- (b) a breach of contract, such as a default or past due event.
- (c) the lender(s) of the borrower, for economic or contractual reasons relating to the borrower’s financial difficulty, having granted to the borrower a concession(s) that the lender(s) would not otherwise consider.
- (d) it is becoming probable that the borrower will enter bankruptcy or other financial reorganisation.
- (e) the disappearance of an active market for that financial asset because of financial difficulties.
- (f) the purchase or origination of a financial asset at a deep discount that reflects the incurred credit losses.

Write-off policy

The Group writes off a financial asset when there is information indicating that the counterparty is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the counterparty has been placed under liquidation or has entered into bankruptcy proceedings, or in the case of trade receivables, when the amounts are over two years past due, whichever occurs sooner. Financial assets written off may still be subject to enforcement activities under the Group’s recovery procedures, taking into account legal advice when appropriate. Any recoveries made are recognised in profit or loss.

Measurement and recognition of ECL

The measurement of ECL 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 at default. The assessment of the probability of default and loss given default is based on historical data adjusted by forward-looking information. Estimation of ECL reflects an unbiased and probability-weighted amount that is determined with the respective risks of default occurring as the weights.

Generally, the ECL is estimated 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, discounted at the effective interest rate determined at initial recognition.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

Financial instruments *(Continued)*

Impairment of financial assets and other items under HKFRS 9 *(Continued)*

Measurement and recognition of ECL *(Continued)*

Where ECL is measured on a collective basis or cater for cases where evidence at the individual instrument level may not yet be available, the financial instruments are grouped on the following bases:

- Nature of financial instruments (i.e. the Group's trade and other receivables are each assessed as a separate group);
- Past-due status;
- Nature, size and industry of debtors; and
- External credit ratings where available.

The grouping is regularly reviewed by management to ensure the constituents of each group continue to share similar credit risk characteristics.

Cash and cash equivalents

Cash and cash equivalents presented on the consolidated financial statement of financial position include:

- (a) cash, which comprises of cash on hand and demand deposits, excluding bank balances that are subject to regulatory restrictions that result in such balances no longer meeting the definition of cash; and
- (b) cash equivalents, which comprises of short-term (generally with original maturity of three months or less), highly liquid investments that are readily convertible to a known amount of cash and which are subject to an insignificant risk of changes in value. Cash equivalents are held for the purpose of meeting short-term cash commitments rather than for investment or other purposes.

For the purposes of the consolidated statement of cash flows, cash and cash equivalents consist of cash and cash equivalents as defined above, net of outstanding bank overdrafts which are repayable on demand and form an integral part of the Group's cash management. Such overdrafts are presented as short-term borrowings in the consolidated statement of financial position.

Revenue recognition

Revenue from contracts with customers

The Group recognises revenue when (or as) a performance obligation is satisfied, i.e. when control of the goods or services underlying the particular performance obligation is transferred to the customer.

A performance obligation represents a good and service (or a bundle of goods or services) that is distinct or a series of distinct goods or services that are substantially the same.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

Revenue recognition *(Continued)*

Revenue from contracts with customers *(Continued)*

Control is transferred over time and revenue is recognised over time by reference to the progress towards complete satisfaction of the relevant performance obligation if one of the following criteria is met:

- the customer simultaneously receives and consumes the benefits provided by the Group's performance as the Group performs;
- the Group's performance creates and enhances an asset that the customer controls as the Group performs; or
- the Group's performance 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.

Otherwise, revenue is recognised at a point in time when the customer obtains control of the distinct good or service.

Sale of tiles and bathroom fixture products is recognised at a point in time at which the customer obtains the control of the promised asset, which generally coincides with the time when the product is delivered to customer and title is passed.

Contract liabilities

For the business of trading tiles and bathroom fixture products, it is common for the Group to receive from the customer the whole or some of the contractual payments before the products are delivered (i.e. the timing of revenue recognition for such transactions). The Group recognises a contract liability until it is recognised as revenue. During that period, any significant financing components, if applicable, will be included in the contract liability and will be expensed as accrued unless the interest expense is eligible for capitalisation.

Inventories

Inventories are stated at the lower of cost and net realisable value. Cost, which comprises all costs of purchase and, where applicable, other costs that have been incurred in bringing the inventories to their present location and condition, is calculated using the first-in, first-out method. Net realisable value represents the estimated selling price in the ordinary course of business less the estimated costs necessary to make the sale.

When inventories are sold, the carrying amount of those inventories is recognised as an expense in the period in which the related revenue is recognised. The amount of any write-down of inventories to net realisable value and all losses of inventories are recognised as an expense in the period of the write-down or loss occurs. The amount of any reversal of any write-down of inventories is recognised as a reduction in the amount of inventories recognised as an expense in the period in which the reversal occurs.

Impairment of non-financial assets

At the end of the reporting period, the Group reviews the carrying amounts of its property, plant and equipment and right-of-use assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss, if any.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

Impairment of non-financial assets *(Continued)*

The recoverable amount of tangible assets are estimated individually. When it is not possible to estimate the recoverable amount of an individual asset, the Group estimates the recoverable amount of the cash-generating unit to which the asset belongs. When a reasonable and consistent basis of allocation can be identified, corporate assets are also allocated to individual cash-generating units, or otherwise they are allocated to the smallest group of cash-generating units for which a reasonable and consistent allocation basis can be identified.

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or a cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or a cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in profit or loss.

Where an impairment loss subsequently reverses, the carrying amount of the asset (or a cash-generating unit) is increased to the revised estimate of its recoverable amount, but so 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 (or a cash-generating unit) in prior years. A reversal of an impairment loss is recognised immediately to profit or loss.

Borrowing costs

All borrowing costs are recognised in profit or loss in the period in which they are incurred.

Leases

The Group assesses whether a contract is, or contains a lease based on the definition under HKFRS 16 at inception of the contract. Such contract will not be remeasured unless the terms and conditions of the contracts are subsequently changed.

As lessee

The Group accounts for each lease component within a lease contract as a lease separately. The Group allocates the consideration in the contract to each lease component on the basis of the relative standalone price of the lease component.

Amounts payable by the Group that do not give rise to a separate component are considered to be part of the total consideration that is allocated to the separately identified components of the contract.

The Group recognises a right-of-use asset and a lease liability at the commencement date of the lease.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

Leases *(Continued)*

As lessee *(Continued)*

The right-of-use asset is initially measured at cost, which comprises:

- (a) the amount of the initial measurement of the lease liability;
- (b) any lease payments made at or before the commencement date, less any lease incentives received;
- (c) any initial direct costs incurred by the Group; and
- (d) an estimate of costs to be incurred by the Group in dismantling and removing the underlying asset, restoring the site on which it is located or restoring the underlying asset to the condition required by the terms and conditions of the lease, unless those costs are incurred to produce inventories.

Subsequently, the right-of-use asset is measured at cost less any accumulated depreciation and any accumulated impairment losses and adjusted for any remeasurement of the lease liability. Depreciation is provided on a straight-line basis over the shorter of the lease term and the estimated useful lives of the right-of-use asset (unless the lease transfers ownership of the underlying asset to the Group by the end of the lease term or if the cost of the right-of-use asset reflects that the Group will exercise a purchase option in which case depreciation is provided over the estimated useful life of the underlying asset) as follows:

Office premises	3 years
Retail shops	2 to 3 years
Warehouses	1 to 4 years
Motor vehicles	2 years

The Group presents right-of-use assets as a separate line item on the consolidated statement of financial position. The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date of the contract.

The lease payments included in the measurement of the lease liability comprise the following payments for the right to use the underlying asset, if any, during the lease term that are not paid at the commencement date:

- (a) fixed payments (including in-substance fixed payments), less any lease incentives receivable;
- (b) variable lease payments that depend on an index or a rate;
- (c) amounts expected to be payable under residual value guarantees;
- (d) exercise price of a purchase option if the Group is reasonably certain to exercise that option; and
- (e) payments of penalties for terminating the lease, if the lease term reflects the Group exercising an option to terminate the lease.

The lease payments are discounted using the interest rate implicit in the lease, or where it is not readily determinable, the incremental borrowing rate of the lessee. The incremental borrowing rate depends on the term, country, currency and security.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

Leases *(Continued)*

As lessee *(Continued)*

Subsequently, the lease liability is measured by increasing the carrying amount to reflect interest on the lease liability and by reducing the carrying amount to reflect the lease payments made.

The lease liability is remeasured using a revised discount rate when there are changes to the lease payments arising from a change in the lease term or the reassessment of whether the Group will be reasonably certain to exercise a purchase option.

The Group recognises the amount of the remeasurement of the lease liability as an adjustment to the right-of-use asset. If the carrying amount of the right-of-use asset is reduced to zero and there is a further reduction in the measurement of the lease liability, the Group recognises any remaining amount of the remeasurement in profit or loss.

A lease modification is accounted for as a separate lease if

- (a) the modification increases the scope of the lease by adding the right to use one or more underlying assets; and
- (b) the consideration for the lease increases by an amount commensurate with the stand-alone price for the increase in scope and any appropriate adjustments to that stand-alone price to reflect the circumstances of the particular contract.

When a lease modification is not accounted for as a separate lease, at the effective date of the lease modification,

- (a) the Group allocates the consideration in the modified contract on the basis of relative stand-alone price as described above.
- (b) the Group determines the lease term of the modified contract.
- (c) the Group remeasures the lease liability by discounting the revised lease payments using a revised discount rate over the revised lease term.
- (d) for lease modifications that decrease the scope of the lease, the Group accounts for the remeasurement of the lease liability by decreasing the carrying amount of the right-of-use asset to reflect the partial or full termination of the lease and recognising any gain or loss relating to the partial or full termination of the lease in profit or loss.
- (e) for all other lease modifications, the Group accounts for the remeasurement of the lease liability by making a corresponding adjustment to the right-of-use asset.

The Group presents lease liabilities as a separate line item in the consolidated statement of financial position.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

Leases *(Continued)*

As lessor

The Group classifies each of its leases as either a finance lease or an operating lease at the inception date of the lease. A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership of the underlying asset. All other leases are classified as operating leases.

The Group accounts for each lease component within a lease contract as a lease separately from non-lease components of the contract. The Group allocates the consideration in the contract to each lease component on a relative stand-alone price basis.

