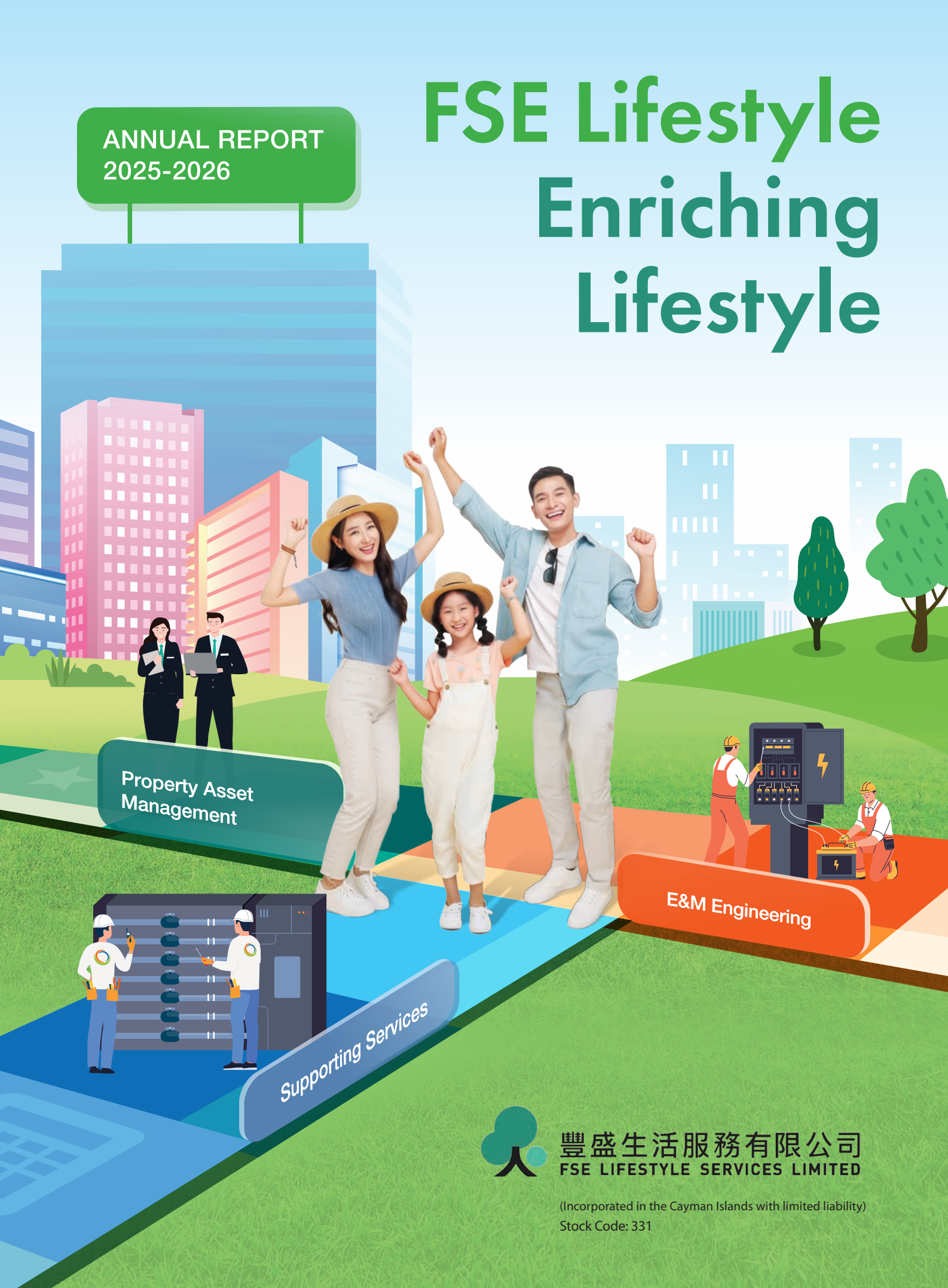
ANNUAL REPORT
2025-2026

FSE Lifestyle
Enriching Lifestyle



豐盛生活服務有限公司
FSE LIFESTYLE SERVICES LIMITED

(Incorporated in the Cayman Islands with limited liability)
Stock Code: 331

Our Vision

Better Life, Better Home, Better Quality to You Everyday

Our Mission

We offer superior service, we create an integrated, convenient and safe living environment.

We are devoted to serve:

Our Customers

We provide customised service and maintain long term partnership.

Our Staff

We promote work-life balance and create a strong sense of belonging.

Our Community

We maintain sustainable development and contribute to community.

Our Core Values

Quality
We pursue Quality

Teamwork
We work as a Team

Integrity
We pursue Integrity

Caring
We Care

Passion
We are Passionate

Innovation
We are Innovative

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About

FSE Lifestyle Services Limited

FSE Lifestyle Services Limited is a listed company in the Hong Kong Stock Exchange (Stock Code: 0331.HK), whose ultimate holding company is FSE Holdings Limited. We are a leading lifestyle services conglomerate with 3 major business segments: Property Asset Management, Supporting Services and Electrical and Mechanical ("E&M") Engineering.

Our services are delivered through three key segments, whose companies are the market leaders in their respective industries:

PROPERTY ASSET MANAGEMENT



- Property & Facility Management and Car Park Management - Urban Group ("Urban")
- Property Management - International Property Management Limited ("International Property Management")
- Asset Management Advisory, Property & Facility Management, and Sales & Leasing - Kiu Lok Group ("Kiu Lok"), and FSE Property Asset Management Group ("FSE Property Asset Management")

Urban Group	• Property & Facility Management and Car Park Management • Property Management
International Property Management Limited	
Kiu Lok Group	• Asset Management Advisory, Property & Facility Management, and Sales & Leasing
FSE Property Asset Management Group	



SUPPORTING SERVICES

- Hygiene - Waihong Services Group ("Waihong")
- Insurance - Nova Insurance Group ("Nova")
- Technical Services - Far East Engineering Services Group ("Far East Engineering Services") and Turning Technical Services Limited ("Turning Technical Services")
- Environment - FSE Environmental Solutions Group
- Security & Concierge - General Security Group ("General Security") and Perfect Event Services Limited ("Perfect Event")

Waihong Services Group

Nova Insurance Group

Far East Engineering Services Group

Turning Technical Services Limited

FSE Environmental Solutions Group

General Security Group

Perfect Event Services Limited

- Hygiene
- Insurance
- Technical Services
- Environment
- Security & Concierge



E&M ENGINEERING

- Engineering and Consultancy - FSE Engineering Group, Majestic Engineering Group and Young's Engineering Group

FSE Engineering Group
Majestic Engineering
Young's Engineering

- Engineering and Consultancy

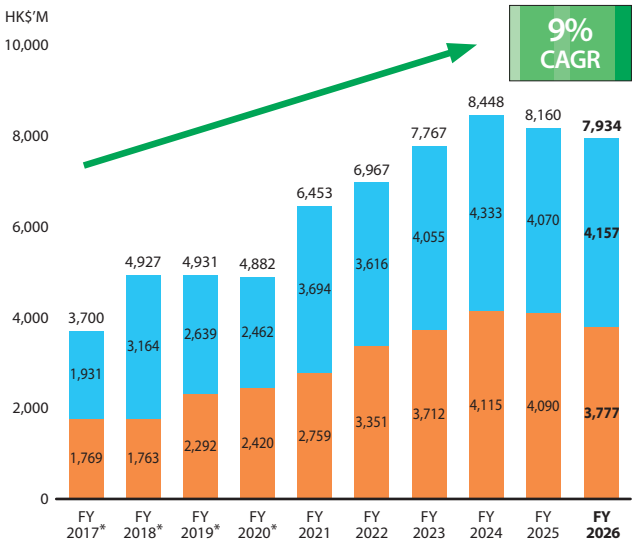


With their professionalism and expertise, together with the extensive synergies among the companies under FSE Lifestyle, we have built up a strong network and offer comprehensive "one-stop-shop" professional services to our clients.

Our clientele includes the HKSAR Government, multinational corporations, property owners/developers, theme parks, universities, hotels and hospitals covering both private and public facilities. We devise solutions for clients providing cost effectiveness and service excellence.

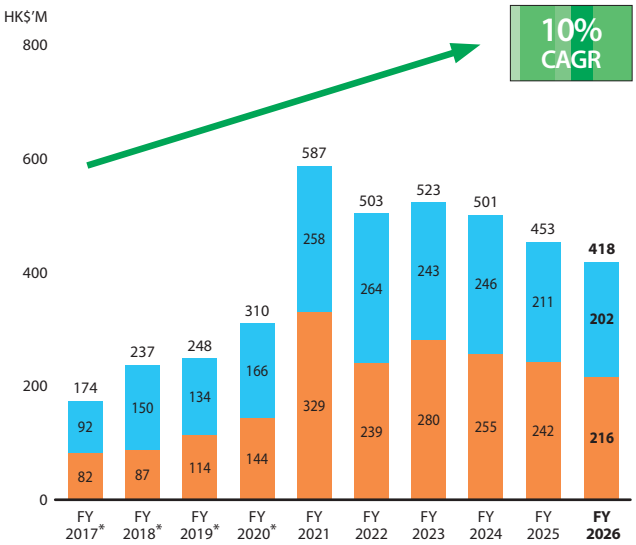
10-Year Achievements Since Listing

Revenue



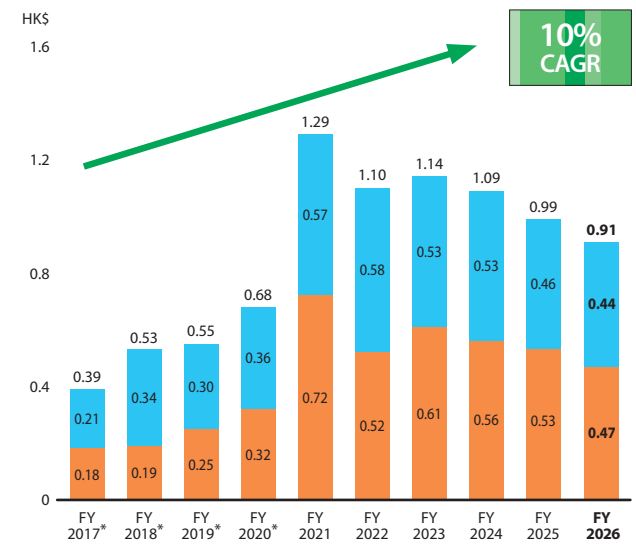
Consolidated revenue FY2026 vs FY2017: 2.1 Times

Profit Attributable to Shareholders



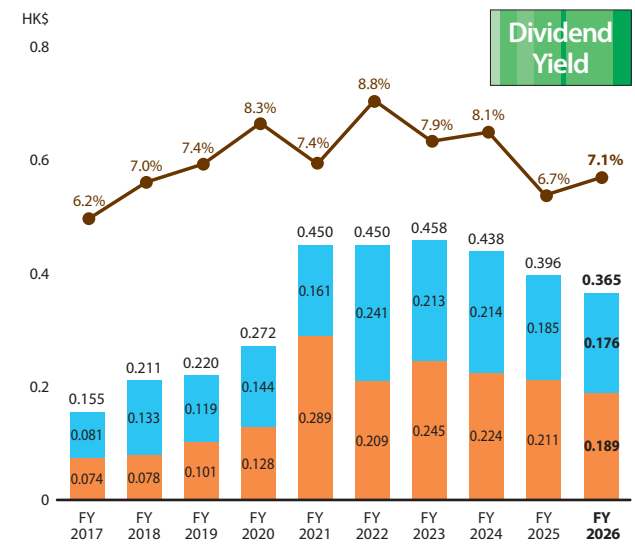
Consolidated profit attributable to shareholders FY2026 vs FY2017: 2.4 Times

Earnings per Share



Earnings per share FY2026 vs FY2017: 2.3 Times

Dividend per Share



Dividends per share for FY2026 vs FY2017: 2.4 Times
Dividend payout ratio maintained at a stable of about 40%

First half Second half

* Reported figures per respective year's published annual results excluding subsequent restatements caused by business acquisitions.

Operational Performance

PROPERTY ASSET MANAGEMENT

New and Renewed Contracts in FY2026*

31 Contracts

HK$198 million

Remaining Works at 30 June 2026

HK$1,502 million

SUPPORTING SERVICES

New and Renewed Contracts in FY2026*

312 Contracts

HK$3,308 million

Remaining Works at 30 June 2026

HK$5,429 million

E&M ENGINEERING

New and Renewed Contracts in FY2026*

51 Contracts

HK$3,463 million

Remaining Works at 30 June 2026

HK$8,100 million

* With net contract sum not less than HK$1 million for each contract.

** Fully offset 2,808 tonnes of carbon dioxide equivalent (tCO2e) for fuel consumed in FY2026.

Environmental, Social and Governance

Loyal and Sizeable Workforce

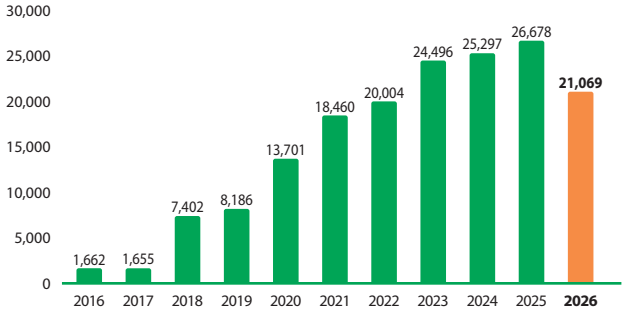
(As at 30 June 2026)

Number of Staff

21,069

(1,662 as at 30 June 2016)

Number of Staff at 30 June



Environmental Targets

(FY2027 vs FY2026)

Fuel Consumption

▼ **1.0%**

Electricity Consumption

▼ **1.5%**

Paper Procured

▼ **5.0%**

People Development and Corporate Social Responsibility

(Year ended 30 June 2026)

Total Training Hours Attended by Staff

289,427

Total Volunteer Service Hours

30,093

Number of Volunteers

4,099

Carbon Offset Program

Net Emission from Fuel Consumption

(Year ended 30 June 2026)

0**

Market Positioning

PROPERTY ASSET MANAGEMENT(Note 1)

Rank 1

Residential

Non-Residential

Car Parks

SUPPORTING SERVICES(Note 2)

Rank 1

Local Insurance Broker

Rank 2

Environmental Hygiene

Security Guarding

Technical Services

E&M ENGINEERING(Note 2)

Rank 2

E&M Engineering

Note 1: Excluding developers' management companies
Note 2: Technical Services division ranked together with the E&M Engineering segment

Source: Frost & Sullivan
September 2026

6 of our Group's 7 key business units are ranked first or second in Hong Kong.

Mega Events Clients

During July 2025 to June 2026, our Group's Security & Concierge division, which comprises General Security and Perfect Event, provided services for 110 mega events conducted in Hong Kong, which increased by 5% compared with the same period last year. Below are some highlights:

2025

JUL

- Hong Kong Football Festival 2025
- Fitness and Wellness Expo Hong Kong 2025
- The Hong Kong Trade Development Council ("HKTDC") Hong Kong Book Fair
- Ani-Com & Games Hong Kong 2025
- Tyson Yoshi The Villain Live in Hong Kong

AUG

- G.E.M. I AM GLORIA World Tour 2.0
- HKTDC Food Expo
- Hong Kong Computer & Communications Festival 2025

SEP

- Asia Fruit Logistica
- Jewellery & Gem WORLD: Gemstones
- HKTDC Hong Kong Watch & Clock Fair
- Seventeen World Tour [NEW_] In Hong Kong
- Hot Air Balloon Festival Hong Kong

OCT

- Global Sources Consumer Electronics
- Jewellery Manufacturers' Association Hong Kong International Jewellery Show
- Asian Football Confederation Asian Cup Qualifiers

NOV

- Super Terminal Expo
- Cosmopack Asia 2025: Packaging & Machinery

DEC

- 2025 LONGINES Hong Kong International Races
- 2025 Winter Wonderland in Central

2026

JAN

- HKTDC Toys & Games Fair
- BLACKPINK 2025 WORLD TOUR <DEADLINE> IN HONG KONG
- LONGINES Hong Kong International Horse Show

FEB

- CON-CON Hong Kong 2026
- Chinese New Year Raceday

MAR

- Art Basel Hong Kong 2026
- Bayerische Motoren Werke ("BMW") Hong Kong Derby
- 2026 MAYDAY #5525+1 LIVE TOUR IN HONG KONG

APR

- Global Sources Mobile Electronics
- HKTDC Hong Kong Gifts & Premium Fair
- Hong Kong Rugby Sevens

Financial Highlights

For the year ended 30 June	2026 HK$M	2025 HK$M	% Change
Revenue	**7,934.3**	8,159.9	-2.8%
Gross profit	**1,038.6**	1,053.5	-1.4%
Profit attributable to shareholders of the Company[(i)]	**418.2**	453.2	-7.7%
Basic earnings per share	**HK$0.91**	HK$0.99	-8.1%

The Board recommended the declaration of a final dividend of HK17.6 cents (2025: HK18.5 cents) per ordinary share to the ordinary shareholders of the Company for the year ended 30 June 2026[(ii)].

Notes:

(i) To better illustrate the Group's financial results for both years, if excluding the effects of government grants (2026: Nil; 2025: HK$1.6M) in the Group's profit attributable to shareholders of the Company (2026: HK$418.2M; 2025: HK$453.2M), the Group would record a decrease in adjusted net profit of 7.4% to HK$418.2M for the year ended 30 June 2026 as compared to its adjusted net profit of HK$451.6M for the year ended 30 June 2025. For details of the related government grants, please refer to the "Summary of government grants" table in the "Management Discussion and Analysis" section on page 63.

(ii) Together with the interim dividend of HK18.9 cents (2025: HK21.1 cents) per ordinary share paid in March 2026, total distribution of ordinary share dividends made by the Company to its ordinary shareholders for the year ended 30 June 2026 will be HK36.5 cents (2025: HK39.6 cents) per share.

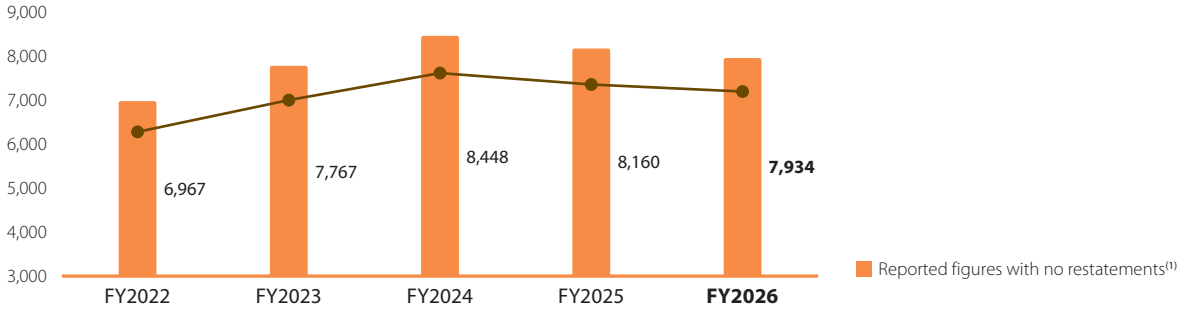
For the year ended 30 June 2026, the dividend payout ratio of the Company is 40.1%, calculated based on the Group's adjusted profit for the year ended 30 June 2026 attributable to ordinary shareholders of the Company of HK$409.7M (i.e. after deducting preferred distribution to the holder of convertible preference shares of HK$8.5M for the year ended 30 June 2026 from profit attributable to shareholders of the Company of HK$418.2M).

For the year ended 30 June 2025, the dividend payout ratio of the Company is 40.1%, calculated based on the Group's adjusted profit for the year ended 30 June 2025 attributable to ordinary shareholders of the Company of HK$444.7M (i.e. after deducting preferred distribution to the holder of convertible preference shares of HK$8.5M for the year ended 30 June 2025 from profit attributable to shareholders of the Company of HK$453.2M).

FSE Lifestyle Services — Consolidated

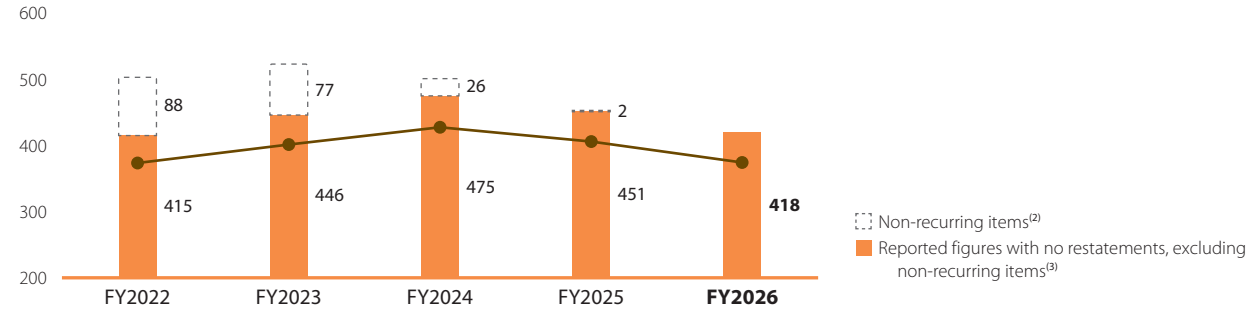
Revenue

For the year ended 30 June
HK$'million



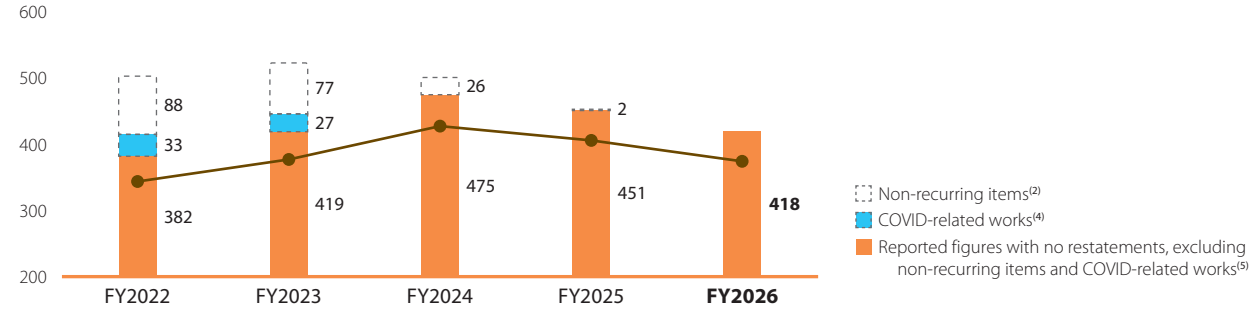
Profit Attributable to Shareholders of the Company Excluding Non-recurring Items

For the year ended 30 June
HK$'million



Profit Attributable to Shareholders of the Company Excluding Non-recurring Items and COVID-related Works

For the year ended 30 June
HK$'million

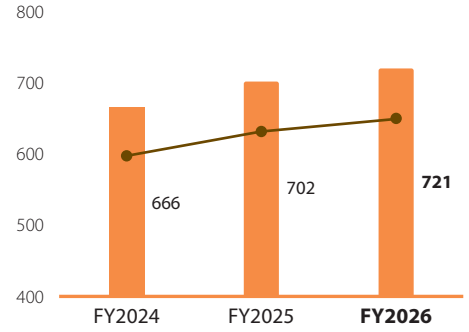


(1) Reported figures for the respective year's published annual results without including subsequent restatements caused by business acquisitions.
(2) Non-recurring items comprising government grants of HK$88.2M for FY2022; HK$77.0M for FY2023; HK$25.8M for FY2024 and HK$1.6M for FY2025.
(3) Reported figures per the respective year's published annual results without including subsequent restatements caused by business acquisitions, excluding non-recurring items per item (2) above.
(4) Contributions from COVID-related works.
(5) Reported figures per respective year's published annual results without including subsequent restatements caused by business acquisitions, excluding non-recurring items per item (2) and contributions from COVID-related works per item (4) above.

Property Asset Management Segment

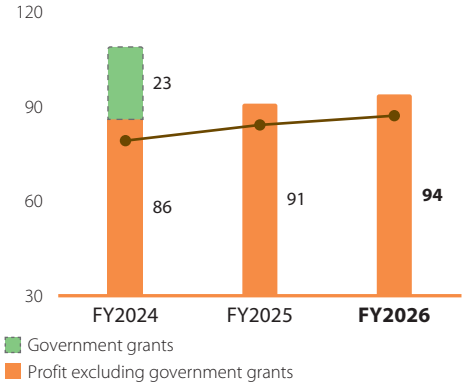
Revenue

For the year ended 30 June
HK$'million



Profit Attributable to Shareholders of the Company

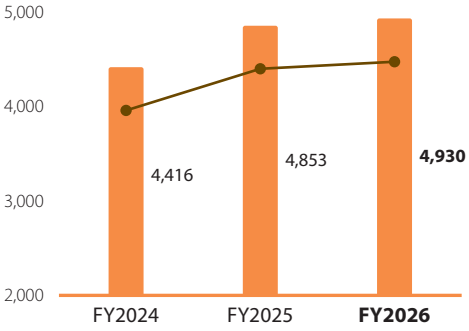
For the year ended 30 June
HK$'million



Supporting Services Segment

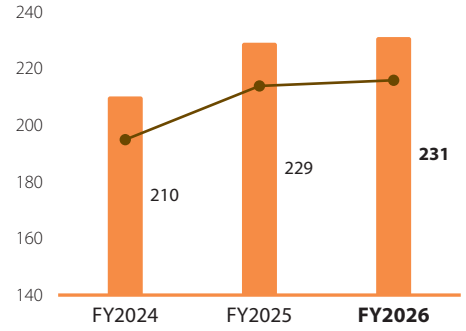
Revenue

For the year ended 30 June
HK$'million



Profit Attributable to Shareholders of the Company

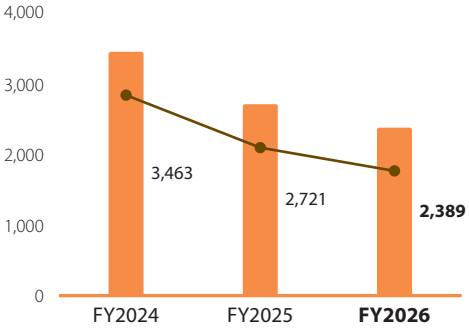
For the year ended 30 June
HK$'million



E&M Engineering Segment

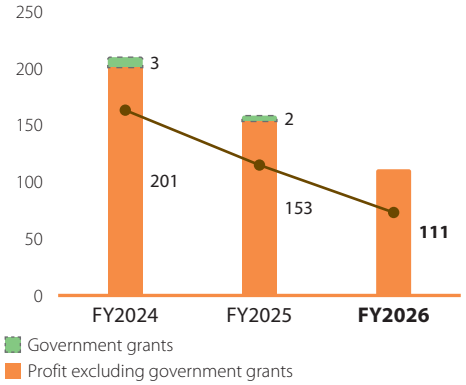
Revenue

For the year ended 30 June
HK$'million



Profit Attributable to Shareholders of the Company

For the year ended 30 June
HK$'million



Major Events and Accolades

2025



Aug

MoU Signing with VTC

FSE Lifestyle Services signed an MoU with the Vocational Training Council (VTC) to deepen collaboration on vocational and professional education. The partnership delivers internships and job openings for students to support their career growth.



Market Leadership Award 2024/2025

The Group received the "Market Leadership Award 2024/2025 in Lifestyle Services" from the Hong Kong Institute of Marketing, in recognition of its outstanding performance in marketing strategies, integrated branding, multi-channel communications, business integrity and social responsibility.



Sep

Happiness-at-work Promotional Scheme

FSE Lifestyle Services and all its subsidiaries have been named a Happy Company for 11 consecutive years under the Happiness-at-work Promotional Scheme, acknowledging our healthy workplace culture and high employee morale.

United Nations Sustainable Development Goals Achievement Awards 2025

At the United Nations Sustainable Development Goals Achievement Awards 2025 hosted by the Green Council, FSE Lifestyle Services won both the Recognised Organisation Award and Recognised Project Award for its consistent delivery of projects aligned with UNSDGs.





Oct

The 39th ARC Awards International

FSE Lifestyle Services' 2023/2024 Annual Report claimed two prizes: Gold for Cover Photo & Design and Bronze for Photography (Service Provider Category). Judges praised its distinct theme, clear business and development strategies, and visually appealing layout.



Oct

FSE Grand Awards Presentation

Under the theme "Stars of the Year, Showcasing Talents", the FSE Grand Awards Presentation presented 130 awards to recognise outstanding colleagues and business units.

Chief Happiness Officer Appreciation Award 2025

FSE Lifestyle Services was honoured with the 2025 Chief Happiness Officer Appreciation Award, a testament to our commitment to building a supportive and joyful workplace.



2025 FSE Sustainable Seminar

Titled "Creating Resilience and Innovation", the 2025 FSE Sustainable Seminar gathered 300 guests, senior management and subsidiary staff. Keynote speeches by distinguished industry experts drew an enthusiastic audience response.





Oct

New Quality Productive Forces Enterprise Award 2025

FSE Lifestyle Services was recognised as "New Quality Productive Forces Enterprise", reflecting the Group's commitment to enhancing corporate competitiveness and driving social progress through innovative technologies and sustainable practices.



Nov

FSE Shenzhen Technology Exchange Tour

The FSE Shenzhen Technology Exchange Tour visited Jieshun Technology, LianTronics and Innovative BIM Solution Company. Delegates held in-depth exchanges with industry leaders to learn about cutting-edge technology and lay groundwork for future innovation applications.



Nov

Far East Engineering won Green Building Grand Awards

Our business unit, Far East Engineering, delivered premium engineering services for landmark Kai Tak Sports Park and claimed the top honour at the Green Building Grand Awards. The award recognises its leading expertise in engineering, sustainability, carbon neutrality and premium green building development.



Racial Diversity & Inclusion Employers Award Scheme

FSE Lifestyle Services took home the Bronze Award for Racial Equity in Hiring under the 2025 Racial Diversity & Inclusion Employers Award Scheme by the Equal Opportunities Commission, acknowledging our work to eliminate recruitment bias, broaden talent pools and deliver equal opportunities for all ethnic groups.



Nov

MPFA Good Employer Awards

FSE Lifestyle Services and its business units secured three awards from the MPFA for 2024-2025: Good MPF Employer Award, e-Contribution Award and MPF Support Award, recognizing our comprehensive retirement benefits for staff.



Directors of the Year Awards 2025

Mr. Alvin Lee, Executive Director of FSE Lifestyle Services, Mr. Raymond Chung, Managing Director of Waihong Services Group, and the Waihong Board of Directors won Directors of the Year in three respective categories. Their outstanding performance in corporate governance, sustainability and professional management was widely recognised.

Dec

HKEJ Listed Company Awards of Excellence 2025

FSE Lifestyle Services won the "HKEJ Listed Company Awards of Excellence 2025" for four consecutive years, recognised for strong operational efficiency, business expansion and robust corporate governance.





IFAPC Outstanding Listed Company Awards 2025

FSE Lifestyle Services received the IFAPC "Outstanding Listed Company Awards" for ten consecutive years, in recognition of our year-round commitment to full transparency and sustainable business performance.



TVB ESG Awards 2025

FSE Lifestyle Services was granted the "ESG Special Recognition Award – Merits" at the TVB ESG Awards 2025 for our long-term contributions and proactive ESG initiatives.

2026



AM730 ListCo Excellence Awards

FSE Lifestyle Services claimed the AM730 "ListCo Excellence Awards" for three consecutive years, commended for solid business growth, innovative development and mature ESG performance.

Caring Company Scheme 2024/25

FSE Lifestyle Services has held the Caring Company logo for nine consecutive years under the 2024/25 Scheme run by HKCSS. We earned above-average ratings across four core pillars: Partnership, Social Sustainability, Economic Sustainability and Environmental Sustainability, demonstrating our long-term dedication to CSR and a caring corporate culture.



Feb



Hong Kong Volunteer Award 2025

Jointly presented by the Home and Youth Affairs Bureau and Agency for Volunteer Service, the Hong Kong Volunteer Award 2025 awarded FSE Lifestyle Services the "Corporate – Volunteer Hour Gold Award", recognizing our consistent community outreach and CSR efforts.



Mar

MoU Signing with ASTRI

FSE Lifestyle Services signed an MoU with ASTRI (Hong Kong Applied Science and Technology Research Institute). The collaboration leverages technological innovation to lift operational efficiency and upgrade service standards across all our business units.



Mar

HR Excellence Awards 2025/2026

FSE Lifestyle Services and its business units won multiple honors at the HKIHRM HR Excellence Awards 2025/2026. We uphold the belief that people are our greatest asset, and will keep investing in talent development to foster a culture of continuous learning, inclusion and staff well-being.



Sing Tao Service Awards 2025

For four years running, FSE Lifestyle Services has received the Sing Tao Service Awards 2025 – Innovative Integrated Lifestyle Services from Sing Tao Daily, recognised for our innovation, customer-centric mindset and consistent service quality.

Po Leung Kuk Annual Charity Walk 2026 – Highest Participation Award

FSE Lifestyle Services mobilized over 160 staff and family members to join Po Leung Kuk's 4.5km charity walk in Sha Tin, and received the "Highest Team Participation Award" at the ceremony.





Mar

Urban Property Management 45th Anniversary Dinner

On 27 March 2026, Urban Property Management ("UPM") hosted its 45th Anniversary Dinner attended by 450 guests, partners and employees. UPM will carry forward its legacy of innovation and service excellence, pioneer smart urban living and reshape the future of property management.



May

FSE Caring Day 2026

Partnering with Po Leung Kuk for FSE Caring Day 2026, we distributed lucky bags and greeting cards to 540 seniors and children, ran game booths for 450 elderly participants and visited 30 singleton elderly. The series of events benefited nearly 1,000 community members of all ages.

Corporate Brand Awards of Excellence 2026

FSE Lifestyle Services was awarded the "Excellence in Conglomerate Lifestyle Services Award" by Hong Kong Economic Journal at the Corporate Brand Awards of Excellence 2026, recognised for consistent brand excellence, reliable high-quality services for Hong Kong residents and long-term public trust.



May

Hong Kong Green and Sustainability Contribution Awards 2026

Organised by HKQAA, the Hong Kong Green and Sustainability Contribution Awards 2026 honored us as a "Notable Organisation in Promoting ESG Disclosure Enhancement". The award commends our efforts to refine ESG and climate risk frameworks against local and international climate disclosure standards and boost corporate transparency.





Jun

HKIRA 12th Investor Relations Awards 2026

FSE Lifestyle Services secured seven prestigious awards at the HKIRA 12th Investor Relations Awards 2026 hosted by HKIRA. We claimed our first-ever Overall Best IR Company Award (Small Cap) — the category's top honour — as proof of our outstanding investor relations and solid corporate governance.

FSE Lifestyle Services 10th Anniversary Listing Celebration Dinner

On 23 June 2026, FSE Lifestyle Services hosted its 10th Anniversary Listing Celebration Dinner, where all FSE colleagues reflected on a decade of key milestones. Fueled by unity, resilience and dedication, the Group has grown steadily to become an industry leader, delivering sustainable long-term value to shareholders.