The Group applies the derecognition and impairment requirements in HKFRS 9 to the operating lease receivables.

A modification to an operating lease is accounted for as a new lease from the effective date of the modification, considering any prepaid or accrued lease payments relating to the original lease as part of the lease payments for the new lease.

Rental income under operating leases is recognised in profit or loss when the assets are let out and on the straight-line basis over the lease term.

Employee benefits

Short-term employee benefits

Salaries, annual bonuses, paid annual leave, and the cost of non-monetary benefits are accrued in the year in which the associated services are rendered by employees.

Defined contribution plans

The obligations for contributions to defined contribution retirement scheme are recognised as an expense in profit or loss as incurred. The assets of the scheme are held separately from those of the Group in an independently administered fund.

Long service payments

The Group's net obligation in respect of long service payments under the Employment Ordinance is the amounts of future benefit that employees have earned in return for their services in the current and prior periods. The obligation is calculated using the projected unit credit method and discounted to its present value and after deducting the fair value of any related assets, including those retirement scheme benefits.

Share-based payment transactions

Equity-settled transactions

The Group's employees, including directors, receive remuneration in the form of share-based payment transactions, whereby the employees rendered services in exchange for shares or rights over shares. The cost of such transactions with employees is measured by reference to the fair value of the equity instruments at the grant date. The fair value of share options granted to employees is recognised as an employee cost with a corresponding increase in a reserve within equity. The fair value is determined using the Black-Scholes Option Pricing Model, taking into account any market conditions and non-vesting conditions.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

Share-based payment transactions *(Continued)*

Equity-settled transactions *(Continued)*

The cost of equity-settled transactions is recognised, together with a corresponding increase in equity, over the period in which the vesting conditions are to be fulfilled, ending on the date on which the entitlement of relevant employees to the award is no longer conditional on the satisfaction of any non-market vesting conditions ("vesting date"). During the vesting period, the number of share options that is expected to vest ultimately is reviewed. Any adjustment to the cumulative fair value recognised in prior periods is charged/credited to profit or loss for the year of review, with a corresponding adjustment to the reserve within equity.

Taxation

Income tax expense represents the sum of current and deferred income tax expense.

The tax currently payable is based on taxable profit for the year. Taxable profit differs from profit before taxation as reported in the consolidated statement of profit or loss and other comprehensive income because of income or expense that are taxable or deductible in other years and items that are never taxable or deductible. The Group's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the end of the reporting period.

Deferred tax is recognised on temporary differences between the carrying amounts of assets and liabilities in the consolidated financial statements and the corresponding tax bases used in the computation of taxable profit. Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are generally recognised for all deductible temporary differences to the extent that it is probable that taxable profits will be available against which those deductible temporary differences can be utilised. Such assets and liabilities are not recognised if the temporary difference arises from goodwill or from the initial recognition (other than in a business combination) of other assets and liabilities in a transaction that affects neither the taxable profit nor the accounting profit and at the time of the transaction does not give rise to equal taxable and deductible temporary differences.

Deferred tax liabilities are recognised for taxable temporary differences associated with investments in subsidiaries and associates, except where the Group is able to control the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future. Deferred tax assets arising from deductible temporary differences associated with such investments and interests are only recognised to the extent that it is probable that there will be sufficient taxable profits against which to utilise the benefits of the temporary differences and they are expected to be reverse in the foreseeable future.

The carrying amount of deferred tax assets is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the period when the liability is settled or the asset is realised, based on tax rate (and tax laws) that have been enacted or substantively enacted by the end of the reporting period. The measurement of deferred tax liabilities and assets reflects the tax consequences that would follow from the manner in which the Group expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

Related parties

A related party is a person or entity that is related to the Group.

- (a) A person or a close member of that person's family is related to the Group if that person:
 - (i) has control or joint control over the Group;
 - (ii) has significant influence over the Group; or
 - (iii) is a member of the key management personnel of the Group.
- (b) An entity is related to the Group if any of the following conditions applies:
 - (i) the entity and the Group are members of the same group (which means that each holding company, subsidiary and fellow subsidiary is related to the others).
 - (ii) one entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member).
 - (iii) both entities are joint ventures of the same third party.
 - (iv) one entity is a joint venture of a third entity and the other entity is an associate of the third entity.
 - (v) the entity is a post-employment benefit plan for the benefit of employees of either the Group or an entity related to the Group. If the Group is itself such a plan, the sponsoring employers are also related to the Group.
 - (vi) the entity is controlled or jointly controlled by a person identified in (a).
 - (vii) a person identified in (a)(i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a holding company of the entity).
 - (viii) the entity, or any member of a group of which it is a part, provides key management personnel services to the Group.

Close members of the family of a person are those family members who may be expected to influence, or be influenced by, that person in their dealings with the entity and include:

- (a) that person's children and spouse or domestic partner;
- (b) children of that person's spouse or domestic partner; and
- (c) dependants of that person or that person's spouse or domestic partner.

In the definition of a related party, an associate includes subsidiaries of the associate and a joint venture includes subsidiaries of the joint venture.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

4. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

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

The estimates and underlying assumptions are reviewed on an on-going 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.

Critical judgements in applying accounting policies

The following are the critical judgements, apart from those involving estimations (see below), that the directors of the Company have made in the process of applying the Group's accounting policies and that have the most significant effect on the amounts recognised in the consolidated financial statements.

Lease term of contracts with extension options — as lessee

The Group determines the lease term as the non-cancellable term of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised. The Group has lease contracts that include extension options. The Group applies judgement and considers all relevant factors that create an economic incentive for it to exercise the extension in evaluating whether it is reasonably certain whether or not to exercise the options to extend the lease and considers all relevant factors that create an economic incentive for it to exercise the extension. After the commencement date, the Group reassesses the lease term upon the occurrence of a significant event or a significant change in circumstances that is within its control and affects its ability to exercise the extension option.

Key sources of estimation uncertainty

Impairment assessment of trade receivables

The management of the Group measures lifetime ECL of the trade receivables based on (i) trade receivables from customers located in the PRC, trade receivables with aggregated significant outstanding balances exceeding HK\$1,000,000 and credit-impaired trade receivables that are assessed individually; and (ii) remaining trade receivables that are based on provision matrix through grouping of various debtors that have similar loss patterns, after considering the past due status of respective trade receivables. Estimated loss rates are based on historical observed default rates over the expected life of the debtors and are adjusted for forward-looking information. The assessment of credit risk of trade receivables involves high degree of estimation uncertainty. When the actual future cash flows are less than expected or more than expected, a material impairment loss or a material reversal of impairment loss may arise accordingly in future periods.

Net realisable value of inventories

Net realisable value of inventories is the estimated selling price in the ordinary course of business, less estimated selling expenses necessary to make the sale. These estimates are based on the current market condition and the historical experience of selling products of similar nature. Management of the Group reassesses the estimations on a product-by-product basis at the end of the reporting period and makes allowances when necessary.

Fair value of investment properties

In assessing the fair value of investment properties, the Group obtains the valuation of the investment properties provided by the independent professional qualified valuer. The valuation techniques applied by the independent professional qualified valuer for the investment properties have been discussed with the directors of the Company. The directors review the valuations performed by the independent professional qualified valuer and use their estimation to determine whether valuation techniques applied are appropriate to the circumstances of the Group. Changes in assumptions could affect the reported fair value of investment properties in the consolidated financial statements.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

5. REVENUE

	2026 HK\$'000	2025 HK\$'000
Revenue from contracts with customers within HKFRS 15		
<i>Types of products:</i>		
Tiles	103,677	86,653
Bathroom fixtures and others	9,956	22,260
	113,633	108,913
Revenue from other sources:		
Rental income from investment properties	480	480
	114,113	109,393
Sales channel of revenue from contracts with customers within HKFRS 15:		
Retail	30,481	36,899
Non-retail	83,152	72,014
	113,633	108,913

The above revenue from contracts with customers within HKFRS 15 is recognised at a point in time.

6. OTHER INCOME, GAINS AND LOSSES

	2026 HK\$'000	2025 HK\$'000
Bank interest income	37	785
Income from "Feed-in Tariff" scheme	385	–
Fair value gain on financial assets at FVTPL	83	299
Gain on early termination of lease	–	204
Net exchange gain	27	38
Loss on disposal of property, plant and equipment	–	(228)
Sales of solar panel	–	3,267
Interest income on rental deposits	107	212
Sundry income	152	30
	791	4,607



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

7. SEGMENT INFORMATION

For the purpose of resources allocation and performance assessment, the chief operating decision maker (i.e. the chief executive of the Group) reviews the results of the Group's operating segments separately for the purpose of making decisions about resources allocation and performance assessment. The Group's operating segments are structured and managed separately according to the nature of their businesses, which are currently organised into two operating businesses as follows:

- (a) Trading of tiles and bathroom fixture products — sale of tiles and bathroom fixtures products through either retail or non-retail channel; and
- (b) Property investment.

The segment performance is evaluated based on reportable segment profit or loss before income tax without allocation of finance costs (other than interest on lease liabilities), share of result of an associate, impairment loss on interest in an associate, fair value gain on financial assets at FVTPL and other unallocated corporate expenses and the basis of preparing such information is consistent with that of the consolidated financial statements. All assets are allocated to reportable segments other than tax recoverable, deferred tax assets, interest in an associate, bank balances and cash (including pledged bank deposit), financial assets at FVTPL and other unallocated corporate assets. All liabilities are allocated to reportable segments other than tax payable, bank borrowings, loan from a director, loan from a related company, amount due to a director and other unallocated corporate liabilities.

Business segments

	Trading of tiles and bathroom fixture products		Property investment		Consolidated	
	2026	2025	2026	2025	2026	2025
	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000
Segment revenue						
Revenue from external customers	113,633	108,913	480	480	114,113	109,393
Segment results	6,399	13,943	(83)	(7,954)	6,316	5,989
Unallocated corporate expenses					(5,540)	(4,801)
Fair value gain on financial assets at FVTPL					83	299
Share of result of an associate					(93)	1,594
Impairment loss on interest in an associate					(13,965)	—
Finance costs (other than interest on lease liabilities)					(4,751)	(5,937)
Loss before taxation					(17,950)	(2,856)



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

7. SEGMENT INFORMATION (Continued)

Segment assets and liabilities

The following table presents segment assets and liabilities of the Group's business segments as at 31 March 2026:

	Trading of tiles and bathroom fixture products		Property investment		Consolidated	
	2026	2025	2026	2025	2026	2025
	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000
Assets and liabilities						
Segment assets	243,419	247,700	25,610	26,003	269,029	273,703
Tax recoverable					36	36
Deferred tax assets					791	666
Financial assets at FVTPL					2,580	7,580
Bank balances and cash					609	1,377
Pledged bank deposit					–	15,000
Interest in an associate					1,450	15,509
Unallocated corporate assets					233	233
Total consolidated assets					274,728	314,104
Segment liabilities	61,355	65,190	204	176	61,559	65,366
Tax payable					3,820	3,560
Bank borrowings					24,584	66,964
Loan from a related company					20,283	20,283
Loan from a director					11,933	11,133
Amount due to a director					28,861	6,480
Unallocated corporate liabilities					313	298
Total consolidated liabilities					151,353	174,084

Other information

	Trading of tiles and bathroom fixture products		Property investment		Unallocated		Consolidated	
	2026	2025	2026	2025	2026	2025	2026	2025
	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000
Capital expenditures								
Property, plant and equipment	19	313	–	–	–	–	19	313
Right-of-use assets	10,698	22,594	–	–	–	–	10,698	22,594
Depreciation								
Property, plant and equipment	1,160	728	–	–	–	–	1,160	728
Right-of-use assets	22,027	25,120	–	–	–	–	22,027	25,120
Decrease in fair value of investment properties	–	–	(393)	(8,280)	–	–	(393)	(8,280)
Fair value gain on financial assets at FVTPL	–	–	–	–	83	299	83	299
Reversal of impairment loss under ECL model on trade receivables, net	218	1,870	–	–	–	–	218	1,870
Provision of inventories	1,241	–	–	–	–	–	1,241	–
Net exchange gain	27	38	–	–	–	–	27	38

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

7. SEGMENT INFORMATION *(Continued)*

Geographical information

The Group's operations are principally located in Hong Kong and Macau. The following table provides an analysis of the Group's revenue from external customers by geographical market in which the products are delivered:

	2026 HK\$'000	2025 HK\$'000
Hong Kong	87,869	90,994
Macau	26,244	18,399
	114,113	109,393

The following is an analysis of the carrying amounts of non-current assets (excluding financial instruments and deferred tax assets) in which the assets are located:

	2026 HK\$'000	2025 HK\$'000
Hong Kong	50,897	77,819

Information about major customers

Revenue from major customers who have individually contributed to 10% or more of the total revenue of the Group is disclosed as follows:

Segment		Geographical market which the transactions are located	2026 HK\$'000	2025 HK\$'000
Customer A	Trading of tiles and bathroom fixture products	Hong Kong	36,155	16,865
Customer B	Trading of tiles and bathroom fixture products	Hong Kong and Macau	12,916	25,088
Customer C	Trading of tiles and bathroom fixture products	Hong Kong and Macau	22,060	—
Customer D	Trading of tiles and bathroom fixture products	Hong Kong	N/A*	14,565

* The corresponding revenue did not contribute 10% or more of the total revenue of the Group for the relevant year.



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8. DIRECTORS' AND EMPLOYEES' EMOLUMENTS

(A) Directors' and chief executive's emoluments

The aggregate amounts of remuneration received and receivable by the Company's directors disclosed pursuant to the Listing Rules and the disclosure requirements of the Companies Ordinance are as follows:

	Year ended 31 March 2026							Total HK\$'000
	Executive directors		Non-executive directors		Independent non-executive directors			
	Mr. Tso HK\$'000 (Note b)	Ms. Tsui To Fei ("Ms. Tsui") HK\$'000	Ms. Wang Chunmei HK\$'000 (Note c)	Mr. He Qihang HK\$'000 (Note c)	Mr. Hui Chun Tak, PDSM HK\$'000	Mr. Woo King Hang, JP HK\$'000	Mr. Wong Chun Ping HK\$'000	
Fees	–	–	90	90	360	360	360	1,260
Other emoluments:								
Salaries and other benefits	2,898	798	–	–	–	–	–	3,696
Retirement benefits scheme contributions	18	18	–	–	–	–	–	36
Total emoluments	2,916	816	90	90	360	360	360	4,992

	Year ended 31 March 2025					
	Executive directors		Independent non-executive directors			
	Mr. Tso HK\$'000 (Note b)	Ms. Tsui To Fei ("Ms. Tsui") HK\$'000	Mr. Hui Chun Tak, PDSM HK\$'000	Mr. Woo King Hang, JP HK\$'000	Mr. Wong Chun Ping HK\$'000	Total HK\$'000
Fees	-	-	190	190	120	500
Other emoluments:						
Salaries and other benefits	2,898	798	-	-	-	3,696
Retirement benefits scheme contributions	18	18	-	-	-	36
Total emoluments	2,916	816	190	190	120	4,232

No remuneration was paid by the Group to the directors of the Company as an inducement to join or upon joining the Group or as a compensation for loss of office. None of the directors of the Company has waived any remuneration during both years.

Notes:

- The emoluments of executive directors stated above were for their services in connection with management of the affairs of the Company and its subsidiaries. The emoluments of independent non-executive directors stated above were for their services in connection with their roles as directors of the Company.
- Mr. Tso acts as the chairman and chief executive of the Group.
- Ms. Wang Chunmei and Mr. He Qihang were appointed as non-executive directors on 17 December 2025.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

8. DIRECTORS' AND EMPLOYEES' EMOLUMENTS *(Continued)*

(B) Employees' emoluments

Of the five individuals with the highest emoluments in the Group, two (2025: two) were directors of the Company whose emoluments are included in the disclosures above. The emoluments of the remaining three (2025: three) highest paid employees who were neither a director nor chief executive of the Company are as follows:

	2026 HK\$'000	2025 HK\$'000
Salaries and other benefits	1,747	1,601
Discretionary bonus	209	152
Retirement benefits scheme contributions	54	54
	2,010	1,807

The emoluments of these highest-paid non-director employees were within the following bands:

	2026 Number of employees	2025 Number of employees
Nil to HK\$1,000,000	3	3
	3	3

No emoluments were paid by the Group to the five highest-paid individuals as an inducement to join or upon joining the Group or as compensation for loss of office for both years.

9. FINANCE COSTS

	2026 HK\$'000	2025 HK\$'000
Interest on bank borrowings	1,351	3,880
Interest on loan from a director	800	800
Interest on loan from a related company	2,600	1,257
Interest on lease liabilities	933	882
	5,684	6,819



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

10. LOSS BEFORE TAXATION

Loss before taxation is arrived after charging:

	2026 HK\$'000	2025 HK\$'000
a. Employee benefits expenses (including directors' emoluments)		
Salaries and other benefits	14,148	14,162
Retirement benefits scheme contributions	434	465
	14,582	14,627
b. Other expenses		
Auditor's remuneration	600	600
Bank charges	453	828
Direct operating expenses arising from investment properties that generated rental income	108	104
Product delivery expenses	2,593	3,220
Legal and professional fees	1,651	1,376
Utility and office expenses	1,022	1,547
Sundry items	347	599
	6,774	8,274
c. Other items		
Depreciation:		
— Property, plant and equipment	1,160	728
— Right-of-use assets	22,027	25,120
	23,187	25,848



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

11. TAXATION

	2026 HK\$'000	2025 HK\$'000
Current tax		
Hong Kong Profits Tax		
Current year	–	–
Macau Corporate Income Tax		
Current year	260	171
	260	171
Deferred taxation		
(Credit) charge for the year (Note 18)	(125)	373
	135	544

Under the two-tiered profits tax rates regime, the first HK\$2,000,000 assessable profits arising from Hong Kong of qualifying entities are taxed at 8.25%, and assessable profits arising from Hong Kong above HK\$2,000,000 are taxed at the rate of 16.5%. The profits of one of the group entities are taxed in accordance with the two-tiered profits tax rates regime. The profits of other group entities in Hong Kong not qualifying for the two-tiered profits tax rates are taxed at a flat rate of 16.5%.

Macau Corporate Income Tax has been provided at the rate of 12% (2025: 12%) on the estimated assessable profits of the Macau subsidiary during the year.

The taxation for the year can be reconciled to the loss before taxation for the consolidated statement of profit or loss and other comprehensive income as follows:

	2026 HK\$'000	2025 HK\$'000
Loss before taxation	(17,950)	(2,856)
Tax at the domestic tax rate of 16.5% (2025: 16.5%)	(2,962)	(471)
Effect of different tax rates of subsidiaries operating in other jurisdiction	(124)	(136)
Tax effect of expense not deductible for tax purpose	2,731	1,473
Tax effect of income not taxable for tax purpose	(13)	(169)
Tax effect of share of results of an associate	–	(263)
Tax effect of unrecognised temporary difference	1,297	175
Tax reduction	(72)	(72)
Tax effect of tax losses not recognised	(722)	285
Utilisation of tax losses previously not recognised	–	(278)
	135	544



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

12. DIVIDEND

The Board of Directors does not recommend the payment of a final dividend for the year ended 31 March 2026 (2025: nil).

13. LOSS PER SHARE

The calculation of the basic and diluted loss per share is based on loss attributable to the owners of the Company and the weighted average number of ordinary shares in issue during both years.

The calculations of basic and diluted loss per share are based on:

	2026 HK\$'000	2025 HK\$'000
Loss for the year attributable to owners of the Company, for the purpose of basic and diluted loss per share	(18,085)	(3,400)

	Number of shares 2026	2025
Weighted average number of ordinary shares in issue during the year	286,147,769	284,678,641

14. INVESTMENT PROPERTIES

	2026 HK\$'000	2025 HK\$'000
At fair value		
At the beginning of the reporting period	26,000	34,280
Net changes in fair value	(393)	(8,280)
At the end of the reporting period	25,607	26,000

As at 31 March 2026, the investment properties were revalued by Professional Properties Co. (2025: Professional Properties Co.), an independent professional qualified valuer, on the market value basis using direct comparison approach (2025: direct comparison approach). The valuation techniques of the investment properties are disclosed in note 39.