Chairmen's Statement



Marking the 10th anniversary of our Group's listing in Hong Kong, we have built a resilient, multi-segment platform through organic growth and acquisitions. In July 2026, we rebranded our operating companies under a single "FSE Lifestyle Services" brand to enhance brand recognition and streamline marketing efforts.

Mr. Doo Wai Hoi, William *BBS, JP*
Chairman and Executive Director

Guided by disciplined execution, prudent risk management, and continuous innovation, our centralised decision-making approach leverages key competitive strengths across all business units. Despite challenges ahead, the Group remains confident in its prospects and continues to seek new business opportunities to expand our operations and maximise shareholder value.

Dr. Cheng Kar Shun, Henry *GBM, GBS*
Chairman and Non-executive Director

To Our Shareholders:

On behalf of the Board of Directors (the "Board") of FSE Lifestyle Services Limited (the "Company", together with its subsidiaries, the "Group"), we are pleased to present the annual results of the Company for the year ended 30 June 2026 ("FY2026" or the "Year").

A Year of Focus – Disciplined Execution of Strategic Transformation to Achieve Sustainable Performance

This Year marks the tenth anniversary of our Group's listing in Hong Kong. Since our listing, we have built a resilient, multi-segment platform through organic growth and acquisitions. Our corporate directives of disciplined execution, prudent risk management, and a continued commitment to innovation have been rolled out to the business unit level, with a focus on six priorities: (i) continuing to deploy technology to deliver quality, efficiency and value; (ii) upgrading service quality to provide tailor and comprehensive approach; (iii) increasing risk awareness and management quality; (iv) optimising cost structures; (v) maximising revenue from new businesses, including event services and sales & leasing; and (vi) strengthening cross-selling synergies across the Group.

Over the years, the Company has made remarkable financial progress. Compared with FY2016, when the Company was listed, our consolidated revenue and profit attributable to shareholders have more than doubled, and earnings per share have risen by over 110%; this reflects the effectiveness of our growth initiatives.

This Year is another challenging year for our industry. Although Hong Kong's overall economy has demonstrated resilience, the Group continues to face headwinds stemming from an increasingly competitive environment and rising client expectations regarding quality and technological deployment. These factors, coupled with the still-recovering construction industry, have placed pressure on our margins. Today, against this backdrop of "Fire and Ice" – where risk and growth momentum coexist – it is crucial that we adopt a centralised decision-making approach to develop a clear and comprehensive roadmap that makes full use of our competitive advantages.

In July 2026, our operating companies were further rebranded under a single "FSE Lifestyle Services" brand, adopting seven new trading names to enhance brand recognition and streamline marketing efforts, covering three core segments:

Property Asset Management
FSE Lifestyle - Property Asset Management

Supporting Services
FSE Lifestyle - Hygiene
FSE Lifestyle - Insurance
FSE Lifestyle - Technical Services
FSE Lifestyle - Environment
FSE Lifestyle - Security & Concierge

E&M Engineering
FSE Lifestyle - E&M Engineering

This approach has continued to help position us as a fully integrated premium lifestyle services conglomerate. Currently, our Property Asset Management segment, together with our Supporting Services segment, collectively contribute more than half of the Group's revenue, gross profit and net profit.

Solid Market Positions

Our various businesses continue to play a pioneering role in their respective industries and markets. According to research by Frost & Sullivan released in September 2026 (the "F&S Research"), excluding management companies owned by property developers, our Property Asset Management Group ranks first in the industry in terms of the number of residential units, non-residential property management area and car parks under management. Our cleaning and pest control services rank second in the environmental hygiene services industry, our insurance business leads the market amongst insurance brokers in Hong Kong, and our systems security, guarding and E&M businesses rank second among their peers.

Property Asset Management (Note 1)		
	Residential Non-Residential Car Parks	*Rank* 1
Supporting Services (Note 2)		
	Local Insurance Broker	*Rank* 1
	Environmental Hygiene Security Guarding Technical Services	*Rank* 2
E&M Engineering (Note 2)		
	E&M Engineering	*Rank* 2

Notes 1: Excluding developers' management companies
Notes 2: Technical Services division ranked together with the E&M Engineering segment

Source: Frost & Sullivan, September 2026

Three Strategic Engines, One Drive for Transformation and Growth

Our transformation journey is guided by three strategic priorities: health and safety, engagement and, training and development. Our goal is to strengthen employees' alignment with the Group, enabling us to navigate challenges, build cohesive teams, reinforce our foundation, and drive long-term growth and competitiveness.

Number of training hours	**FY2027 Target**	**FY2026 Actual**	% Change
Safety	160,000	**157,545**	1.6%
Engagement and Soft Skills	72,812	**75,262**	(3.3%)
Technical	57,188	**56,620**	1.0%
Total	290,000	**289,427**	0.2%

Health and Safety

Safeguarding the wellbeing of our workforce remains our top priority. We strive to ensure workplace safety by adopting relevant technologies, cultivating a culture of high vigilance, proactively mitigating risks, and adhering to the highest safety standards set out in the revised Occupational Safety and Health Ordinance (Cap. 509). For FY2027, the Group has increased targeted safety training hours by 1.6%, to 160,000 hours. Please refer to the above table.

Engagement

High-quality customer experience is an essential pillar of our competitive advantage. Thus, we need to engage with our stakeholders in order to understand and meet their evolving needs. During the Year, we launched "Leadership Series", featuring distinguished business leaders, and the "Dialogue with CEO", comprising 37 sessions. Through the sharing of their vision, insights, and passion with our management team, including young talents, these programmes help foster leadership development on how to strengthen client relationships. The Group has maintained its targeted engagement and soft skills training hours at 72,812 hours for FY2027. Please refer to the above table.

Training and Development

This year, we placed particular emphasis on equipping our staff with the skills and support needed to use AI effectively. These efforts are designed to reduce operating costs, streamline systems, and enhance processes across departments, thereby strengthening operational efficiency and supporting long-term organisational resilience. We also aim to lower the Group's median employee age while strengthening succession planning through targeted recruitment, internship opportunities, specialised skills development, industry certification, and partnerships with local educational institutions. These efforts will strengthen community ties and create a steady pipeline of qualified talent. The Group has set targeted training hours for FY2027 at 290,000 hours, covering personal capabilities, occupational health, and safety. Please refer to the above table.

Growth Initiatives

Over the years, we strengthened our marketing strategies, fostered cross-selling opportunities within the FSE Ecosystem, and enhanced brand equity through robust environmental, social and governance ("ESG") practices and technological integration. By embracing digitalisation, including artificial intelligence ("AI") and the Internet of Things ("IoT"), we gain deeper customer insights to improve satisfaction. We will also continue to pursue selective mergers and acquisitions to diversify our service offerings and expand our geographical presence.

The Group recorded profit attributable to shareholders of HK$418.2 million for the Year. Excluding the impact of government grants, adjusted net profit would decrease by 7.4% compared with the $451.6 million recorded last year. The decrease was mainly due to the lower contribution from the E&M Engineering segment, primarily resulting from delays in certain design and construction projects in Hong Kong, including District Court at Caroline Hill Road and the New Public Market in Tin Shui Wai. The decrease was partially offset by the resilient performance of the Supporting Services segment (in particular the systems security, guarding, concierge and event services and technical support and maintenance businesses). The former segment benefitted from new contracts and improved margins, while the Property Asset Management segment maintained stable performance. Despite the economic headwinds, the Group secured a satisfactory number of contracts totalling HK$7.5 billion during the Year, with the value of outstanding contracts exceeding HK$15.0 billion. Thanks to prudent financial management, the Group maintained a healthy balance sheet, with a net cash position and zero net gearing ratio for the Year. The Board has proposed a final dividend of HK17.6 cents per share for the Year. Including the interim dividend of HK18.9 cents per ordinary share for the six months ended 31 December 2025, the total dividend for the Year amounts to HK36.5 cents per ordinary share, representing a payout ratio of 40.1%.

Property Asset Management

Our Property Asset Management Group, which comprises Urban, International Property Management, Kiu Lok and FSE Property Asset Management, is one of the largest independent property and car park management service providers in Hong Kong. With more than 50 years of experience, we provide property management services, building renovation and refurbishment, leasing and tenancy management services to enhance living conditions. The segment's clientele provides the Group with cross-selling opportunities across its services. Our team consists of qualified professionals who collectively hold over 450 Tier 1 and Tier 2 property management licences. We currently manage more than 350 property management contracts, covering at least 140,000 residential units, 3.6 million square metres of commercial space and approximately 41,000 car park spaces.

According to the F&S Research, the property management services market will reach HK$68.8 billion by 2031, expanding at a CAGR of 3.4% from 2027 to 2031. This outlook reflects a broad property market recovery across the residential and office sectors, as well as the government's commitment to stable housing and land supply. In addition, the full implementation of the Property Management Services Ordinance is expected to further professionalise the sector and drive demand for outsourced facility management services, creating favourable opportunities for the Group in the near term. We will continue to maximise incremental income through additional management fees generated from contracting work, as well as sales and leasing commissions.

In line with the city's Smart City development plans, we have collaborated with 10 Proptech companies with which we provide solutions spanning smart operations, AI-driven customer service, drone-based technology, and ESG-focused environmental management. These application solutions help operational efficiency, improve service quality, and meet evolving customer needs.

Following the tragic fire last November, public concern about the quality of property management has increased significantly. As a professional property management group, we have immediately strengthened safety and management measures across our managed portfolio, covering 414 sites and more than 1,500 buildings.

Supporting Services

Hygiene – According to the F&S Research, Waihong is the second-largest environmental hygiene services provider in Hong Kong. While the supply of government contracts remains stable, intensified competition has put pressure on margins. In response, we have strengthened our competitiveness and reallocated resources to drive stable growth in our residential and commercial portfolios. During the Year, Waihong's residential and commercial portfolios performed satisfactorily, with the total value of newly awarded and renewed contracts exceeding HK$890 million, representing 52% of the total awarded value. In addition, we adopted a clear market segmentation strategy covering the mass market, waste management services, premier commercial and residential segments, and other facilities. This approach enabled us to accelerate the promotion and market penetration of "Premier Custodian Services Ltd" and "Waihong Integrated Green Services Ltd". As a result, the two companies successfully secured 19 contracts from commercial clients and various government departments, highlighting the effectiveness of our targeted market strategy, risk diversification, and growing recognition of our service capabilities.

We have successfully secured contracts from commercial clients and various government departments, highlighting the effectiveness of our targeted market strategy, risk diversification, and growing recognition of service capabilities.

We have also introduced advanced information systems and robotics, including smart toilet systems, drones, and robotic equipment, as well as self-developed platforms such as the "Check-in Easy" attendance system and the "ComEasy" communication and inspection system to improve productivity, cost advantages and risk control. The Group will continue to optimise its tendering strategy and recruit talent, with a focus on green waste management and high-end office buildings, shopping malls and hotels where service quality and innovation are highly valued. Overall, we are optimistic about the future of the industry.

Insurance – As noted in the F&S Research, Nova is the largest local insurance broker in Hong Kong, a testament to our operational excellence and industry-leading standards. With a 38-year track record, it generates stable gross insurance brokerage revenue across economic cycles by providing corporate and individual clients with one-stop risk management and insurance solutions covering property, casualty, construction, employee benefits and cybersecurity. Despite a challenging economic environment and client expectations for lower premiums, demand is shifting towards comprehensive solutions and professional advice to address business risks. We will capitalise on these new opportunities to offset the impact of weaker construction-related business and maintain moderate growth. To meet this growing demand, we will strengthen client relationships, help clients identify areas of unprotected risk, and expand our network by forging closer ties with industry associations and international partners.

Through Beijing Nova, a national insurance broker founded in 2003 and regulated by the National Financial Regulatory Administration in the PRC, we have expanded our geographic footprint and enhanced our cross-border service capabilities, particularly in the Greater Bay Area. This has also created substantial cross-selling opportunities for our existing operations. Beijing Nova has formed strategic partnerships with several global partners, enabling it to participate in regional and global programmes. Furthermore, building on the collaboration established in January last year, Nova will continue to deepen its strategic cooperation with Towngas Lifestyle (China) Company Limited ("Towngas Lifestyle"), a wholly-owned subsidiary of Towngas. The aim is to deliver comprehensive insurance brokerage services to over 40 million Towngas household customers in Hong Kong and the Chinese Mainland.

Technical Services – This division, comprising Far East Engineering Services and Turning Technical Services, is experiencing growing demand for small to medium scale capital works, term maintenance, major alterations & additions works and system upgrades across commercial and residential buildings, hospitals, government properties and educational institutions.

With Hong Kong implementing the Climate Action 2050 Carbon Neutral Policy, demand for energy conservation and decarbonisation solutions, including chiller plant upgrades and replacements, is expected to increase. During the Year, we leveraged our expertise in chiller replacement to secure related contracts, including projects for the Hong Kong Racing Club and Link REIT. Additionally, we expect to complete this year a major contract with CLPe for Hong Kong's first zero-carbon chiller system at Chinachem Group's Nina Tower. We have since won 40 energy-efficiency contracts with a total contract sum exceeding HK$600 million. In Macau, the division was awarded several hotel renovation and system enhancement contracts during the Year.

Environment – This division, encompassing three business lines: Environmental Solutions, Smart Solutions and Green Solutions. It aims to capitalise on the growing public awareness of environmental issues and sustainability.

Environmental Solutions – Our areas of focus include water treatment, indoor air quality ("IAQ") monitoring, and environmental consultancy and assessment services. These areas are increasingly important for enhancing building performance, meeting regulatory requirements and safeguarding occupant wellbeing.

Smart Solutions – We are continuing to scale up our electric vehicle ("EV") charging infrastructure for residential properties, having installed charging equipment at over 6,000 parking spaces to date, and our IoT business.

Green Solutions – Benefitting from government greening policies, urban planning initiatives and support schemes, our landscape services are expanding. We provide landscape design, tree sales and planting, and comprehensive arboricultural and horticultural services to prestigious clients, helping the city adapt to climate risks and advance sustainability goals.

Security & Concierge – General Security, which holds all three local security service licences, is the second-largest security and guarding services provider in Hong Kong, according to the F&S Research. The study notes that, with growing number of events and housing supply in Hong Kong, the security guarding and concierge services market is expected to reach HK$36.3 billion by 2031, growing at a CAGR of 4.6% between 2027 and 2031. During the Year, General Security provided support for around 110 mega events in Hong Kong, demonstrating its ability to manage multiple concurrent events with a combined attendance of over 100,000. Perfect Event, meanwhile, has continued to meet the service needs of local conferences, conventions and exhibitions. In light of advancements in electronic security – particularly in alarm systems, video surveillance and integrated platforms – we are strengthening synergies with our Environment division to capture emerging opportunities and consolidate its market position.

We are strengthening synergies between our Security & Concierge and Environment divisions to align with recent advancements in electronic security, in order to capture emerging opportunities and consolidate our market position.

E&M Engineering

Hong Kong

The Group's E&M Engineering segment, comprising FSE Engineering Group, Majestic Engineering Group and Young's Engineering Group, is currently one of the two dominant service providers in Hong Kong. They focus on projects of high capital investments. Major projects currently underway include the District Court at Caroline Hill Road, the Tuen Mun South Extension MTRC Station, the New Public Market in Tin Shui Wai, the Urban Renewal Authority's Joint-user Complex and Public Open Space in Sham Shui Po, the Third Runway Concourse and Apron Works, a public housing development in Kowloon Bay and a dedicated rehousing estate in Ma Tau Kok. Major tenders submitted or being prepared include the hotel development in Ap Lei Chau, the Event Centre and Spectacle Theatre in Macau, a private residential development in Fanling, and public housing in Ma On Shan.

Looking ahead, Hong Kong's contracting industry will continue to face a complex environment in the near term. However, the Northern Metropolis Development offers clear prospects for business growth in medium to long term. Future growth is expected to be supported by its housing and university town projects, as well as infrastructure initiatives. In addition, the government is progressing a series of railway projects – including the Northern Link Main/Spur Line and the Hong Kong-Shenzhen Western Rail Link – aimed at enhancing connectivity within the Northern Metropolis, across Hong Kong, and with the wider Greater Bay Area. Although the private residential and commercial sectors are showing signs of recovery and the Construction Industry Council expects average E&M construction expenditure to exceed HK$57 billion in FY2027/28, the local E&M services market continues to face intense competition, particularly from PRC-based players. Prolonged project delays and rising counterparty risks will add to these operating challenges. In response, management is working to optimise the Group's tendering strategy and cost management. To maintain our leading market position, we continue to invest in talent

development through structured training and the sharing of advanced digital construction skills. We are also progressively deploying our proven technological strengths, including Building Information Modelling ("BIM"); the Multi-Trade Integrated Mechanical, Electrical & Plumbing ("MiMEP") system combined with off-site modular prefabrication, and the Integrated Operations Centre ("IOC") technology platform, to enhance efficiency, safety and quality, thereby positioning the Group to secure future large-scale projects in Hong Kong and Macau.

Chinese Mainland

During the Year, the operating environment in the Chinese Mainland remained challenging, mainly due to the prolonged weakness in the property market and its impact on the investment appetite of our key Hong Kong-based customers. These headwinds put pressure on the performance of our portfolio. In response, we focused on reinforcing financial resilience through improved working capital management, operational efficiency and cost optimisation. With over 40 years of industry experience and as one of the few Hong Kong-based E&M general engineering contractors with Class I qualification in China, it is well placed to expand its project coverage. Over the past year, we have embarked on sizeable mixed-use development projects in major cities such as Shenzhen, Shanghai, Hangzhou and Kunming. The Group will continue to strengthen its business presence in the Chinese Mainland, capitalising on its supply and installation expertise and well-established brand.

Macau

During the Year, a series of mega entertainment events and Central Government measures provided strong support to Macau's economy and tourism industry. In 2023, the six casino operators, which were granted 10-year concessions, pledged nearly US$15 billion to develop the city as a world-class tourist destination. Consequently, from this year onwards, there is expected to be an increase in relevant investments and E&M tenders, guest room renovations and MICE space enhancement. As a major E&M service provider with more than 30 years' experience in Macau, we are well placed to capture these business opportunities.

Conclusion

Despite the challenges ahead, the Group is confident in its development prospects. We will continue to seek new business opportunities to expand our operations and maximise shareholder value.

We are focused on reinforcing financial resilience through improved working capital management, operational efficiency and cost optimisation.

On behalf of the Board, we express deep sorrow at the passing of our Independent Non-Executive Director, Mr. Gordon Kwong, in July this year. We are indebted to his dedicated service, wise counsel and valuable contributions to the Group, and extend our heartfelt condolences to his family.

We sincerely thank all shareholders, customers and business partners for their unwavering support. We also extend our appreciation to the management team and all employees for their tireless efforts. As always, we are fully committed to ensuring the Group's long-term development and its ability to provide fair returns to shareholders.

Dr. Cheng Kar Shun, Henry
Chairman

Mr. Doo Wai Hoi, William
Chairman

Hong Kong, 28 September 2026

Board of Directors and Senior Management

Board of Directors



Dr. Cheng Kar Shun, Henry *GBM, GBS*

Chairman and Non-executive Director

Dr. Cheng, aged 79, was appointed as the Chairman and Non-executive Director of the Company in August 2015. Dr. Cheng assumes an advisory role in respect of the overall strategic planning of the Group. Dr. Cheng has substantial corporate management experiences in a wide range of industries and has been assuming management roles in various listed public companies in Hong Kong, including the Chairman and an executive director of New World Development Company Limited, CTF Services Limited, Chow Tai Fook Jewellery Group Limited and New World Department Store China Limited, and the Chairman and a non-executive director of CTF Media & Entertainment Limited (formerly known as i-CABLE Communications Limited). Dr. Cheng is the Chairman of the Advisory Council for The Better Hong Kong Foundation. He was a Standing Committee Member of the Twelfth Chinese People's Political Consultative Conference of The People's Republic of China. Dr. Cheng was awarded the Gold Bauhinia Star and the Grand Bauhinia Medal in 2001 and 2017 respectively by the Government of the Hong Kong Special Administrative Region. Dr. Cheng is the brother and brother-in-law of Mrs. Doo Cheng Sau Ha, Amy and Mr. Doo Wai Hoi, William respectively, with Mrs. Doo Cheng Sau Ha, Amy being one of the controlling shareholders of the Company. He is also the uncle of Mr. Doo William Junior Guilherme.



Mr. Doo Wai Hoi, William *BBS, JP*

Chairman and Executive Director

Mr. Doo, aged 82, was appointed as the Chairman and Executive Director of the Company in March 2024. He was the alternate director to Dr. Cheng Kar Shun, Henry from December 2021 to March 2024. He is the Vice-chairman and non-executive director of New World Development Company Limited and an independent non-executive director of Shanghai Industrial Urban Development Group Limited, both being listed public companies in Hong Kong. Mr. Doo is a non-executive director of Lifestyle International Holdings Limited which was a listed public company in Hong Kong where its listing was withdrawn on 20 December 2022.

Mr. Doo is the Chairman and director of Fungseng Prosperity Holdings Limited. He is a Justice of the Peace appointed by the Government of the Hong Kong Special Administrative Region, and was awarded the Bronze Bauhinia Star by the Government of the Hong Kong Special Administrative Region in 2021. He is also the Honorary Consul General of the Kingdom of Morocco in Hong Kong and Macau, and a Governor of the Canadian Chamber of Commerce in Hong Kong. He was promoted to the Officier de l'Ordre National de la Légion d'Honneur by the Republic of France in 2019. Mr. Doo is the spouse of Mrs. Doo Cheng Sau Ha, Amy, being one of the controlling shareholders of the Company, and father of Mr. Doo William Junior Guilherme. He is also the brother-in-law of Dr. Cheng Kar Shun, Henry.



Mr. Lam Wai Hon, Patrick

Executive Vice-Chairman and Chief Executive Officer
(also acts as alternate director to Dr. Cheng Kar Shun, Henry)

Mr. Lam, aged 64, was appointed as an Executive Director and a member of the Remuneration Committee of the Board in April 2016, and became the Vice-Chairman of the Company in January 2017, and was redesignated as Executive Vice-Chairman of the Company in June 2022. He was further appointed as the alternate Director to Dr. Cheng in March 2024 and the Chief Executive Officer of the Company and a member of the Nomination Committee of the Board in July 2024. He is on the boards of various members of the Group, and is responsible for the overall strategic planning of the Group. Mr. Lam is currently an executive director and the chief executive officer of FSE Holdings Limited, a controlling shareholder of the Company. He was a non-executive director of CTF Services Limited, a listed public company in Hong Kong, up to his retirement on 25 November 2020 when he was appointed as the alternate director to Mr. Doo William Junior Guilherme, a non-executive director of CTF Services Limited. Mr. Lam is a fellow of the Hong Kong Institute of Directors, the Hong Kong Institute of Certified Public Accountants, the Institute of Chartered Accountants in England and Wales, and the Chartered Professional Accountants of Ontario, Canada. He is a council member of The Hong Kong Management Association, and a member of the Board of Governors of the Technological and Higher Education Institute of Hong Kong (THEi). He is also acting Chairman of the Asia Advisory Board of the Ivey Business School, Western University, Canada; a founding director of the University of Edinburgh Hong Kong Foundation; and a Member of the Hong Kong Essex Global Leader Network, University of Essex. In addition, Mr. Lam is a Governor of the Canadian Chamber of Commerce in Hong Kong. Mr. Lam is a Chevalier of the Order of National Merit of France, an honorary Doctor of Laws from the Ivey Business School, Western University, Canada; and an honorary Doctor of University from the Essex University, England.



Mr. Doo William Junior Guilherme *BBS, JP*

Executive Director

Mr. Doo, aged 52, joined the Group in June 2014 and is an Executive Director of the Company and a member of each of the Remuneration Committee and the Nomination Committee of the Board. He also sits on the boards of various companies within the Group, and is primarily responsible for the overall strategic planning, overseeing business development and major management decisions for the Group. Mr. Doo is also an executive director and Deputy Chief Executive Officer of FSE Holdings Limited, a controlling shareholder of the Company. Mr. Doo is a solicitor admitted in Hong Kong and is currently a non-practising solicitor in England and Wales. Mr. Doo is a Member of the National Committee of the Fourteenth Chinese People's Political Consultative Conference. He is a Justice of the Peace of Hong Kong, and is awarded the Bronze Bauhinia Star by the Government of the Hong Kong Special Administrative Region. Prior to joining the Group, Mr. Doo had legal practice experience in one of the largest global law firms specialising in finance and corporate transactions. Mr. Doo is a non-executive director of CTF Services Limited and an independent non-executive director of The Bank of East Asia, Limited, both being listed public companies in Hong Kong. He is also an independent director of Shengyi Technology Co., Ltd., a listed public company in Shanghai. Mr. Doo is the son of Mr. Doo Wai Hoi, William and Mrs. Doo Cheng Sau Ha, Amy, with Mrs. Doo Cheng Sau Ha, Amy being one of the controlling shareholders of the Company. Mr. Doo is also the nephew of Dr. Cheng Kar Shun, Henry.



Mr. Lee Kwok Bong

Executive Director

Mr. Lee, aged 55, joined the Group in July 2010 and is an Executive Director of the Company, Chairman of the Risk Management Committee and a member of the ESG Committee of the Board. He is also on the boards of various companies within the Group. Mr. Lee is primarily responsible for the overall strategic planning and financial management of the Group. He has been the Chief Financial Officer of FSE Holdings Limited, a controlling shareholder of the Company, since August 2010.

Mr. Lee holds a Bachelor's degree in Business Administration in Accounting, a Master of Science degree in Finance and a Bachelor's degree in Chinese Legal System. He is an associate member of the Hong Kong Institute of Certified Public Accountants, a member and a Chartered Global Management Accountant of the American Institute of Certified Public Accountants, and a fellow of the Hong Kong Institute of Directors. Mr. Lee has more than 30 years of experience in auditing, financial management, accounting and corporate governance in Hong Kong and the PRC.

Mr. Soon Kweong Wah

Executive Director



Mr. Soon, aged 67, joined the Group in May 1983 and is an Executive Director of the Company and a member of the ESG Committee and the Risk Management Committee of the Board. Mr. Soon also sits on the boards of various companies within the Group, and is primarily responsible for the overall operational management and business performance control of the Group's E&M Engineering installation business in Hong Kong, as well as directing the research and analysis on the business opportunities and assessing potential markets and projects for this business unit.

Mr. Soon holds a Bachelor's degree in engineering and a Master's degree in engineering from the University of Hong Kong. He also holds a Master's degree in finance from The City University of Hong Kong and an Executive Master of Business Administration degree in management from the Richard Ivey School of Business (Asia) (now known as Ivey Business School), the University of Western Ontario (also known as Western University) in Canada. Mr. Soon has over 40 years of experience in the building services sector and installation of construction industries, and has handled various renowned engineering and construction projects of the Group in Hong Kong, Macau, PRC and South East Asia.

Mr. Soon is an active member of various academic institutions and external associations. He is now a Finance and Administration Committee Chairman of the Hong Kong Federation of Electrical and Mechanical Contractors Limited and a Council Member of the Hong Kong E&M Contractors' Association Limited. He is a chartered engineer of the Engineering Council in the United Kingdom, a registered professional engineer in building services and electrical engineering of the Hong Kong Engineers Registration Board, a fellow member of the Hong Kong Institution of Engineers, where he also served as the appointed member of its Building Services Discipline Advisory Panel from 2011 to 2017, and a fellow of the Hong Kong Institute of Directors. Mr. Soon was the Chairman of the Chartered Institution of Building Services Engineers (Hong Kong Region) from 2007 to 2008 and is now a fellow member of the institution.



Dr. Cheng Chun Fai

Executive Director

Dr. Cheng, aged 68, joined the Group in April 2018 and was appointed as an Executive Director of the Company and the Chairman of the ESG Committee of the Board in January 2021 and February 2022 respectively, and is primarily responsible for business development and operation of the Group. He is also a director of certain subsidiaries of the Company and Director of Operations and Corporate Development in FSE Holdings Limited, a controlling shareholder of the Company. Before joining the Group, Dr. Cheng has worked for New World Group for over 30 years. Dr. Cheng obtained a Master of Business Administration from the University of South Australia in 2008, a Certificate in China Affair Study from The Beijing University in 2008, a Master of Laws in Chinese Business Law from the Open University of Hong Kong (now known as Hong Kong Metropolitan University) in 2010 and a Doctor of Philosophy in Business Administration from the Bulacan State University in 2012. He has over 25 years' experience in operational management in different industries. He is also the Chairman of the Executive Committee of The Council of Hong Kong Professional Associations Limited and a member of the executive committee, the chairperson of the Fundraising and Social Enterprise Committee of The Hong Kong Society for Rehabilitation. Dr. Cheng is a member of the Hospital Governing Committee and the Hospital Safety Committee of MacLehose Medical Rehabilitation Centre of Hong Kong West Cluster and Cluster Tender Board Member of Hong Kong Island Cluster of Hospital Authority. He is also a fellow of the Hong Kong Institute of Directors.



Mr. Chan Ju Wai

Executive Director, Chief Financial Officer and Company Secretary

Mr. Chan, aged 58, joined the Group in May 2001 and is an Executive Director, the Chief Financial Officer and Company Secretary of the Company. Mr. Chan also serves as a director of certain subsidiaries of the Company and as the company secretary of various subsidiaries of the Company. Mr. Chan is primarily responsible for overseeing the Group's financial management, treasury, investor relations, legal and corporate governance functions.

Mr. Chan has accumulated more than 30 years of professional experience in auditing, finance and accounting having worked at an international accounting firm, multi-national corporation and publicly listed companies. He holds a Master's degree with distinction in accountancy from the Lingnan University in Hong Kong and a Master's degree with credit in Business Administration from the University of Sunderland in the United Kingdom. He is currently a fellow of the Institute of Public Accountants in Australia, the Institute of Certified Management Accountants in Australia, the Institute of Financial Accountants in the United Kingdom and the Hong Kong Institute of Directors. Additionally, he was inducted as a member of the Lingnan University Chapter of Beta Gamma Sigma, the international honor society for collegiate schools of business.



Mr. Hui Chiu Chung, Stephen *JP*

Independent Non-executive Director

Mr. Hui, aged 79, was appointed as an Independent Non-executive Director of the Company, and the Chairman of the Remuneration Committee and a member of each of the Audit Committee and the Nomination Committee of the Board in November 2015. Mr. Hui has 50 years of experience in the securities and investment industry. He had for years been serving as a member and Second Vice-chairman of Council of the Stock Exchange, a member of the Advisory Committee of the Hong Kong Securities and Futures Commission, a director of the Hong Kong Securities Clearing Company Limited, a member of the Listing Committee of the Stock Exchange, an appointed member of the Securities and Futures Appeal Tribunal, a member of Standing Committee on Company Law Reform, a member of the Committee on Real Estate Investment Trusts of the Hong Kong Securities and Futures Commission, an appointed member of the Hong Kong Institute of Certified Public Accountants Investigation Panel A and also a government appointed independent non-executive director of Hong Kong Exchanges and Clearing Limited. He was also an appointed member of Zhuhai Municipal Committee of the Chinese People's Political Consultative Conference from 2006 to 2017 and was a member of Hengqin New Area Development Advisory Committee, and Hong Kong and Macao Legal Issues Expert Group of The Administrative Committee of Hengqin New Area, Zhuhai. Mr. Hui is an independent non-executive director of a number of listed public companies in Hong Kong, including Agile Group Holdings Limited, China South City Holdings Limited (in liquidation) and Gemdale Properties and Investment Corporation Limited. He is also a non-executive director of Luk Fook Holdings (International) Limited, also a listed public company in Hong Kong, and an independent non-executive director of Lifestyle International Holdings Limited which was a listed public company in Hong Kong where its listing was withdrawn on 20 December 2022. He was an independent non-executive director of HK Acquisition Corporation (which was a listed public company in Hong Kong where its listing was withdrawn on 29 October 2024) and SINOPEC Engineering (Group) Co., Ltd (a listed public company in Hong Kong) up to his resignation on 30 October 2024 and 8 November 2024 respectively. Mr. Hui is a fellow of The Hong Kong Institute of Directors and a senior fellow of the Hong Kong Securities and Investment Institute.



Mr. Lee Kwan Hung, Eddie

Independent Non-executive Director

Mr. Lee, aged 61, was appointed as an Independent Non-executive Director of the Company, and the Chairman of the Nomination Committee and a member of each of the Audit Committee and the Remuneration Committee of the Board in November 2015. Mr. Lee is an independent non-executive director of a number of listed public companies in Hong Kong, including ZXZN Qi-House Holdings Limited (appointed on 15 September 2026), Embry Holdings Limited, Newton Resources Ltd and Tenfu (Cayman) Holdings Company Limited. He was an independent non-executive director of NetDragon Websoft Holdings Limited and Ten Pao Group Holdings Limited, both being listed public companies in Hong Kong, up to his retirement on 5 June 2025 and 12 June 2026 respectively. He obtained a Bachelor of Laws (Honours) degree from the University of Hong Kong in 1988 and was admitted as a solicitor in Hong Kong in 1991 and in the United Kingdom in 1997. He was a partner of Woo, Kwan, Lee & Lo and is currently a consultant of Howse Williams. Mr. Lee was successively a manager and a senior manager of the Listing Division of the Stock Exchange from December 1992 to April 1994.



Ms. Leung Wan Chong Christine

Independent Non-executive Director

Ms. Leung, aged 45, was appointed as an Independent Non-executive Director of the Company in February 2024. She is also a member of the Audit Committee, the Nomination Committee and the ESG Committee of the Board. She has practiced as a barrister in Hong Kong for over 15 years. She obtained a Bachelor's degree in Economics from the London School of Economics and Political Sciences in 2002, a Postgraduate Diploma in Law from the College of Law, United Kingdom in 2003 and a Postgraduate Certificate in Laws ("PCLL") from the University of Hong Kong in 2005. She was called to the Bar in Hong Kong in 2006. Ms. Leung has a broad-based criminal and civil practice, undertaking work in all aspects of contractual and commercial disputes and personal injury. She was a lecturer for the Practicing Certificate Law Examination at the Hong Kong Institute of Certified Public Accountant and a lecturer of corporate and business law for the Association of Chartered Certified Accountants from 2007 to 2013. Ms. Leung has also been a non-clinical lecturer for PCLL at the Faculty of Law at the University of Hong Kong since 2022.
Ms. Leung is an independent non-executive director of TK Group (Holdings) Limited, the shares of which are listed on the Main Board of the Stock Exchange.

Ms. Leung is serving on various advisory committees of the Hong Kong Government and social service offices. She has served as a board member of the Hong Kong Dance Company from October 2020, co-opted member of the audit committee of the West Kowloon Cultural District Authority from January 2021, member of the Committee on the Promotion of Civic Education of the Home Affairs Bureau from April 2021, member of the Advisory Committee on Post-service Employment of Civil Servants from July 2021, member of the Agency for Voluntary Services – Planning & Services Committee of the Hong Kong Volunteer Recognition Scheme Organizing Committee from December 2021, chairman of the Appeal Tribunal Panel (Buildings) from December 2021, council member of the Hong Kong Committee for UNICEF from July 2022, member of District Fight Crime Committee (Kowloon City District) from April 2024 and member of the Independent Commission on Remuneration for Members of the District Councils from August 2025.