The investment properties were pledged to secure banking facilities of a related company which is controlled by Mr. Tso.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

14. INVESTMENT PROPERTIES *(Continued)*

Commitments under operating leases — as lessor

The Group leases the investment properties to a third party under operating lease, which has an initial non-cancellable lease term of two years (2025: two years). Below is a maturity analysis of undiscounted lease payments to be received from the leasing of the investment properties:

	2026 HK\$'000	2025 HK\$'000
Year 1	480	360
Year 2	360	—
	840	360

15. PROPERTY, PLANT AND EQUIPMENT

	Leasehold improvements HK\$'000	Furniture and equipment HK\$'000	Computer equipment HK\$'000	Motor vehicles HK\$'000	Plant and machinery HK\$'000	Construction in progress HK\$'000	Total HK\$'000
Reconciliation of carrying amount – year ended 31 March 2025							
At 1 April 2024	883	508	270	209	—	—	1,870
Additions	313	—	—	—	—	12,499	12,812
Depreciation	(342)	(103)	(115)	(168)	—	—	(728)
Disposals	(20)	(208)	—	—	—	—	(228)
At 31 March 2025	834	197	155	41	—	12,499	13,726
Reconciliation of carrying amount – year ended 31 March 2026							
At 1 April 2025	834	197	155	41	—	12,499	13,726
Additions	—	18	—	—	1	—	19
Transfer	—	—	—	—	12,499	(12,499)	—
Depreciation	(317)	(85)	(92)	(41)	(625)	—	(1,160)
At 31 March 2026	517	130	63	—	11,875	—	12,585
At 31 March 2025							
Cost	10,132	4,454	2,095	4,930	—	12,499	34,110
Accumulated depreciation	(9,298)	(4,257)	(1,940)	(4,889)	—	—	(20,384)
	834	197	155	41	—	12,499	13,726
At 31 March 2026							
Cost	10,132	4,472	2,095	4,930	12,500	—	34,129
Accumulated depreciation	(9,615)	(4,342)	(2,032)	(4,930)	(625)	—	(21,544)
	517	130	63	—	11,875	—	12,585



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

16. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES

	Right-of-use assets					Lease liabilities
	Office premises	Retail shops	Warehouses	Motor vehicles	Total	
	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000	
Reconciliation of carrying amount – year ended 31 March 2025						
As beginning of the reporting period	1,068	19,418	3,286	1,338	25,110	(26,831)
Additions	2,220	13,324	5,333	–	20,877	(20,594)
Depreciation	(1,074)	(16,262)	(6,781)	(1,003)	(25,120)	–
Disposals	(610)	(4,568)	–	–	(5,178)	6,277
Lease modification	–	2,128	4,767	–	6,895	(6,883)
Imputed interest expenses on lease liabilities	–	–	–	–	–	(882)
Lease payments	–	–	–	–	–	9,902
At end of the reporting period	1,604	14,040	6,605	335	22,584	(39,011)
Reconciliation of carrying amount – year ended 31 March 2026						
As beginning of the reporting period	1,604	14,040	6,605	335	22,584	(39,011)
Depreciation	(740)	(14,144)	(6,808)	(335)	(22,027)	–
Lease modification	–	7,192	3,506	–	10,698	(10,674)
Imputed interest expenses on lease liabilities	–	–	–	–	–	(933)
Lease payments	–	–	–	–	–	17,164
At end of the reporting period	864	7,088	3,303	–	11,255	(33,454)
At 31 March 2025						
Current portion	–	–	–	–	–	(33,305)
Non-current portion	1,604	14,040	6,605	335	22,584	(5,706)
Net carrying amount	1,604	14,040	6,605	335	22,584	(39,011)
At 31 March 2026						
Current portion	–	–	–	–	–	(31,502)
Non-current portion	864	7,088	3,303	–	11,255	(1,952)
Net carrying amount	864	7,088	3,303	–	11,255	(33,454)

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

16. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (Continued)

Analysis of lease liabilities:

	2026 HK\$'000	2025 HK\$'000
A related company		
Cyber Building Limited ("Cyber Building")	12,741	13,636
Third parties	20,713	25,375
	33,454	39,011

Mr. Tso is the director and controlling shareholder of Cyber Building.

The Group leases office premises, warehouses, retail shops and motor vehicles for its daily operations with lease terms ranging from one to two years (2025: one to four years). Lease liabilities as at 31 March 2026 are carried at incremental borrowing rate of 5.83% (2025: 5.79%) per annum and repayable in one to three years (2025: one to three years).

The Group has recognised the following amounts for the year:

	2026 HK\$'000	2025 HK\$'000
Total cash outflow for leases	17,164	9,902

Extension and termination options

The lease contracts of certain warehouses and retail shops contain an extension option. These options aim to provide flexibility to the Group in managing the leased assets. The extension option in the lease of the warehouse is normally exercised while the extension option in the leases of retail shops may or may not be exercised because the Group could replace the shops without significant cost or business disruption. The Group seldom exercises options that are not included in the lease liabilities. During the year ended 31 March 2026, about 25% (2025: 18%) of lease contracts contain an extension option. The undiscounted potential future lease payments not included in lease liabilities amounted to approximately HK\$8,885,000 (2025: approximately HK\$8,190,000).



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

17. INTEREST IN AN ASSOCIATE

On 14 September 2023, a direct wholly-owned subsidiary of the Company, the Company and an independent third party (the “Vendor”) entered into a sale and purchase agreement, pursuant to which the Vendor has conditionally agreed to sell, and the Group has conditionally agreed to acquire 50% of the total issued share capital of Smart Asian Limited (“Smart Asian”), a company incorporated in Hong Kong, at a consideration of HK\$15 million which shall be settled by way of allotment and issue of 44,117,000 consideration shares (“Consideration Shares”) at the issue price of HK\$0.34 each. Smart Asian commenced its business in February 2023 as a Hong Kong-based contractor and is principally engaged in project management for solar panel installation for residential, industrial and commercial buildings, providing renewable energy consultancy services as well as value-added services (including but not limited to maintenance services and fitting-out works).

The acquisition was completed on 31 January 2024. Upon completion of the acquisition, the board of directors of Smart Asian increased from 1 director to 3 directors, of which 1 director was nominated by the Group and the others by the Vendor.

Pursuant to the sales and purchase agreement, the Vendor irrevocably and unconditionally warrants and guarantees to the Group that the audited net profit before tax of Smart Asian for the year ending 31 March 2025 (the “Relevant Year”) will not be less than HK\$3,000,000 (the “Guaranteed Profit”) (“Profit Guarantee”). In the event that actual net profit before tax of Smart Asian for the Relevant Year is less than the Guaranteed Profit, the Vendor shall compensate the Group by an amount equivalent to the 50% of the difference between the actual net profit for the Relevant Year and the Guaranteed Profit, times the price-to-earnings ratio of 10. The profit guarantee was fulfilled as announced by the Company on 23 June 2025.

	2026 HK\$'000	2025 HK\$'000
Unlisted		
Cost of investment in an associate	13,897	13,897
Share of post-acquisition result of an associate and other comprehensive income, net of dividend	1,518	1,612
Share of net assets of an associate	15,415	15,509
Less: Impairment loss	(13,965)	–
	1,450	15,509

During the year ended 31 March 2026, Smart Asian incurred a net loss amounted to approximately HK\$187,000 (2025: net profit of approximately HK\$3,187,000). The significant decline in financial performance of Smart Asian is regarded as an impairment indicator. The recoverable amount of the interest in an associate has been determined by the directors of the Company based on a value-in-use calculation. The value-in-use calculation using cash flow projections based on financial budgets covering a five-year period at pre-tax discount rate of 13% (2025: n/a). Cash flows beyond the five-year period are extrapolated using the estimated growth rate of 3% (2025: n/a).

An impairment loss amounted to approximately HK\$13,965,000 (2025: nil) was recognised in profit or loss during the year ended 31 March 2026.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

17. INTEREST IN AN ASSOCIATE *(Continued)*

Summary financial information of Smart Asian

Summarised financial information in respect of the Group's associate is set out below.

	2026 HK\$'000	2025 HK\$'000
Current assets	1,607	2,461
Non-current assets	1,721	978
Current liabilities	(308)	(232)
Non-current liabilities	–	–
Equity	3,020	3,207

	2026 HK\$'000	2025 HK\$'000
Revenue	130	11,415
(Loss) profit and total comprehensive (expense) income for the year	(187)	3,187

Reconciliation of the above summarised financial information to the carrying amount of the interest in Smart Asian recognised in these consolidated financial statements:

	2026 HK\$'000	2025 HK\$'000
Net assets of Smart Asian	3,020	3,207
Proportion of the Group's ownership interest	50%	50%
The Group's share of net assets of Smart Asian	1,510	1,604
Goodwill	13,905	13,905
Less: impairment loss recognised	(13,965)	–
Carrying amount of the Group's interest in Smart Asian	1,450	15,509



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

18. DEFERRED TAX ASSETS

The following are the major deferred tax assets recognised and movements thereon during both years:

	Depreciation allowance HK\$'000	ECL provision HK\$'000	Total HK\$'000
At 1 April 2024	937	102	1,039
Charged to profit or loss	(292)	(81)	(373)
At 31 March 2025 and 1 April 2025	645	21	666
Credited to profit or loss	125	–	125
At 31 March 2026	770	21	791

At the end of the reporting period, the Group has unused tax loss of approximately HK\$17,300,000 (2025: HK\$4,533,000) available for offset against future profits. No deferred tax asset has been recognised due to the unpredictability of future profit streams. The losses may be carried forward indefinitely.

19. INVENTORIES

	2026 HK\$'000	2025 HK\$'000
Tiles and bathroom fixture products	77,215	70,394

At the end of the reporting period, inventories were stated at approximately HK\$77,215,000 (2025: approximately HK\$70,394,000), comprising cost of approximately HK\$86,936,000 (2025: approximately HK\$78,874,000) less provision of approximately HK\$9,721,000 (2025: approximately HK\$8,480,000).

The cost of inventories recognised as an expense during the year was approximately HK\$67,214,000 (2025: approximately HK\$54,408,000).