Mr. Martin Nicholas Hadaway *JP*

Independent Non-executive Director

Mr. Hadaway, aged 75, was appointed as an Independent Non-executive Director of the Company in November 2025. Mr. Hadaway has over 45 years of solid and extensive experience in the construction industry in Hong Kong. From 1990 to 1995, he served as an executive director of one of the largest construction companies in Hong Kong, before being appointed chief executive officer from 1995 to 2005. During his tenure, he led the delivery of numerous landmark projects in Hong Kong. Currently, he serves as a board member and chairman of risk committee of one of Australia's leading construction and transport companies. His public service record includes his appointment as a Justice of the Peace of Hong Kong, and he was a council member of the Vocational Training Council. He was also a founding Governor of Maggie's Cancer Caring Centre in Hong Kong, reflecting his long-standing commitment to community service.

Mr. Hadaway holds a Bachelor of Science degree in Building from Aston University (formerly known as the University of Aston in Birmingham). He is a fellow member of the Hong Kong Institution of Engineers and a member of the Chartered Institute of Building.

Mr. Ho Chi Keung

Independent Non-executive Director



Mr. Ho, aged 65, was appointed as an Independent Non-executive Director of the Company and the Chairman of the Audit Committee of the Board in August 2026. Mr. Ho had worked with PricewaterhouseCoopers ("PwC") for 38 years of which he was an audit partner since 1996 until retired in 2021. During his tenure with PwC, Mr. Ho gained extensive accounting and auditing experience and had been involved in a number of transactions relating to various leading companies in Hong Kong and Chinese Mainland, including initial public offerings, group restructurings, major transactions and bond issues. He has also served as an independent non-executive director of Tai Sang Land Development Limited, a company listed on The Stock Exchange of Hong Kong Limited, since 24 May 2024.

Senior Management

Corporate Management



Mr. Kwan Chun Kit, Terry
Director of Human Resources

Mr. Kwan, aged 56, rejoined the Group in November 2021 and currently serves as Director of Human Resources of the Company and the E&M Engineering Group. He is also a member of the ESG Committee of the Board. Mr. Kwan first joined the Group in 2019. He is responsible for the Group's overall human resources management and strategic human capital planning, including talent development and management, employer branding, compensation and benefits, and performance management.

Mr. Kwan has more than 35 years of experience in human resources management across the hospitality, convention and exhibition sectors. He graduated from Les Roches in Switzerland with a qualification in hotel management and completed a professional development programme in Human Resources Management at Cornell University in New York. Mr. Kwan is a member of the Career Development Advisory Committee of Hong Kong Metropolitan University. He previously served as a member of the Industry Advisory Committee of the School of Hotel and Tourism Management at The Hong Kong Polytechnic University from 2014 to 2019.



Mr. Leung Wai Shing, Bevis
General Manager – Corporate Affairs

Mr. Leung, aged 62, is the General Manager – Corporate Affairs of the Group and also the Joint Managing Director of Urban Group. He has over 30 years of proven experience and exposure in real estate and land administration, property investment and development, property and facilities management. He specializes in corporate development, marketing and communications, as well as internal control and governance. Mr. Leung is a seasoned crisis communication strategist, adept at maintaining stakeholder trust and safeguarding organisational reputation.

Mr. Leung joined Urban Group in 1994 and has been actively participating in all business development, corporate management and affairs, quality control, operations in property and facility management, integrated marketing communications, customer relationship management, brand building, risk management and corporate governance activities.

Mr. Leung holds a Postgraduate Diploma in Journalism (majoring in Public Relations and Advertising), and a Master's in Business Administration from the Keele University in UK in 1991 and a Postgraduate Diploma in Mass Communications from the Leicester University in 2000. He also obtained a Master's in Real Estate (Land Administration) from the University of Hong Kong in 2006 and a Master's in Financial Management from the Middlesex University in UK in 2016.

Currently, he is the Treasurer of the Hong Kong Association of Property Management Companies Limited, a member of the Property Management Services Authority, and a member of the Security and Guarding Services Industry Authority. He is a member of the Chartered Institute of Marketing of the UK and a Chartered Marketer. He is also a Fellow of the Hong Kong Institute of Directors and a Member of the Hong Kong Institute of Facility Management.

Property Asset Management Services



Dr. Cheng Kam Wah

Managing Director – Urban Group and International Property Management

Dr. Cheng, aged 67, has been the Managing Director of Urban Group and International Property Management since February 2002. Dr. Cheng has over 45 years substantial experiences in real estate, property asset management and facility services. He is responsible for the formulation of strategic directions, corporate business development, operations and management systems enhancement as well as new market development activities of Urban Group and International Property Management.

Dr. Cheng holds a Bachelor of Science Degree (Hons) in Estate Management from the University of Reading, UK, a Master Degree in Business Administration from the University of Hull, UK, and a Doctor of Philosophy Degree in Business and Management from the University of South Australia, Australia. He is a Fellow of the Hong Kong Institute of Housing, the Chartered Institute of Housing, the Hong Kong Institute of Surveyors, the Royal Institution of Chartered Surveyors, the Hong Kong Institute of Directors and the Hong Kong Institute of Facility Management. He is also a Registered Professional Housing Manager, a Registered Professional Surveyor (General Practice) (Property and Facility Management), a Fellow Professional Facility Manager and a Licensed Estate Agent.

Currently, Dr. Cheng is the Vice President of the Property Management Industry Training Advisory Committee of Education Bureau and Vice President of HKU SPACE ALUMNI Council.



Mr. Chow Wing Kit, Eric

Managing Director – FSE Property Asset Management Group

Mr. Chow, aged 59, is Managing Director of FSE Property Asset Management Group, spearheading its strategic vision and corporate development. The group encompasses FSE Investment Properties Management Limited, FSE International Realty Limited, Kiu Lok Service Management Company Limited and KL Property Management Limited, delivering comprehensive services in asset management, investment, property valuation, leasing & sales agency, and property management.

Mr. Chow joined the Group in 2023 with over 40 years of industry experience. Having held senior executive roles at major Hong Kong and Chinese property developers, he brings profound expertise and strategic leadership.

Mr. Chow holds an MBA from Collège de Paris and serves as Vice President of both the Hong Kong Institute of Certified Property Managers and The Federation of Hong Kong Property Management Industry, as well as a Founding Member of the Hong Kong Property and Facilities Management Association of the Greater Bay Area, a member of the Hong Kong Institute of Directors, The Chartered Institute of Housing (CIH) and The Hong Kong Institute of Housing. Mr. Chow also holds a Tier 1 Property Management Practitioner license and Estate Agent license in Hong Kong.

Supporting Services



Mr. Chung Wai Man

Managing Director – Waihong Services Group

Mr. Chung, aged 68, is the Managing Director of Waihong Services Group. He joined Waihong in 1978 which has become a member of the Group since April 2018. Mr. Chung has accumulated over 40 years' experience in the cleaning and environmental industry, and is responsible for the stipulation of business directions, management control and operation systems enhancement as well as new market development activities of the Group's sanitation, cleaning and environmental services businesses.

Mr. Chung holds a Bachelor of Business Administration in Corporate Administration. He was the Executive Committee and the Chairperson of Tendering Principles Sub-Committee of the Environmental Contractors Management Association (2013–2017). He was also the Chief Secretary of Environmental Services Contractors Alliance (Hong Kong) in 2013–2017.



Ms. Sze Kut

Director and General Manager – Waihong Services Group

Ms. Sze, aged 53, joined Waihong Services Group in 2010 and was appointed the Director and General Manager of Waihong Services Group in June 2025. Ms. Sze is primarily responsible for the overall management of Waihong, including finance, procurement, operations and corporate administration functions of Waihong.

Before joining Waihong, Ms. Sze has worked for an international audit firm. She has also worked for New World Group in the Merger and Acquisition division and also worked as financial controller of subsidiaries of NWS Holdings Group (now known as CTF Services Group).

Ms. Sze graduated from The University of Maryland at College Park with a Bachelor's degree in Accounting and obtained a Master of Science Degree in Finance from The University of Michigan-Dearborn.

She is currently the Chairperson of Tendering Principles Sub-Committee of The Environmental Contractors Management Association.



Ms. Au Fung Ming, Rebecca

Managing Director – Nova Insurance Group

Ms. Au, aged 57, joined Nova Insurance in 1994 and is the Managing Director of Nova Insurance Group overseeing Nova Insurance Group's operations in Hong Kong, Macau and Chinese Mainland. Her responsibilities include managing business development and corporate administrative management across these regions. In addition to this role, she contributes to the Group's overall strategic direction and operational excellence.

Ms. Au holds a Master Degree of Laws in Chinese Business Law from the Chinese University of Hong Kong and a Master Degree of Professional Accounting from the Hong Kong Polytechnic University. She is a Fellow Member of the Association of Chartered Certified Accountants, and an Associate member of the Hong Kong Chartered Governance Institute and the Chartered Governance Institute.

With Ms. Au's broad spectrum of professional knowledge and extensive experience spans more than three decades, she develops and oversees initiatives and strategies resulting in driving long term success of Nova Insurance Group.



Mr. Wong Chip King, Conrad

Managing Director – Beijing Nova

Mr. Wong, aged 60, joined the Nova Insurance Group in 2013 and is responsible for managing our China operation. Graduated from the University of Hong Kong, Mr. Wong brought with him over 35 years solid experience in insurance having worked in leading insurance broking firm and credit insurer. Prior to joining Nova Insurance, Mr. Wong was Commercial Director of the world's largest credit insurer, responsible for all commercial activities including market management, distribution and underwriting in Greater China and Korea. At his time as a broker, he was involved in handling all types of property and casualty insurance for large corporates and very familiar with the London market.

In addition to his current position, Mr. Wong is a member of the executive board of Brokerslink AG, Zug, a global broking company that owns and manages a worldwide insurance broking network. He heads up the Group's international insurance broking business, and is responsible for cultivating and managing strategic relationships, as well as exploring collaborative opportunities that drive business growth.



Mr. Yu Shek Chung

Director and General Manager – Far East Engineering Services Group

Mr. Yu, aged 54, joined the Group in 1996 and is the Director and General Manager of Far East Engineering Services Limited. He is mainly responsible for the overall management and business performance control of the technical support and maintenance business in both Hong Kong and Macau, as well as operating the research and analysis on the business opportunities and assessing potential markets and projects for the business units. Mr. Yu has over 25 years' experience in the E&M Engineering business in Hong Kong.

Mr. Yu holds a Bachelor's degree in Manufacturing Engineering from McMaster University, Canada and a Master's degree in Building Services Engineering from the University of Hong Kong. He is currently a member of the Hong Kong Institution of Engineers, a member of Chartered Institution of Building Services Engineers, a fellow member of Society of Operations Engineers, a chartered environmentalist of Society of the Environment, a member of Hong Kong Institute of Facility Management, a registered energy assessor of Electrical and Mechanical Services Department and a registered professional engineer in the Engineers Registration Board of Hong Kong. Besides, Mr. Yu is an Authorised Signatory of Registered Specialist Contractors (Ventilation Works Category) in Hong Kong.



Mr. Ko Ngai Chun

Director and General Manager – FSE Environmental Solutions Group

Mr. Ko, aged 41, joined the Group in July 2016 and is the Director and General Manager of FSE Environmental Solutions Group. He is responsible for the overall management and business development of the environmental and landscaping business and trading of building materials of the Group.

Mr. Ko holds a Bachelor's degree in Science in Accounting and Finance from the University of Warwick in the United Kingdom. He is a member of the Hong Kong Institute of Certified Public Accountants. Prior to joining the Group, he had worked in an international accounting firm and financial institution.



Mr. Chan Ching Pong, Kelvin

Director and General Manager – General Security Group

Mr. Chan, aged 52, joined the Group in October 2025 and currently serves as Director and General Manager of General Security Group and Perfect Event Services Limited. He is responsible for overall performance of the business, including client service, operational delivery, people leadership, compliance, and financial management.

Mr. Chan has more than 25 years of experience in property, facilities, and project management across Hong Kong and Chinese Mainland. Prior to joining the Group, he held senior positions with renowned property and facilities management companies, overseeing facilities management, operations, leasing and licensing for retail malls, Grade A offices and mega-size infrastructure portfolios.

Mr. Chan holds a Master of Housing Management from The University of Hong Kong and a Bachelor of Arts in Economics from Simon Fraser University, Canada. He is a Professional Member of the Royal Institution of Chartered Surveyors (RICS) and served as a Panel Assessor.



E&M Engineering

Mr. Au Kai Ming, Francis

Managing Director – FSE Engineering Group

Mr. Au, aged 64, joined the Group in October 2023 and is the Managing Director of the FSE Engineering Group. He is responsible for overseeing the commercial team, leading the business development team, and promoting business and cross-selling for the group of companies.

Mr. Au graduated from the University of Reading in the UK and joined a leading international consultancy company, and he was the Growth Director of Greater China overseeing the operation and management of the business in Hong Kong, Macau and Chinese Mainland. He has over 40 years of experience in quantity surveying services of many types of construction projects, including civil and infrastructure works, residential, commercial, industrial, educational, healthcare and hospitality projects.

Mr. Au is a Fellow of the Hong Kong Institute of Surveyors, the Royal Institution of Chartered Surveyors, and the Hong Kong Institute of Facility Management. He is also a Registered Professional Surveyor (Quantity Surveyor), and he served as Chairman of Association of Consultant Quantity Surveyors from 2015 to 2019. Mr. Au furthered his profession through prestigious programmes such as the Major Projects Leadership Programme of the Saïd Business School - University of Oxford. He received the Chief Executive's Commendation for Community Service in recognition of his contribution to Construction Industry in 2023 and QS Awards of Excellence from Hong Kong Institute of Surveyors in 2024. Mr. Au is serving in Governance and Quality Committee of Hong Kong Green Building Council.



Mr. Cheung Chi Wai

Deputy Managing Director – FSE Engineering Group

Mr. Cheung, aged 62, joined the Group in 1989 and is the Deputy Managing Director of the FSE Engineering Group. He is mainly responsible for the overall management and business performance control of the Group's E&M Engineering projects, and supervision of contracts managers, project managers and engineers as well as operating the research and analysis on the business opportunities and assessing potential markets and projects for the business units. Mr. Cheung has over 35 years' experience in the E&M Engineering business in Hong Kong, Macau and Chinese Mainland.

Mr. Cheung holds a Bachelor's degree in Building Services Engineering and a Master's degree in Fire and Safety Engineering from the Hong Kong Polytechnic University. He is currently a member of the Hong Kong Institution of Engineers, a member of Chartered Institution of Building Services Engineers, a fellow member of Society of Operations Engineers, a chartered environmentalist of Society of the Environment, a member of Institution of Fire Engineers, a registered energy assessor of Electrical and Mechanical Services Department and a registered professional engineer in the Engineers Registration Board of Hong Kong. Besides, Mr. Cheung is an authorised signatory of Registered Specialist Contractors (Ventilation Works Category) and a registered licensed plumber in Hong Kong.



Mr. Cheung Yiu Lung

Director and General Manager (Chinese Mainland) – FSE Engineering Group

Mr. Cheung, aged 62, joined the Group in 1982 and currently serves as the Director and General Manager of the E&M engineering operations in the Chinese Mainland. He oversees the overall operations and performance management of the Group's E&M engineering projects in the Chinese Mainland, while driving effective collaboration among the contract, project and engineering teams. He also leads the assessment of market opportunities, analysis of business segments, and feasibility evaluations for potential projects.

With over 40 years of experience in the E&M engineering sector in Hong Kong and the Chinese Mainland, Mr. Cheung possesses extensive industry knowledge and practical expertise.

Mr. Cheung holds a Higher Certificate in Mechanical Engineering from the Hong Kong Polytechnic University and is qualified as a PRC-registered Class 1 Constructor. He is a member of the Hong Kong Chamber of Commerce in Shanghai and the Institution of Land Transport Engineers in the United Kingdom.

Corporate Governance Report

Corporate Governance Practice

The Company is committed to maintaining high standards of corporate governance to safeguard the interests of its shareholders and enhance the corporate value of the Group. The Company has applied the principles of the corporate governance code (the "Corporate Governance Code") contained in Appendix C1 to the Rules (the "Listing Rules") Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the "Stock Exchange") to its corporate governance structure and practices in the manner as described in this report. Throughout the Year, the Company had complied with all the code provisions set out in the Corporate Governance Code, with the exception of code provision F.1.3.

Code provision F.1.3 requires the chairman of the board to attend the annual general meeting. Dr. Cheng Kar Shun, Henry, Chairman of the Board, was unable to attend the annual general meeting of the Company held on 21 November 2025 (the "2025 AGM") due to his prior commitment to another important engagement. Mr. Doo Wai Hoi, William, also Chairman of the Board, who took the chair at the 2025 AGM, together with other members of the Board who attended the 2025 AGM, was of sufficient caliber for answering questions at the 2025 AGM.

Vision and Values

The Company has cultivated a corporate culture across the Group based on its commitment to quality, integrity, innovation, passion, caring and teamwork. The Board plays a leading role in defining the vision, setting strategy in alignment with these core values for sustainability and continuous development of the Group.

Our Vision

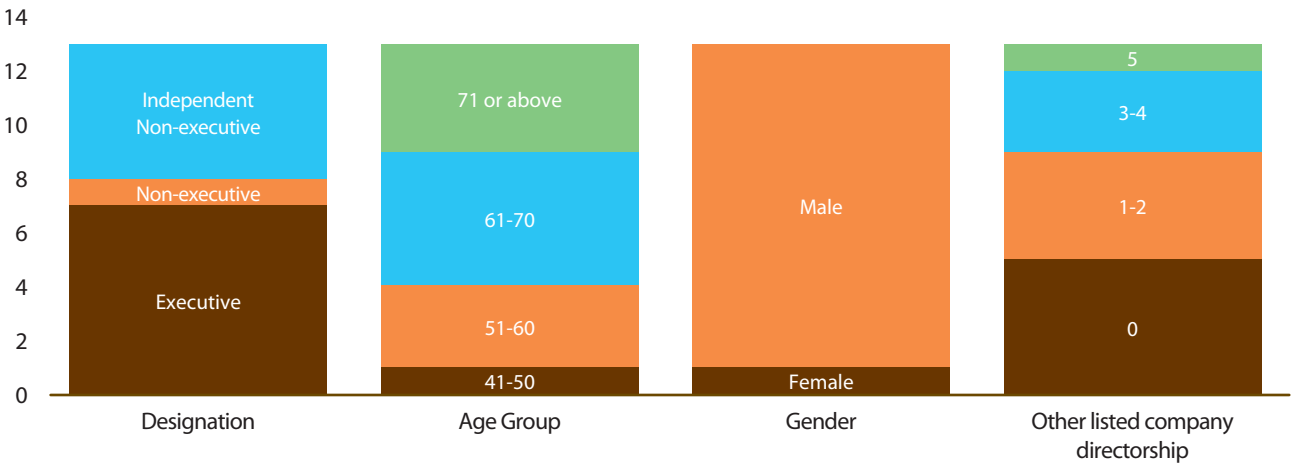
Better Life, Better Home,
Better Quality to You Everyday

Board of Directors

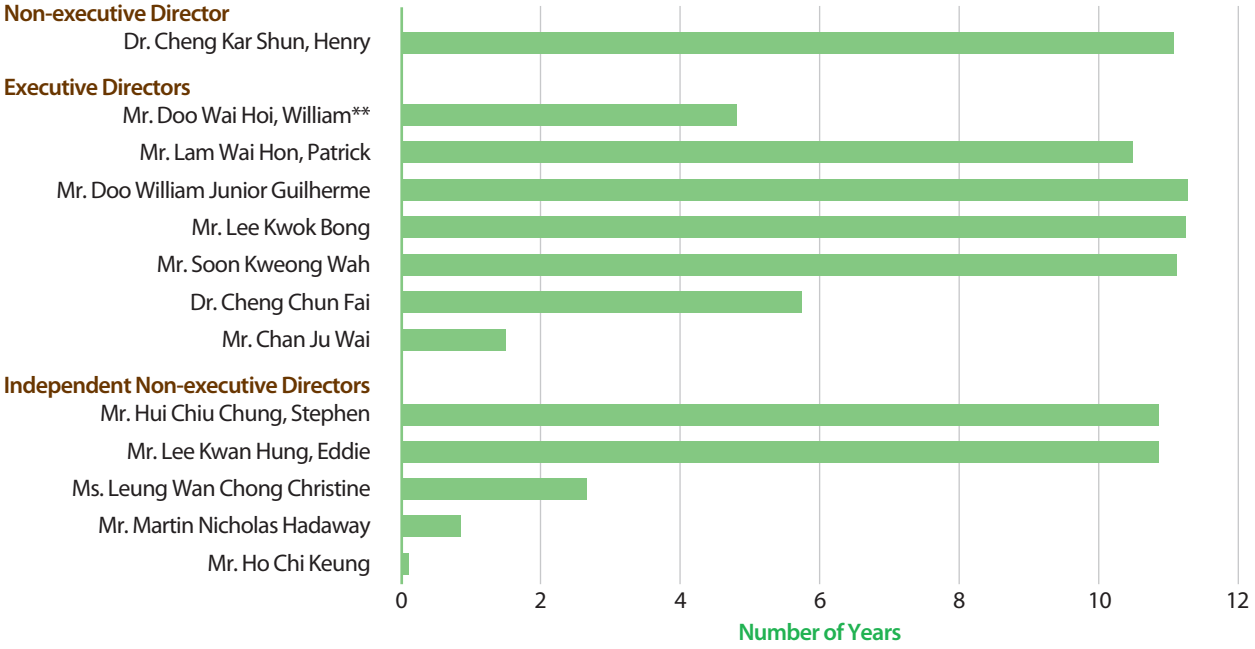
Composition and responsibilities

The Board currently comprises 13 Directors, including 1 Non-executive Director, 7 Executive Directors and 5 Independent Non-executive Directors. An analysis of the current Board composition and the length of tenure of each Director are set out in the following charts:

Number of Directors



Length of tenure on the Board*



* from respective dates of appointment to 28 September 2026.

** including the tenure acting as the alternate director to Dr. Cheng Kar Shun, Henry.

Under the Company's articles of association on retirement and rotation for re-election of Directors, Directors would typically serve a period of three years since the year of last election or re-election by shareholders; however at times, depending on the number of Directors on the Board, the term may be for a period two years.

	Last elected/re-elected on annual general meetings of the Company
Non-executive Directors	
Dr. Cheng Kar Shun, Henry *(Chairman)*	2023
Executive Directors	
Mr. Doo Wai Hoi, William *(Chairman)*	2024
Mr. Lam Wai Hon, Patrick *(Executive Vice-Chairman & CEO)*	2025
Mr. Doo William Junior Guilherme	2025
Mr. Lee Kwok Bong	2024
Mr. Soon Kweong Wah	2024
Dr. Cheng Chun Fai	2025
Mr. Chan Ju Wai	2025
Independent Non-executive Directors	
Mr. Hui Chiu Chung, Stephen	2024
Mr. Lee Kwan Hung, Eddie	2023
Ms. Leung Wan Chong Christine	2024
Mr. Martin Nicholas Hadaway	2025
Mr. Ho Chi Keung	N/A

The names, biographical details and relationship amongst them, if any, are set out on pages 24 to 39 in the section "Board of Directors and Senior Management".

While the Board is collectively responsible for the management and operations of the Company, the Chairmen of the Board provide leadership to the Board in carrying out its duties. The Executive Directors, together with the senior management of the Company, are delegated with responsibilities in the day-to-day management of the Company and make operational and business decisions.

Diversity policy

The Board has adopted a Board diversity policy which recognises and embraces the benefits of a Board that possess a balance of skills, knowledge, professional experience, expertise and diversity of perspectives appropriate to the requirement of the businesses of the Group. In ensuring diversity of the Board, gender, age, cultural and educational background will also be taken into account. All Board appointments are based on meritocracy and considered with due regard for the benefits of diversity on the Board.

Our Board members are from different educational backgrounds, comprising business executives, finance and accounting professionals, legal professionals and engineering experts. The skill matrix below sets out the skills and expertise of the current Board members:

	Executive Leadership experience	Company's industry related experience*	Legal and regulatory compliance experience	Financial management and/or accounting professionals
Non-executive Director				
Dr. Cheng Kar Shun, Henry *(Chairman)*	✓	✓	✓	✓
Executive Directors				
Mr. Doo Wai Hoi, William *(Chairman)*	✓	✓	✓	✓
Mr. Lam Wai Hon, Patrick *(Executive Vice-Chairman & CEO)*	✓	✓	✓	✓
Mr. Doo William Junior Guilherme	✓	✓	✓	
Mr. Lee Kwok Bong	✓	✓	✓	✓
Mr. Soon Kweong Wah	✓	✓		✓
Dr. Cheng Chun Fai	✓	✓	✓	
Mr. Chan Ju Wai	✓	✓	✓	✓
Independent Non-executive Directors				
Mr. Hui Chiu Chung, Stephen	✓	✓	✓	✓
Mr. Lee Kwan Hung, Eddie	✓		✓	
Ms. Leung Wan Chong Christine	✓	✓	✓	
Mr. Martin Nicholas Hadaway	✓	✓	✓	✓
Mr. Ho Chi Keung	✓	✓	✓	✓

* including Property Asset Management, Hygiene, Insurance, Technical Services, Environment, Security & Concierge and E&M Engineering

The Board considers that the current combination of skills, experience and diversity among the Directors is well aligned with and supportive of the Company's purpose, values, strategy and desired culture. Directors with executive leadership experience provide effective oversight of management and strategic execution, fostering a culture of accountability and performance; those with industry-related experience bring critical market and operational insight to challenge and refine strategy; Directors with legal and regulatory compliance expertise strengthen governance, risk oversight and ethical conduct in a highly regulated environment; and Directors with financial management and/or accounting backgrounds enhance oversight of financial reporting, capital allocation and internal controls. Together, this diverse mix of professional backgrounds and perspectives promotes constructive debate, informed decision-making and a culture of integrity and financial discipline, enabling the Board to support the Company's long-term objectives while upholding its core values and responding to evolving strategic and regulatory demands.

The Nomination Committee and the Board recognise the importance and benefits of gender diversity at the Board level. Female representation of the Board now accounts for approximately 8%.

The Board also places emphasis on diversity across all levels of the Group and has adopted a workforce diversity policy. We are committed to fostering an inclusive working environment for people from diverse backgrounds including their age, gender or gender reassignment, sex or sexual orientation, ethnic origin or nationality, marital or family status and disability. The Group has hired 726 ethnic minorities. The Group's overall workforce exhibits a balanced gender profile, with female employees representing a slight majority. Female representation at the senior management level accounted for 14% as at 30 June 2026. The Board regularly monitors the gender composition of the Board and workforce and set targets and measurable objectives if and as needed based on the Group's business needs and development plans. The Company will continue to take gender diversity into consideration during recruitment such that there is a pipeline of female senior management and potential successors to the Board in the future. Further details on the gender ratio of the Group can be found in the Environmental, Social and Governance ("ESG") Report for FY2026 of the Group published together with this annual report.

Nomination policy

A nomination policy (the "Nomination Policy") for documenting the current procedures and practices for the nomination of Directors was approved by the Board in December 2018, which is applicable to both new appointments and re-appointments of Directors.

In accordance with the Nomination Policy, the procedures and process in respect of the nomination of Directors are summarised below:

1. The Nomination Committee shall invite nomination of candidates from the members of the Board, if any, for its consideration. The Nomination Committee may also put forward candidates who are not proposed by members of the Board.

2. For filling a casual vacancy or appointing an additional member to the Board, the Nomination Committee shall make recommendations for the Board's consideration and approval.

3. For proposing candidates to stand for election or re-election at a general meeting, the Nomination Committee shall make nominations to the Board for its consideration and recommendation to shareholders of the Company.

4. Shareholders of the Company may also propose candidate for election as a Director at a general meeting in accordance with the procedures posted on the Company's website.

The following factors would be used as reference by the Nomination Committee in assessing the suitability of a proposed candidate:

- reputation for integrity;
- qualifications, skills and experience that are relevant to the business of the Group;
- commitment in respect of available time to carry out duties as a director;
- independence in character and judgement to act in the best interests of all shareholders of the Company;
- contribution to the Company's Board diversity policy; and
- any other perspectives that meet the current and anticipated needs of the Board.

In case of nominating the candidate for appointment/ re-appointment as an Independent Non-executive Director, in addition to the above selection criteria, the independence of the candidate would be assessed with reference to the independence criteria as set out in the Listing Rules.

Corporate governance functions

The Board is collectively responsible for performing the corporate governance duties which have been formalised into written terms of reference approved by the Board, including but not limited to developing, reviewing and monitoring the Group's policies, systems and practices in relation to its corporate governance and compliance with the relevant legal and regulatory requirements. The Board has reviewed the disclosures in this Corporate Governance Report.

Independent views to the Board

The Company has established mechanisms to ensure independent views are available to the Board, a summary of which is set out below:

(i) Composition

The Board ensures the appointment of at least one-third of its members being Independent Non-executive Directors. Further, Independent Non-executive Directors will be appointed to Board Committees as far as practicable to ensure independent views are available.

(ii) Board decision making

All Board members are entitled to seek further information from management on the matters to be discussed at Board and Board committee meetings and independent advice from external professional advisers at the Company's expense.

(iii) The Group maintains a culture of open discussions across multiple management levels. Directors and senior management are encouraged to express their own views.

Directors' continuous professional development

Directors are encouraged to participate in continuous professional development. All the current Directors (except Mr. Ho Chi Keung who was appointed subsequent to the Year end) have confirmed they have participated in continuous professional development as required by Rules 3.09F and 3.09G of the Listing Rules. A record of participation in various professional development programs provided by each Director is kept by the Legal and Company Secretarial Department and is summarised as follows:

Directors	Mode[(i)]	Topics covered[(ii)]	Hours	Total Hours
Non-executive Director				
Dr. Cheng Kar Shun, Henry	E	T1, T2, T3, T4, T5	8	21
	S	T1, T2, T3, T4, T5	13	
Executive Directors				
Mr. Doo Wai Hoi, William	E	T3	1	13
	S	T1, T2, T3, T4, T5	12	
Mr. Lam Wai Hon, Patrick	I	T3, T5	26	82
	E	T1, T2, T3, T5	47	
	S	T1, T2, T3, T4	9	
Mr. Doo William Junior Guilherme	I	T3, T5	6	57
	E	T1, T2, T3, T5	27	
	S	T3, T4, T5	24	
Mr. Lee Kwok Bong	I	T1, T3, T4, T5	25	75
	E	T1, T4, T5	30	
	S	T2	20	
Mr. Soon Kweong Wah	I	T1, T2, T3, T5	51	115
	E	T1, T2, T3, T4, T5	64	
Dr. Cheng Chun Fai	I	T1, T2, T3, T4, T5	41	61
	S	T2	20	
Mr. Chan Ju Wai	I	T1, T2, T3, T5	35	47
	E	T1, T2, T3, T4	12	
Independent Non-executive Directors				
Mr. Hui Chiu Chung, Stephen	I	T3	3	14
	E	T1, T2, T3, T4, T5	11	
Mr. Lee Kwan Hung, Eddie	E	T1, T2, T3, T4	13	24
	S	T1, T2, T3, T4, T5	11	
Ms. Leung Wan Chong Christine	I	T1, T3, T5	9	30
	S	T1, T2, T3, T4, T5	21	
Mr. Martin Nicholas Hadaway	E	T1, T2, T4, T5	6	8
	S	T3	2	

Notes:

(i) Mode of training
- I Internal training
- E External training
- S Self-study

(ii) Topic categories
- T1 Roles, functions and responsibilities of the board, its committees and its directors, and board effectiveness
- T2 Company's obligations and directors' duties under Hong Kong law and the Listing Rules, and key legal and regulatory developments (including Listing Rule updates) relevant to the discharge of such obligations and duties
- T3 Corporate governance and ESG matters (including developments on sustainability or climate-related risks and opportunities relevant to the Company and its business)
- T4 Risk management and internal controls
- T5 Updates on industry-specific developments, business trends and strategies relevant to the Company

Mr. Martin Nicholas Hadaway is a first-time Director (appointed on 21 November 2025), and he completed 8 hours of training during the Year. In accordance with Rule 3.09H of the Listing Rules, he is required to complete no less than 24 hours of continuous professional development within 18 months from his appointment date (i.e. by 21 May 2027). The Company will ensure that he fulfils this requirement within the prescribed timeframe.

Mr. Martin Nicholas Hadaway and Mr. Ho Chi Keung were appointed as Independent Non-executive Directors on 21 November 2025 and 17 August 2026 respectively. Each of Mr. Hadaway and Mr. Ho (i) has obtained the legal advice referred to in Rule 3.09D of the Listing Rules on 10 November 2025 and 23 July 2026 respectively, and (ii) has confirmed that he understood his obligations as a Director.

Board performance

To provide opportunities for improvement to the Board's effectiveness, the Board conducts self-assessment evaluation every two years by way of inviting Directors to complete a questionnaire on an anonymous basis. The last evaluation was conducted in December 2024. The findings and recommendations from the evaluation were presented to the Board. Based on the overall positive responses from the evaluation, the Board considered that the Board performed effectively. The next evaluation will be conducted in December 2026.

Roles of Chairmen, Vice-Chairman and Chief Executive Officer

Dr. Cheng Kar Shun, Henry and Mr. Doo Wai Hoi, William, Chairmen of the Board, jointly lead the Board and ensure that the Board works effectively. Mr. Lam Wai Hon, Patrick, the Executive Vice-Chairman and Chief Executive Officer, manages the Company's day-to-day businesses and implement major strategies and policies of the Company. The positions of the Chairmen and the Chief Executive Officer are held by separate individuals so as to maintain an effective segregation of duties.

Non-Executive Directors

Non-executive Directors (including Independent Non-executive Directors) serve the relevant function of bringing independent views and judgement for the Board's deliberation and decisions. They have the same duties of care and skill and fiduciary duties as the Executive Directors. Each Non-executive Director has signed a letter of appointment with the Company for a fixed term of one year and renewable automatically for successive terms of one year each from the day immediately after the expiry of the then current term of his appointment, subject to retirement by rotation in accordance with the Company's articles of association.

Board Committees

The Board is supported by various Board committees, including the Executive Committee, the Audit Committee, the Risk Management Committee, the Remuneration Committee, the Nomination Committee and the ESG Committee. Each Board committee is provided with sufficient resources to discharge its duties in accordance with its terms of reference adopted by the Board. Other Board committees are established by the Board as and when necessary to take charge of specific tasks.

Executive Committee

The Board has delegated to the Executive Committee, comprising all Executive Directors, with authority and responsibility in handling the day-to-day businesses of the Company, while reserving the authority for the Board to approve, amongst other matters, the Company's long-term objectives, changes in capital structure, interim and annual financial statements, dividend policy, and significant operational matters. The Executive Committee meets regularly as and when necessary.

Audit Committee

The Audit Committee was established in November 2015. It comprises four Independent Non-executive Directors. As at 30 June 2025, the members of the Audit Committee were Mr. Kwong Che Keung, Gordon (as Chairman), Mr. Hui Chiu Chung, Stephen, Mr. Lee Kwan Hung, Eddie and Ms. Leung Wan Chong Christine. On 6 July 2026, Mr. Kwong Che Keung, Gordon passed away. As a result, the office of the Chairman of the Audit Committee became vacant. Mr. Ho Chi Keung was appointed as an Independent Non-executive Director and the Chairman of the Audit Committee on 17 August 2026, and the Company has since complied with the requirements under Rule 3.21 of the Listing Rules.