20. TRADE RECEIVABLES

	2026 HK\$'000	2025 HK\$'000
Trade receivables	43,655	62,970
Less: Allowance for ECL	(1,022)	(1,240)
	42,633	61,730

Generally, the Group did not grant any credit period to its retail customers. Credit period ranging from 30 to 180 days is granted to customers with bulk purchases.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

20. TRADE RECEIVABLES *(Continued)*

The following is an ageing analysis of trade receivables, net of allowance for ECL, presented based on the invoice date at the end of the reporting period.

	2026 HK\$'000	2025 HK\$'000
0–90 days	42,496	51,574
91–180 days	55	9,812
181–365 days	1	53
Over 365 days	81	291
	42,633	61,730

Included in the Group's trade receivables balance as at 31 March 2026 are debtors with aggregate carrying amounts of approximately HK\$2,403,000 (2025: approximately HK\$36,741,000) which are past due as at the reporting date. Out of the past due balances, approximately HK\$423,000 (2025: approximately HK\$10,621,000) have been past due 90 days or more and are not considered as in default. With reference to the historical records, past experience and also available reasonable and supportive forward-looking information, the management of the Group does not consider these trade receivables as credit-impaired. These customers have good business relationship with the Group and their recurring overdue balances have satisfactory settlement history.

Details of impairment assessment of trade receivables are set out in note 38.

21. DEPOSITS, PREPAYMENTS AND OTHER RECEIVABLES

	Notes	2026 HK\$'000	2025 HK\$'000
Rental and utility deposits	(a)	2,294	6,867
Prepayments and others	(b)	94,649	70,068
Other receivables and deposits		3,024	2,567
		99,967	79,502
Analysed as:			
Non-current		505	6,706
Current		99,462	72,796
		99,967	79,502

Notes:

- (a) There were rental deposits paid to a related company which Mr. Tso is the director and controlling shareholder of approximately HK\$1,440,000 (2025: approximately HK\$1,440,000) as at 31 March 2026.
- (b) Included in the balance were prepayments made to suppliers of tiles of approximately HK\$34,471,000 (2025: approximately HK\$47,749,000), bathroom fixtures of approximately HK\$25,245,000 (2025: approximately HK\$7,200,000) and kitchen cabinets of approximately HK\$31,299,000 (2025: approximately HK\$11,285,000).

Details of impairment assessment of financial assets included in other receivables and deposits are set out in note 38.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

22. FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS

	Notes	2026 HK\$'000	2025 HK\$'000
Payments for life insurance policies			
— First life insurance policy (the “First Policy”)	(a)	2,580	2,580
— Second life insurance policy (the “Second Policy”)	(b)	—	5,000
		2,580	7,580

Notes:

- (a) In 2012, the Group entered into a life insurance policy with an insurance company to insure a director of the Company. Under this policy, the Group is the beneficiary and policy holder and the total insured sum is United States Dollar (“USD”) 1,000,000 (equivalent to HK\$7,800,000). The Group paid a single premium of USD250,000 (equivalent to HK\$1,950,000) at inception. The Group can, at any time, withdraw cash based on the account value of the policy (“Account Value”) at the date of withdrawal, which is determined by the gross premium paid plus accumulated guaranteed interest earned and minus any charges made in accordance with the terms and conditions of the policy. If withdrawal is made during the 1st to 15th policy year, a specified amount of surrender charge would be deducted from the Account Value. This insurance company will pay the Group a guaranteed interest rate at 4.2% per annum for the first year and a variable return per annum afterwards (with minimum guaranteed interest rate of 3% per annum) during the effective period of the policy.
- (b) In 2012, the Group also entered into a life insurance policy with another insurance company to insure the same director of the Company. Under this policy, the Group is the beneficiary and policy holder and the total insured sum is USD2,507,610 (equivalent to HK\$19,559,000). The Group paid a single premium of USD500,000 (equivalent to HK\$3,900,000) at inception. The Group can, at any time, withdraw cash based on the Account Value at the date of withdrawal, which is determined by the gross premium paid plus accumulated guaranteed interest earned and minus any charges made in accordance with the terms and conditions of the policy. If withdrawal is made during the 1st to 18th policy year, a specified amount of surrender charge would be deducted from the Account Value. This insurance company will pay the Group a guaranteed interest rate at 4.25% per annum for the first year and a variable return per annum afterwards (with minimum guaranteed interest rate of 2.5% per annum) during the effective period of the policy. During the year ended 31 March 2026, the Group has withdrawn the policy at the Account Value HK\$5,083,000.

As represented by the directors of the Company, the Group will not terminate the policies nor withdraw cash prior to the 15th policy year for the First Policy and the expected life of the policies remained unchanged from the initial recognition. The balance of the payments for life insurance policies is denominated in USD, being a currency other than the functional currency of the relevant subsidiary.

The fair value of the payments for life insurance policies is determined by reference to the surrender cash value of the life insurance policies at the end of the reporting period, together with the guaranteed interest as mentioned above. Details of fair value measurement was set out in note 39.



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23. CASH AND CASH EQUIVALENTS AND PLEDGED BANK DEPOSIT

	2026 HK\$'000	2025 HK\$'000
Bank balances and cash	609	1,377
Bank overdrafts (<i>Note 28</i>)	(93)	(3,636)
As stated in the consolidated statement of cash flows	516	(2,259)

Cash at bank earns interest at floating rates based on daily bank deposit rates. No bank deposit (2025: HK\$15,000,000) is pledged to a bank to secure banking facilities granted to the Group. It is made with maturity of three months or less and earns interest at the prevailing short-term deposit rates.

Details of impairment assessment of bank balances are set out in note 38.

24. TRADE PAYABLES

The credit period on purchases of goods is 90 to 180 days. The following is an ageing analysis of trade payables presented based on the invoice date at the end of the reporting periods:

	2026 HK\$'000	2025 HK\$'000
0–30 days	–	504
31–60 days	–	151
61–90 days	–	–
91–120 days	–	80
Over 120 days	3,581	3,817
	3,581	4,552

25. OTHER PAYABLES AND ACCRUED CHARGES

	2026 HK\$'000	2025 HK\$'000
Accrued charges	6,813	4,731
Salaries payable	1,087	1,314
Other payables	12,618	11,933
	20,518	17,978



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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26. CONTRACT LIABILITIES

The movements (excluding those arising from increases and decreases both occurred within the same year) of contract liabilities from contracts with customers within HKFRS 15 during the year are as follows:

	2026 HK\$'000	2025 HK\$'000
At beginning of the reporting period	4,123	7,512
Recognised as revenue	(4,123)	(4,523)
Receipt of advances or recognition of receivables	4,319	1,134
At end of the reporting period	4,319	4,123

When the Group receives a deposit before the delivery of goods, this will give rise to contract liabilities at the start of a contract, until the revenue recognised on the relevant contract exceeds the amount of the deposit.

At 31 March 2026 and 2025, no contract liabilities were expected to be settled after more than 12 months.

Unsatisfied or partially unsatisfied performance obligations

All the performance obligations that are unsatisfied (or partially unsatisfied) at 31 March 2026 and 2025 are part of contracts that have an original expected duration of one year or less. Given that the Group applies the practical expedient in paragraph 121(a) of HKFRS 15, the transaction price allocated to these “unsatisfied or partially unsatisfied” performance obligations is not disclosed.

27. AMOUNT DUE TO A DIRECTOR

The amount due is non-trade nature, unsecured, interest-free and repayable on demand.

28. BANK BORROWINGS

	Notes	2026 HK\$'000	2025 HK\$'000
Secured and guaranteed:			
Bank loans		19,088	37,153
Term loans from banks with repayment on demand clause		5,403	26,175
Bank overdrafts	23	93	3,636
Total bank borrowings	(a) (b)	24,584	66,964

Notes:

- These bank borrowings carry interest at Hong Kong Interbank Offered Rate (“HIBOR”) plus 1.5% (2025: HIBOR plus 1.5%) or a spread below Prime Rate/Standard Bills Rate quoted by the banks per annum and the effective interest rate is from 2.5% to 4.8% (2025: 2.5% to 7.3%) per annum as at 31 March 2026.
- As at 31 March 2025, the Group’s pledged bank deposit of HK\$15,000,000 and investment properties of HK\$26,000,000 were pledged to secure banking facilities of the Group. (2026: nil)

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29. LOAN FROM A DIRECTOR

Loan from a director amounted to HK\$11,933,000 (2025: HK\$11,333,000) is non-trade nature, unsecured, interest-bearing at 8% (2025: 8%) per annum and repayable on 25 March 2027 (2025: 25 March 2027).

30. LOAN FROM A RELATED COMPANY

Loan from a related company amounted to HK\$20,283,000 (2025: HK\$20,283,000) is non-trade nature, unsecured, interest-bearing at 13% (2025: 13%) per annum and repayable on 19 January 2028.

31. SHARE CAPITAL

	Number of shares	Amount HK\$'000
Ordinary shares of HK\$0.1 each		
Authorised:		
As at 1 April 2024, 31 March 2025 and 31 March 2026	500,000,000	50,000
Issued and fully paid:		
As at 1 April 2024 and 31 March 2025	284,117,000	28,412
Issue of shares under share option scheme	4,800,000	480
As at 31 March 2026	288,917,000	28,892

32. CAPITAL COMMITMENTS

	2026 HK\$'000	2025 HK\$'000
Capital expenditure in respect of property, plant and equipment contracted for but not provided in the consolidated financial statements	–	1,000



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

33. RETIREMENT BENEFITS SCHEME

The Mandatory Provident Fund Scheme ("MPF Scheme") of the Group is registered with the Mandatory Provident Fund Scheme Authority under the Mandatory Provident Fund Schemes Ordinance. The assets of the MPF Scheme are held separately from those of the Group in funds under the control of an independent trustee. Under the MPF Scheme, the employer and its employees are each required to make contributions to the MPF Scheme at rates specified in the rules. The only obligation of the Group with respect to the MPF Scheme is to make the required contributions. Except for voluntary contribution, no forfeited contribution under the MPF Scheme is available to reduce the contribution payable in future years. The cap of contribution amount is HK\$1,500 per employee per month.