The Audit Committee is responsible for the review of the Company's financial information, financial reporting system, risk management and internal control systems. The Audit Committee also oversees the Company's relationship with the external auditors and makes recommendations to the Board on the appointment and re-appointment of external auditor.

During the Year, the Audit Committee held two meetings and reviewed, amongst other matters, the Company's audit plans, internal control procedure, financial reporting system, continuing connected transactions, risk management policy and the adequacy of resources, qualifications and experience of staff in the Group's accounting, financial reporting and internal audit functions. The Audit Committee also reviewed the interim results for the six months ended 31 December 2025 and the annual results for the Year and submitted recommendations to the Board for its approval, and discussed the "Reports to the Audit Committee" prepared by the external auditor.

Risk Management Committee

The Risk Management Committee (the "RMC") was established in February 2016 under the supervision of the Audit Committee. The RMC comprises representatives from the divisional and functional management including operations, human resources, finance and other supporting departments and is chaired by Mr. Lee Kwok Bong, an Executive Director. The RMC reports to the Audit Committee which supports the Board by monitoring and guiding the activities of the risk management and internal control systems.

During the Year, the RMC held four meetings to regularly review, assess and monitor all major risks identified in different departments and the effectiveness of the Company's internal control systems and internal audit function. Further details of the work done by the RMC are set out in the paragraphs headed "Risk Management and Internal Control" below.

Remuneration Committee

The Remuneration Committee was established in November 2015. As at 30 June 2026, it comprised three Independent Non-executive Directors and two Executive Directors, namely, Mr. Hui Chiu Chung, Stephen (as Chairman), Mr. Kwong Che Keung, Gordon, Mr. Lee Kwan Hung, Eddie, Mr. Lam Wai Hon, Patrick and Mr. Doo William Junior Guilherme. On 6 July 2026, Mr. Kwong Che Keung, Gordon passed away. On 17 August 2026, Mr. Doo William Junior Guilherme resigned as a member of the Remuneration Committee. The Remuneration Committee currently comprises two Independent Non-executive Directors and one Executive Director.

The Remuneration Committee is responsible for making recommendations to the Board on the Company's policy and structure for the remuneration of all Directors and senior management, and on the establishment of a formal and transparent procedure for developing such policy. Prior to making its recommendations, the Remuneration Committee consults the Chairmen and/or the Executive Vice-Chairman and Chief Executive Officer of the Board. Whilst the Board retains its power to determine the remuneration of Non-executive Directors, the responsibility for reviewing and determining the remuneration packages of individual Executive Directors and senior management of the Group is delegated to the Remuneration Committee. The remuneration of the Directors is determined by the Remuneration Committee with reference to the qualifications, experience, duties, responsibilities, performance of the Directors and the results of the Group.

During the Year, the Remuneration Committee held two meetings. A summary of the work done is as follows:

- reviewed the Company's remuneration policy and structure, including that for the Directors and senior management of the Company;
- reviewed and approved the yearly salary adjustments effective from 1 January 2026 and the bonus payment for the financial year ended 30 June 2025 ("FY2025");
- reviewed and approved the remuneration package of individual Executive Directors effective from 1 January 2026;
- reviewed and recommended to the Board the director's fee of Mr. Martin Nicholas Hadaway who was appointed during the Year;
- reviewed and recommended to the Board the director's fee of the Independent Non-executive Directors effective 1 January 2026; and
- reviewed the major terms of the new share option scheme which was then recommended to the Board for submission to the shareholders for approval at the 2025 AGM.

Nomination Committee

The Nomination Committee was established in November 2015. As at 30 June 2025 and up to the date of this report, it comprises three Independent Non-executive Directors and two Executive Directors, namely, Mr. Lee Kwan Hung, Eddie (as Chairman), Mr. Hui Chiu Chung, Stephen, Ms. Leung Wan Chong Christine, Mr. Lam Wai Hon, Patrick and Mr. Doo William Junior Guilherme.

The Nomination Committee is responsible for reviewing the structure, size, composition and diversity of the Board regularly and makes recommendations on any proposed changes to the Board to complement the Company's corporate strategy. Its duties include but are not limited to identifying individuals suitably qualified to become members of the Board, maintaining a level of diversity of the Board based on its diversity policy

to ensure it possesses a balance of skills, knowledge, professional experience, expertise, objectivity and perspectives appropriate to the requirement of the business of the Group, monitoring the succession planning of Directors and assessing the independence of Independent Non-executive Directors.

During the Year, the Nomination Committee held one meeting. A summary of work done is as follows:

- reviewed the structure, size, composition of the Board with due consideration to the appropriate balance of skill and experience required by the Company;
- reviewed the Board diversity policy and the Nomination Policy of the Company;
- assessed the independence of all Independent Non-executive Directors and considered all of them to be independent having regard to (i) their annual confirmation on independence as required under the Listing Rules; (ii) the absence of involvement in the daily management of the Company; and (iii) the absence of any relationships or circumstances which would interfere with the exercise of their independent judgment;
- reviewed and recommended to the Board new appointments and reappointments to the Board and Board committees including (i) the appointment of Mr. Martin Nicholas Hadaway as an Independent Non-executive Director, (ii) the appointment of Mr. Kwong Che Keung, Gordon as a member of the Remuneration Committee, and (iii) reappointment of Mr. Lam Wai Hon, Patrick, Mr. Doo William Junior Guilherme, Dr. Cheng Chun Fai, Mr. Chan Ju Wai and Mr. Poon Lock Kee, Rocky who retired in accordance with the Company's articles of association at the 2025 AGM, after having assessed each Director's time commitment and contribution to the Board, as well as the Director's ability to discharge his responsibilities effectively, taking into account professional qualifications and work experience, other listed company directorships and significant external time commitments and other factors or circumstances relevant to the director's character, integrity, independence and experience; and
- having regard to each of the Director's professional qualifications and work experience, existing directorships with issuers listed on the Stock Exchange, his/her external time commitments and other factors or circumstances relevant to his/her character, integrity, independence and experience, the Nomination Committee is satisfied that each of the Directors is able to devote sufficient time to and make a valuable contribution to the Board, and has the ability to discharge his or her responsibilities effectively.

ESG Committee

The ESG Committee was established in December 2020. As at 30 June 2026 and up to the date of this report, the composition of the ESG Committee includes three Executive Directors and one Independent Non-executive Director, namely, Dr. Cheng Chun Fai (as Chairman), Mr. Lee Kwok Bong, Mr. Soon Kweong Wah and Ms. Leung Wan Chong Christine.

The ESG Committee is responsible for the oversight of the Group's sustainability and ESG issues. It formulates the Group's sustainability strategies, priorities and policies, and advises the Board on the adoption, progress and achievement of sustainability targets and measures.

During the Year, the ESG Committee held two meetings to discuss, review and monitor the preparation of the ESG Report for FY2026 and other ESG-related matters. It also discussed and decided the KPIs and target settings for ESG for FY2027.

Attendance of meetings

The attendance records of the Directors at Board meetings, committee meetings and general meetings of the Company during the Year are as follows:

	Number of meetings attended / eligible to attended							
	Board Meeting	Executive Committee Meeting	Audit Committee Meeting	Risk Management Committee Meeting	Remuneration Committee Meeting	Nomination Committee Meeting	ESG Committee Meeting	General Meeting
Non-executive Director								
Dr. Cheng Kar Shun, Henry	1/5[(i)]	–	–	–	–	–	–	0/2[(i)]
Alternate Director								
Mr. Lam Wai Hon, Patrick	4/4[(i)]	–	–	–	–	–	–	2/2[(i)]
	5/5[(i)]	–	–	–	–	–	–	2/2[(i)]
Mr. Poon Lock Kee, Rocky[(ii)]	2/2	–	–	–	–	–	–	1/1
Executive Directors								
Mr. Doo Wai Hoi, William	4/4	3/3	–	–	–	–	–	2/2
Mr. Lam Wai Hon, Patrick	5/5	3/3	–	–	2/2	1/1	–	2/2
Mr. Doo William Junior Guilherme	5/5	3/3	–	–	2/2	1/1	–	2/2
Mr. Lee Kwok Bong	5/5	3/3	–	4/4	–	–	2/2	2/2
Mr. Soon Kweong Wah	5/5	3/3	–	1/4	–	–	2/2	2/2
Dr. Cheng Chun Fai	5/5	3/3	–	–	–	–	2/2	2/2
Mr. Chan Ju Wai	5/5	3/3	–	–	–	–	–	2/2
Independent Non-executive Directors								
Mr. Hui Chiu Chung, Stephen	5/5	–	1/2	–	2/2	1/1	–	2/2
Mr. Lee Kwan Hung, Eddie	5/5	–	2/2	–	2/2	1/1	–	2/2
Ms. Leung Wan Chong Christine	5/5	–	2/2	–	–	1/1	2/2	1/2
Mr. Martin Nicholas Hadaway[(iii)]	4/4	–	–	–	–	–	–	1/1
Mr. Kwong Che Keung, Gordon[(iv)]	5/5	–	2/2	–	1/1	–	–	2/2
Dr. Tong Yuk Lun, Paul[(v)]	1/1	–	–	–	1/1	1/1	1/2	0/1

Notes:

(i) Mr. Lam Wai Hon, Patrick, alternate Director to Dr. Cheng Kar Shun, Henry, attended all the Board meetings and general meetings of the Company at which Dr. Cheng was not available.

(ii) Mr. Poon Lock Kee, Rocky resigned as a Non-executive Director with effect from 1 January 2026.

(iii) Mr. Martin Nicholas Hadaway was appointed as an Independent Non-executive Director with effect from 21 November 2025.

(iv) Mr. Kwong Che Keung, Gordon was appointed as a member of the Remuneration Committee on 21 November 2025.

(v) Dr. Tong Yuk Lun, Paul retired as an Independent Non-executive Director and ceased to be a member of the Remuneration Committee, Nomination Committee and ESG Committee on 21 November 2025.

Directors' Securities Transactions

The Company has adopted its own Securities Dealing Code, with terms no less exacting than the required standard of the Model Code for Securities Transactions by Directors of Listed Issuers (the "Model Code") set out in Appendix C3 to the Listing Rules, as the code for dealing in securities of the Company by its directors (the "Directors"). All Directors confirmed, following specific enquiry of all Directors by the Company, that they had complied with the required standard set out in the Securities Dealing Code adopted by the Company throughout the Year.

Auditor's Remuneration

During the Year, the total fees paid/payable in respect of audit and non-audit services provided by the Group's external auditor is set out below:

	Fees paid/payable for the year ended 30 June	
Type of services	**2026 HK$'000**	2025 HK$'000
Audit services	**4,566**	5,507
Non-audit services*	**1,365**	1,830
Total	**5,931**	7,337

* Non-audit services include tax advisory and other related services

Directors' Responsibility for the Financial Statements

The Directors acknowledge their responsibility for presenting a balanced, clear and understandable financial statements and other disclosures in respect of each financial period of the Company required under the Listing Rules and other regulatory requirements.

The following statement, which should be read in conjunction with the independent auditor's report, is made with a view to distinguishing for shareholders how the responsibilities of the Directors differ from those of the external auditor in relation to the financial statements.

Annual report and financial statements

The Directors are responsible for the preparation of financial statements, which give a true and fair view of the state of affairs of the Group at the end of the financial year and of the profit or loss for the financial year. The Directors have prepared the financial statements in accordance with the Hong Kong Financial Reporting Standards issued by the Hong Kong Institute of Certified Public Accountants.

Accounting policies

The Directors consider that in preparing the financial statements, the Company has used appropriate accounting policies, which have been consistently applied and supported by reasonable judgements and estimates, and that all applicable accounting standards have been followed.

Accounting records

The Directors are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the Group and enable them to ensure that the financial statements comply with the requirements of the Hong Kong Companies Ordinance and the Listing Rules.

Safeguarding assets

The Board is responsible for safeguarding the assets of the Company and for taking reasonable steps for preventing and detecting fraud and other irregularities.

Going concern

After making appropriate enquiries and examining major areas which could give rise to significant financial exposures, the Board is satisfied that no material or significant exposures exist, other than as reflected in this annual report. The Board therefore has a reasonable expectation that the Company has adequate resources to continue in operational existence in the foreseeable future. For this reason, the Board continues to adopt the going concern basis in preparing the financial statements.

The reporting responsibilities of PricewaterhouseCoopers, the Company's external auditor, are stated in the Independent Auditor's Report on pages 121 to 125 of this annual report.

Risk Management and Internal Control

Risk management policy

The Board has overall responsibility for the maintenance of sound risk management and internal control systems within the Group and reviewing their effectiveness. The Company's risk management and internal control systems are appropriate and effective for the purposes set out in Principle D2 of the Corporate Governance Code.

The Board has entrusted the Audit Committee with the responsibility to review the risk management and internal control systems of the Group, which include financial, operational and compliance controls. Procedures have been set up for, inter alia, safeguarding assets against unauthorised use or disposition, controlling capital expenditure, maintaining proper accounting records and ensuring the reliability of financial information used for business and publications. Management throughout the Group maintains and monitors the risk management and internal control systems on an ongoing basis.

The Board conducts reviews of the Group's risk management and internal control systems semi-annually. During the Year, the review covered the aspects of financial, operational and compliance controls, and assessed the effectiveness of such systems by considering the work performed by the Audit Committee, executive management, external and internal auditors. The Board was satisfied that the Group's risk management and internal control systems are effective and adequate for their purposes.

A whistleblowing policy has also been adopted by the Board and is implemented in the Company's website and the intranet, which allows the Group's staff members and related third parties to raise concerns, in confidence, about misconduct, malpractices or irregularities in any matters related to the Group.

Risk management objectives

The Group aims to ensure that risks are controlled within the overall objectives corresponding to the Group's risk tolerance levels. Effective risk management ascertains that proper compliance of relevant laws and regulations and that significant measures for achieving the operating objectives are consistently applied.

Through a risk management process, both internally and externally, effective communication between the Group and the shareholders, and the preparation of true and reliable financial statements can be achieved.

Risk management culture

The Group emphasises the building of company culture around risk awareness, enhancing the staff's quality of risk management so as to ensure the realisation of the Group's risk management objectives.

Building of risk management culture is integrated into the whole process of building of company culture. The idea is to vigorously foster and create the risk management culture, establish a proper concept of risk management, transform the risk management awareness into a common understanding and self-conscious action, and promote the Group to formulate a systematic, standardised and efficient risk management mechanism.

The Group has created a risk management culture at all levels within the company. The Board pays great attention to fostering risk management culture whilst the Chairman of the Risk Management Committee is responsible for the daily work of fostering risk management culture. Directors and senior management play a leading role, while managerial personnel and operational staff form the backbone in fostering the risk management culture.

Risk appetite

The Group faces a broad range of risks resulting from its capabilities as an integrated services provider. The Group recognises that it is not possible or necessarily desirable to eliminate all the risk inherent in its activities and hence it only makes resources available to control risks to acceptable levels. The Group's risk appetite represents an appropriate balance of return and the risk assumed.

The risk appetite is disseminated to different levels of staff through the Group's Risk Management Manual and regular Risk Management Committee meetings.

The Board reviews the risk appetite periodically to ensure alignment with the Group's business objectives and strategic plans.

Risk management structure and responsibilities

The Board is accountable to the shareholders for the effectiveness of risk management. It has assumed the role of leadership and control and is collectively responsible for directing and supervising the Group's affairs and risk management culture. Therefore, it must ensure the effectiveness of implementing the risk management policy through the Audit Committee.

The Audit Committee is accountable to the Board on the effectiveness of risk management. It shall report semi-annually on the effectiveness of the Group's risk management to the Board through continuous monitoring by the Risk Management Committee and reviews by the internal audit function.

Major responsibilities of the Audit Committee are to establish formal and transparent arrangements and consider how it will apply the risk management principles. They shall consider the overall objectives, risk appetite, risk tolerance and risk management policy/strategies, and the significant risk management solutions for Board approval.

Chaired by Mr. Lee Kwok Bong, an Executive Director, the Risk Management Committee was established to report to the Audit Committee on the design, implementation, and monitoring of the comprehensive risk management systems.

The Risk Management Committee is responsible for developing the strategic risk policies, risk appetite and risk tolerance level and to ensure an appropriate risk management plan is well developed and timely approved by the Board. It will consider the risk management strategies and significant risk management solutions by maintaining effective processes for risk identification, impact evaluation and solution planning.

Internal audit

The internal audit function, which is fully independent of the daily operations of the Group, is carried out by the Company's Internal Audit Department, the head in charge of which reports directly to the Audit Committee and is provided with unrestricted access to all information on the Group's assets, records, and personnel during the audit. All Directors are informed of the findings of internal audit assignments.

During the Year, the Internal Audit Department carried out analysis and independent appraisal of the adequacy and effectiveness of the risk management and internal control systems of the Group though, among others, examination of risk-related documentation, conducting interviews with employees as well as internal control self-assessment questionnaires. It has also conducted a special audit on individual operation units.

The head in charge of the Internal Audit Department attended all Audit Committee meetings to explain the internal audit findings, respond to queries from members of the Audit Committee and report the follow-up actions.

Three lines of defense

Business line Management	Risk Management	Internal Audit
1st line of defence	2nd line of defence	3rd line of defence
Business line management is primarily responsible for managing its own process	Risk Management function is responsible for setting Enterprise Risk Management frameworks	Internal Audit provides assurance about design and effectiveness of 1st and 2nd line
Responsible for identifying, reviewing and controlling risk by using business control frameworks, implement internal processes and adequate controls	Independent reporting to management board and audit committee	Reporting line to management and audit committee
	Advisor/consultant to 1st line	Advisory role to improve processes

Risk management process

A formal risk management policy has been put in place to ensure the regular identification, review, evaluation and management of the risks faced by the Group. Chaired by one of the Executive Directors, the Risk Management Committee takes the lead in the effective implementation of the risk management policy by all divisions and business units of the Group. Risk assessment and evaluation are an integral part of the annual planning process. Each division/business unit of the Group is to set its strategic objectives, identify specific risks and assess the effectiveness of its risk management actions and internal control measures to help ensure that the risks it faces are addressed by the controls that have been or will be implemented.



The Group emphasises the building of company culture around risk awareness. Workshops are organised for management staff to ensure proper appreciation, implementation and evaluation of risk management and corporate governance requirements.

The Group's risk management framework seeks to ensure that there is an effective process in place to manage risk across the Group. Risk management is integral to all aspects of the Group's activities and is the responsibility of all staff members.

Department heads and project leaders have a particular responsibility to evaluate their risk environment faced by their daily operations. They need to update the risk register and report to the RMC for the risks identified. Action plans to control the risks to an acceptable level will be developed and results will be monitored and reported to the RMC and the Board regularly.

Through the above process, the Board has maintained an effective risk management system which enables the Group to respond to significant risks in attaining its strategic objectives.

Risk assessment

The Group shall conduct risk assessment on the initial information, the Group's various operation management and significant operating processes. Risk assessment includes three steps: risk identification, risk analysis and risk evaluation.

Risk identification

It is the process of finding whether there are any risks and what are the risks in the various business units, operating activities, and significant operations of the Group.

Risk analysis

It is to analyse and describe the significance (or impact) of the identified risks and level of risk likelihood. The process includes analysis of the relationship between the risks in order to find out the combinations of positive and negative correlation effects between the natural hedging of each risk and the occurrence of risk events, and hence centrally manage the risks from the risk strategies.

Risk impact and risk likelihood

Risk impact is the measurement unit of the potential value (financial or non-financial) of occurrence of a risk event. Risk likelihood is the measurement unit of the probability of occurrence of the risk event. The Group regularly reviews the risk impacts and risk likelihood of the various risk factors affecting its operations and devise corresponding mitigation measures.

Risk factors

The Group's business, financial condition and results of operations are subject to several risks. The major risk factors set out below are those that could affect the Group's business, financial condition and results of operations materially different from expectations or historical results. Any of the following major risks, as well as other risks and uncertainties that are not yet identified or risks that are currently considered as immaterial, may materially and adversely affect the Group in the future.

During the Year, the Group noted an increasing risk trend in two areas: (i) cybersecurity and data protection; and (ii) climate change and extreme weather. Details of the Group's business/strategic risks, including these three areas, are set out below.

Business/strategic risks

Risk Description	Risk Trend	Mitigation Measures
Macro-economy Construction and property markets in Hong Kong, Macau, and Chinese Mainland are slowing down. Meanwhile, Middle East tensions and maritime disruptions have driven up energy and freight costs, creating a more uncertain economic outlook.	Unchanged	• Evaluate potential impacts by analysing the financial performance of the Group's businesses and monitoring business and economic data continuously. • Identify new business opportunities in local and regional markets to diversify macro-economic risk.
Labour and staff shortage The Group is facing labour and staff shortage in its different businesses. This may affect the Group's ability to maintain a stable workforce to complete projects and deliver good service quality. Its financial performance may also be affected as a result.	Unchanged	• Review existing remuneration package and compare with industry benchmarks regularly. • Collaborate with academic institutions for trainee programmes. • Hire import labour through the Labor Importation Scheme introduced by the HKSAR. • Deploy part time and casual labour and maintain good relationship with labour subcontractors to ensure sufficient supply of qualified and skilled labour. • Organise talent development programmes for different levels of staff to foster employee growth and career development as an important retention strategy.
Business counterparties When entering into business relationships, the Group becomes exposed to various types of counterparty risks which can arise from different sources. These risks include the credit risk of customers and main contractors, performance risk of subcontractors, legal and compliance risks of any business partners.	Unchanged	• Perform comprehensive legal and financial checks for business counterparties. • Maintain good relationship with a wide range of main contractors, subcontractors and suppliers to avoid overdependence on one or several business counterparties.

Legal and compliance risks

Risk Description	Risk Trend	Mitigation Measures
Government policies Changes in government and regulatory bodies' policies and intervention, laws and regulations, may cause business disruption.	Unchanged	• Monitor closely the changes in applicable laws and regulations, including ESG-related regulations, and evaluate their impacts to the Group's operations. • Integrate changes into relevant policies and procedures, operating and internal control systems to ensure compliance. • Provide updates and training to staff for their awareness and understanding of the new regulations.

Operational risks

Risk Description	Risk Trend	Mitigation Measures
Safety and personal injuries The Group's businesses have operations involving safety risks such as working at height, operation of machinery, electrical systems and appliances, lifting of heavy objects, etc. Failure to implement proper safety measures may result in personal injuries or even fatality.	Unchanged	• Enhance safety training and supervision of site workers including subcontractors' workers. • Improve safety facilities and personal protection equipment for frontline staff. • Set-up Group-wide safety task force to promote safety culture and monitor implementation of safety assurance plans and perform analysis and evaluation of accident cases.
Contract renewal and tender The Group's businesses are subject to the risk associated with tendering process. There is no assurance that the Group will successfully secure new contracts in favourable terms during the tendering process.	Unchanged	• Strive for operational efficiency including the adoption of technology to increase competition edge. • Collaborate with business partners strategically to bid for major tenders. • Analyse market trends, competitors' strengths and weaknesses and our own performance data to formulate tender strategies.
Cybersecurity and data protection With the increased application of Information Technology ("IT") in the Group's businesses, the threats to IT systems including cyber-attacks are imminent and present a real challenge to the Group's business operations, as well as the risk of leakage or loss of sensitive information.	Increasing	• Strengthen IT infrastructure by enhancing authorization and authentication mechanisms. • Provide periodic training to staff to increase their cyber security awareness. • Employ specialists to assess cyber security vulnerabilities and controls. • Purchase cyber security insurance to cover losses due to business interruption and data loss.
Climate change and extreme weather One of the most visible consequences of global warming is an increase in the intensity and frequency of extreme weather events. These changes will impact on the Group's operation, resulting in business disruptions and elevated risks to work site safety. In addition, new requirements for ESG compliance are evolving.	Increasing	• Plan for scenario analysis related to physical and transition risk assessment. • Develop a long term strategic plan to deal with climate-related risks and opportunities at corporate level. • Conduct an ongoing review via Risk Management and ESG governance frameworks.

Risk analysis by business segment

Property Asset Management and Supporting Services

Risk Description	Risk Trend	Mitigation Measures
Debarment from tendering government contracts A significant portion of the Group's property management and cleaning service businesses rely on the government's non-skilled worker contracts. Any conviction of offence by a contractor under certain ordinances, relating to Occupational Safety, Employee's Compensation, Immigration and Mandatory Provident Funds, will be debarred from tendering those government contracts for a maximum of five years. Due to the work nature and large volume of workers employed by the two service segments, it is relatively easy to commit occupational safety offences most of the time by unintentional mistakes.	Unchanged	• Establish a comprehensive Occupational Safety and Health Management System complying with ISO 45001 and job risk assessment systems. • Provide sufficient briefing/training to frontline workers in respect of work instructions. • Increase site checking and audits. • Maintain proper site records and incident reports for management follow up. • Devise contingency plan in the event of debarment.

E&M Engineering

Risk Description	Risk Trend	Mitigation Measures
Delay and latent defects The Group's E&M business involves working in uncertain site conditions, such as ground conditions, confined spaces and adverse weather. The Group is also responsible for material and labour quality. Any delays due to site conditions, late material delivery or poor installation quality may result in additional costs to the Group. In addition, the Group remains liable for latent defects for years and bears the associated costs despite the projects had been completed and occupied.	Unchanged	• Closely monitor construction programme and communicate with main contractors to avoid any potential liabilities due to delays. • Keep proper site records and incident reports.
Material price fluctuation The Group's E&M business is required to procure a vast amount of building materials for its works. These building materials are subject to high volatility in price of raw materials, particularly steel and copper.	Unchanged	• Procure materials on time when contracts are secured to reduce the risk of price fluctuation.

Company Secretary

The company secretary of the Company is an Executive Director and the Chief Financial Officer of the Group. He has confirmed that he had taken no less than 15 hours of relevant professional training during the Year.

Shareholder and Investor Relations

The Board established a shareholders' communication policy setting out the principles with the objectives of ensuring that shareholders of the Company and the investing public are provided with ready, equal and timely access to balanced and understandable information of the Group.

Information in relation to the Group is disseminated to shareholders in a timely manner through a number of formal channels, which include interim and annual reports, announcements and circulars published in accordance with the Listing Rules. Such published documents and latest corporate news are available on the Company's website. Besides, information requests and/or enquiries from shareholders (through the channels as set out in the section below) are welcome and have always been timely responded.

The 2025 AGM held in November 2025 and the extraordinary general meeting held in June 2026 provided a forum for the Board members to communicate directly with shareholders which also provided shareholders an opportunity to share their views on the Company's performance and operations.

The Company has also maintained an ongoing active dialogue with institutional shareholders. The Executive Directors and senior management of the Group are closely involved in promoting investor relations. Meetings and briefings with financial analysts and investors are conducted by the Executive Directors and senior management of the Group.

Having considered the multiple channels of communication in place, the Board is satisfied that the shareholders' communication policy has been properly implemented and is effective.

A Manual on Disclosure of Inside Information is in place giving guidance on the managing, protection and proper disclosure of information that has not already been made public. The Directors adhere strictly to the statutory requirement for their responsibilities of keeping information confidential.

Shareholders' Rights

Procedures for shareholders to convene an extraordinary general meeting

The following procedures for shareholders of the Company to convene a general meeting (the "EGM") other than an annual general meeting of the Company are subject to the Company's articles of association, the Companies Act (Law 3 of 1961, as consolidated and revised) of the Cayman Islands and applicable legislation and regulation:

(1) One or more shareholders (the "Requisitionist(s)") holding, at the date of deposit of the requisition (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, shall have the right, by written notice, to require an EGM to be called by the Directors for the transaction of any business specified in such Requisition.

(2) The Requisition must state the general nature of the business to be dealt with at the EGM and may include the text of a resolution that may properly be moved and is intended to be moved at the EGM.

(3) The Requisition may consist of several documents in like form which may be sent to the Board or the company secretary of the Company in hard copy form or in electronic form (and must be authenticated by the Requisitionist(s)) at the Company's head office in Hong Kong or through email at enquiry@fse.com.hk.

(4) The Directors must call the EGM within 21 days after the date of the deposit of the Requisition and the EGM must be held within two months after the date of the deposit of the Requisition.

(5) If the Directors are required under paragraph (1) above to call an EGM and fail to do so pursuant to paragraph (4), the Requisitionist(s) may themselves call the EGM. Any reasonable expenses incurred by the Requisitionist(s) by reason of the failure of the Directors duly to call the EGM must be reimbursed by the Company.

Procedures for raising enquiries

Shareholders should direct their questions about their shareholdings, share transfer, registration and payment of dividend to Tricor Investor Services Limited, the Company's branch share registrar and transfer office in Hong Kong, at 17/F, Far East Finance Centre, 16 Harcourt Road, Hong Kong or through email at is-enquiries@vistra.com.

Shareholders may at any time raise any enquiry in respect of the Company at the Company's head office in Hong Kong or through email at enquiry@fse.com.hk.

Procedures for putting forward proposals at shareholders' meetings

To put forward proposals at a general meeting of the Company, a shareholder should lodge a written notice of his/her/its proposal (the "Proposal") with his/her/its detailed contact information at the Company's head office in Hong Kong.

The request will be verified with the Company's branch share registrar and transfer office in Hong Kong and upon their confirmation that the request is proper and in order, the Board will determine in its discretion whether to include the Proposal in the agenda for the Company's general meeting.

Dividend Policy

The dividend policy of the Company is to deliver regular returns to shareholders through distributing funds surplus to the operating needs of the Group as determined by the Directors with a target payout ratio of not less than 30 per cent of the profit attributable to shareholders of the year, after taking into account of the following factors:

- general business conditions and strategies;
- projected operating cash flows;
- projected capital expenditures and strategic investment opportunities; and
- statutory and regulatory restrictions and provisions in the Company's articles of association.

It is confirmed that all dividend decisions made by the Board during the Year were made in accordance with the dividend policy of the Company.

Amendment to the Company's Constitutional Documents

During the Year and up to the date of this annual report, the Company has not made any changes to its constitutional documents. An up-to-date version of the memorandum and articles of association of the Company is available on both the websites of the Company and the Stock Exchange.







Management Discussion and Analysis

Business Review

In FY2026, the Group recorded revenue amounting to HK$7,934.3 million, representing a decrease of HK$225.6 million or 2.8%, as compared with HK$8,159.9 million in FY2025. Profit attributable to shareholders for the year was HK$418.2 million, representing a decrease of HK$35.0 million or 7.7% as compared with HK$453.2 million in FY2025, mainly resulted from a lower contribution from the E&M Engineering segment, partly mitigated by the growth in the Property Asset Management segment and the Supporting Services segment (in particular the systems security, guarding, concierge and event services and technical support and maintenance businesses). Details of the government grants recognised by the Group are set out in Note 7 to the consolidated financial statements and summarised in the table below.

Summary of government grants

For the year ended 30 June	2026 HK$'M	2025 HK$'M
Recognised as deduction of staff costs included in "Cost of services and sales"	–	1.6
Total	–	1.6

Results excluding non-recurring items

To better illustrate the Group's financial results for both years, if excluding the effects of government grants (2026: Nil; 2025: HK$1.6 million) in the Group's profit attributable to shareholders of the Company (2026: HK$418.2 million; 2025: HK$453.2 million), the Group would record a decrease in adjusted net profit for the Year of 7.4% to HK$418.2 million as compared to its adjusted net profit for last year of HK$451.6 million.

Tenders submitted and contracts awarded

For the year ended 30 June 2026	Tenders submitted[(i)] Number		Tenders submitted[(i)] HK$'M		Contracts awarded[(i)(ii)] HK$'M	
Property Asset Management		65		3,100		198
Supporting Services						
– Hygiene	490		11,656		1,689	
– Insurance	27		65		28	
– Technical Services	702		5,212		1,033	
– Environment	214		1,198		169	
– Security & Concierge	95		1,274		389	
Supporting Services subtotal		1,528		19,405		3,308
E&M Engineering		307		20,597		3,463
Total		1,900		43,102		6,969

Notes:

(i) With net contract sum not less than HK$1 million for each contract.

(ii) Combining the submitted tenders from the previous months.

Gross value of contract sum and outstanding contract sum

As at 30 June 2026	Gross value of contract sum HK$'M		Outstanding contract sum HK$'M	
Property Asset Management		2,297		1,502
Supporting Services				
– Hygiene	5,331		2,585	
– Insurance	165		35	
– Technical Services	2,643		1,603	
– Environment	303		193	
– Security & Concierge	1,905		1,013	
Supporting Services subtotal		10,347		5,429
E&M Engineering		10,867		8,100
Total		23,511		15,031

Customers' Messages

Kwai Tsing District Council

We express our gratitude to International Property Management for their outstanding crisis management and professional property management spirit during the sudden water pipe burst incident at Tsing Yi Police Married Quarters. The team swiftly coordinated resources across government departments, seamlessly arranged water wagons, and thoughtfully delivered water directly to residents with mobility challenges, earning high praise from the community.



Mount Pavilia

General Security team delivers exceptional professionalism and service, creating a safe living environment for residents as reliable estate guardians. During a recent fire emergency at Mount Pavilia involving a ceiling light, the team acted swiftly to extinguish the blaze, effectively safeguarding lives and property. Their decisive response earned unanimous praise from both the Customer Services Office and residents, vividly demonstrating their professional competence and boosting confidence in the Group's services.



New World Property Management Company Limited

New World highly commends Waihong Services Group for its exceptional operational efficiency and logistical resilience. Waihong excels in cross-project collaboration, effectively integrating service demands across neighboring properties for flexible staffing and resource sharing. During emergencies and extreme weather, their team rapidly activates emergency response mechanisms and deploys on-site teams. This significantly strengthens New World's operational resilience, ensuring residents' daily lives remain completely uninterrupted.



WSP (Asia) Limited

We praise the FSE Engineering team for their steadfast professionalism and swift responsiveness from design to maintenance. When a major commercial complex faced cooling inefficiencies, the team rapidly diagnosed the issue and implemented an effective optimization strategy. They successfully resolved the operational bottleneck and enhanced system efficiency, reinforcing our confidence in a strong, enduring future collaboration.



Infants Toddlers and Twos Limited

We highly commend the Larvotto Management Team for their exceptional support and service. They are the best management team we have ever worked with. Whenever we raise an enquiry, the team responds promptly with swift, effective action and invaluable professional maintenance advice. Their sincerity, proactiveness, and remarkable team spirit have brought a significant and positive change to our daily operations, making them a truly reliable and pleasant partner.



ALBA Integrated Waste Solutions (Hong Kong) Limited

We sincerely thank Nova Insurance for their outstanding service during our expansion into Indonesia. When our former broker failed to secure underwriting ahead of a tight deadline, Nova stepped in and leveraged its extensive global network. They swiftly connected with local partners to secure quotes from multiple top insurers to avert a default crisis. This proves that their "Global Vision, Local Support" model delivers precise, reliable risk protection for international corporate operations.



Chinachem Group

As a long-term strategic partner, Chinachem Group sincerely thanks Far East Engineering for its exceptional contributions to major HVAC replacement projects, including Nina Tower, Nina Hotel, Sheung Shui Town Centre, and Tsuen Wan Ho Fai Commercial Centre. Despite the technical challenges of working within active properties, Far East delivered high-quality results on time and budget. Their smart monitoring and preventive maintenance have effectively optimized our long-term energy and maintenance costs.



Hong Kong-Shenzhen Innovation and Technology Park Ltd.

We sincerely express our appreciation to Majestic Engineering and Young's Engineering for their outstanding technical expertise and crisis management during the Hong Kong-Shenzhen Innovation and Technology Park project. Despite major design changes halving the schedule to under four months, the team flexibly mobilised cross-disciplinary resources across MVAC, Fire Services, Plumbing, and Electrical divisions. Overcoming border logistics and communication barriers, they successfully completed the Fire Services Installation Acceptance Inspection, paving the way for the timely issuance of the Occupation Permit.



Employees' Messages

FSE Lifestyle Services Limited

As part of the training team, it is incredibly rewarding to drive the Group's core philosophy of lifelong learning. By providing diverse and modernised training programmes, we connect our staff with the latest trends across various industries, successfully empowering our workforce to stay agile amid market changes. The unwavering support from management allows us to nurture talent systematically, ensuring every employee is equipped to achieve excellence and grow alongside FSE Lifestyle Services.

Tommy Lo

Senior Manager – Talent Development & Training

FSE Environmental Solutions Limited

Upholding the core philosophy of "Creative Innovation," the Group continues to transform its business model and enhance operational governance. Through in-house smart mobile applications, we have digitised workflows to substantially elevate efficiency, safety, and transparency. Furthermore, we foster an innovative mindset through staff training, enabling our agile workforce to continuously deliver superior service experiences to our clients.

Au Yiu Ming

Senior Service Manager

Beijing Nova Insurance Services Limited

Reflecting a decade of mutual growth, FSE Lifestyle Services' journey over the years remains steadfastly committed to ensuring every employee is "seen, valued, and empowered to achieve." The Group prioritizes its workforce as the most valuable asset, providing structured promotion pathways, development resources, and well-being support. This human-centric culture enables colleagues to pursue professional excellence while inspiring long-term commitment and advancement.

Cassie Zhao

Senior Account Executive

Kiu Lok Group

As part of the property management and leasing team, I am pleased to provide HR and administrative solutions that maximise human and operational capital for our staff. FSE Lifestyle Services' rich resources and innovative tools allow us to build an agile, high-performing workforce. Backed by strong leadership, we seamlessly transform workplace dedication into long-term trust, ensuring operational excellence for our clients and tenants.

Rico Hung

HR & Administration Manager

Urban Group



As a premier property management arm of FSE Lifestyle Services, Urban Group is dedicated to fostering a people-oriented culture. I am honoured to be part of the Urban team. In our daily operations, our proprietary Sm@rtUrban mobile application has been a vital service platform for transformation. It has successfully streamlined our workflows and has significantly bridged the communication between our team and the customers. This tech-driven connectivity empowers us to excel and grow every day.

Harvey Liu

Assistant Director – Property Asset Management

General Security Group



Colleagues across different business units seamlessly collaborate and support one another, ensuring rapid assistance during emergencies. FSE Lifestyle Services feels like a warm family that actively invests in training, enabling us to directly apply new skills to daily operations and gain heartfelt client appreciation. Celebrating our shared achievements brings a profound sense of fulfillment that motivates me to drive greater value for both the Group and our clients every day.

Andy Leung

Assistant Operations Director

Waihong Services Group



The Group offers a comprehensive employee support system encompassing competitive benefits, structured training, and a respectful environment, fostering a strong sense of value. Crucially, during emergencies, management demonstrates exemplary leadership and team collaboration by personally assisting frontline teams to mitigate risks. Through regular, open dialogue, they actively address employee feedback — creating a human-centric culture that inspires dedication and fulfillment in daily operations.

Oliver Lam

Operations Manager

FSE Engineering Group



I am sincerely grateful to the Group for the forward-looking Leadership Development Programme. It enabled me to master management techniques and enhance problem-solving skills, allowing me to lead my team more efficiently. Driven by the Group's lifelong learning culture, I am inspired to break out of my comfort zone, pursue excellence, and achieve collective success through team synergy.

Fong Kwok Wah

Senior Manager – Tender & Procurement



Property Asset Management





Number of staff

Over **5,600**

Service contracts

Over **300**



Revenue*
HK$'million

2026	2025
720	701

* Segment revenue does not include inter-segment revenue.

Profit
HK$'million

2026	2025
94	91

Remaining Works
HK$'million

2026	2025
1,502	1,784

The Group's property asset management business, comprising Urban, International Property Management, Kiu Lok and FSE Property Asset Management (together, the "Property Asset Management Group"). It is the largest among all independent service providers in the residential, non-residential and car park property and facility management markets in Hong Kong, after excluding management companies owned by property developers. The companies provide comprehensive and recognised professional management services for their clients.

Our Property Asset Management Group has expertise in six core property and facility management areas:

(i) residential property asset management;
(ii) facilities management and operations, including both public and private sectors;
(iii) commercial, retail and industrial premises operations;
(iv) project management;
(v) leasing, tenancy and asset management; and
(vi) car park operations and management.

Its property asset and facility services cover all kinds of property and facility assets including high end residential properties, government facilities, offices and quarters, academic campus and educational institutes, service apartments, Grade A intelligent buildings and commercial complexes, modern industrial premises, composite residential developments to regional car parks and various kinds of public and private facility assets.

Our Property Asset Management Group's unique market differentiation lies in their integration of services, experienced teams, strong pool of professional talents, strong service support from our Group's other fellow business units, and partnership approach with our clients. In addition, innovation keeps our Property Asset Management Group at the forefront of the industry. It is a pioneer in the introduction of modern international standards and innovative service models in property and facility management in Hong Kong, including the self-developed eApplication systems – The Sm@rtUrban Apps for customers and the ComEasy App for internal operation, with the application of drones for high-rise inspections, altogether create strong synergies to enhance the overall operational efficiency in its property and facility management services.

During 2025, Kiu Lok and FSE Property Asset Management expanded its service scope from being a conventional property management focused only business into a comprehensive property asset management group. Through the setup of an asset management company, Kiu Lok and FSE Property Asset Management now provide its clients with one-stop asset management advisory, property & facility management, and sales & leasing services.

During FY2026, our Property Asset Management Group submitted tenders for 65 service contracts (with a contract sum not less than HK$1 million for each service contract) with a total tender sum of HK$3,100 million and, combining the submitted tenders from previous months, was awarded 31 service contracts (with a net contract sum not less than HK$1 million for each service contract) with a total contract sum of HK$198 million. Among these 31 service contracts, three of them were major service contracts (with net contract sum not less than HK$20 million for each service contract) for two residential estates in Wong Chuk Hang and Shau Kei Wan and a government facility in Tuen Mun.

As at 30 June 2026, the Property Asset Management segment has a total gross value of contract sum of HK$2,297 million with total outstanding contract sum of HK$1,502 million.



Supporting Services



Number of staff

Over **14,400**

Service contracts

Over **13,600**

Revenue*
HK$'million

2026	2025
4,826	4,737

* Segment revenue does not include inter-segment revenue.

Profit
HK$'million

2026	2025
231	229

Remaining Works
HK$'million

2026	2025
5,429	6,323

Hygiene

The Group's hygiene, cleaning and pest control business, Waihong, covers four core areas:

(i) specialist cleaning;
(ii) disinfection;
(iii) pest control; and
(iv) waste management.

Waihong's services encompass a wide range of private and public facilities in every corner of Hong Kong, which includes office buildings, shopping malls, hotels, university campus, international schools, tourism facilities, government properties, public utilities, convention and exhibition centres, railway stations, airport terminal buildings, hospitals, industrial buildings and residential properties. Specialist cleaning mainly covers the services of general cleaning, initial cleaning, curtain wall cleaning, housekeeping, marble and granite floor maintenance. Disinfection services include disinfection, formaldehyde removal and antibacterial coating services. Pest control services provide general insecticide treatment, fogging treatment, rodent control and termite elimination. Waste management offers recycling services, food waste collection, solid waste collection, clinical waste and construction waste disposal.

Waihong's unique market differentiation lies in its integration of services, enormous working teams comprising over 9,000 staff, a strong fleet management with about 100 municipal vehicles and full support towards customers with strong integrity and governance. Waihong has applied advanced technology, including AI systems for smart toilets, electronic face recognition attendance system (Check-in Easy) and real-time work monitoring system (ComEasy). High degree of service commitments keeps Waihong ranked the largest in the cleaning service industry in Hong Kong. It is a market leader and competent in providing clients with quality services.



Waihong maintains its position as the market leader in Hong Kong's cleaning service industry through its commitment to service excellence, consistently delivering high-quality solutions to its clients.

During FY2026, Waihong submitted tenders for 490 cleaning service contracts (with a contract sum not less than HK$1 million for each service contract) with a total tender sum of HK$11,656 million and, combining the submitted tenders from previous months, was awarded 119 service contracts (with a net contract sum not less than HK$1 million for each service contract) with a total contract sum of HK$1,689 million. Among these 119 service contracts, 18 of them were major service contracts (with net contract sum not less than HK$20 million for each service contract), which included cleaning contracts for government facilities in seven regions, shopping malls in four districts, residential estates in three districts, racing facilities in Sha Tin, a hospital in Sai Ying Pun, a broadcasts company in Tseung Kwan O and a technology hub in Tai Po.

During FY2026, Waihong was awarded 119 service contracts (with a net contract sum not less than HK$1 million for each service contract) with a total contract sum of HK$1,689 million.



Nova's unique market differentiation lies in its highly professional team of brokers and specialists, adoption of AI facilitated business processes, strong bargaining power in the insurance market and its serving network.

Insurance

The Group's insurance business, Nova, comprises Nova Insurance Consultants, International Reinsurance Management, Beijing Nova and FSE Nova (China) Company Limited. Both Nova Insurance Consultants and International Reinsurance Management hold Insurance Broker Company Licenses granted by the Insurance Authority. Nova Insurance Consultants is also a registered Mandatory Provident Fund ("MPF") Intermediary under the Mandatory Provident Fund Schemes Authority and the largest local broker in Hong Kong. Beijing Nova, holding a nationwide insurance broking license granted by the National Financial Regulatory Administration in China, is a national insurance brokerage company for the insured established in Chinese Mainland. FSE Nova (China) Company Limited holds a 27% interest in Townlife Holding Company Limited (a 73%-owned subsidiary of The Hong Kong and China Gas Company Limited ("Towngas")).

Nova offers five core risk and insurance services:

(i) insurance advisory and brokerage services;
(ii) risk management services;
(iii) global and regional insurance management services;
(iv) reinsurance broking; and
(v) MPF intermediary services.

As one of the top five (out of over 800) general insurance brokers in Hong Kong, Nova's unique market differentiation lies in its highly professional team of brokers and specialists, strong expertise in various classes of insurance, adoption of AI facilitated business processes, customised services, good local knowledge and connections, strong bargaining power in the insurance market and its serving network in both the Greater Bay Area and in the world through its affiliated company in China and global broker partners. Nova serves many clients who are leaders within their respective industries.

During FY2026, Nova secured placements for a number of new accounts for various projects and directors and officers liability insurance policies. The vast majority of Nova's business involved general insurance, construction and employee benefits-related insurance. Each year Nova has to submit renewal quotations for all these policies to its clients and will only be awarded renewal contracts when its terms and conditions are competitive. Nova's retention ratio in securing renewed contracts has always been over 80%, reflecting its competitiveness and high level of services.

During FY2026, Nova secured placements for a number of new accounts for various projects and directors and officers liability insurance policies.

During FY2026, Nova submitted tenders for 27 service contracts (with a contract sum not less than HK$1 million for each service contract) with a total tender sum of HK$65 million and was awarded 12 service contracts (with a net contract sum not less than HK$1 million for each service contract) with a total contract sum of HK$28 million.

Technical Services

The Group's technical support and maintenance services business, comprising Far East Engineering Services and Turning Technical Services, provides services which covers three core areas in Hong Kong and Macau:

(i) system retrofit, including replacement of chiller units, upgrade of electrical supply systems, modification and enhancement of fire services and plumbing and drainage systems;

(ii) operation and maintenance, including routine system maintenance and repairing works in heat, ventilation, and air conditioning ("HVAC") systems, testing and commissioning, periodic inspection in electrical and fire services installation works; and

(iii) renovation works in E&M systems.

The Group's technical support and maintenance services business' unique market differentiation lies in its proven ability to deliver large-scale, technically complex building services upgrades with minimal disruptions to daily operations. It specialises in energy efficient chiller replacements, transforming air cooled to water cooled systems, and adopting high Coefficient of Performance units with green refrigerants. By integrating BIM, MiMEP prefabrication, AI driven energy optimisation and other innovative technology, it ensures precision planning, shorter construction periods, and superior sustainability outcomes. With strong project execution experience across Hong Kong and Macau, it combines engineering expertise, digital innovation, and collaborative project management into consistently exceeding client expectations' low carbon and high-performance building environments.

During FY2026, the Group's Technical Services division was awarded 106 projects (with a net contract sum not less than HK$1 million for each project) with a total net contract sum of HK$1,033 million.



Our technical support and maintenance services specialise in energy efficient chiller replacements, transforming air cooled to water cooled systems, and adopting high Coefficient of Performance units with green refrigerants.

During FY2026, the Group submitted tenders for 702 maintenance service contracts (with a contract sum not less than HK$1 million for each contract) with a total tender sum of HK$5,212 million and, combining the submitted tenders from previous months, was awarded 106 projects (with a net contract sum not less than HK$1 million for each project) with a total net contract sum of HK$1,033 million. Among these 106 projects, 12 of them were major contracts (with net contract sum not less than HK$20 million for each contract), which included eight term contracts for government buildings in Hong Kong Island, Kowloon and New Territories, one chiller replacement contract for a commercial building in Kwun Tong, a term contract for a university in Hung Hom, one chilled water pipe replacement contract for a hotel in Tsuen Wan and one renovation contract for a lounge in Hong Kong International Airport.

Environment

The Group's Environment division provides Environmental Solutions, Smart Solutions and Green Solutions to its clients in order to achieve environmental protection, energy conservation, sustainability, enhance environmental quality and operational efficiency and the long-term goals of carbon neutrality to fight against climate change.

This division is divided into three business lines:

(i) "Environmental Solutions" (water and air treatment, laboratory testing & certification) to provide comprehensive HVAC water treatment services, environmental assessment in air and water quality, deodorisation system and electro-chlorination system to assist its customers in achieving their environmental protection and energy conservation objectives. Its HVAC water treatment service is well-known for the professionalism in the industry with over 40 years of history and it has a water treatment company which is under the list of approved specialist contractors for public works in fountain installation. As innovation is at the heart of this business, it has a patented application of using nanobubble ozonation to sterilise fresh water at cooling towers, swimming pools, public toilets, and water features. Its laboratory is accredited by Hong Kong Laboratory Accreditation Scheme ("HOKLAS") which is able to test a wide range of chemical and microbial parameters. For air quality related business, it is one of the nine accredited IAQ certificate issuing bodies in Hong Kong.

(ii) "Smart Solutions" (EV charging, IoT platform and smart facilities) to provide advanced information and communication infrastructure by providing smart facility systems (i.e. smart office and smart toilet) to enhance operational efficiency, as well as a full range of services covering material supply, electrical installation, design and engineering and project management for electric vehicle ("EV") charging infrastructure. Through its IoT platform "Fiotech", it provides customised integrated IoT solutions to its clients' facilities, from consultation and solution design, system implementation and operation, to data analytics for routine support and maintenance.

(iii) "Green Solutions" (landscape and building materials) to provide landscape management and maintenance services to a diversified business portfolio, including but not limited to property developers and managers, and trading of a wide range of building controls equipment and other building materials to improve environmental quality and promote carbon neutrality. Its landscape business offers a wide range of one-stop green solutions to its clients. It provides landscape design and performs landscape projects and various tree works. It also supplies festival plants to its clients.

During FY2026, our Environment division was awarded 38 environmental, landscape and building material trading service contracts and quotations (with a sum not less than HK$1 million for each contract or quotation) with a total sum of HK$169 million.



Our Environment division is well known for the HVAC water treatment service with over 40 years of history, and it has a water treatment company which is under the list of approved specialist contractors for public works in fountain installation.

During FY2026, the Group submitted 214 service contracts tenders and quotations for its environmental, landscape and building material trading businesses (with a sum not less than HK$1 million for each contract or quotation) with a total tender and quotation sum of HK$1,198 million and, combining the submitted tenders from previous months, was awarded 38 environmental, landscape and building material trading service contracts and quotations (with a sum not less than HK$1 million for each contract or quotation) with a total sum of HK$169 million.

Security & Concierge

The Group's systems security, guarding, concierge and event services business comprises General Security and Perfect Event, which provides systems security, guarding, escort and surveillance security, security system and technology, customer service ambassador and event services.

General Security serves a broad range of clients of residential properties (including estates, service apartments and luxury detached houses), office towers, shopping malls and buildings, private clubs, entertaining facilities, event and exhibition venues.

General Security holds all three types of licences for operating a security company in Hong Kong which covers three core areas:

(i) Type I Licence for provision of systems security, guarding services;

(ii) Type II Licence for providing armoured transportation services; and

(iii) Type III Licence for installation, maintenance and/or repairing of a security device and/or designing a security system incorporating a security device.

It has a strong workforce capable of serving multiple events concurrently involving over 100,000 people. General Security and Perfect Event have strong expertise in event security, customer services, and established strategic partnerships with major event operators and managers. In addition, General Security operates a 24-hour Central Alarm Monitoring Station, an additional Central Alarm Monitoring Station ("CAMS") license endorsement and is providing monitoring services to many jewelry stores and houses. It has adopted new technologies, including electronic key management systems, to enhance its service quality and efficiency.

As at 30 June 2026, our Supporting Services segment has a total gross value of contract sum of HK$10,347 million with a total outstanding contract sum of HK$5,429 million.



General Security and Perfect Event have strong expertise in event security, customer services, and established strategic partnerships with major event operators and managers.

Perfect Event has steadily gained a foothold in its two core businesses: (i) providing customer service ambassadors for a variety of events such as art displays, exhibitions, concerts, pop music award ceremonies as well as private club events and (ii) providing technological support enhancements for events. Perfect Event is supported by General Security in management and back-office support, leaning on its vast operations experience and expertise. General Security and Perfect Event together offers comprehensive "one-stop-shop" professional systems security, guarding and event services to its clients.

During FY2026, General Security and Perfect Event submitted tenders for 95 security & concierge contracts (with a contract sum not less than HK$1 million for each contract) with a total tender sum of HK$1,274 million and, combining the submitted tenders and quotations from previous months, was awarded 37 service contracts (with a net contract sum not less than HK$1 million for each service contract) with a total contract sum of HK$389 million. Among these 37 service contracts, six of them were major service contracts (with net contract sum not less than HK$20 million for each service contract) including three residential estates in Pok Fu Lam, Sha Tin and Yuen Long, a clubhouse in Fanling, a commercial complex in Sheung Wan and an office building in Wanchai.

As at 30 June 2026, the Supporting Services segment has a total gross value of contract sum of HK$10,347 million with a total outstanding contract sum of HK$5,429 million.



E&M Engineering

Number of staff
Over **900**

Service contracts
Over **190**



Revenue*
HK$'million

2026	2025
2,389	2,721

* Segment revenue does not include inter-segment revenue.

Profit
HK$'million

2026	2025
111	155

Remaining Works
HK$'million

2026	2025
8,100	6,425

The Group's E&M engineering business, comprising FSE Engineering Group, Majestic Engineering Group and Young's Engineering Group, serving Hong Kong, Chinese Mainland and Macau. These companies have maintained its position as one of the leading E&M companies in Hong Kong, capable of providing quality professional management and a comprehensive range of E&M engineering services to its clients, ranging from design, installation, testing and commissioning services. The Group's E&M engineering projects encompassed a wide range of buildings and facilities, including government buildings and facilities, offices, shopping malls, hotels, universities, airport facilities, event and exhibition venues and residential properties.

The Group's E&M engineering business' unique market differentiation lies in its integration of all E&M services, a strong pool of professional talents, a well-established network of suppliers and subcontractors, strong presence in professional institutions, and a team-based partnership approach towards its clients. Innovation by using advanced technology keeps it at the forefront of the E&M industry. It is also recognised as one of the industry pioneers in adoption of green building design, Modular Integrated Construction ("MiC"), Multi-trade Integrated Mechanical, Electrical and Plumbing ("MiMEP"), Design for Manufacture and Assembly ("DfMA") in its projects. With such competitive edges over its competitors, the Group has strong confidence in securing and undertaking integrated E&M projects in Hong Kong, Chinese Mainland and Macau.

During FY2026, our E&M engineering business was awarded 55 contracts (with a net contract sum not less than HK$1 million for each project) with a total net contract sum of HK$3,463 million, reached a historical high.



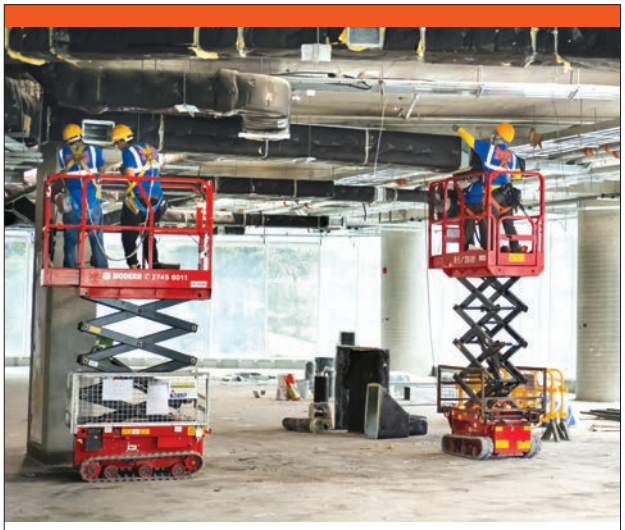
To champion digital transformation across operations and projects, FSE Engineering Group has established a dedicated BIM/MiMEP/AI task force.

To champion digital transformation across operations and projects, the Group has established a dedicated BIM/MiMEP/AI task force. Setting a high industry benchmark, FSE Engineering Group became the first MEP contractor to be accredited with the international BIM standard ISO 19650 certificate in 2023.

To further streamline workflows, we have developed a proprietary BIM library and bespoke BIM productivity application programming interfaces ("APIs"), significantly reducing design coordination time, minimizing clash risks, and elevating overall project delivery efficiency.

Reinforcing our commitment to modular construction and sustainable fabrication, the Group operates a state-of-the-art MiMEP factory in Fanling. Operational for several years, the facility achieved the certification for ISO 9001, ISO 14001 and ISO 45001 in February 2026. The factory specialises in prefabricating high-quality MiMEP solutions, including ceiling MEP modules, pump set modules, miniature circuit breaker ("MCB") board modules and custom electrical assemblies etc.

Our prefabrication capabilities are currently deployed across 22 active projects adopting MiC and/or MiMEP. This robust portfolio comprises one Hong Kong-Shenzhen Innovation and Technology Park ("HSITP") project, 10 projects for the Hong Kong Housing Authority ("HKHA") and Hong Kong Housing Society ("HKHS"), two Architectural Services Department ("ASD") projects, and nine major private sector developments.



The Group has formulated a comprehensive AI adoption roadmap designed to drive cross-departmental efficiency, elevate customer experience, and empower data-driven decision-making.

Looking ahead, the Group has formulated a comprehensive AI adoption roadmap designed to drive cross-departmental efficiency, elevate customer experience, and empower data-driven decision-making. To ensure a structured and secure rollout, our strategic framework focuses on:

(i) Identifying high-impact use cases and addressing core operational pain points
(ii) Establishing a secure, scalable data infrastructure
(iii) Defining clear key performance indicators ("KPIs") to measure tangible return on investments ("ROI")
(iv) Upskilling our workforce through targeted AI training programs to foster a culture of continuous innovation

During FY2026, the Group's E&M engineering business submitted tenders for 307 E&M engineering projects (with a contract sum not less than HK$1 million for each project) with a total tender sum of HK$20,597 million and, combining the submitted tenders from previous months, was awarded 51 contracts (with a net contract sum not less than HK$1 million for each project) with a total net contract sum of HK$3,463 million, reached a historical high. Among these contracts, 12 of them were major projects (with net contract sum not less than HK$100 million for each project), which included five public housing projects in Ma Tau Kok, Yau Tong, Shau Kei Wan, Kowloon Bay and Kennedy Town, three residential projects in Tung Chung, Cheung Sha Wan and To Kwa Wan, an exhibition centre, a passenger concourse in the Hong Kong Airport, a logistic development in Kwai Chung and a government complex in Cheung Sha Wan.

As at 30 June 2026, the E&M Engineering segment has a total gross value of contract sum of HK$10,867 million with a total outstanding contract sum of HK$8,100 million.



Financial Review

Revenue

In FY2026, the Group's revenue decreased by HK$225.6 million or 2.8% to HK$7,934.3 million from HK$8,159.9 million in FY2025, reflecting lower revenue from the E&M Engineering segment amounting to HK$332.7 million, mitigated by higher revenue from the Supporting Services segment and the Property Asset Management segment amounting to HK$88.7 million and HK$18.4 million respectively.

	For the year ended 30 June		
	2026	2025 (restated)*	% Change
	HK$'M	HK$'M	
Property Asset Management**(Note 1)	**719.7**	701.3	2.6%
Supporting Services**	**4,826.0**	4,737.3	1.9%
E&M Engineering** (Note 2)	**2,388.6**	2,721.3	(12.2%)
Total	**7,934.3**	8,159.9	(2.8%)

* To align more closely with the market dynamics and the Group's strategic directions, the Group's Chief Operating Decision Maker ("CODM") has reclassified the Group's Extra Low Voltage ("ELV") business from the Supporting Services segment (formerly known as the city essential services segment) to the E&M Engineering segment (formerly known as the E&M services segment) starting from this financial year. As a result of such change occurred during the year ended 30 June 2026, the Group's prior year corresponding segment information that is presented for comparative purpose has been restated accordingly.

** Segment revenue does not include inter-segment revenue.

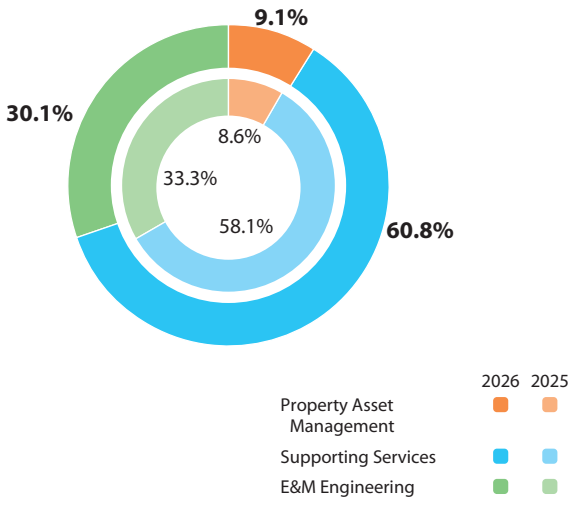
Note 1 - Under the respective contract terms, approximately 20% of the Property Asset Management segment's revenue is accounted for based on the management fees received. Should such revenue be recognised on the same basis as the rest of this segment's revenue derived from its lump sum contracts (i.e. with all direct operational costs for performing the related services borne by it) which are primarily facility management contracts, the segment's revenue for the Year would increase by HK$3,200.0 million from its reported amount of HK$719.7 million (2025: HK$701.3 million) to about HK$3,900.0 million (2025: HK$3,900.0 million).

Note 2 - Under contract terms, only the management fees and reimbursable costs of the Kai Tak Sports Park project management project were accounted as revenue. Should such revenue be recognised on the same basis as the rest of this segment's revenue derived from its E&M installation contracts (i.e. with all direct project costs for performing the related installation services borne by it), this segment's revenue in the Year would increase by HK$400.0 million from its reported amount of HK$2,388.6 million (2025: HK$2,721.3 million (restated)) to about HK$2,800.0 million (2025: HK$3,700.0 million (restated)).

Revenue by segment

The Group's revenue from the Property Asset Management segment and the Supporting Services segment in aggregate contributed 69.9% in FY2026 (2025: 66.7% (restated)), whereas the revenue from E&M Engineering segment contributed 30.1% in FY2026 (2025: 33.3% (restated)).

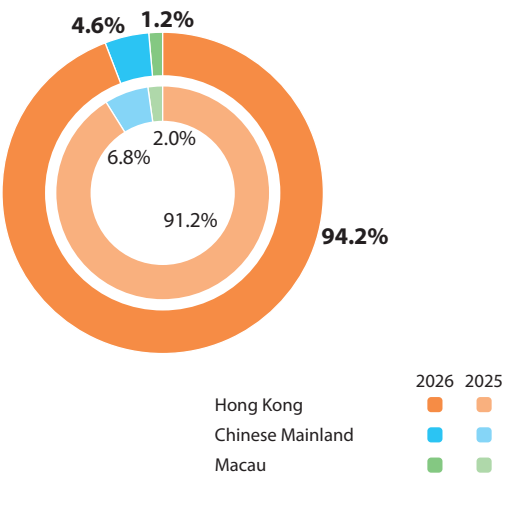
For the year ended 30 June



Revenue by region

In FY2026, the Group's revenue contribution from Hong Kong, Chinese Mainland and Macau was 94.2%, 4.6% and 1.2% (2025: 91.2%, 6.8% and 2.0%) respectively.

For the year ended 30 June



- *Property Asset Management:* This segment contributed 9.1% (2025: 8.6%) of the Group's total revenue. The services were principally provided in Hong Kong.

  Segment revenue increased by 2.6% or HK$18.4 million to HK$719.7 million from HK$701.3 million. Such growth was mainly driven by new contracts for residential buildings.

- *Supporting Services:* This segment contributed 60.8% (2025: 58.1% (restated)) of the Group's total revenue. The revenue of individual divisions of this segment is as below:

	For the year ended 30 June		
	2026	2025 (restated)	% Change
	HK$'M	HK$'M	
Hygiene	**2,402.9**	2,535.9	(5.2%)
Insurance	**158.7**	141.7	12.0%
Technical Services	**1,232.7**	1,164.1	5.9%
Environment	**249.0**	184.9	34.7%
Security & Concierge	**782.7**	710.7	10.1%
Total	**4,826.0**	4,737.3	1.9%

The revenue reflected an increase in contributions from Hong Kong (HK$133.0 million) and Chinese Mainland (HK$23.7 million), partly offset by a decrease in Macau (HK$68.0 million).

Segment revenue grew by 1.9% or HK$88.7 million to HK$4,826.0 million from HK$4,737.3 million (restated) reflected the higher revenue contributions from (i) more new contracts from regular guarding and ad hoc services; (ii) its technical support and maintenance business' energy-efficient chiller replacement and renovation works for commercial buildings; (iii) the growth in EV charging infrastructure business; and (iv) Beijing Nova acquired in December 2024, partly offset by a decrease in governmental cleaning service contracts.

- *E&M Engineering:* This segment contributed 30.1% (2025: 33.3% (restated)) of the Group's total revenue and 87%, 13% and Nil (2025: 81%, 19% and 0.05%) (restated) of this segment's revenue were contributed from Hong Kong, Chinese Mainland and Macau respectively. Lower revenue contribution was recorded in the Year from Chinese Mainland (HK$204.3 million), Hong Kong (HK$127.1 million) and Macau (HK$1.3 million) .

	For the year ended 30 June		
	2026	2025 (restated)	% Change
	HK$'M	HK$'M	
Hong Kong	**2,075.0**	2,202.1	(5.8%)
Chinese Mainland	**313.6**	517.9	(39.4%)
Macau	**–**	1.3	(100.0%)
Total	**2,388.6**	2,721.3	(12.2%)

Segment revenue decreased by 12.2% or HK$332.7 million to HK$2,388.6 million from HK$2,721.3 million (restated) and mainly reflected lower revenue contributions from a number of E&M Engineering installation projects which were near completion last year including a residential estate in Tuen Mun, the expansion of a government building in Central and Hangzhou Westlake 66 in Chinese Mainland, and delays of certain design and construction projects in Hong Kong, mitigated by the substantial progress for a public housing project in Kwu Tung.

Gross profit

The following table presents the breakdowns of the Group's gross profit by business segment:

	For the year ended 30 June			
	2026		2025 (restated)	
	Gross profit HK$'M	**Gross profit margin %**	Gross profit HK$'M	Gross profit margin %
Gross profit and gross profit margin including government grants				
Property Asset Management	**218.0**	**30.3%**	225.0	32.1%
Supporting Services	**550.5**	**11.4%**	516.8	10.9%
E&M Engineering	**270.1**	**11.3%**	311.7	11.5%
Total	**1,038.6**	**13.1%**	1,053.5	12.9%

In FY2026, the Group's Property Asset Management segment, Supporting Services segment and E&M Engineering segment contributed 21.0% (2025: 21.4%), 53.0% (2025: 49.0% (restated)) and 26.0% (2025: 29.6% (restated)) of its gross profit respectively. The Group's gross profit decreased by HK$14.9 million or 1.4% to HK$1,038.6 million from HK$1,053.5 million in FY2025, with an overall gross profit margin increased to 13.1% from 12.9%, mainly reflecting a lower contribution from its E&M Engineering segment, mitigated by a higher contribution from the Group's Supporting Service segment.

- *Property Asset Management:* This segment recorded a mild decrease in its gross profit of HK$7.0 million to HK$218.0 million from HK$225.0 million, with a stable gross profit margin at 30.3%.

- *Supporting Services:* This segment recorded an increase in its gross profit of HK$33.7 million to HK$550.5 million from HK$516.8 million (restated), with its gross profit margin improved to 11.4% from 10.9% (restated). This was mainly caused by the higher contributions from (i) more new contracts from regular guarding and ad hoc services; (ii) its technical supporting and maintenance business' energy-efficient chiller replacement and renovation works for commercial buildings; and (iii) Beijing Nova acquired in December 2024.

- *E&M Engineering:* The gross profit of the E&M Engineering segment decreased by HK$41.6 million to HK$270.1 million from HK$311.7 million (restated), while its gross profit margin remained stable at 11.3%, principally reflected lower revenue from its projects in Hong Kong and Chinese Mainland.

General and administrative expenses

General and administrative expenses of the Group for the Year increased by HK$13.3 million or 2.5% to HK$540.9 million from HK$527.6 million last year, mainly reflected the Group's acquisition of Beijing Nova in December 2024.

Other income, net

Other net income of HK$9.3 million was recorded by the Group during FY2026 compared to HK$8.0 million recorded in FY2025.

The other net income recorded in both years mainly represented gains on disposal of properties in Chinese Mainland.

Finance income

In FY2026, the Group recorded finance income of HK$6.4 million (2025: HK$23.0 million). The decrease mainly reflected lower interest income from bank deposits and receivables.

Finance costs

The Group's finance costs of HK$15.6 million (2025: HK$22.3 million) for FY2026 included interest expenses of (i) HK$12.0 million (2025: HK$19.4 million) for the Group's bank borrowings and other liabilities and (ii) HK$3.6 million (2025: HK$2.9 million) for lease liabilities.