The retirement benefits scheme contributions arising from the MPF Scheme charged to the consolidated statement of profit or loss and other comprehensive income represent contributions paid or payable to the funds by the Group at rates specified in the rules of the scheme.

At 31 March 2026 and 2025, there were no significant forfeited contributions which arose upon employees leaving the schemes before they were fully vested in the contributions and which were available to reduce the contributions payable by the Group in the future.

The retirement benefits scheme contributions made by the Group amounted to HK\$434,000 (2025: HK\$465,000) during the year ended 31 March 2026.

34. RELATED PARTY TRANSACTIONS

Save as disclosed elsewhere in the consolidated financial statements, the Group had the following transactions with related parties during both years:

(a) Balances with related parties

Name of the related company	Nature of the balances	2026 HK\$'000	2025 HK\$'000
Cyber Building	Loan from a related party (note 30)	20,283	20,283
Ms. Tsui (note)	Loan from a director (note 29)	11,933	11,133
Mr. Tso	Amount due to a director (note 27)	28,861	6,480

(b) Transactions with related parties

Name of related company	Nature of transactions	2026 HK\$'000	2025 HK\$'000
Cyber Building	Lease payments	5,160	5,160
	Loan interest expense	1,260	1,257
Ms. Tsui (note)	Loan interest expense	800	800

Note: Ms. Tsui is an executive director of the Company and the spouse of Mr. Tso.

During the years ended 31 March 2026 and 2025, Mr. Tso provided several guarantees to guarantee the payment and due performance of the group entities to the landlords and provided personal guarantees for the bank borrowings of the Group.

Compensation of key management personnel

The key management personnel of the Group are the directors of the Company, and their remunerations are disclosed in note 8 to these consolidated financial statements.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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35. RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES

The table below details cash changes in the Group's liabilities arising from financing activities.

	Amount due to a director HK\$'000	Lease liabilities HK\$'000	Bank loans and other borrowings HK\$'000	Loan from a related company HK\$'000	Loan from a director HK\$'000	Total HK\$'000
At 1 April 2024	64	26,831	84,259	–	11,333	122,487
Net cash flows	6,416	(9,902)	(24,564)	(974)	(1,000)	(30,024)
Additions	–	20,594	–	20,000	–	40,594
Disposals	–	(6,277)	–	–	–	(6,277)
Interest expenses	–	882	3,633	1,257	800	6,572
Lease modification	–	6,883	–	–	–	6,883
At 31 March 2025 and 1 April 2025	6,480	39,011	63,328	20,283	11,133	140,235
Net cash flows	22,381	(17,164)	(40,271)	(2,600)	–	(37,654)
Interest expenses	–	933	1,193	2,600	800	5,526
Lease modification	–	10,674	–	–	–	10,674
At 31 March 2026	28,861	33,454	24,250	20,283	11,933	118,781

36. SHARE OPTION SCHEME

On 20 September 2018, the Company adopted a share option scheme (the "Share Option Scheme"). The purpose of the Share Option Scheme is to provide incentives to directors, employees, and any advisers, consultants, agents, suppliers, customers, distributors and such other persons who in the sole opinion of the Board will contribute or have contributed to the Group.

Employees (including directors) of the Group are included in the eligible participants under the Share Option Scheme. Without prior approval from the Shareholders, the total number of shares in respect of which options may be granted under the Share Option Scheme and any other share option scheme of the Company shall not in aggregate exceed 10% of the shares of the Company as at the listing of the Company's shares on the Stock Exchange (i.e. 24,000,000 Shares, which represents 10% of the ordinary shares as at 31 March 2023). Each participant cannot be entitled to more than 1% of the total number of shares in issue at any point in time.

On 29 September 2022, the Company granted the options to subscribe for an aggregate of 4,800,000 ordinary shares to the executive directors at an exercise price of HK\$0.300 per share (the "Share Options"). The closing price of the shares in the Company immediately before the date of grant was HK\$0.300 per share. The Share Options were vested immediately on the grantees on 11 October 2022 (i.e. the date at which the executive directors agreed to the share-based payment arrangement). The validity period of the Share Options is from the respective acceptance date to 29 September 2032.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

36. SHARE OPTION SCHEME (Continued)

All share options were exercised during the year ended 31 March 2026. The movement of the share options during the year is summarised below:

		Number of share options				
		Outstanding as at 1 April 2025	Granted during the year	Exercised during the year	Outstanding as at 31 March 2026	Vested and exercisable at 31 March 2026
Category of grantees	Date of grant					
Directors						
Mr. Tso	11 October 2022	2,400,000	–	(2,400,000)	–	–
Ms. Tsui	11 October 2022	2,400,000	–	(2,400,000)	–	–
		4,800,000	–	(4,800,000)	–	–
Weighted average exercise price		HK\$0.300	N/A	N/A	HK\$0.300	HK\$0.300

Category of grantees	Date of grant	Number of share options				
		Outstanding as at 1 April 2024	Granted during the year	Exercised during the year	Outstanding as at 31 March 2025	Vested and exercisable at 31 March 2025
Directors						
Mr. Tso	11 October 2022	2,400,000	–	–	2,400,000	2,400,000
Ms. Tsui	11 October 2022	2,400,000	–	–	2,400,000	2,400,000
		4,800,000	–	–	4,800,000	4,800,000
Weighted average exercise price		HK\$0.300	N/A	N/A	HK\$0.300	HK\$0.300

The fair value of the Share Options was determined using Black-Scholes Option Pricing Model. The variables and assumptions used in computing the fair value of the Share Options were based on the directors' best estimate. Expectations of early exercise were incorporated into the model. The value of an option varied with different variables of certain subjective assumptions. Inputs to the model were as follows:

Date of grant	:	11 October 2022
Weighted average stock price on grant date	:	HK\$0.300
Exercise price	:	HK\$0.300
Fair value at date of grant	:	HK\$0.2297
Risk-free interest rate	:	3.770%
Time to maturity	:	9.97 years
Expected dividend yield	:	0%
Expected volatility	:	64.33%

The risk-free interest rate was based on the market yield of Hong Kong government bonds as of the option acceptance date. Expected dividend yield was based on the historical dividend of the Company. Expected volatility was determined by using the historical volatility of the Company's share prices.

No share option expenses was recognised during both years.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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37. CAPITAL RISK MANAGEMENT

The Group manages its capital to ensure that entities in the Group will be able to continue as a going concern while maximising the return to stakeholders through optimisation of the debt and equity balance. The Group's overall strategy remains unchanged from prior year.

The capital structure of the Group consists of debt balance and equity balance. Equity balance consists of equity attributable to owners of the Company, comprising share capital and reserves including retained profits.

The management of the Group reviews the capital structure on an on-going annual basis. As part of this review, the management of the Group considers the cost of capital and the risks associated with each class of capital. Based on recommendations of the management of the Group, the Group will balance its overall capital structure through the payment of dividends, issue of new share and repurchase of share as well as the issue of new debt.

38. FINANCIAL INSTRUMENTS

(A) Categories of financial instruments

	2026 HK\$'000	2025 HK\$'000
Financial assets		
Finance assets at FVTPL	2,580	7,580
Financial assets at amortised cost	48,560	87,541
Financial liabilities		
Amortised cost	102,947	122,659

(B) Financial risk management objectives and policies

The Group's major financial instruments include trade receivables, deposits and other receivables, pledged bank deposit, bank balances and cash, trade payables, balances with directors and a related company, other payables and bank borrowings. Details of these financial instruments are disclosed in the respective notes. The risks associated with these financial instruments include market risk (currency risk and interest rate risk), credit risk and liquidity risk. The policies on how to mitigate these risks are set out below. The management manages and monitors these exposures to ensure appropriate measures are implemented on a timely and effective manner.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

38. FINANCIAL INSTRUMENTS *(Continued)*

(B) Financial risk management objectives and policies *(Continued)*

(i) Market risk

Currency risk

The Group has foreign currency transactions, which exposes it to foreign currency risk. Approximately 4% (2025: 5%) of the purchases are denominated in the currencies other than the functional currency of the relevant group entities during the year.

At the end of the reporting period, the carrying amounts of foreign currency denominated monetary assets and monetary liabilities recognised in the consolidated financial statements are as follows:

	Euro ("EUR") HK\$'000	USD HK\$'000	Renminbi ("RMB") HK\$'000
As at 31 March 2026			
Bank balances and cash	130	22	83
Trade payables	3,437	–	120
As at 31 March 2025			
Bank balances and cash	126	80	81
Trade payables	4,365	–	79

Sensitivity analysis

The Group's exposure to exchange rate fluctuations in USD and RMB is considered insignificant.

At the end of the reporting period, if EUR had been 10% (2025: 10%) strengthened/weakened against HKD while all other variables were held constant, the Group's net profit for the year would be decreased/increased by approximately HK\$356,000 (2025: approximately HK\$559,000). The sensitivity rate used of 10% represents management's assessment of the reasonably possible change in foreign exchange rates.

In management's opinion, the sensitivity analysis is unrepresentative of the inherent currency risk as the year-end exposure does not reflect the exposure during the year.

Interest rate risk

The Group is exposed to cash flow interest rate risk in relation to the Group's bank balances, payments for life insurance policies and variable-rate bank borrowings.

The Group currently does not have interest rate risk hedging policy. However, the management of the Group closely monitors its exposure to future cash flow interest rate risk as a result of changes in market interest rate and will consider hedging changes in market interest rates should the need arise.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

38. FINANCIAL INSTRUMENTS *(Continued)*

(B) Financial risk management objectives and policies *(Continued)*

(i) Market risk *(Continued)*

Interest rate risk *(Continued)*

Sensitivity analysis

The sensitivity analysis below has been determined based on the exposure to interest rate risk on bank borrowings. The sensitivity analysis is prepared assuming the bank borrowings outstanding at the end of the reporting period were outstanding for the whole period. No sensitivity analysis is provided on bank balances and payments for life insurance policies as the management of the Group considers that the interest rate fluctuation on bank balances and payments for life insurance policies is minimal and the impact from the exposure to interest rate risk sensitivity is considered insignificant.

At the end of the reporting period, if interest rates had been 50 basis points higher or lower and all other variables were held constant, the Group's net profit would be decreased or increased by approximately HK\$121,000 (2025: approximately HK\$442,000).