Income tax expenses

The effective tax rate of the Group remained stable at 16.4% (2025: 15.6%).

Profit for the year attributable to shareholders of the Company

The following table presents breakdown of the Group's profit contribution by business segment:

	For the year ended 30 June			
	2026	2025 (restated)	Change	% Change
	HK$'M	HK$'M	HK$'M	
Profit attributable to shareholders including government grants				
Property Asset Management	**93.9**	90.5	3.4	3.8%
Supporting Services	**231.2**	228.9	2.3	1.0%
E&M Engineering	**111.0**	155.0	(44.0)	(28.4%)
Unallocated corporate expenses and finance costs*	**(17.9)**	(21.2)	3.3	(15.6%)
Total	**418.2**	453.2	(35.0)	(7.7%)

* Unallocated corporate expenses and finance costs comprise the Company's corporate expenses of HK$7.8 million (2025: HK$7.5 million) and interest expenses of HK$10.1 million (2025: HK$13.7 million).

The Group's profit for the Year decreased by 7.7% or HK$35.0 million to HK$418.2 million compared to HK$453.2 million last year. The decrease mainly resulted from a lower contribution from the E&M Engineering segment, partly mitigated by the growth in the Property Asset Management segment and the Supporting Services segment (in particular the systems security, guarding, concierge and event services and technical support and maintenance businesses). Details of the government grants recognised by the Group are set out in Note 7 to the consolidated financial statements. The net profit margin of the Group reduced to 5.3% for the Year from 5.6% last year.

	For the year ended 30 June			
	2026	2025	Change	% Change
	HK$'M	HK$'M	HK$'M	
Profit attributable to shareholders excluding government grants				
Profit attributable to shareholders as reported	**418.2**	453.2	(35.0)	(7.7%)
Excluding government grants	**–**	(1.6)	1.6	(100.0%)
Profit attributable to shareholders excluding government grants	**418.2**	451.6	(33.4)	(7.4%)

To better illustrate the Group's financial results for both years, if excluding the effects of government grants (2026: Nil; 2025: HK$1.6 million) in the Group's profit attributable to shareholders (2026: HK$418.2 million; 2025: HK$453.2 million), the Group would record a decrease in adjusted net profit of 7.4% to HK$418.2 million for the year ended 30 June 2026 as compared to its adjusted net profit of HK$451.6 million for the year ended 30 June 2025.

Other comprehensive income

The Group recorded other comprehensive income for the Year of HK$16.8 million (2025: gains of HK$18.7 million), reflected a favourable exchange reserve movement of HK$13.1 million (2025: a favourable exchange reserve movement of HK$5.0 million) recorded during the Year following an appreciation of the Renminbi ("RMB") for conversion of the Group's net investments in Chinese Mainland, and the remeasurement gains of HK$2.1 million (2025: gains of HK$0.7 million) on defined benefit retirement scheme and HK$1.6 million (2025: gains of HK$13.0 million) on long service payment liabilities.

Capital structure

As at	**30 June 2026 HK$'M**	**% to total equity**	30 June 2025 HK$'M	% to total equity	Increase/ (decrease) HK$'M
Non-current assets	**372.9**	**24.5%**	410.9	32.6%	(38.0)
Cash and bank balances	**828.9**	**54.5%**	743.9	59.0%	85.0
Borrowings[(i)]	**348.9**	**23.0%**	318.9	25.3%	30.0
Net cash[(ii)]	**480.0**	**31.6%**	425.0	33.7%	55.0
Working capital[(iii)]	**1,246.2**	**82.0%**	1,296.4	102.8%	(50.2)
Total equity	**1,520.0**	**100.0%**	1,261.7	100.0%	258.3

Notes:

(i) All borrowings are bank loans.

(ii) Net cash is calculated as cash and bank balances less total bank borrowings.

(iii) Being net current assets.

Liquidity and financial resources

The Group's finance and treasury functions are centrally managed and controlled at its headquarters in Hong Kong. As at 30 June 2026, the Group had total cash and bank balances of HK$828.9 million (30 June 2025: HK$743.9 million), of which 87%, 11% and 2% (30 June 2025: 84%, 14% and 2%) were denominated in Hong Kong dollar, RMB and other currencies respectively, and total borrowings of HK$348.9 million (30 June 2025: HK$318.9 million) were denominated in Hong Kong dollars. The Group's net cash balance increased by HK$55.0 million to HK$480.0 million as at 30 June 2026 as compared to HK$425.0 million as at 30 June 2025 mainly reflecting the net cash inflow from operating activities, partly offset by the distribution of the Company's final dividend for its financial year ended 30 June 2025 of HK$83.3 million, interim dividend for its financial year ended 30 June 2026 of HK$85.0 million and preferred distribution on the convertible preference shares of HK$8.5 million, and the Group's payments for principal portions of lease liabilities of HK$43.0 million and an additional investment in a 27%-owned associate, Townlife Holding Company Limited, of HK$11.9 million. The Group's net gearing ratio was maintained at zero as at 30 June 2026 (30 June 2025: zero). This ratio is calculated as net debt divided by total equity. Net debt is calculated as total bank borrowings less cash and cash equivalents.

Adopting a prudent financial management approach in implementing its treasury policies, the Group maintained a healthy liquidity position throughout the reporting period. As at 30 June 2026, the Group had total banking facilities in respect of bank overdrafts, bank loans, bank guarantees and/or trade financing of HK$3,001.3 million (30 June 2025: HK$3,119.9 million). As at 30 June 2026, HK$348.9 million (30 June 2025: HK$318.9 million) of the Group's banking facilities had been utilised for bank borrowings and HK$920.9 million (30 June 2025: HK$862.8 million) of the

Group's banking facilities had been utilised for bank guarantees and trade finance. The Group believes it has sufficient committed and unutilised banking facilities to meet current business operation and capital expenditure requirements.

Debt profile and maturity

As at 30 June 2026, the Group's total debts amounted to HK$348.9 million (30 June 2025: HK$318.9 million), of which HK$30.0 million is renewed on a weekly basis and HK$318.9 million matures in October 2026. During September 2026, the Group has converted HK$218.9 million of these debts into a term loan maturing October 2028. The Group has managed its debt maturity profile to minimise its refinancing risks. All of these debts are denominated in Hong Kong Dollar and bear interest at floating rates.

Foreign currency exposure

The Group operates primarily in Hong Kong, Chinese Mainland and Macau and is not exposed to significant exchange risk. The Group does not have a foreign currency hedging policy and foreign currency risk is managed by closely monitoring the movements of the foreign currency rates. It will consider entering forward foreign exchange contracts to reduce exposure should the need arises.

As part of the Group's business is carried out in Chinese Mainland, some of its assets and liabilities are denominated in RMB. The majority of these assets and liabilities had arisen from the net investments in Chinese Mainland operations with net assets of HK$239.5 million as at 30 June 2026 (30 June 2025: HK$230.8 million). The foreign currency translation arising from translation of these Chinese Mainland operations' financial statements from RMB (functional currency of these Chinese Mainland operations) into Hong Kong dollars (the Group's presentation currency) does not affect the Group's profit before and after tax and will be recognised in its other comprehensive income.

During the Year, the fluctuation of RMB against Hong Kong dollars was 7% (comparing the highest exchange rate with the lowest exchange rate of the RMB against the Hong Kong dollars during the Year).

As at 30 June 2026, if the Hong Kong dollars had strengthened/weakened by another 7% against the RMB with all other variables unchanged, the Group's other comprehensive income would have been HK$16.8 million lower/higher.

Capital commitments

As at 30 June 2026, the Group had capital commitments of HK$ 3.3 million (30 June 2025: HK$15.9 million) in relation to investments in an associate and additions of property, plant and equipment.

Contingent liabilities

In carrying out the ordinary course of business, the Group is subject to the risk of being named as defendant in legal actions, claims and disputes in connection with its business activities. The nature of the legal proceedings initiated against the Group mainly includes claims for compensation by the Group's existing or former employees for work-related injuries. The Group maintains insurance cover and, in the opinion of the Directors, based on current available evidence, any such existing claims and legal proceedings against the Group are not expected to have significant adverse financial impact to the Group as at 30 June 2026.

Convertible preference shares

On 16 December 2019, the Group acquired Legend Success Investments Limited ("Legend Success") (together with its subsidiaries, the "Legend Success Group"), which was principally engaged in the provision of Property Asset Management, at a total consideration of HK$743.4 million upon which the initial sum of consideration of HK$704.9 million was satisfied by the Company through (i) the payment of HK$564.0 million in cash and (ii) a non-cash consideration of HK$140.9 million through the issuance and allotment by the Company of 43,676,379 non-voting redeemable convertible preference shares of HK$0.10 each at the issue price of HK$3.2260 per share. A final cash payment of the consideration of HK$38.5 million was made on 13 February 2020.

The convertible preference shares are (i) convertible into 43,676,379 ordinary shares of the Company at an initial price of HK$3.2260 per share (subject to adjustments upon occurrence of certain prescribed events, including consolidation, subdivision or reclassification of shares in the capital of the Company, capitalisation of profits or reserves etc., in each case if not also made available to the holder(s) of the convertible preference shares), provided that any conversion shall not result in the Company failing to comply with any public float requirement under the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited, within a period of 10 years after their date of issue of 16 December 2019 (the "Issue Date") and (ii) redeemable by the Company at its sole discretion at a redemption price which is equal to the Issue Price together with all outstanding preferred distributions accrued to the date fixed for redemption at any time after 10 years following the Issue Date. The convertible preference shares are treated as contingently issuable potential ordinary shares under Hong Kong Accounting Standard ("HKAS") 33 "Earnings per Share" and, since the conditions for their conversion were not met as at 30 June 2026, the effect of their conversion is not included in the calculation of the diluted earnings per share for years ended 30 June 2026 and 2025 pursuant to HKAS 33's requirements as described in Note 12 to the consolidated financial statements. Assuming that all of the outstanding convertible preference shares were converted as at the end of the financial year ended 30 June 2026 and assuming their conditions for conversion were met, the Company's earnings per share after taking into account of the dilutive impact of such conversion for the year ended 30 June 2026 would be HK$ 0.85 per share, calculated as the Group's profit attributable to shareholders of the Company of HK$418.2 million divided by the weighted average number of the Company's ordinary shares in issue of 493.7 million (after taking into account the weighted average number of incremental number of ordinary shares that would be issued from the conversion of the convertible preference shares on its Issue Date of 43.7 million). The convertible preference shares confer their holder(s) the right to receive preferred distributions from the Issue Date at a rate of 6.0% per annum on its Issue Price, payable annually in arrears. As (i) the Company may at its sole discretion redeem either in whole or in part the convertible preference shares for the time being outstanding (i.e. it has no obligation to settle them in cash unless it elects at its sole discretion to redeem) and (ii) the convertible preference shares are only convertible within a period of 10 years after the Issue Date but redeemable only after 10 years following the Issue Date, an analysis on the Company's share price at which it would be equally financially advantageous for the convertible preference share holder(s) to convert or redeem the convertible preference shares based on their implied rate of return at a range of dates in the future is not applicable. Based on the financial and liquidity position of the Group (with details set out in the paragraphs headed "Liquidity and financial resources" of this section), to the best knowledge of the Company, the Company expects that it will be able to meet its redemption obligations under the outstanding convertible preference shares issued by it.



Environmental, Social and Governance

Our Board of Directors, who leads our governance framework, are responsible for overseeing the Group's ESG strategies. Through regular board meetings and training sessions, the Board stays updated on the latest ESG-related insights and developments, ensuring they make informed decisions in managing the Group's ESG risks.

In line with our commitment to sustainability, we have established an ESG committee. This committee comprises three executive directors and one independent non-executive director of our Company, all elected by the Board.

The ESG committee meets regularly to ensure the Group is on the right path toward integrating ESG principles across all business services. The committee advises the Board on managing ESG-related risks, conducting materiality assessments, and making sustainability-related disclosures.

The purposes of establishing Environmental, Social, and Governance are to integrate sustainability and ethical practices into its operations, which helps the Group navigate risks, create long-term value, and enhance its reputation and stakeholder trust. ESG serves as a strategic framework to address global challenges like climate change, social inequality, and ethical governance while aligning a company's values with those of its stakeholders.

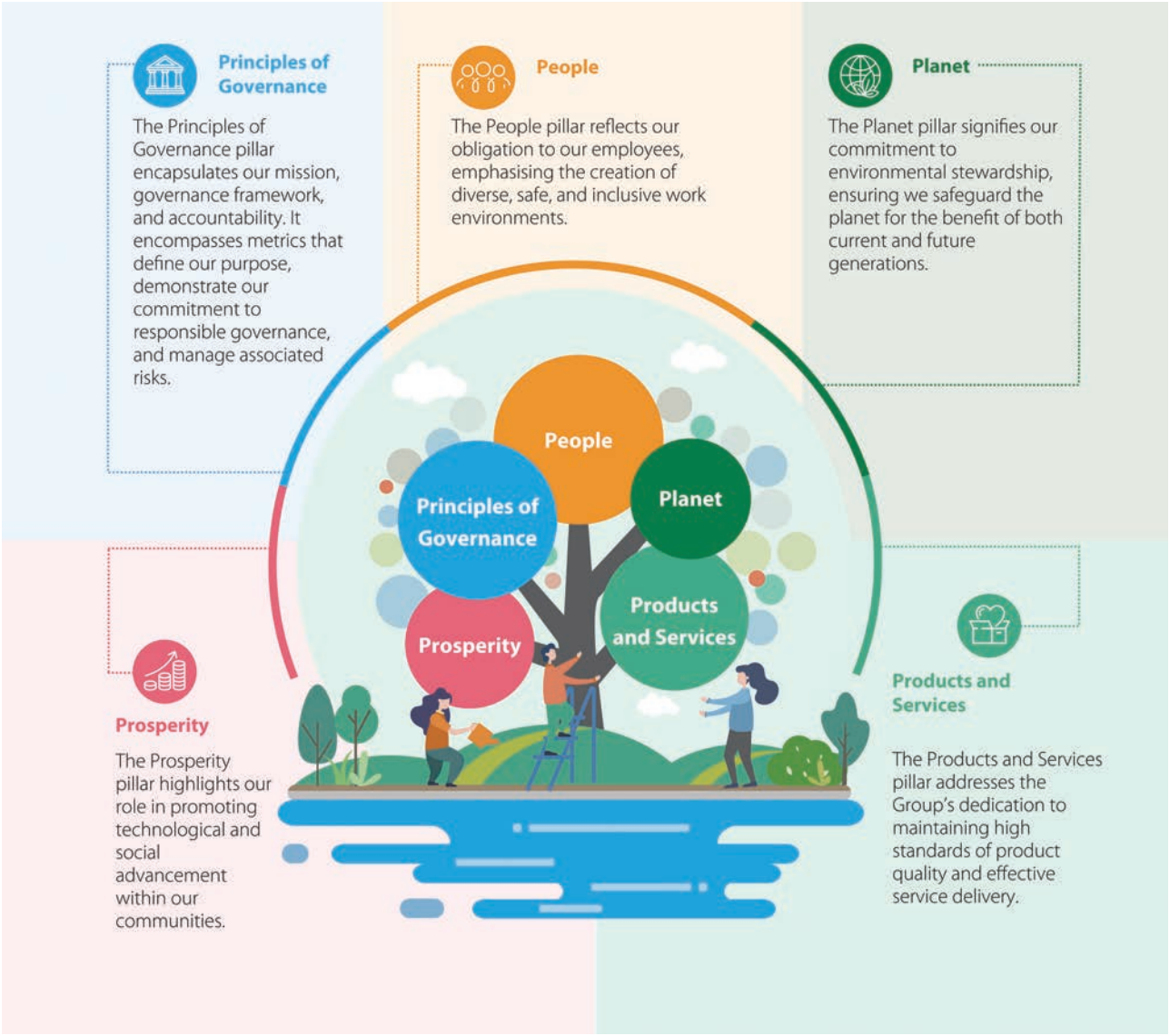
To translate this strategic framework into action, we believe fostering behavioral change within the Group is key to driving sustainable growth. Therefore, we have established a dedicated ESG taskforce with 22 members, including three Executive Directors of our Company. Comprising representatives from different business units, this taskforce actively drives our day-to-day efforts to become more environmentally friendly and socially responsible through various targeted initiatives.

To provide transparency on these initiatives and fulfill our commitment to sustainability-related disclosures, a stand-alone ESG report which references Appendix C2, Environmental, Social and Governance Reporting Guide, to the Listing Rules will be published on the websites of the Company and Hong Kong Exchanges and Clearing Limited in October 2026.

5P Sustainability Framework

We adopt the Group's 5P Sustainability Framework to strengthen sustainability governance and promote an ESG-driven culture. Inspired by the World Economic Forum's common metrics, the 5P Framework consists of five pillars essential to the Group's sustainability and business continuity: Principles of Governance, People, Products and Services, Prosperity, and Planet.

We evaluate our material topics through a comprehensive stakeholder engagement and materiality assessment to ensure alignment with long-term value creation and stakeholder concerns on a regular basis.



Environmental

Environmental concerns

Guided by an ISO14001-certified Environmental Management System, our management approach ensures that our business develops sustainably and addresses environmental impacts effectively. Our Sustainability Policy and Energy and Carbon Management Policy enables us to reduce our carbon footprint and manage energy usage responsively. We work to make a positive and lasting contribution to the environment while ensuring the long-term viability and success of our operations.

We recognise the importance of addressing climate-related issues that may significantly impact our operations and stakeholders. In recent years, we have encountered climate-related challenges, such as increased frequency of extreme weather events, which have disrupted our service delivery and increased operational costs.

To manage these impacts, we have implemented a comprehensive climate action plan focused on enhancing operational resilience and sustainability. Our key measures include reducing our carbon footprint through energy efficiency lighting system, promoting electric vehicles to reduce fuel consumption and emissions, and developing guidelines for energy efficient practices in workplaces.

For our business operations, we have developed effective contingency plans from past experiences to cope with different challenges of extreme weather events. Additionally, we also provide our clients with sustainable environmental solutions through our various lines of service.

By prioritising these principles, we are committed to mitigating climate-related risks and contributing to creating a sustainable future.

Commitment to the environment

We achieved substantial progress this year, successfully meeting the majority of the environmental targets established by our ESG Committee. To further demonstrate our commitment to minimising our environmental footprint, we have set new reduction goals that reflect our ongoing dedication to sustainability. Specifically, our new targets aim to reduce fuel consumption by 1.0%, electricity consumption by 1.5%, and paper procurement by 5.0%.

Building a culture of sustainability

We believe fostering behavioral change within the Group is key to driving sustainable growth. Our dedicated ESG taskforce, with representatives from different business units, drives our efforts to become more environmentally friendly through various initiatives.

To reduce fuel consumption and greenhouse gas emissions, we replaced 19 company vehicles with 14 electric vehicles (2025: 12) and 5 hybrid cars (2025: 5), an increase from the 17 eco-friendly vehicles introduced in 2025. Building on this momentum, we will expand this initiative to further integrate eco-friendly vehicles into our fleet.

Additionally, the Group aims to reduce electricity consumption through two main initiatives implemented by the ESG taskforce. All employees are encouraged to abide by the "4-Offs" initiative, ensuring that lights, air conditioners, monitors, and computers are turned off when office facilities are not in use. To further reduce electricity consumption, the ESG taskforce has also urged employees to turn off non-essential lights for one hour during their lunch break.

Green loan principles

The Group will explore green loan initiatives and is interested in collaborating with potential partners who share our commitment to sustainable finance. We believe such partnerships can drive impactful environmental projects, advance our ESG goals, and create shared value through innovative green financing solutions. These initiatives follow established principles and guidelines to ensure the financing supports sustainable projects aimed at environmental impact reduction, climate change mitigation, and sustainable development.

Social

Talent management, acquisition and retention

We believe that our team is the greatest asset and thus the key to our continued success. We take pride in our diverse workforce, and we are constantly looking to strengthen our team through the attraction, development, and retainment of talent. We cultivate a culture that promotes continuous growth and development of our people.

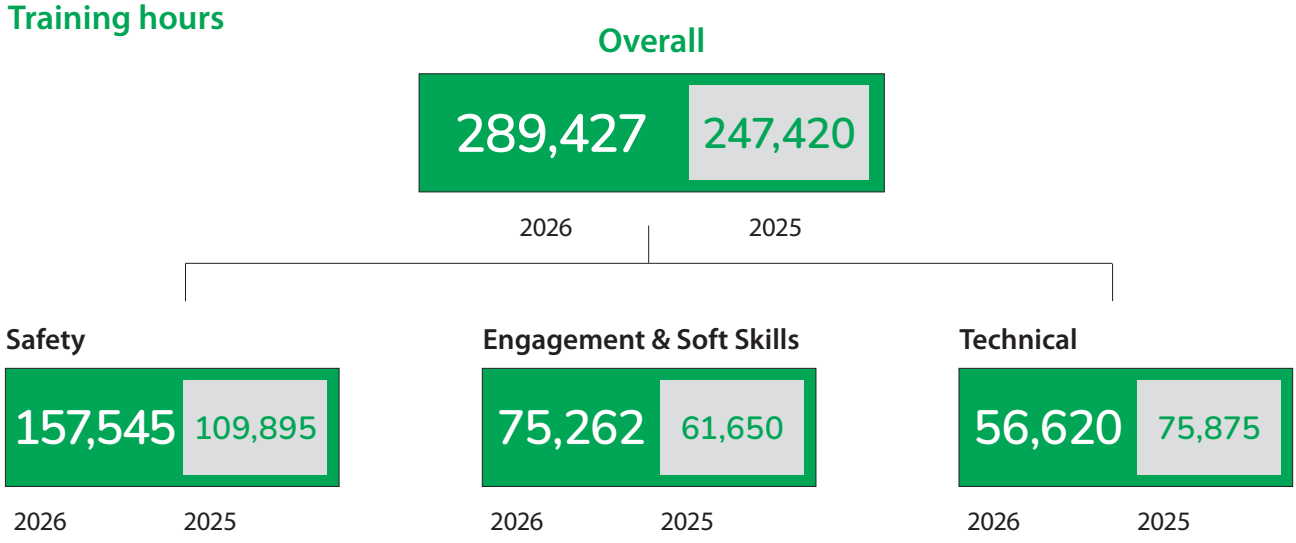
We are always looking to attract top talents who shares our values. We aim to provide a comprehensive development programme which enables us to attract, develop and retain our team. The Group's continuous attraction and retention of top talent will help drive sustainable growth, whilst enabling us to cater to our client's ever-evolving needs.

Mental and physical health of our employees

The Group is committed to supporting the physical and mental well-being of our employees through our dedicated FSE Clubs, which focus on Sports, Wellness, and Recreation. These clubs offer a diverse range of activities designed to encourage healthy lifestyles, alleviate stress, and foster social connections. By promoting holistic wellness, we aim to cultivate a supportive and vibrant workplace where our people feel valued and motivated.

This commitment not only enhances individual well-being but also drives productivity, job satisfaction, and team cohesion. This year, the FSE Clubs facilitated 6,919 wellness and physical activity hours (2025: 6,249 hours).

Training hours



Training and development

We champion continuous learning across our workforce. Through targeted training and development initiatives, we empower our employees to achieve their full potential. In addition to comprehensive skill-building programmes, we provide diverse career pathways, robust support systems, and a range of internal opportunities to foster long-term professional growth within the Group.

As our clients' needs constantly evolve, continuous learning remains essential to our business. To ensure we meet these demands, we organised targeted client engagement workshops for both our frontline and management teams. We actively support our workforce through diverse career development opportunities. Building on this commitment to continuous learning, we delivered 289,427 training hours this year (2025: 247,420 hours).

In 2020 and 2021, FSE launched Executive Development Training Programme ("EDP") and Young Executive Training Programme ("YETP"). Both programmes are specifically designed to advance the business skills and leadership capabilities of our managers and young executives to become future leaders in our Group. The programmes take a multidimensional approach to learning and knowledge transfer, combining lectures, group discussions, case studies, networking opportunities and executive coaching to provide new insights and offer participants opportunities to apply them in daily works. During FY2026, 27 (2025: 26) managers and 32 (2025: 28) young executives participated in our EDP and YETP programmes.

Diversity, Equity and Inclusion ("DEI")

We acknowledge the importance of maintaining a diverse workforce in enhancing productivity. As a group, we ensure that all our people have equal opportunities regardless of their race, gender, age, professional and education background, or religion. Moreover, we have robust systems in place to ensure pay equality through impartial and transparent performance assessment.

Collaborate with local institutions to nurture young talents

Our commitment to fostering a diverse and inclusive workplace extends to how we build our future talent pipeline. We believe that equitable access to professional development is essential for a sustainable workforce, and that everyone should have the opportunity to thrive regardless of their academic background or socioeconomic status. This dedication was exemplified on August 1, 2025, when we signed a Memorandum of Understanding (MoU) with the Vocational Training Council (VTC) to actively promote Vocational and Professional Education and Training (VPET).



Collaborate with local institutions to nurture young talents

This strategic partnership aims to connect diverse youth demographics with practical, hands-on training opportunities. By combining our industry resources with the VTC, we offer vital on-the-job training for trainees across various disciplines. This initiative directly aligns with our ethos of breaking down structural barriers to entry, ensuring that young people—including non-local students supported by the Vocational Professionals Admission Scheme (VPAS) — have equal opportunities to gain practical experience and build competitive, long-term careers.

Our collaboration with the VTC demonstrates our unwavering commitment to diversity and equity at the grassroots level. By actively engaging in educational initiatives like this, we not only diversify our own talent pool with fresh perspectives and combat systemic employment barriers, but we also contribute positively to the broader community by cultivating highly skilled, competitive professionals for the future of Hong Kong and the Greater Bay Area.

Occupational Health, Safety and Wellness

We believe that prioritising the health, safety, and wellness of our people is vital for increasing employee satisfaction, productivity, and overall sustainable business growth. At FSE Lifestyle Services, we have a Safety Task Force with members from all business units which is responsible for developing and promoting workplace safety policies and procedures. We track and evaluate our safety management performance by monitoring our accident rates of individual business units on monthly basis. Our continued commitment to our employees' health, safety, and wellness will drive our long-term success.

Maintaining a high Health and Safety standards across our operations is one of our top priorities. We review our health and safety performance regularly to enhance our protocols and mechanisms, ensuring they align with the industry's best practices.

Corporate Social Responsibility ("CSR")

Care for the community lies in the heart of our corporate vision. As the leading lifestyle service provider in Hong Kong, we are proud to have contributed and serviced the community through many social service initiatives. We are committed to sustainable development and contributing to the community through our various lines of service. This commitment take root in our vision to create an integrated, convenient, and safe living environment for people, and our desire to give back to the communities that support us on this journey.

We have established a FSE Charity Fund and aimed at enhancing our community engagement and social responsibility. The key objectives are supporting vulnerable groups, fostering community development and encouraging employee engagement.

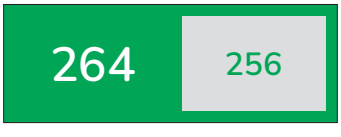
Throughout the year, we have initiated and participated in a total of 264 (2025: 256) charity drives and community engagement events for our beneficiaries, supporting children, the elderlies, and people from disadvantaged backgrounds.

We are proud that our efforts have been recognised by the Hong Kong Council of Social Service. We have received 20 caring company logos in total, and over half of our business units have maintained their Caring Company status for over 15 years. This demonstrates our strong dedication towards giving back to the community and our continuous efforts in supporting Hong Kong through both our business operations and community service.

CSR Activities
Total hours



CSR Activities
Total activities



CSR Volunteers
Total participants



In the past year, over 4,099 volunteer counts dedicated over 30,093 hours to serving the community, 100.3% of our 2025/26 goal.

Empowering SEN Youths: Creating Pathways to Inclusion and Opportunity

We are deeply committed to bridging the gap between education and meaningful employment for young people with Special Educational Needs (SEN). As part of initiatives, we recently partnered with Heep Hong Society to host an interactive "SEN Youth Internship Programme" activity.

During the 1-month programme, our HR Team engaged with the youths, providing a supportive, hands-on environment to help them explore different career paths, practice workplace communication, and build self-confidence in a real-world professional setting.

This initiative perfectly complements our broader strategy for youth development, which includes offering practical, multi-week work placements across business units such as FSE Engineering, Urban Group, and Waihong Services. By collaborating with organisations like Heep Hong Society and providing patient mentorship, we continue to break down employment barriers and ensure that diverse talents are recognised and nurtured in a truly inclusive society.

FSE Caring Day 2026: FSE Sharing Love, Warming Hearts

On May 23, 2026, we launched our 14th annual flagship social service event, FSE Caring Day, in collaboration with Po Leung Kuk. Held at the Sally Wong Leung Hall and the Po Leung Kuk Lau Chan Siu Po Elderly Centre in Lam Tin, this initiative highlights FSE Lifestyle Services's dedication to fostering a culture of care while contributing to a sustainable and harmonious society in Hong Kong.

Operating under the theme "FSE Sharing Love, Warming Hearts 豐盛同心愛關懷 樂聚保良暖人間" we mobilised a dedicated team of volunteers to support nearly 1,000 elderly residents and children. The kick-off ceremony included key representatives from both organisations—including FSE Lifestyle Services's Executive Vice-Chairman and CEO, Mr. Patrick Lam, and the Chairman of Po Leung Kuk, Dr. Jenny Tam — emphasising the importance of community engagement and support.



Empowering SEN Youths: Creating Pathways to Inclusion and Opportunity



FSE Caring Day 2026: FSE Sharing Love, Warming Hearts

In preparation for Caring Day, FSE volunteers participated in a heartfelt Blessing Card Workshop earlier in the month, crafting beautifully handwritten cards that would later be distributed to the elderly. Staff members from various business units gathered to design and write these personalised messages, allowing them to express their love and compassion through meaningful acts of service. These handwritten cards became symbols of care and solidarity, showcasing FSE's team spirit and commitment to making a positive impact in society.

During the Caring Day event, volunteers distributed practical "lucky bags" filled with these handwritten blessing cards and essential daily necessities to approximately 540 elderly individuals and Po Leung Kuk children. The day was filled with joy as volunteers visited around 500 residents at the elderly centre, hosting amusement booths and interactive games, all designed to bring smiles, laughter, and a personal touch to the beneficiaries.

Our ESG mission is clear: to collaborate with various NGOs and continuously serve the community. The success of Caring Day 2026 reflects the company's unwavering commitment to making a positive impact in the lives of the underprivileged and reinforcing its role as a responsible corporate citizen. Through initiatives like this, FSE Lifestyle strengthens its commitment to social responsibility, ensuring that we give back and support those in need.

Governance

Compliance with relevant laws and regulations

During the year, there were no reported case of non-compliance with relevant laws and regulations that have had a significant impact on business regarding the environment, health and safety, labour standards, and data privacy.

Risk Management Committee

The Risk Management Committee oversees the Group's risk management mechanism, including risks and opportunities related to ESG, and is also responsible for maintaining and reviewing the effectiveness of the Group's risk management and internal control systems. The Group has adhered to a formally established Risk Management Policy to identify, evaluate, and manage risks on a regular basis. The Safety Committee reports to the Risk Management Committee.

Internal audit

The Board has authorised the Audit Committee with the responsibility to review the risk management and internal control systems of the Group, which include financial, operational and compliance controls. The internal audit function, which is fully independent of the daily operations of the Group, is conducted by the Company's Internal Audit Department.

Ethical governance

We uphold the highest ethical standards and accountability throughout the Group's daily operation and have a stringent zero-tolerance approach towards any fraudulent or unethical conduct. All employees are required to follow the instructions as stated in the Employee Handbook.

The Group's whistleblowing and grievance mechanisms has been stated in our Whistleblowing Policy and Employee Handbook, to facilitate the Group's ongoing due diligence against unethical behaviour and provide confidential channels for concerned employees at all levels to report bribery or malpractice of any form. Moreover, our Anti-Fraud Policy provides a dedicated confidential channel for employees and external stakeholders to report any suspected or actual fraud, corruption, illegal acts, or unethical practices by employees and other personnel of the Group.

During the year, the Group has fully complied with the laws and regulations relating to bribery, extortion, fraud, and money laundering, and did not have any corruption cases press against the Group or its employees.

Training on governance

The Group is dedicated to fostering a strong culture of ethical governance by investing significant effort into comprehensive employee training. During the year, a total of 21,922 training hours (2025: 2,610) has been produced through diverse programmes designed to enhance awareness and compliance across critical areas. These include the Competition Ordinance, cybersecurity, prevention of sexual harassment in the workplace, and management of counterparty risks. By equipping employees with knowledge and practical skills through these targeted training courses, the Group ensures that ethical standards are deeply embedded in daily operations and decision-making processes. This commitment not only supports regulatory compliance but also strengthens the integrity, accountability, and trustworthiness of the organisation.



Employees and Remuneration Policy

As at 30 June 2026, the Group had a total of 21,069 employees (30 June 2025: 26,678), including 7,503 (30 June 2025: 10,125) casual workers and employees whose relevant costs are directly reimbursed by or charged to our customers or charged by sub-contractors. The decrease in the number of staff during the Year principally reflects less staff in the Group's Hygiene division following expiry of certain cleaning contracts. Staff costs for the Year, including salaries and benefits, was HK$3,943.9 million (2025: HK$3,964.1 million).

The Group offers attractive remuneration packages, including competitive fixed salaries plus performance-based annual bonuses, and continuously provides tailored training to its employees with the aim of promoting upward mobility within its organisation and fostering employee loyalty. Our employees are subject to regular job performance reviews which determine their promotion prospects and compensation. Remuneration is determined with reference to market norms and individual employees' performance, qualification and experience.

The Company maintains a share option scheme, which aims at providing incentives to the eligible participants (including the employees of the Group) to contribute to the Group and enables us to recruit high-caliber employees and attract human resources that are valuable to the Group. As at the date of this report, no share options under this scheme have been granted.

All of our employees in Hong Kong have joined a mandatory provident fund scheme. The scheme is registered with the Mandatory Provident Fund Schemes Authority under the Mandatory Provident Fund Schemes Ordinance (Cap. 485 of the Laws of Hong Kong). The Group has complied with the relevant laws and regulations, and the relevant contributions have been made by the Group in accordance with the relevant laws and regulations.

Business continuity by supply of labour

The Group supports the Enhance Supplementary Labour Scheme ("ESLS") as a strategic response to addressing manpower shortages and ensuring smooth business operations across its diverse functions. As of 30 June 2026, a total of six business units within the Group have successfully employed 240 imported workers under this scheme. The Group recognises that the scheme enables access to qualified labour to meet specific job demands that are challenging to fill locally, while simultaneously maintaining employment priority for local workers.

By participating in the ESLS, the Group effectively balances operational efficiency with social responsibility, adhering strictly to all related laws and regulations designed to protect the rights and welfare of imported workers. This support also helps the Group sustain growth, meet contractual obligations, and continue contributing to the wider economy.



Outlook

Property Asset Management segment

With over 50 years' experience in providing management services for properties and facilities, our Property Asset Management Group has a proven track record in improving quality, reputation and value. Growing demand for enhanced, one-stop professional property and facility management solutions presents new opportunities for the Group's expansion. The business has a robust outlook:

- Demand for professional property management services in Hong Kong is increasing and will continue to increase, supported by government policies aimed at boosting residential unit supply over the next decade, especially in the Northern Metropolis.

- As awareness of property owners' rights grows, there is an increasing demand for services from independent property and facility management companies that are not affiliated with developers.

- The growing supply of residential properties in Hong Kong presents opportunities for the Group in the first-hand property sales market. Additionally, the government's new immigrant admission schemes, particularly the Top Talent Pass Scheme ("TTPS"), are expected to stimulate property sales and leasing activity. This, in turn, should support housing demand and the Group's sales and leasing services.

- Our Property Asset Management Group comprises over 5,000 staff members who are adept at adopting new operating methods and combining their expertise with innovative technologies and IoT applications. The Group has deployed technological applications, including Sm@rtUrban, ComEasy and drones, to enhance operational efficiency and service effectiveness.

Demand for professional property management services in Hong Kong is increasing and will continue to increase, supported by government policies aimed at boosting residential unit supply over the next decade.



- Urban, International Property Management and Kiu Lok are all licensed property management companies operating under the Property Management Services Ordinance ("PMSO") (Cap. 626 of the Laws of Hong Kong). With over 450 Tier 1 and Tier 2 property management practitioners, they boast of one of the industry's largest licensed service teams, ensuring smooth operations and statutory compliance across managed properties and facilities. The Group is therefore well-prepared to cater to PMSO-associated market demand and maintain its competitive advantages in future tenders and business development.

- Our Property Asset Management Group has a technical and engineering team of over 500 highly trained technicians specialising in building repair, maintenance, renovation and refurbishment works. The team serves large private housing estates, commercial premises and modern intelligent buildings, helping enhance their value. Urban renewal and urgent repair works under the Mandatory Building Inspection Scheme are expected to serve as another growth driver.

- This segment generates synergies with other business units and has established partnerships with various professional service providers and contractors. Boasting economies of scale and strong bargaining power, it is able to deliver services at competitive prices and with the highest operational efficiency.

- Beyond meeting statutory requirements, the segment implements stringent governance practices covering environmental protection and care, corporate social responsibility, and risk and crisis control. Urban, for example, is hailed as "Hong Kong's Premier Community Manager", organising more than 50 corporate social responsibility activities each year. It also maintains a meticulous risk and crisis management system to address issues ranging from building service disruptions to pandemic control.

- As a reputable property manager, the Group has earned the trust of its clients, and, as a result, has a strong customer network through which it provides property sales and leasing services. It uses digital assets such as websites, social media platforms and instant messaging to engage clients effectively and provide them with convenient channels for property enquiries whilst promoting its property sales and leasing services.

Supporting Services segment

1. Hygiene

Building on the healthy and steady growth of its business over the past year, particularly in expanding its Kai Tak Development Area portfolio, Waihong is confident about its prospects for the coming years:

- As the number of tenders and quotations released to the market increases year on year, cleaning service providers are benefitting from contracts worth billions of Hong Kong dollars across both the private and public sectors. As a major player in the cleaning services market, Waihong strives to retain a high proportion of its existing service contracts while pursuing new opportunities for development.

- Waihong is exploring new business opportunities across different market segments by introducing smart, innovative equipment to attract higher-value clients. It has adopted various technology products and systems, including smart toilet systems, drones, and robotic equipment, as well as its self-developed facilities, check-in Easy systems and ComEasy inspection systems. Waihong is also adopting more AI products to drive business growth, using various advanced software and hardware to optimise workflows for scheduling and inventory management. Waihong expects innovative technologies to be increasingly adopted across the environmental service industry. As a pioneer in the cleaning services sector, the Group aims to enhance operational efficiencies and customer satisfaction by making full use of advanced tools and equipment. It is investing resources and capital in identifying practical robotic transport platforms and curtain wall washing robots to improve its work processes and safety in selected service areas.

Waihong is exploring new business opportunities across different market segments by introducing smart, innovative equipment to attract higher-value clients.



- Waihong prioritises sustainability, minimising its environmental impact and demonstrating its commitment to social responsibility. The Group is introducing additional innovative services and green initiatives to diversify beyond traditional cleaning services. This is expected to sharpen its competitive edge and stimulate high-quality growth. As environmental sustainability becomes an increasing worldwide concern, Waihong plans to implement more green practices. These include providing disposal services for municipal solid waste, medical waste, liquid waste, construction waste, collecting wastepaper, food waste, and used batteries, and increasing its use of electric vehicles. With growing demand for cleaning services and products that do not harm the environment, providing eco-friendly products and solutions has become a top priority in Waihong's procurement and marketing policies.

- The cleaning service industry continues to face labour-related challenges. Since May 2025, Waihong has employed workers from the Chinese Mainland to help address labour shortages. Management is evaluating the programme's effectiveness and whether it can help alleviate the problem and improve service levels for certain upcoming service contracts. The additional workforce is also expected to ease pressure from rising operating costs and improve the Company's competitiveness.

2. Insurance

Nova, the largest local insurance broker founded and based in Hong Kong, has a 38-year history and a strong professional team. Its experience, capabilities and competitive advantages position it well for continued growth:

- Corporate insurance buyers with complex requirements and keen focus on price need professional brokers to help them get better deals. Nova's quality services have enabled it to win new accounts from its competitors.

- Nova continues to leverage its strengths, including its expertise in construction-related insurance. With new commercial and residential developments and infrastructure projects in the government's pipeline, it expects ample business opportunities in Hong Kong.

- Nova has an extensive local customer network and enjoys synergies with the Group's other divisions. The challenges faced by some international brokers in expanding their businesses in Hong Kong in recent years highlight the importance of local knowledge, which remains one of Nova's key advantages.



AI will further improve operational efficiency, enabling Nova to focus on higher-value activities and optimise manpower deployment over time, allowing it to scale its business while reducing costs.

- Looking ahead, Nova will strive to win more clients in industries where it has strong experience and expertise, such as construction, property management, hospitality, educational institutions, and non-governmental organisations. It is also expanding its employee benefits portfolio, and will focus on specialty products with higher yields, such as cyber insurance, professional indemnity insurance, directors' & officers' liability insurance and trade credit insurance.

- Nova is confident in achieving sustainable growth and maintaining its leading position among local insurance brokers. The use of AI to automate routine processes will further improve operational efficiency by streamlining repetitive tasks, reducing human errors and accelerating decision-making. This will enable Nova to focus on higher-value activities and optimise manpower deployment over time, allowing it to scale its business while reducing costs.

- Following the acquisition of Beijing Nova Insurance Services Limited ("Beijing Nova") on 27 December 2024, Nova has entered and expanded its presence in the lucrative Chinese insurance brokerage market. This acquisition has also expanded its geographical footprint, reducing its reliance on a single market and supporting a more balanced revenue stream. The collaboration between Beijing Nova and Nova Hong Kong will also allow both of them to tap new opportunities across the Greater Bay Area and the entire country.

- In the coming years, Beijing Nova will pursue growth in several areas. It will use its expertise in real estate development and property management to find new clients and help more overseas and Hong Kong-based partners serve clients in Chinese Mainland.

3. Technical Services

The division continues to prioritise longer-term contracts for government premises and remains focused on expanding its services and market share in heating, ventilation, and air conditioning ("HVAC") systems. Although this is a complementary business, it has strong growth prospects and the potential to bolster the Group's revenue and profit:

- In the private sector, maintenance and system retrofit works provide stable income that supports the Group's main businesses. In Macau, casino groups are expected to continue renovating, while many casino properties are entering an ageing phase. The replacement and upgrading of older operating systems are therefore expected to generate solid revenue and present significant opportunities in the coming year. The division will seek to secure these system upgrade contracts and large-scale alteration and addition projects from casino groups.

Hong Kong's ambitious drive towards carbon neutrality by 2050 is creating growing demand for improved building energy efficiency, placing the Group in a strong position to capture these opportunities.



- Hong Kong's ambitious drive towards carbon neutrality by 2050 is creating growing demand for improved building energy efficiency. The division is well positioned to capture opportunities arising from this trend as leading developers step up their investment in structural efficiency upgrades. Recent major contracts include the upgrade of chiller units at the Hong Kong Jockey Club's Sha Tin clubhouses and critical system replacements at Link REIT's shopping malls. These projects demonstrate the division's expertise in supporting the transition to greener, more energy-efficient buildings. The division expects continued demand for chiller replacement projects as Hong Kong advances towards its zero-carbon goals.

- Leveraging our highly successful Building Information Modelling ("BIM") capabilities, the division enhances operational efficiency and safety. Moving forward, we will proactively apply BIM to large-scale chiller replacement works, even where clients do not specifically request it. This approach helps ensure installation accuracy, minimises accidents, boosts tender success rates, elevates our corporate reputation, and drives profitability.

4. Environment

Growing public demand for a better living environment, together with the Hong Kong Government's pledge to achieve carbon neutrality by 2050, is expected to create ample business opportunities for this division's Environmental Solutions, Smart Solutions and Green Solutions business lines in the coming years:

Environmental Solutions (water and air treatment, laboratory testing & certification)

- This division's environmental engineering business has grown steadily, driven by its seawater and freshwater treatment products, including electrochlorination systems, as well as odour removal solutions such as biotech deodorisation systems. Despite fierce competition in HVAC water treatment services, the business has good potential to expand its market share, supported by its patented nanobubble ozonation system and real-time monitoring capabilities.

Smart Solutions (EV charging, IoT platform and smart facilities)

- The Hong Kong Roadmap on the Popularisation of Electric Vehicles ("EV"), announced by the government in 2021, targets zero vehicular emissions by 2050. This has fuelled demand for EV charging infrastructure in car parks, presenting the Group with ample business opportunities.

By applying advanced technologies and smart solutions, the Group enhances building management and environmental monitoring, driving sustainability and elevating customer satisfaction.



- In response to the evolving market, the segment continues to identify new and more advanced products. It will work with vendors to customise systems according to specific customer needs and smart city blueprints. By applying advanced technologies and smart solutions, including AI, IoT, intelligent intellectual property/information technology-based systems and 5G mobile applications, the business aims to strengthen building management and environmental monitoring. These solutions will support building sustainability and environmental quality, while improving customer satisfaction.

Green Solutions (landscape and building materials)

- Growing demand for green elements in indoor and outdoor spaces is creating further opportunities for the Group's landscape services business. Government greening policies, urban planning initiatives and related support are also expected to aid the development of the business.

- For the Group's building materials trading business, technological advancements and the growing emphasis on healthy, green living will translate into opportunities to promote new products with innovative features. Working closely with the Group's environmental solutions team, the business has identified new building materials and products that are in line with the latest market trends.



5. Security & Concierge

Security and Concierge services are expected to benefit from new growth opportunities in the coming years, although the business environment remains highly price competitive. Against this backdrop, the Group's Security & Concierge division will focus on seizing suitable growth opportunities while maintaining pricing discipline, service quality and operational efficiency:

- Infrastructure projects will continue to support long-term demand. Major infrastructure and development projects, including the AI Superhighway, the Hong Kong-Shenzhen Innovation and Technology Park, the Sandy Ridge data facility, the Northern Metropolis, including the proposed Northern Metropolis University Town, are expected to create sustained demand for professional guarding, systems security and operational support. These projects require reliable manpower, strong site control and enhanced security standards, providing the Group with opportunities to expand its presence in critical infrastructure and large-scale developments.

- Tourism recovery and mega-events are likely to create additional opportunities for event security. Government-led initiatives to promote tourism and mega-events are expected to generate further demand for event security, crowd management and operational coordination. Initiatives such as The Hong Kong Jockey Club's specialised racing tours and the phased opening of Central Yards may also present potential opportunities for event services.

- Price competition and rising expectations for AI-driven cost savings remain key market challenges. The security market continues to face intense price competition, with many clients placing strong emphasis on cost control. At the same time, clients increasingly expect AI and technology adoption to reduce service costs, even though professional manpower, supervision and service quality remain essential. To address these challenges, General Security and Perfect Event will focus on disciplined pricing, operational efficiency and selective AI-driven solutions that enhance productivity and service standards without compromising margins.

The Group will focus on disciplined pricing, operational efficiency and selective AI-driven solutions that enhance productivity and service standards.

E&M Engineering segment

The Group's E&M Engineering business is well-equipped to capitalise on upcoming sizeable infrastructure and building projects in Hong Kong, the Chinese Mainland and Macau:

- **Capital and Construction Expenditure** – The Construction Industry Council forecasts the public and private E&M construction spending of over HK$37 billion and HK$22 billion, respectively, over the next five years, indicating an increasing demand for professional construction services. Over the coming years, the Group will focus on rendering these services to public and private housing and infrastructure projects.

- **Public and Private Housing** – As stated in the Chief Executive's 2026 Policy Address, the Hong Kong Government will have sufficient land to build 189,000 public housing units (including 30,000 Light Public Housing units) and produce over 35,000 units per year on average in next five years, and 126,000 private housing units over the next decade.

  Additionally, over 150,000 public and private housing units are expected to become available within the next 10 to 15 years along the Northern Link and through the Siu Ho Wan MTR Depot topside development. The Hong Kong Housing Authority will also announce redevelopment plans for the Ma Tau Wai and Sai Wan estates.

  Key ongoing and upcoming projects include URA- and Housing Society-led residential and commercial redevelopments in the Kai Tak Development Area, Yau Tong and Ap Lei Chau, associated railway property projects, and the development of Tseung Kwan O Area 137.

- **Railway Development** – The Hong Kong Government is embarking on a number of railway extension projects. To support new town development in the proposed Northern Metropolis, the MTR will progressively tender for two new railways: the Northern Link (NOL) Main Link (Kam Sheung Road Station - Kwu Tung Station) and Spur Line (San Tin - New Huanggang Port), and the Northern Link Eastern Extension and Northeast New Territories Line.

- **Airport Development** – The government has also been working with the Airport Authority Hong Kong to transform the "Airport City" vision into reality, turning Lantau into an aerotropolis that will connect the Greater Bay Area with the rest of the world. New projects, including an arts industry ecosystem, AsiaWorld-Expo Phase 2 development, a marina with ancillary facilities, and a fresh food market, are expected to be completed between 2026 and 2031. The projects are expected to promote high-end commercial, tourism and leisure activities.

- **District Cooling System** – As part of the government's low-carbon development initiatives, district cooling systems ("DCS") are being expanded beyond the West Kowloon Cultural District to new development areas (i.e. Tung Chung East, Kwu Tung North and Hung Shui Kiu) and the proposed Northern Metropolis to help curb energy consumption.

- **Conventions and Exhibition** – To maintain Hong Kong's position as a premier venue for large-scale international conventions and exhibitions, the Airport Authority has begun construction of AsiaWorld-Expo Phase 2. The government will also advance the Wan Chai North redevelopment project near the Hong Kong Convention and Exhibition Centre within the next few years.

- **Northern Metropolis** – In 2021, the government announced a development blueprint to transform the Northern Metropolis into four zones:



(1) High-end Professional Services and Logistics Hub – developing modern logistics clusters in the Hung Shui Kiu/Ha Tsuen New Development Areas ("NDA") and connecting them with Qianhai (over 32 hectares);

(2) Innovation and Technology Zone – in addition to the development of the HSITP ("the Loop") and San Tin Technopole, over 200 hectares of land in Ngau Tam Mei had been reserved for the Northern Metropolis University Town ("NMUT") and an integrated medical teaching and research hospital, with development expected to begin in 2028;

(3) Boundary Commerce and Industry Zone – leveraging the advantages of cross-boundary ports in the New Territories North New Town to develop retail and commercial services; and

(4) Blue and Green Recreation, Tourism and Conservation Circle – developing eco-tourism and cultural tourism in Robin's Nest Country Park, Sha Tau Kok and Yan Chau Tong.

The government has identified three land parcels in the Hung Shui Kiu/Ha Tsuen NDA, the Fanling North NDA and the San Tin Technopole as pilot sites for the collective development of commercial and community facilities by successful bidders. The government will also initiate the Second Hospital Development, including Ngau Tam Mei Hospital and Hung Shui Kiu Hospital, in the next few years.

As stated in the Chief Executive's 2026 Policy Address, three university towns will be developed in San Tin, Hung Shui Kiu and Ta Kwu Ling, with the overall planned areas exceeding 1,000 hectares. In addition, the Government will begin statutory planning for nine NDA including Lau Fau Shan, Au Tau, Ma Tso Lung, Ngau Tam Mei, Ta Kwu Ling, etc.

Chief Executive's 2026 Policy Address stated, three university towns will be developed in San Tin, Hung Shui Kiu and Ta Kwu Ling, with the overall planned areas exceeding 1,000 hectares.

- **Macau** – Macau's hotels and casinos continue to require renovation and improvement works, with new projects by The Venetian and Wynn Macau Group set to begin in 2026. Following the renewal of the licences of the six major casino operators for 10 years in January 2023, development of Galaxy Macau Phase 4 has been underway, while renovation works are in progress or will soon commence at existing casinos and hotels. These developments, coupled with the city's shift towards a more diversified tourism economy, are generating additional revenue for the Group.

- **Chinese Mainland** - The Group adopts a disciplined operational strategy, focusing on providing E&M services to major property projects for Hong Kong developers and foreign investors. In addition to its main bases in Beijing and Shanghai, the Group has a presence in other Tier 1 and Tier 2 cities such as Tianjin, Shenyang, Wuhan, Kunming and Hangzhou. The development of the Greater Bay Area, along with the rapidly growing Guangdong Pilot Free Trade Zones in Hengqin, Qianhai and Nansha, is expected to create new business opportunities for the Group.

- In response to the growing emphasis on sustainability, environmental protection, social responsibility and governance among corporate clients and property investors, the segment has optimised its designs and explored innovative approaches to help build a greener future. At the project level, green building designs, MiC, MiMEP and DfMA are being adopted to reduce energy consumption, carbon emissions and construction waste.

Conclusion

Despite facing various challenges and difficulties, the Group's operations remained stable during the Year. Going forward, the Group will continue to strengthen management quality and staff engagement through more frequent operational meetings, project reviews and staff training. It will also strive to maintain its strong financial position to ensure that it is well positioned to seize new business opportunities as they arise. We are confident that we will achieve sustainable growth.

Report of the Directors

The Directors are pleased to submit their report together with the audited financial statements of the Group for the Year.

Principal Activities and Geographical Analysis of Operations

The principal activity of the Company is investment holding. The principal activities of the principal subsidiaries of the Company are set out in Note 35 to the consolidated financial statements.

Business Review

A fair review of the business of the Group as required under Schedule 5 to the Companies Ordinance (Chapter 622 of the Laws of Hong Kong) comprising analysis of the Group's performance during the Year, particulars of important events affecting the Group that have occurred since the end of the Year, as well as indication of likely future development in the business of the Group are set out in the sections headed "Chairmen's Statement" on pages 16 to 23 and "Management Discussion and Analysis" on pages 62 to 105. Description of the principal risks and uncertainties facing the Group are set out in the "Corporate Governance Report" under the paragraphs headed "Risk Management and Internal Control" on pages 52 to 59. Discussions on the environmental policies and performance, compliance by the Group with the relevant laws and regulations that have a significant impact on the Group and the account of the key relationships of the Group with its stakeholders are contained in the "Management Discussion and Analysis" on pages 87 to 95 of this annual report.

Results and Appropriation

The results of the Group for the Year and the state of affairs of the Company and of the Group as at 30 June 2026 are set out in the consolidated financial statements on pages 126 to 221.

The Directors have resolved to recommend a final dividend of HK17.6 cents (2025: HK18.5 cents) per ordinary share for the Year to the shareholders whose names appear on the register of ordinary shareholders of the Company on 7 December 2026. The proposed final dividend, if approved at the forthcoming annual general meeting of the Company, will be paid on or about 18 December 2026. Together with the interim dividend of HK18.9 cents (2025: HK21.1 cents) per ordinary share paid in March 2026, total distribution of dividends by the Company for the Year will thus be HK36.5 cents (2025: HK39.6 cents) per ordinary share and a dividend payout ratio of 40.1%[(i)] (2025: 40.1%[(ii)]).

Notes:

(i) Based on the Group's adjusted profit for the year ended 30 June 2026 attributable to ordinary shareholders of HK$409.7M (i.e. after deducting preferred distribution to the holder of convertible preference shares of HK$8.5M for the year ended 30 June 2026 from profit attributable to shareholders of the Company of HK$418.2M).

(ii) Based on the Group's adjusted profit for the year ended 30 June 2025 attributable to ordinary shareholders of HK$444.7M (i.e. after deducting preferred distribution to the holder of convertible preference shares of HK$8.5M for the year ended 30 June 2025 from profit attributable to shareholders of the Company of HK$453.2M).

Reserves

Details of movements in the reserves of the Group and the Company during the Year are set out in Notes 26 and 34 to the consolidated financial statements respectively.

Distributable Reserves

Details of movements in the distributable reserves of the Company during the Year are set out in Note 34 to the consolidated financial statements. At 30 June 2026, the Company's reserves available for distribution amounted to HK$822.0 million (30 June 2025: HK$820.5 million) as calculated in accordance with the statutory provisions applicable in the Company's place of incorporation and the generally accepted accounting principles.

Donations

During the Year, the Group made charitable and other donations amounting to HK$0.6 million (2025: HK$0.8 million).

Property, Plant and Equipment

Details of movements in the property, plant and equipment of the Group during the Year are set out in Note 14 to the consolidated financial statements.

Share Issued

Details of the Company's share capital are set out in Note 25 to the consolidated financial statements. There was no movement in the share capital during the Year.

Equity-Linked Agreements

Save for the convertible preference shares set out in Note 25 to the consolidated financial statements and the share option scheme adopted by the Company as mentioned under the section headed "Share Option Scheme" below, no equity-linked agreements were entered into by the Company during the Year or subsisted at the end of the Year.

Five-Year Financial Summary

A summary of the results and of the assets and liabilities of the Group for the last five financial years is set out on page 222.

Major Customers and Suppliers

During the Year, the five largest customers of the Group accounted for 39.0% of the Group's revenue and the percentage of revenue attributable to the Group's largest customer amounted to 14.7%. The percentage of purchases attributable to the Group's five largest suppliers accounted for 5.2% of the Group's total purchases and the percentage of purchases attributable to the Group's largest supplier amounted to 1.7%.

During the Year, the CTFS Group and the NWD Group (as defined in the paragraph headed "Connected Transactions" below) were two of the five largest customers of the Group, in terms of contractual parties. Both the CTFS Group and the NWD Group are the family businesses of Dr. Cheng Kar Shun, Henry, the Chairman and Non-executive Director of the Company. Save as disclosed above, none of the Directors, their associates or any Shareholders (which to the knowledge of the Directors owns more than 5% of the Company's issued shares) has an interest in the share capital of any of those customers or suppliers disclosed in the above paragraph.

Management Contracts

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

Directors

The Directors who held office during the Year and up to the date of this report are:

Non-executive Directors

Dr. Cheng Kar Shun, Henry *(Chairman)*
Mr. Poon Lock Kee, Rocky (resigned on 1 January 2026)

Executive Directors

Mr. Doo Wai Hoi, William *(Chairman)*
Mr. Lam Wai Hon, Patrick *(Executive Vice-Chairman and Chief Executive Officer)*
(also acts as alternate director to Dr. Cheng Kar Shun, Henry)
Mr. Doo William Junior Guilherme
Mr. Lee Kwok Bong
Mr. Soon Kweong Wah
Dr. Cheng Chun Fai
Mr. Chan Ju Wai

Independent Non-executive Directors

Mr. Hui Chiu Chung, Stephen
Mr. Lee Kwan Hung, Eddie
Ms. Leung Wan Chong Christine
Mr. Martin Nicholas Hadaway (appointed on 21 November 2025)
Mr. Ho Chi Keung (appointed on 17 August 2026)
Mr. Kwong Che Keung, Gordon (passed away on 6 July 2026)
Dr. Tong Yuk Lun, Paul (retired on 21 November 2025)

In accordance with article 109 of the Company's articles of association, Mr. Ho Chi Keung shall retire as Director at the forthcoming annual general meeting and, being eligible, offer himself for re-election as Director.

In accordance with article 105 of the Company's articles of association, Dr. Cheng Kar Shun, Henry, Mr. Lee Kwok Bong, Mr. Soon Kweong Wah and Mr. Lee Kwan Hung, Eddie shall retire as Directors by rotation at the forthcoming annual general meeting and all being eligible, offer themselves for re-election as Directors.

The Company has received an annual confirmation from each of the Independent Non-executive Directors of his/her independence pursuant to Rule 3.13 of the Rules (the "Listing Rules") Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the "Stock Exchange"). The Company considered all the Independent Non-executive Directors independent.

The Directors' biographical details are set out on pages 24 to 31.

Directors' Service Contracts

No Director has a service contract which is not determinable by the Company within one year without payment of compensation other than statutory compensation.

Directors' Interests in Transactions, Arrangements or Contracts

Details of the connected transactions and material related party transactions are set out on pages 115 to 119 and Note 33 to the consolidated financial statements respectively.

Save for the above and contracts amongst group companies, no other transactions, arrangements or contracts of significance to which the Company or any of its subsidiaries was a party and in which a Director or an entity connected with a Director had a material interest, whether directly or indirectly, subsisted at the end of the Year or at any time during the Year.

Directors' Interests in Competing Business

During the Year and up to the date of this report, according to the Listing Rules, the following Directors are considered to have interests in the business which compete or are likely to compete, either directly or indirectly, with the businesses of the Group, other than those businesses where the Directors were appointed as directors to represent the interests of the Company and/or the Group:

Name of Director	Entity whose business is considered to compete or likely to compete with the businesses of the Group	Description of businesses of the entity which is considered to compete or likely to compete with the businesses of the Group	Nature of interest of the Director in the entity
Dr. Cheng Kar Shun, Henry	New World Development Company Limited group of companies	property and carpark management	director
	CTF Services Limited group of companies	carpark management and E&M Engineering	director
Mr. Doo Wai Hoi, William ("Mr. Doo")	New World Development Company Limited group of companies	property and carpark management	director
Mr. Lam Wai Hon, Patrick ("Mr. Lam")	CTF Services Limited group of companies	carpark management and E&M Engineering	alternate director to Mr. Doo Jr
Mr. Doo William Junior Guilherme ("Mr. Doo Jr")	CTF Services Limited group of companies	carpark management and E&M Engineering	director

As the Board is independent of the boards of the abovementioned entities and none of the above Directors can control the Board, the Group is therefore capable of carrying on its businesses independently of, and at arm's length from the businesses of these entities.

Directors' Rights to Acquire Shares or Debentures

At no time during the Year was the Company, its holding company, or any of its subsidiaries or fellow subsidiaries a party to any arrangement to enable the directors or chief executives of the Company or their respective spouses or children under 18 years of age or their associates to acquire benefits by means of the acquisition of shares in, or debentures of, the Company or any other body corporate.

Permitted Indemnity Provision

Pursuant to the Company's articles of association and subject to the applicable laws, the Directors shall be indemnified out of the Company's assets from and against all actions, costs, charges, losses, damages and expenses which they may incur in the execution of their duties, except for those incurred through their own fraud or dishonesty. The above indemnity provision was in force during the course of the Year and remained in force as of the date of this report.

Directors' and Chief Executive's Interests in Securities

As at 30 June 2026, the interests and short positions of the Directors and chief executive of the Company in the shares, underlying shares and debentures of the Company or any of its associated corporations (within the meaning of Part XV of the Securities and Futures Ordinance (the "SFO")) as recorded in the register required to be kept under 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 as contained in Appendix C3 to the Listing Rules were as follows:

Long position in ordinary shares of the Company

Name	Capacity/ nature of interest	Number of ordinary shares in issue	Number of underlying shares	Total number of ordinary shares interested in	Percentage of shareholding
Mr. Doo	Interest of spouse	337,500,000	43,676,379	381,176,379	84.71%

Note:
These shares are beneficially owned by Mrs. Doo Cheng Sau Ha, Amy ("Mrs. Doo"), spouse of Mr. Doo, details of which are set out in Note 3 to the paragraph headed "Substantial Shareholders' Interests in Securities" below. By Virtue of Part XV of the SFO, Mr. Doo is taken to be interested in all the shares in which his spouse is interested.

Long position in ordinary shares of associated corporation — FSE Holdings Limited ("FSE Holdings")

Name	Capacity/nature of interest	Number of shares	Percentage of shareholding[5]
Mr. Doo	Interest of spouse	440,000,000[1]	88%
Mr. Lam	Interest of controlled corporation	20,000,000[2]	4%
Mr. Doo Jr	Interest of controlled corporation	35,000,000[3]	7%
Mr. Lee Kwok Bong ("Mr. Lee")	Interest of controlled corporation	5,000,000[4]	1%

Notes:
1. These shares are held by Sino Spring Global Limited ("Sino Spring") as to 315,000,000 shares, Power Victory Global Limited ("Power Victory") as to 90,000,000 shares and Frontier Star Limited ("Frontier Star") as to 35,000,000 shares, the entire issued share capital of each of which is beneficially owned by Mrs. Doo, spouse of Mr. Doo. By Virtue of Part XV of the SFO, Mr. Doo is taken to be interested in all the shares in which his spouse is interested.
2. These shares are held by Equal Merit Holdings Limited ("Equal Merit"), the entire issued share capital of which is solely and beneficially owned by Mr. Lam.
3. These shares are held by Master Empire Group Limited ("Master Empire"), the entire issued share capital of which is solely and beneficially owned by Mr. Doo Jr.
4. These shares are held by Lagoon Treasure Limited ("Lagoon Treasure"), the entire issued share capital of which is solely and beneficially owned by Mr. Lee.
5. The percentage of shareholding is calculated on the basis of 500,000,000 shares of FSE Holdings in issue as at 30 June 2026.

Save as disclosed above, none of the Directors or chief executive of the Company had any interests or short positions in the shares, underlying shares or debentures of the Company or any of its associated corporations (within the meaning of Part XV of the SFO) as at 30 June 2026.

Substantial Shareholders' Interests in Securities

As at 30 June 2026, the interests and short positions of persons in the shares and underlying shares of the Company as recorded in the register required to be kept under Section 336 of the SFO were as follows:

Long position in ordinary shares and underlying shares of the Company

Name	Capacity/nature of interest	Number of ordinary shares in issue	Number of underlying shares	Total number of ordinary shares interested in	Percentage of shareholding[6]
FSE Holdings	Beneficial interest and interest of controlled corporation[5]	337,500,000[1]	43,676,379[2]	381,176,379[3]	84.71%
Sino Spring[4]	Interest of controlled corporation	337,500,000	43,676,379	381,176,379	84.71%
Fung Seng Holdings (X) Limited ("Fung Seng")[5]	Interest of controlled corporations	337,500,000	43,676,379	381,176,379	84.71%
Fungseng Prosperity Holdings Limited ("Fungseng Prosperity")[5]	Interest of controlled corporations	337,500,000	43,676,379	381,176,379	84.71%
Doo Family Prosperity Holdings Limited ("Doo Family")[5]	Interest of controlled corporations	337,500,000	43,676,379	381,176,379	84.71%
Mrs. Doo[5]	Interest of controlled corporations	337,500,000	43,676,379	381,176,379	84.71%
FSE Management Company Limited ("FMC")[2]	Beneficial interests	–	43,676,379	43,676,379	9.71%

Notes:

1. These shares are held by FSE Holdings.
2. These shares are issuable to FMC upon full conversion of a total of 43,676,379 non-voting redeemable convertible preference shares (the "CPS") issued by the Company to FMC on 16 December 2019. Upon exercise of the conversion rights attaching to each CPS, each CPS is convertible into one ordinary share of the Company (subject to adjustments upon occurrence of certain prescribed events, including consolidation, subdivision or reclassification of shares in the capital of the Company, capitalisation of profits or reserves etc., in each case if not also made available to holder(s) of CPS) within a period of 10 years from its date of issue. FMC is wholly owned by FSE Holdings. By virtue of Part XV of the SFO, FSE Holdings is deemed to be interested in all the shares in which FMC is interested.
3. These shares comprise (a) the 337,500,000 ordinary shares in issue and held by FSE Holdings; and (b) the 43,676,379 ordinary shares issuable to FMC upon full conversion of the 43,676,379 CPS as referred to in Note 2 above.
4. FSE Holdings is held as to 63% by Sino Spring, 18% by Power Victory, 7% by Frontier Star, 7% by Master Empire, 4% by Equal Merit and 1% by Lagoon Treasure. By virtue of Part XV of the SFO, Sino Spring is deemed to be interested in all the shares in which FSE Holdings is interested.
5. Sino Spring, Power Victory and Frontier Star are wholly-owned subsidiaries of Fung Seng, which in turn is owned as to 75% by Fungseng Prosperity and 25% by Mrs. Doo. Fungseng Prosperity is a wholly-owned subsidiary of Doo Family which in turn is wholly owned by Mrs. Doo. By virtue of Part XV of the SFO, each of Fung Seng, Fungseng Prosperity, Doo Family and Mrs. Doo is deemed to be interested in all the shares in which Sino Spring is interested.
6. The percentage of shareholding is calculated on the basis of 450,000,000 voting shares of the Company in issue as at 30 June 2026. On a fully diluted basis upon full conversion of the CPS assuming no change in the number of voting shares of the Company, the total number of voting shares of the Company in issue will be 493,676,379 and the percentage of shareholdings held by FSE Holdings and FMC will be 77.21% and 8.85% respectively and in each case, each of Sino Spring, Fung Seng, Fungseng Prosperity, Doo Family and Mrs. Doo is deemed to be interested in all the shares in which FSE Holdings is interested under Part XV of the SFO. These percentage shareholdings on a fully diluted basis are provided for illustrative purposes only. The terms of the CPS will not permit conversion if immediately after such conversion, the public float of the ordinary shares of the Company will fall below the minimum public float requirements of the Listing Rules.

Save as disclosed above, no other person was recorded in the register required to be kept under Section 336 of the SFO as having an interest or short position in the shares or underlying shares of the Company as at 30 June 2026.

Share Option Scheme

The share option scheme adopted by the Company on 20 November 2015 (the "2015 Scheme") expired and terminated on 19 November 2025. On 21 November 2025, the Company adopted a new share option scheme (the "2025 Scheme").

The following is a summary of the principal terms of the share option schemes:

The 2015 Scheme

(i) Purposes of the 2015 Scheme

The purpose of the 2015 Scheme is to enable the Company to grant options to selected participants as incentives or rewards for their contribution to the Group.

(ii) Who may join

The Directors may, at their absolute discretion, invite any person belonging to any of the following classes of participants, to take up options to subscribe for ordinary shares of the Company ("Shares"):

(a) any employee (whether full-time or part-time including any executive director but excluding any non-executive director) of the Company or any of its subsidiaries or any entity ("Invested Entity") in which any member of the Group holds an equity interest;

(b) any non-executive directors (including independent non-executive directors) of the Company or any of its subsidiaries or any Invested Entity;

(c) any supplier of goods or services to any member of the Group or any Invested Entity;

(d) any customer of any member of the Group or any Invested Entity;

(e) any person or entity that provides research, development or other technological support to any member of the Group or any Invested Entity;

(f) any shareholder of any member of the Group or any Invested Entity or any holder of any securities issued by any member of the Group or any Invested Entity;

(g) any adviser (professional or otherwise) or consultant to any area of business or business development of any member of the Group or any Invested Entity;

(h) any other group or classes of participants who have contributed or may contribute by way of joint venture, business alliance or other business arrangement to the development and growth of the Group;

and, for the purposes of the 2015 Scheme, the offer for the grant of option may be made to any company wholly owned by one or more persons belonging to any of the above classes of participants.