In the opinion of the management of the Group, the sensitivity analysis is unrepresentative of the interest rate risk as the exposure at the end of the reporting period does not reflect the exposure during the year.

(ii) Credit risk and impairment assessment

Trade receivables from contracts with customers

In order to minimise the credit risk, the management of the Group has delegated a team responsible for determination of credit limits and credit approvals. Before accepting any new customer, the Group uses an internal credit scoring system to assess the potential customer's credit quality and defines the credit limits granted to the customer. Limits and scoring attributed to customers are reviewed twice a year. Other monitoring procedures are in place to ensure that follow-up action is taken to recover overdue debts.

The Group trades with a large number of individual customers. During both years, the Group has concentration of credit risk with exposure limited to certain customers. Approximately 47% (2025: 58%) of the Group's trade receivables as at 31 March 2026 are from the customers located in the PRC. These customers are within the same industry of the Group. The management of the Group closely monitors the subsequent settlement of the customers. Other than disclosed above, the Group does not have significant credit risk exposure to any single individual customer.

In addition, the Group performs impairment assessment (i) under ECL model individually for trade receivables from the customers located in the PRC, trade receivables with aggregated outstanding balances exceeding HK\$1,000,000 and credit-impaired trade receivables and (ii) using provision matrix on the remaining trade receivables with reference to the Group's historical observed default rates, as adjusted for forward-looking information and the past due status of the trade receivables.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

38. FINANCIAL INSTRUMENTS *(Continued)*

(B) Financial risk management objectives and policies *(Continued)*

(ii) Credit risk and impairment assessment *(Continued)*

Other receivables and deposits

The management of the Group makes periodic collective assessment as well as individual assessment on the recoverability of other receivables and deposits based on historical settlement records, past experience, and also quantitative and qualitative information that is reasonable, supportive and forward-looking information that is available. The management of the Group believes that there is no material credit risk inherent in the Group's outstanding balance of other receivables and deposits. ECL on other receivables and deposits is insignificant at 31 March 2026 and 2025 as the exposure is insignificant.

Pledged bank deposit and bank balances

The credit risks on pledged bank deposit and bank balances are limited because the counterparties are banks with high credit ratings assigned by international credit-rating agencies.

The Group's internal credit risk grading assessment comprises the following categories:

Internal credit rating	Description	Trade receivables	Other financial assets/ other items
Low risk	The counterparty has a low risk of default and does not have any past-due amounts	Lifetime ECL (non credit-impaired)	12-month ECL
Medium risk	Debtor frequently repays after due dates but usually settle within 90 days after due date	Lifetime ECL (non credit-impaired)	12-month ECL (non credit-impaired)
High risk	Debtor frequently repays after 90 days after due date	Lifetime ECL (non credit-impaired)	Lifetime ECL (non credit-impaired)
Doubtful	There have been significant increase in credit risk since initial recognition through information developed internal or external resources other than ageing analysis.	Lifetime ECL (non credit-impaired)	Lifetime ECL (non credit-impaired)
Loss	There is evidence indicating the asset is credit-impaired	Lifetime ECL (credit-impaired)	Lifetime ECL (credit-impaired)
Write-off	There is evidence indicating the debtor is in severe financial difficulty and the Group has no realistic prospect of recovery or trade receivables are over two years past due	Amount is written-off	Amount is written-off

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

38. FINANCIAL INSTRUMENTS *(Continued)*

(B) Financial risk management objectives and policies *(Continued)*

(ii) Credit risk and impairment assessment *(Continued)*

The tables below detail the credit risk exposures of the Group's financial assets which are subject to ECL assessment:

	External credit rating <i>Note iii</i>	Internal credit rating	12-month or lifetime ECL	Gross carrying amounts	
				2026 HK\$'000	2025 HK\$'000
Financial assets at amortised cost					
Trade receivables	N/A	Medium risk	Lifetime ECL	–	26,206
(customers located in the PRC and debtors with aggregated outstanding balances exceed HK\$1,000,000)		High risk <i>(Note i)</i>	Lifetime ECL	42,650	36,129
Trade receivables (credit-impaired)	N/A	Loss	Lifetime ECL (credit-impaired)	273	273
Trade receivables (other customers)	N/A	<i>(Note i)</i>	Lifetime ECL (provision matrix)	732	362
Other receivables and deposits	N/A	<i>(Note ii)</i>	12-month ECL	9,788	9,434
Pledged bank deposit	A1	N/A	12-month ECL	–	15,000
Bank balances	Baa2 to A1	N/A	12-month ECL	609	1,377



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

38. FINANCIAL INSTRUMENTS *(Continued)*

(B) Financial risk management objectives and policies *(Continued)*

(ii) Credit risk and impairment assessment *(Continued)*

Notes:

- (i) For trade receivables, the Group has applied the simplified approach in HKFRS 9 to measure the loss allowance at lifetime ECL. Except for trade receivables from the customers in the PRC and trade receivables with aggregated outstanding balances over HK\$1,000,000 which are assessed individually or credit-impaired, the Group determines the ECL of trade receivables from other customers by using a provision matrix through grouping of various debtors that have similar loss patterns, after considering the past due status of respective trade receivables.

The estimated loss rates on trade receivables are estimated based on historical credit loss of the debtors and study of other corporates' default and recovery data from international credit-rating agencies, and are adjusted for forward-looking information (for example, the current and forecasted economic growth rates in the Hong Kong, which reflect the general economic conditions of the industry in which the debtors operate).

As part of the Group's credit risk management, the Group uses debtors' past due ageing to assess the impairment for its other customers in relation to its operation because these other customers consist of a large number of small customers with common risk characteristics that are representative of the customers' abilities to pay all amounts due in accordance with the contractual terms. The following table provides information about the exposure to credit risk for trade receivables from other customers which are assessed based on a provision matrix as at 31 March 2026 and 2025 within lifetime ECL (non credit-impaired).

Gross carrying amount

	2026		2025	
	Average loss rate %	Amount HK\$'000	Average loss rate %	Amount HK\$'000
Non past due and 1–30 days past due	1.21	216	–	–
31–90 days past due	1.17	399	–	–
Over 90 days past due	11.30	117	4.90	362
		732		362

During the year ended 31 March 2026, the Group provided impairment allowance of approximately HK\$66,000 (2025: reversed impairment allowance of approximately HK\$2,301,000) for trade receivables based on the provision matrix and provided reversed impairment allowance of approximately HK\$285,000 (2025: impairment allowance of approximately HK\$431,000) for trade receivables which are assessed individually.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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38. FINANCIAL INSTRUMENTS *(Continued)*

(B) Financial risk management objectives and policies *(Continued)*

(ii) Credit risk and impairment assessment *(Continued)*

Note: (Continued)

- (i) For the purpose of internal credit risk management, the Group uses past due information to assess whether credit risk has increased significantly since initial recognition.

	Past due HK\$'000	Not past due/ No fixed repayment term HK\$'000	Total HK\$'000
At 31 March 2026			
Rental and utility deposits	–	2,294	2,294
Other receivables and deposits	–	3,024	3,024
At 31 March 2025			
Rental and utility deposits	–	6,867	6,867
Other receivables and deposits	–	2,567	2,567

Based on the assessment of the management, the ECL on the above balances is insignificant.

- (ii) External credit rating is from an international credit-rating agency.

The following tables show reconciliation of loss allowances that has been recognised for trade receivables which is measured under lifetime ECL:

	Lifetime ECL (non credit- impaired) HK\$'000	Lifetime ECL (credit- impaired) HK\$'000	Total HK\$'000
As at 1 April 2024	2,837	273	3,110
Increase in loss allowance	787	–	787
Reversal upon recovery	(2,657)	–	(2,657)
As at 1 April 2025	967	273	1,240
Increase in loss allowance	46	–	46
Reversal upon recovery	(264)	–	(264)
At 31 March 2026	749	273	1,022



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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38. FINANCIAL INSTRUMENTS (Continued)

(B) Financial risk management objectives and policies (Continued)

(iii) Liquidity risk

In the management of liquidity risk, the Group monitors and maintains a level of cash and cash equivalents deemed adequate by the management to finance the Group's operations and mitigates the effects of fluctuations in cash flows. The management of the Group monitors the utilisation of bank borrowings and ensures compliance with loan covenants.

The table includes both interest and principal cash flows. To the extent that interest flows are floating rate, the undiscounted amount is derived from interest rate at the end of the reporting period.

	Effective interest rate %	On demand HK\$'000	1-3 months HK\$'000	3 months to 1 year HK\$'000	1 to 2 years HK\$'000	2-5 years HK\$'000	Over 5 years HK\$'000	Total undiscounted cash flow HK\$'000	Total carrying amount HK\$'000
As at 31 March 2026									
Trade payables	N/A	-	-	3,581	-	-	-	3,581	3,581
Other payables	N/A	-	1,087	12,618	-	-	-	13,705	13,705
Amount due to a director	N/A	28,861	-	-	-	-	-	28,861	28,861
Bank overdrafts	N/A	93	-	-	-	-	-	93	93
Bank borrowings	3.74	18,079	473	6,845	12	-	-	25,409	24,491
Lease liabilities	5.83	23,317	2,162	6,401	1,900	-	-	33,780	33,454
Loan from a director	8.00	-	-	12,888	-	-	-	12,888	11,933
Loan from a related company	13.00	-	-	-	25,905	-	-	25,905	20,283
		70,350	3,722	42,333	27,817	-	-	144,222	136,401
As at 31 March 2025									
Trade payables	N/A	504	151	3,897	-	-	-	4,552	4,552
Other payables	N/A	-	13,247	-	-	-	-	13,247	13,247
Amount due to a director	N/A	6,480	-	-	-	-	-	6,480	6,480
Bank overdrafts	N/A	3,636	-	-	-	-	-	3,636	3,636
Bank borrowings	4.58	36,732	16,024	12,575	-	-	-	65,331	63,328
Lease liabilities	5.83	18,121	3,716	11,875	6,069	142	-	39,923	39,011
Loan from a director	8.00	-	-	-	-	12,733	-	12,733	11,133
Loan from a related company	13.00	-	-	-	-	26,500	-	26,500	20,283
		65,473	33,138	28,347	6,069	39,375	-	172,402	161,670

The amounts included above for variable interest instruments for non-derivative financial liabilities are subject to change if changes in variable interest rates differ to those estimates of interest rates determined at the end of the reporting period.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

38. FINANCIAL INSTRUMENTS *(Continued)*

(B) Financial risk management objectives and policies *(Continued)*

(iii) Liquidity risk *(Continued)*

The amounts repayable under loan agreements that include a clause that gives the lenders the unconditional right to call the loans at any time are classified under the “on demand” bracket. In this regard, interest-bearing borrowings of HK\$2,866,000 (2025: HK\$28,599,000) as at the end of the reporting period have been so classified even though the directors do not expect that the lenders would exercise their rights to demand repayment and thus these borrowings (including the aggregate principal and interest cash outflows) would be repaid according to the following schedule as set out in the loan agreements:

	2026 HK\$'000	2025 HK\$'000
Term loans from banks, including interest, with a repayment on demand clause		
Within 1 year	441	14,033
Over 1 year but within 2 years	370	2,772
Over 2 years but within 5 years	1,109	6,983
Over 5 years	1,017	2,059
	2,937	25,847

(C) Fair value of the Group's financial assets and financial liabilities that are not measured at fair value on a recurring basis

The management of the Group estimates the fair value of its financial assets and financial liabilities measured at amortised cost using discounted cash flows analysis. The management of the Group considers that the carrying amounts of financial assets and financial liabilities recorded at amortised cost in these consolidated financial statements approximate their fair values.

39. FAIR VALUE MEASUREMENTS

The following presents the assets and liabilities measured at fair value or required to disclose their fair value in the consolidated financial statements on a recurring basis across the three levels of the fair value hierarchy defined in HKFRS 13 *Fair Value Measurement* with the fair value measurement categorised in its entirety based on the lowest level input that is significant to the entire measurement. The levels of inputs are defined as follows:

- Level 1 (highest level): quoted prices (unadjusted) in active markets for identical assets or liabilities that the Group can access at the measurement date;
- Level 2: inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly;
- Level 3 (lowest level): unobservable inputs for the asset or liability.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

39. FAIR VALUE MEASUREMENTS (Continued)

a) Assets and liabilities measured at fair value

	2026			
	Carrying amount HK\$'000	Level 1 HK\$'000	Level 2 HK\$'000	Level 3 HK\$'000
Assets measured at fair value				
Investment properties	25,607	–	–	25,607
Financial assets at FVTPL				
– Unlisted investments – payments for life insurance policies (note)	2,580	–	2,580	–
	28,187	–	2,580	25,607

	2025			
	Carrying amount HK\$'000	Level 1 HK\$'000	Level 2 HK\$'000	Level 3 HK\$'000
Assets measured at fair value				
Investment properties	26,000	–	–	26,000
Financial assets at FVTPL				
– Unlisted investments – payments for life insurance policies (note)	7,580	–	7,580	–
	33,580	–	7,580	26,000

Note: Quoted asset value provided by a financial institution.

During the years ended 31 March 2026 and 2025, there were no transfers between Level 1 and Level 2 fair value measurements, and no transfers into or out of Level 3 fair value measurements.

Movements in Level 3 fair value measurements

	Investment properties HK\$'000
At 1 April 2024	34,280
Change in fair value	(8,280)
At 31 March 2025 and 1 April 2025	26,000
Change in fair value	(393)
At 31 March 2026	25,607

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

39. FAIR VALUE MEASUREMENTS (Continued)

a) Assets and liabilities measured at fair value (Continued)

Valuation techniques and inputs in Level 3 fair value measurement

Investment properties

The investment properties situated in the Hong Kong of HK\$25,607,000 (2025: HK\$26,000,000) were revalued by Professional Properties Co, an independent professional qualified valuer. The fair value was determined based on direct comparison method (2025: direct comparison method) assuming sales of each of the property interests existing in their existing states and making references to comparable market observable transaction of similar properties in similar locations and condition as available in the relevant market. Those comparable properties were analysed and carefully weighed against all respective advantages and disadvantages of each property in order to arrive at a fair comparison of value.

In estimating the fair value of the properties, the highest and best use of the properties was their current use.

Quantitative information of the significant unobservable inputs and description of valuation techniques used in Level 3 fair value measurement, including the description of the sensitivity to changes in unobservable inputs for recurring level 3 fair value measurement, are as follows:

Investment properties	Fair value at 31 March		Valuation technique	Significant unobservable input	Sensitivity
	2026 HK\$'000	2025 HK'000			
A residential unit located in Hong Kong	22,607	22,800	Direct comparison method	Price of HK\$19,472 (2025: HK\$19,638) per square foot using market direct comparison	Higher the price per square foot would result in correspondingly higher the fair value
A car parking space located in Hong Kong	3,000	3,200	Direct comparison method	Price per car parking space using market direct comparison, which is HK\$3,000,000 (2025: HK\$3,200,000)	The higher the price per car parking space, the higher the fair value
	25,607	26,000			

b) Assets and liabilities with fair value disclosure, but not measured at fair value

All other financial assets and liabilities including trade receivables, deposits, other receivables and prepayments, pledged bank deposit, bank balances and cash, trade payables, other payables and accrued charges, amount due to a director, bank borrowings, loan from a director, loan from a related company and lease liabilities are carried at amounts not materially different from their fair values as at 31 March 2026 and 2025.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

40. STATEMENT OF FINANCIAL POSITION OF THE COMPANY

	Notes	2026 HK\$'000	2025 HK\$'000
Non-current assets			
Interest in an associate		1,450	15,509
Investment in subsidiaries		–	–
		1,450	15,509
Current assets			
Deposits, prepayments and other receivables		243	243
Amount due from a subsidiary		71,999	71,774
Bank balances and cash		28	31
		72,270	72,048
Current liabilities			
Other payables and accrued charges		313	313
NET ASSETS		73,407	87,244
Capital and reserves			
Share capital	31	28,892	28,412
Reserves	40(a)	44,515	58,832
TOTAL EQUITY		73,407	87,244

This statement of financial position was approved and authorised for issue by the Board of Directors on 29 June 2026 and is signed by:

Mr. Simon Tso
Director

Ms. Tsui To Fei
Director



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

40. STATEMENT OF FINANCIAL POSITION OF THE COMPANY *(Continued)*

(a) Movement of the reserves

	Share premium HK\$'000	Share option reserve HK\$'000	Accumulated losses HK\$'000	Total HK\$'000
At 1 April 2024	83,822	1,102	(26,567)	58,357
Profit and total comprehensive income for the year	–	–	475	475
At 31 March 2025 and 1 April 2025	83,822	1,102	(26,092)	58,832
Exercise of share options	2,062	(1,102)	–	960
Loss and total comprehensive income for the year	–	–	(15,277)	(15,277)
At 31 March 2026	85,884	–	(41,369)	44,515



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

41. PARTICULARS OF PRINCIPAL SUBSIDIARIES OF THE COMPANY

The particulars of the Company's principal subsidiaries are as follows:

Name of subsidiary	Place and date of incorporation	Place of operation	Nominal value of ordinary share capital	Equity interest attributable to the Company as at 31 March		Principal activities
				2026	2025	
Directly held:						
RBMS Holdings Limited	BVI 5 October 2015	Hong Kong	HK\$1	100%	100%	Investment holding
China Bless Limited	BVI 8 December 2020	Hong Kong	US\$1	100%	100%	Investment holding
Unique City Limited	BVI 5 August 2022	Hong Kong	US\$1	100%	100%	Investment holding
Indirectly held:						
Fortune Rich Limited	Hong Kong 10 July 2009	Hong Kong	HK\$1	100%	100%	Leasing of properties for group companies and trading of tiles and bathroom fixture products
Petracer's China Limited	Hong Kong 10 November 2014	Hong Kong	HK\$10,000	100%	100%	Trading of tiles and bathroom fixture products
Regent Building Material Supplies Company Limited	Hong Kong 11 March 1998	Hong Kong	HK\$400	100%	100%	Trading of tiles and bathroom fixture products
Mason Holdings Limited	Hong Kong 8 June 2010	Hong Kong	HK\$1,000	100%	100%	Property investment
Jun Da Hui Limited	Macau 7 November 2019	Macau	Macau Pataca 25,000	100%	100%	Trading of tiles and bathroom fixture products

The above table lists the subsidiaries of the Company which in the opinion of the directors of the Company, principally affected the results or assets of the Group.

FINANCIAL SUMMARY

YEAR ENDED 31 MARCH 2026

RESULTS

	2026 HK\$'000	2025 HK\$'000	2024 HK\$'000	2023 HK\$'000	2022 HK\$'000
Revenue	114,113	109,393	122,577	153,945	165,834
(Loss) profit before taxation	(17,950)	(2,856)	2,650	2,263	14,174
Taxation	(135)	(544)	(487)	(851)	(2,304)
(Loss) profit for the year	(18,085)	(3,400)	2,163	1,412	11,870
Attributable to:					
Owners of the Company	(18,085)	(3,400)	2,163	1,412	11,870
	(18,085)	(3,400)	2,163	1,412	11,870

ASSETS, LIABILITIES AND EQUITY

	2026 HK\$'000	2025 HK\$'000	2024 HK\$'000	2023 HK\$'000	2022 HK\$'000
Total assets	274,728	314,104	316,992	306,070	279,520
Total liabilities	(151,353)	(174,084)	(173,572)	(178,710)	(154,674)
Net assets	123,375	140,020	143,420	127,360	124,846
Equity attributable to owners of the Company	123,375	140,020	143,420	127,360	124,846
Total equity	123,375	140,020	143,420	127,360	124,846



SUMMARY OF PROPERTIES

AS AT 31 MARCH 2026

INVESTMENT PROPERTIES

Location	Purpose	Approximate saleable area (sq.ft.)	Lease term
1. Flat B (including balcony) 22/F, Tower 5, Larvotto, No. 8 Ap Lei Chau Praya Road, Hong Kong	Residential	1,161	Medium
2. Car parking space No. 5013, 5/F, Larvotto, No. 8 Ap Lei Chau Praya Road, Hong Kong	Residential	N/A	Medium