(iii) Maximum number of Shares available for issue

As at the date of this report, the 2015 Scheme has expired and terminated. No options had been granted under the 2015 Scheme and therefore no shares will be issued under the 2015 Scheme.

(iv) Maximum entitlement of each participant

The total number of Shares issued and which may fall to be issued upon the exercise of the options granted under the 2015 Scheme and any other share option scheme of the Company (including both exercised or outstanding options) to each grantee in any 12-month period shall not exceed 1% of the issued share capital of the Company for the time being ("Individual Limit"). Any further

grant of options in excess of the Individual Limit in any 12-month period up to and including the date of such further grant must be separately approved by the shareholders in general meeting of the Company with such grantee and his close associates abstaining from voting.

(v) Exercise period of option

An option may be exercised during a period (which may not be later than 10 years from the date of offer of the option) to be determined and notified by the Directors to the grantee thereof and, in the absence of such determination, from the date of offer to the earlier of (i) the date on which such option lapses according to the provisions of the 2015 Scheme; and (ii) 10 years from the date of offer of that option.

(vi) Vesting period of option

There is no vesting period of options granted under the 2015 Scheme unless otherwise determined by the Directors and stated in the offer for the grant of options to a grantee.

(vii) Consideration for the option

A consideration of HK$1 is payable on acceptance of the grant of an option.

(viii) Subscription price for the Shares

The subscription price for the Shares under the 2015 Scheme shall be 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 quotations sheet on the date of the offer for the grant, which must be a business day; (ii) the average closing price of the Shares as stated in the Stock Exchange's daily quotations for the five business days immediately preceding the date of the offer for the grant; and (iii) the nominal value of a Share.

(ix) Remaining life of the Scheme

The 2015 Scheme was for a term of ten (10) years from 20 November 2015 and expired and terminated on 19 November 2025.

The 2025 Scheme

(i) Purposes of the 2025 Scheme

The purpose of the 2025 Scheme are (i) to enable the Company to grant options to the eligible participants as incentives or rewards for their contribution to the growth and development of the Group; (ii) to attract and retain personnel to promote the sustainable development of the Group; and (iii) to align the interest of the grantees with those of the shareholders of the Company to promote the long-term financial and business performance of the Group.

(ii) Who may join

The Directors may, at their absolute discretion, invite any person belonging to any of the following classes of participants, to take up options to subscribe for the Shares:

(a) any employee (whether full-time or part-time, including any executive director, but excluding any non-executive directors and independent non-executive directors) of the Company or any of its subsidiaries (and including persons who are granted options under the 2025 Scheme as an inducement to enter into employment contracts with these companies) ("Employee Participant(s)");

(b) any non-executive directors and independent non-executive directors of the Company or any of its subsidiaries; and

(c) any director or employee of the holding companies, fellow subsidiaries or associated companies of the Company ("Related Entity Participant(s)").

(iii) Maximum number of Shares available for issue

The maximum number of Shares which may be allotted and issued (including any treasury shares which may be transferred, as applicable) in respect of all options and awards to be granted under the 2025 Scheme and any other share schemes ("Scheme Mandate Limit") shall not exceed 10% of the number of Shares in issue (excluding treasury shares, if any) as at the date of approval of the 2025 Scheme. As at 30 June 2026, the total number of Shares available for issue under the 2025 Scheme is 45,000,000 Shares, representing 10.00% of the Company's issued Shares.

(iv) Maximum entitlement of each participant

The total number of Shares issued and to be issued (including any treasury shares transferred and to be transferred) upon exercise of the options granted and to be granted under the 2025 Scheme and the options or awards granted under any other share scheme(s) of the Company to each grantee in any 12-month period up to and including the date of such grant shall not exceed 1% of the total number of Shares in issue (excluding treasury shares, if any) (the "1% Individual Limit"). Where any grant of options to a grantee under the 2025 Scheme would result in the Shares issued and to be issued (including any treasury shares which may be transferred, as applicable) upon exercise of all options or awards granted and proposed to be granted to such person (excluding any options and awards lapsed in accordance with the terms of the 2025 Scheme or the other share scheme) under the 2025 Scheme and any other share scheme in the 12-month period up to and including the date of such further grant exceed the 1% Individual Limit, such grant must be separately approved by shareholders in general meeting with such grantee and his close associates (or his associates if the grantee is a connected person of the Company) abstaining from voting.

(v) Exercise period of option

An option may be exercised in accordance with the terms of the 2025 Scheme at any time during a period to be determined and notified by the Directors to the grantee, which period shall end in any event not later than 10 years from the date of offer of that option subject to the provisions for early termination thereof.

(vi) Vesting period of option

The vesting period in respect of any option granted to any eligible participant shall not be shorter than 12 months from the date of acceptance of the Offer, provided that where the Eligible Participant is:

(i) an Employee Participant who is a Director or a senior manager disclosed in the Company's annual report as required under the Listing Rules ("Senior Manager") specifically identified by the Company, the Remuneration Committee shall, or

(ii) an Employee Participant who is not a Director nor a Senior Manager specifically identified by the Company, the Directors shall have the authority to determine a shorter vesting period under the following specific circumstances:

(a) grants of "make-whole" options to a new Employee Participant to replace awards or options such Employee Participant forfeited when leaving his previous employer;

(b) grants to an Employee Participant whose employment is terminated due to death or disability or occurrence of any out of control event;

(c) grants with performance-based vesting conditions in lieu of time-based vesting criteria;

(d) grants that are made in batches during a year for administrative and compliance reasons. Such circumstances may include options that should have been granted earlier but had to wait for subsequent batch, in which case the vesting period may be adjusted to take account of the time from which the options would have been granted if not for such administrative or compliance requirements;

(e) grants of options with a mixed or accelerated vesting period schedule such that the Options vest evenly over a period of 12 months; and

(f) grants of options to Employee Participants with a total vesting and holding period of more than twelve (12) months.

(vii) Consideration for the option

A consideration of HK$1 is payable on acceptance of the grant of an option.

(viii) Subscription price for the Shares

The subscription price for the Shares under the 2025 Scheme shall be 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 quotations sheet on the date of the offer for the grant, which must be a business day; (ii) the average closing price of the Shares as stated in the Stock Exchange's daily quotations for the five business days immediately preceding the date of the offer for the grant; and (iii) (where applicable) the nominal value of a Share.

(ix) Remaining life of the Scheme

The 2025 Scheme shall remain in force for a period of ten (10) years commencing from 21 November 2025 being the date of its adoption.

As at 1 July 2025 and 30 June 2026, no options has been granted under the 2015 Scheme and the 2025 Scheme. The number of options available for grant under the 2015 Scheme as at 1 July 2024 and 19 November 2025 (being its expiration date) was 45,000,000 without any sub-limit for any category of eligible participants. The number of options available for grant under the 2025 Scheme as at 21 November 2025 (being its adoption date) and 30 June 2026 was 45,000,000 without any sub-limit for any category of eligible participants.

Connected Transactions

Connected persons of the Company

Dr. Cheng Kar Shun, Henry ("Dr. Cheng"), a chairman of the Board and a non-executive Director of the Company, is our connected person. The NWD Group, the CTFS Group, the CTFJ Group and the CTFE Group (as respectively defined below), our long standing customers, are the family businesses of Dr. Cheng. To echo the policy of the Stock Exchange to enhance minority shareholders' protection, we have treated members of each of these groups of companies as our connected persons under Chapter 14A of the Listing Rules.

In the above paragraph and as appeared in this section:

"NWD Group" means New World Development Company Limited ("NWD"), the issued shares of which are listed on the Stock Exchange (stock code: 17), together with its subsidiaries from time to time;

"CTFS Group" means CTF Services Limited ("CTFS"), the issued shares of which are listed on the Stock Exchange (stock code: 659), together with its subsidiaries from time to time;

"CTFJ Group" means Chow Tai Fook Jewellery Group Limited ("CTFJ"), the issued shares of which are listed on the Stock Exchange (stock code: 1929), together with its subsidiaries from time to time;

"CTFE Group" means Chow Tai Fook Enterprises Limited ("CTFE") and its subsidiaries from time to time.

Mrs. Doo is one of the controlling shareholders of the Company and is a connected person of the Company. Mrs. Doo is also the sister of Dr. Cheng (a chairman of the Board and a non-executive Director), the spouse of Mr. Doo (a chairman of the Board and an executive Director) and the mother of Mr. Doo Jr (an executive Director). The Doo's Associates Group are 30%-controlled companies of Mrs. Doo and her "immediate family members" (as defined in the Listing Rules), individually or together, and the subsidiaries of such companies. Members of the Doo's Associates Group are associates of Mrs. Doo and are connected persons of the Company.

Continuing connected transactions

The Company has entered into the following transactions during the Year and up to the date of this report with one or more the above connected persons which constituted continuing connected transactions ("CCTs") of the Company under Chapter 14A of the Listing Rules.

(1) The 2023 Master Services Agreements

On 28 April 2023, four master services agreements (the "2023 Master Services Agreements") were entered into by the Company in relation to the provision and/or receipt of services with details as follows:

(a) a master services agreement entered into between NWD and the Company (the "2023 NWD Master Services Agreement") which serves to provide them with a master framework of agreement upon and to which the individual agreement for each CCT between the NWD Group and the Group (the "NWD CCT") in relation to the following services is to be entered into and subject:

- the provision of, by the Group to the NWD Group, E&M Engineering and cleaning services, facility and property management services, insurance solutions services, environmental services, landscaping services, security, guarding and event servicing services, and such other types of services as the NWD Group and the Group may agree upon from time to time in writing (the "FSE-NWD Services"); and
- the provision of, by the NWD Group to the Group, rental services, sundry services, IT support services, materials supply services, contracting services, facility and property management services, insurance medical and health care services and such other types of services as the NWD Group and the Group may agree upon from time to time in writing (the "NWD Services").

(b) a master services agreement entered into between CTFJ and the Company (the "2023 CTFJ Master Services Agreement") which serves to provide them with a master framework of agreement upon and to which the individual agreement for each CCT between the CTFJ Group and the Group (the "CTFJ CCT") in relation to the following services is to be entered into and subject:

- the provision of, by the Group to the CTFJ Group, E&M Engineering and cleaning services (excluding recycling and environmental services), facility and property management services, insurance solutions services, environmental services (excluding lift repair and maintenance services), landscaping services, security, guarding and event servicing services and such other types of services as the CTFJ Group and the Group may agree upon from time to time in writing; and
- the provision of, by the CTFJ Group to the Group, leasing or licensing of properties and related services and such other types of services as the CTFJ Group and the Group may agree upon from time to time in writing.

(c) a master services agreement entered into between CTFE and the Company (the "2023 CTFE Master Services Agreement") which serves to provide them with a master framework of agreement upon and to which the individual agreement for each CCT between the CTFE Group and the Group (the "CTFE CCT") in relation to the provision and/or receipt of the services between the CTFE Group and the Company. On 17 November 2023, following the disposal of all the shares of CTFS held by NWD to

CTFE, CTFS became a member of the CTFE Group and ceased as a member of the NWD Group. Accordingly, the services originally provided by the CTFS Group as part of the NWD Services ceased as part of the NWD Services and became part of the services provided by the CTFE Group, and the services originally provided as part of the FSE-NWD Services from the Group to the NWD Group also became part of the services from the Group to the CTFE Group. An addendum to the CTFE Master Services Agreement dated 17 November 2023 was signed by the Company and CTFE putting on record the changes in services contemplated under the CTFE Master Services Agreement. The services contemplated under the CTFE Master Services Agreement together with its addendum are summarised as follows:

- the provision of, by the Group to the CTFE Group, E&M Engineering and cleaning services, facility and property management services, insurance solutions services, environmental services (excluding lift repair and maintenance services), landscaping services, security, guarding and event servicing services and such other types of services as the CTFE Group and the Group may agree upon from time to time in writing; and
- the provision of, by the CTFE Group to the Group, contracting services, facility and property management services, leasing or licensing of properties and the rights to use properties and related services, insurance related services and such other types of services as the CTFE Group and the Group may agree upon from time to time in writing.

Further details of the change in services contemplated under the CTFE Master Service Agreement and the corresponding changes in the annual caps for the NWD CCTs and the CTFE CCTs for each of the financial year ended 30 June 2024, 2025 and 2026 are disclosed in the announcement of the Company dated 20 November 2023.

(d) a master services agreement entered into between FMC and the Company (the "2023 Doo's Associates Group Master Services Agreement") which serves to provide them with a master framework of agreement upon and to which the individual agreement for each CCT between the Doo's Associates Group and the Group (the "Doo's Associates CCT") in relation to the following services is to be entered into and subject:

    - the provision of, by the Group to the Doo's Associates Group, E&M Engineering and cleaning services, facility and property management services, insurance solutions services, environmental services, landscaping services, security, guarding and event servicing services and such other types of services as the Doo's Associates Group and the Group may agree upon from time to time in writing; and
    - the provision of, by the Doo's Associates Group to the Group, leasing or licensing of properties and related services and such other types of services as the Doo's Associates Group and the Group may agree upon from time to time in writing.

The 2023 Master Services Agreements and the transactions contemplated thereunder were approved by the independent shareholders at the extraordinary general meeting of the Company held on 28 June 2023. Each of the 2023 Master Services Agreements has an initial term of three years commenced on 1 July 2023 and ended on 30 June 2026. For further details, please refer to the announcements of the Company dated 28 April 2023, 28 June 2023 and 20 November 2023 and the circular of the Company dated 5 June 2023.

During the Year, the transaction amounts under the 2023 Master Services Agreements are summarised as follows:

The 2023 NWD Master Services Agreement

	Approximate total transaction amounts HK$'000	Annual cap HK$'000
Paid/payable to the Group	494,825	3,422,431
Paid/payable by the Group	2,991	55,009

The 2023 CTFJ Master Services Agreement

	Approximate total transaction amounts HK$'000	Annual cap HK$'000
Paid/payable to the Group	7,332	77,840
Paid/payable by the Group	–	90

The 2023 CTFE Master Services Agreement

	Approximate total transaction amounts HK$'000	Annual cap HK$'000
Paid/payable to the Group	1,144,411	3,523,867
Paid/payable by the Group	1,812	57,702

The 2023 Doo's Associates Group Master Services Agreement

	Approximate total transaction amounts HK$'000	Annual cap HK$'000
Paid/payable to the Group	14,012	422,082
Paid/payable by the Group	8,707	18,690

* Out of the total transaction amount paid/payable to the Group during the Year of HK$1,661 million under the 2023 Master Services Agreements with the contracting parties per above, about 43% of it is attributable to ultimate third-party employers who are not connected persons of the Group.

(2) The 2026 Master Services Agreements

On 24 April 2026, in view of the expiry of the 2023 Master Services Agreements on 30 June 2026, three master services agreements (the "2026 Master Services Agreements") were entered into by the Company in relation to the provision and/or receipt of services with details as follows:

(a) a master services agreement entered into between NWD and the Company which serves to provide them with a master framework of agreement upon and to which the individual agreement for each NWD CCT in relation to the following services is to be entered into and subject:

- the provision of, by the Group to the NWD Group, cleaning services, E&M services, environmental solutions services, facility and property management services, security, guarding and event servicing services, insurance solutions services and such other types of services as the NWD Group and the Group may agree upon from time to time in writing; and
- the provision of, by the NWD Group to the Group, IT support services, rental services, sundry services, and such other types of services as the NWD Group and the Group may agree upon from time to time in writing.

(b) a master services agreement entered into between CTFE and the Company which serves to provide them with a master framework of agreement upon and to which the individual agreement for each CTFE CCT in relation to the following services is to be entered into and subject:

- the provision of, by the Group to the CTFE Group, cleaning services, E&M services (excluding lift repair and maintenance services), environmental solutions services, facility and property management services, security, guarding and event servicing services, insurance solutions services and such other types of services as the CTFE Group and the Group may agree upon from time to time in writing; and

- the provision of, by the CTFE Group to the Group, contracting services, facility and property management services, insurance related services, rental services and such other types of services as the CTFE Group and the Group may agree upon from time to time in writing.

(c) a master services agreement entered into between FMC and the Company which serves to provide them with a master framework of agreement upon and to which the individual agreement for each Doo's Associates CCT in relation to the following services is to be entered into and subject:

- the provision of, by the Group to the Doo's Associates Group, cleaning services, E&M services, environmental solutions services, facility and property management services, security, guarding and event servicing services, insurance solutions services and such other types of services as the Doo's Associates Group and the Group may agree upon from time to time in writing; and

- the provision of, by the Doo's Associates Group to the Group, rental services and related services and such other types of services as the Doo's Associates Group and the Group may agree upon from time to time in writing.

The 2026 Master Services Agreements and the transactions contemplated thereunder were approved by the independent shareholders at the extraordinary general meeting of the Company held on 25 June 2026. Each of the 2026 Master Services Agreements has an initial term of three years commenced on 1 July 2026 and ending on 30 June 2029. Subject to re-compliance with the applicable requirements of the Listing Rules at the relevant time, each of these agreements shall be automatically renewed at the end of its initial term (or any subsequent renewed term) for a successive period of three years (or such other period permitted under the Listing Rules). For further details, please refer to the announcement of the Company dated 24 April 2026 and the circular of the Company dated 29 May 2026.

Annual review of CCTs

All the CCTs conducted during the Year mentioned above have been reviewed by the Independent Non-executive Directors who have confirmed that the transactions have been entered into:

(a) in the ordinary and usual course of business of the Group;

(b) on normal commercial terms;

(c) according to the relevant agreement governing the respective transactions on the terms that are fair and reasonable and in the interests of the shareholders of the Company as a whole; and

(d) within the caps as set out in the relevant circular and announcements.

The Company's auditor was engaged to report on the Group's CCTs in accordance with Hong Kong Standard on Assurance Engagements 3000 "Assurance Engagements Other Than Audits or Reviews of Historical Financial Information" and with reference to Practice Note 740 "Auditor's Letter on Continuing Connected Transactions under the Listing Rules" issued by the Hong Kong Institute of Certified Public Accountants. The auditor has issued an unqualified letter containing their findings and conclusions in respect of the CCTs disclosed by the Company in this annual report in accordance with Rule 14A.56 of the Listing Rules.

Save as disclosed above, a summary of significant related party transactions made during the Year, which included the abovesaid CCTs, is disclosed in Note 33 to the consolidated financial statements. To the extent that the Group's related party transactions constituted connected transactions or continuing connected transactions as defined in the Listing Rules, the Company had complied with the relevant requirements (including disclosure requirements) in accordance with Chapter 14A of the Listing Rules during the Year. In determining the prices and terms of the continuing connected transactions conducted during the Year, the Company has also followed the pricing policy of the relevant transactions and the guidelines under the Listing Rules.

Non-Compete Undertakings

On 20 November 2015, FSE Holdings, Sino Spring and Mr. Doo (collectively, the "Covenantors") entered into a deed of non-compete undertaking (the "Deed"), under which they have given non-compete undertakings in favour of the Company (for itself and as trustee for and on behalf of each of our subsidiaries), pursuant to which they have, among other matters, irrevocably undertaken not to engage in any business (other than those of the Group) which, directly or indirectly, compete or may compete with the businesses of the Group.

The Covenantors have provided to the Company a written confirmation confirming that, since the date of listing of the Company's shares on the Stock Exchange (that is, 10 December 2015), they have complied with the undertakings contained in the Deed and there is no matter in relation to their compliance with or enforcement of the Deed that needs to be brought to the attention of the Stock Exchange, the Company and/or the shareholders of the Company. Our Independent Non-executive Directors have also confirmed to the Company that, having made such reasonable enquiries with the Covenantors and reviewed the written confirmation from the Covenantors and/or such documents as they considered appropriate, nothing has come to their attention that causes them to believe that the terms of the Deed had not been complied with by the Covenantors during the Year.

Pre-Emptive Rights

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

Purchase, Sale or Redemption of the Company's Listed Securities

Neither the Company nor any of its subsidiaries has purchased, sold or redeemed any of the Company's listed securities (including sale of the treasury shares (the "Treasury Shares") within the meaning under the Listing Rules) during the Year.

No Treasury Share was held by the Company during the Year and as at 30 June 2026.

Sufficiency of Public Float

The applicable public float threshold for the Company is the initial prescribed threshold of at least 25% of the total number of issued ordinary shares of the Company (excluding treasury shares, if any) held by the public.

Based on the information publicly available to the Company or otherwise within the knowledge of the Directors as at the date of this report, the Company has complied with the prescribed public float requirements under Rule 13.32B of the Listing Rules throughout the Year and as at 30 June 2026.

As at 30 June 2026, the total issued share capital of the Company amounted to HK$185,900,000, comprising HK$45,000,000 divided into 450,000,000 ordinary shares of HK$0.1 each listed on the Stock Exchange and HK$140,900,000 divided into 43,676,379 CPS. The CPS is not a listed security. 75% of the total number of issued ordinary shares of the Company were held by substantial shareholders, details of which are shown in the paragraph headed "Substantial Shareholders' Interests in Securities" above, while the remaining 25% of the total number of issued ordinary shares of the Company were held by the public.

Auditor

The consolidated financial statements for the Year have been audited by PricewaterhouseCoopers, who will retire at the forthcoming annual general meeting of the Company and, being eligible, will offer themselves for re-appointment.

On behalf of the Board

Dr. Cheng Kar Shun, Henry
Chairman

Mr. Doo Wai Hoi, William
Chairman

Hong Kong, 28 September 2026

Independent Auditor's Report



To the Shareholders of FSE Lifestyle Services Limited
(incorporated in the Cayman Islands with limited liability)

OPINION

What we have audited

The consolidated financial statements of FSE Lifestyle Services Limited (the "Company") and its subsidiaries (the "Group"), which are set out on pages 126 to 221, comprise:

- the consolidated statement of financial position as at 30 June 2026;
- the consolidated income statement for the year then ended;
- the consolidated statement of comprehensive income for the year then ended;
- the consolidated statement of changes in equity for the year then ended;
- the consolidated statement of cash flows for the year then ended; and
- the notes to the consolidated financial statements, comprising material accounting policy information and other explanatory information.

Our opinion

In our opinion, the consolidated financial statements give a true and fair view of the consolidated financial position of the Group as at 30 June 2026, and of its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with HKFRS Accounting Standards as issued by the Hong Kong Institute of Certified Public Accountants ("HKICPA") and have been properly prepared in compliance with the disclosure requirements of the Hong Kong Companies Ordinance.

BASIS FOR OPINION

We conducted our audit in accordance with Hong Kong Standards on Auditing ("HKSAs") as issued by the HKICPA. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

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.

PricewaterhouseCoopers, 22/F, Prince's Building, Central, Hong Kong
T: +852 2289 8888, F: +852 2810 9888, www.pwchk.com

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.

A key audit matter identified in our audit is summarised as follows:

Key Audit Matter	How our audit addressed the Key Audit Matter
Revenue recognition of the contracting work Refer to Note 4 in the critical accounting estimates and judgements in the consolidated financial statements. The Group recognises its contracting revenue according to the percentage-of-completion of individual contracting work. The Group has recognised HK$2,723 million contracting revenue in relation to contracting work for the year ended 30 June 2026. Because of the nature of the activity undertaken in contracts, the date at which the contract activity entered into and the date when the activity is completed usually fall into different financial periods. Management is required to exercise significant judgement in the ongoing estimation of total contract revenue and total contract costs for each contract as the contract progresses, based on past experience and market circumstances, especially in relation to change in estimates of revenue and costs arising from variation orders, litigations and claims with the customers and sub-contractors. The eventual realisation of these estimates are inherently uncertain, subject to the outcome of negotiations with the customers and sub-contractors. Any revision of the total contract revenue and total contract costs, which determined the percentage-of-completion, would affect the contracting revenue recognition and may result in material adjustments to margin, which can be positive or negative.	Our audit procedures in relation to revenue recognition of the contracting work included the following: — Obtained an understanding of management's internal control and evaluated and tested the operating effectiveness of key controls operated by the Group about the estimation of the total contract revenue, the estimation of the total contract costs and actual costs incurred; — Checked, on a sample basis, the contractual terms of the work and variation orders in order to understand their work nature and contractual relationships with the customers; checked correspondences with the customers, including the agreed documents or communication evidence to evaluate the reasonableness of management's estimates on the budgeted total contract revenue, especially the estimates of revenue arising from variation orders and claims; — Tested, on a sample basis, the actual costs incurred on contracting works during the year ended 30 June 2026; — Checked, on a sample basis, to correspondences, such as agreed documents or communication evidence, with the sub-contractors and suppliers to evaluate the reasonableness of management's assessment of budgeted total contract costs, especially the estimates of costs relating to variation orders; and — Interviewed, on a sample basis, management and the respective project teams to evaluate the progress of the selected projects and the estimation of total contract revenue and total contract costs. We found the management's estimations and judgements on the revenue recognition in respect of contracting work to be supportable based on the available evidence.

OTHER INFORMATION

The directors of the Company are responsible for the other information. The other information comprises all of the information included in the annual report other than 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.

RESPONSIBILITIES OF DIRECTORS AND THE AUDIT COMMITTEE 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 as issued by the HKICPA and the disclosure requirements of the Hong Kong Companies Ordinance, and for such internal control as the directors determine is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

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

The Audit Committee is 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. We report our opinion solely to you, as a body, 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 HKSAs 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.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

As part of an audit in accordance with HKSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.

- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the consolidated 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 the Audit Committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

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

From the matters communicated with the Audit Committee, 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.

The engagement partner on the audit resulting in this independent auditor's report is Yam Kwok Damien Chow (practising certificate number: P06351).

PricewaterhouseCoopers
Certified Public Accountants

Hong Kong, 28 September 2026

Consolidated Income Statement

For the year ended 30 June 2026

	Notes	2026 HK$'000	2025 HK$'000
Revenue	5	**7,934,308**	8,159,887
Cost of services and sales		**(6,895,678)**	(7,106,373)
Gross profit		**1,038,630**	1,053,514
General and administrative expenses		**(540,877)**	(527,578)
Other income, net	6	**9,280**	8,002
Operating profit	7	**507,033**	533,938
Finance income	10	**6,354**	22,990
Finance costs	10	**(15,610)**	(22,277)
Share of results of associates	17	**1,596**	1,835
Share of results of joint ventures	18	**422**	33
Profit before income tax		**499,795**	536,519
Income tax expenses	11	**(81,622)**	(83,294)
Profit for the year		**418,173**	453,225
Profit for the year attributable to:			
Shareholders of the Company		**418,163**	453,214
Non-controlling interests		**10**	11
		418,173	453,225
Earnings per share for profit attributable to ordinary shareholders of the Company (expressed in HK$)			
— Basic and diluted	12	**0.91**	0.99

The notes on pages 132 to 221 are an integral part of these consolidated financial statements.

Consolidated Statement of Comprehensive Income

For the year ended 30 June 2026

	2026 HK$'000	2025 HK$'000
Profit for the year	**418,173**	453,225
Other comprehensive income:		
Items that may be subsequently reclassified to consolidated income statement:		
Currency translation differences	**13,136**	5,050
Items that will not be subsequently reclassified to consolidated income statement:		
Remeasurement gains on long service payment liabilities, net of tax	**1,608**	12,975
Remeasurement gains on defined benefit retirement scheme, net of tax	**2,066**	712
Other comprehensive income for the year, net of tax	**16,810**	18,737
Total comprehensive income for the year	**434,983**	471,962
Total comprehensive income for the year attributable to:		
Shareholders of the Company	**434,973**	471,951
Non-controlling interests	**10**	11
	434,983	471,962

The notes on pages 132 to 221 are an integral part of these consolidated financial statements.

Consolidated Statement of Financial Position

As at 30 June 2026

	Notes	2026 HK$'000	2025 HK$'000
ASSETS			
Non-current assets			
Property, plant and equipment	14	**41,667**	56,537
Right-of-use assets	15	**68,964**	98,386
Other intangible assets	16	**234,812**	241,253
Interests in associates	17	**13,674**	1,658
Interests in joint ventures	18	**1,626**	1,204
Deferred income tax assets	19	**6,807**	8,862
Pension assets	20	**5,373**	2,997
		372,923	410,897
Current assets			
Trade and other receivables	21	**2,599,581**	2,507,155
Contract assets	22	**822,868**	703,547
Inventories	23	**6,110**	7,181
Cash and bank balances	24	**828,940**	743,864
		4,257,499	3,961,747
Total assets		**4,630,422**	4,372,644
EQUITY			
Ordinary shares	25	**45,000**	45,000
Convertible preference shares	25	**140,900**	140,900
Reserves	26	**1,333,111**	1,074,892
Shareholders' funds		**1,519,011**	1,260,792
Non-controlling interests	27	**961**	951
Total equity		**1,519,972**	1,261,743

The notes on pages 132 to 221 are an integral part of these consolidated financial statements.

	Notes	2026 HK$'000	2025 HK$'000
LIABILITIES			
Non-current liabilities			
Lease liabilities	15	**24,238**	51,544
Long service payment liabilities	29	**51,468**	48,449
Deferred income tax liabilities	19	**23,491**	26,611
Borrowings	28	**–**	318,920
		99,197	445,524
Current liabilities			
Trade and other payables	30	**2,251,009**	2,295,550
Contract liabilities	22	**278,635**	236,772
Borrowings	28	**348,920**	–
Current portion of lease liabilities	15	**41,767**	39,482
Taxation payable		**90,922**	93,573
		3,011,253	2,665,377
Total liabilities		**3,110,450**	3,110,901
Total equity and liabilities		**4,630,422**	4,372,644
Net current assets		**1,246,246**	1,296,370
Total assets less current liabilities		**1,619,169**	1,707,267

The notes on pages 132 to 221 are an integral part of these consolidated financial statements.

The consolidated financial statements on pages 126 to 221 were approved by the Board of Directors on 28 September 2026 and were signed on its behalf.

Lam Wai Hon, Patrick
Director

Doo William Junior Guilherme
Director

Consolidated Statement of Changes in Equity

For the year ended 30 June 2026

	Ordinary shares (Note 25) HK$'000	Convertible preference shares (Note 25) HK$'000	Reserves (Note 26) HK$'000	Equity attributable to shareholders of the Company HK$'000	Non-controlling interests HK$'000	Total HK$'000
At 1 July 2024	45,000	140,900	802,645	988,545	327	988,872
Profit for the year	–	–	453,214	453,214	11	453,225
Other comprehensive income:						
Currency translation differences	–	–	5,050	5,050	–	5,050
Remeasurement gains on long service payment liabilities, net of tax	–	–	12,975	12,975	–	12,975
Remeasurement gains on defined benefit retirement scheme, net of tax	–	–	712	712	–	712
Total comprehensive income for the year	–	–	471,951	471,951	11	471,962
Transactions with shareholders:						
Contribution from a non-controlling shareholder	–	–	–	–	900	900
Dividends to ordinary shareholders	–	–	(191,250)	(191,250)	(287)	(191,537)
Distribution to convertible preference shareholder	–	–	(8,454)	(8,454)	–	(8,454)
At 30 June 2025	45,000	140,900	1,074,892	1,260,792	951	1,261,743
At 1 July 2025	**45,000**	**140,900**	**1,074,892**	**1,260,792**	**951**	**1,261,743**
Profit for the year	**–**	**–**	**418,163**	**418,163**	**10**	**418,173**
Other comprehensive income:						
Currency translation differences	**–**	**–**	**13,136**	**13,136**	**–**	**13,136**
Remeasurement gains on long service payment liabilities, net of tax	**–**	**–**	**1,608**	**1,608**	**–**	**1,608**
Remeasurement gains on defined benefit retirement scheme, net of tax	**–**	**–**	**2,066**	**2,066**	**–**	**2,066**
Total comprehensive income for the year	**–**	**–**	**434,973**	**434,973**	**10**	**434,983**
Transactions with shareholders:						
Dividends to ordinary shareholders	**–**	**–**	**(168,300)**	**(168,300)**	**–**	**(168,300)**
Distribution to convertible preference shareholder	**–**	**–**	**(8,454)**	**(8,454)**	**–**	**(8,454)**
At 30 June 2026	**45,000**	**140,900**	**1,333,111**	**1,519,011**	**961**	**1,519,972**

The notes on pages 132 to 221 are an integral part of these consolidated financial statements.

Consolidated Statement of Cash Flows

For the year ended 30 June 2026

	Notes	2026 HK$'000	2025 HK$'000
Cash flows from operating activities			
Cash generated from operations	31(a)	**377,274**	467,002
Decrease/(increase) in trust cash		**32,028**	(22,365)
Hong Kong profits tax paid		**(83,864)**	(85,725)
Interest paid		**(15,610)**	(22,200)
Chinese Mainland and Macau income taxes paid		**(2,411)**	(4,744)
Net cash generated from operating activities		**307,417**	331,968
Cash flows from investing activities			
Investments in an associate	31(b)	**(11,880)**	(945)
Purchase of property, plant and equipment		**(11,673)**	(21,513)
Increase in time deposit with original maturity over three months		**(11,540)**	(10,940)
Proceeds from disposal of right-of-use assets		**8,429**	8,098
Interest received		**6,354**	22,990
Proceeds from disposal of property, plant and equipment		**1,484**	2,375
Dividends received from associates		**1,460**	1,340
Proceeds from disposal of a subsidiary	31(c)	**707**	15
Acquisition of a subsidiary	31(d)	**–**	(78,023)
Net cash used in investing activities		**(16,659)**	(76,603)
Cash flows from financing activities			
Proceeds from bank borrowings	31(e)	**227,869**	878,761
Repayment of bank borrowings	31(e)	**(197,869)**	(796,021)
Dividends paid to ordinary shareholders	31(e)	**(168,300)**	(191,250)
Payments for principal portion of lease liabilities	31(e)	**(42,951)**	(45,710)
Distribution paid to convertible preference shareholder	31(e)	**(8,454)**	(8,454)
Net cash used in financing activities		**(189,705)**	(162,674)
Net increase in cash and cash equivalents during the year		**101,053**	92,691
Cash and cash equivalents at the beginning of the year		**652,143**	559,011
Exchange differences	31(f)	**3,911**	441
Cash and cash equivalents at the end of the year		**757,107**	652,143
Analysis of balances of cash and cash equivalents			
Representing:			
Cash and bank balances as stated in the consolidated statement of financial position		**828,940**	743,864
Less: Trust cash	24	**(48,753)**	(80,781)
Less: Time deposit with original maturity over three months	24	**(23,080)**	(10,940)
Cash and cash equivalents at the end of the year		**757,107**	652,143

The notes on pages 132 to 221 are an integral part of these consolidated financial statements.

1 GENERAL INFORMATION

FSE Lifestyle Services Limited (the "Company") is a limited liability company incorporated in the Cayman Islands on 22 June 2015. The address of its registered office is Cricket Square, Hutchins Drive, P.O. Box 2681, Grand Cayman, KY1-1111, Cayman Islands.

The Company is an investment holding company and its subsidiaries (together, the "Group") are principally engaged in provision of property & facility management services, car park management services, property asset management, property agency and related services for buildings and guarding services, hygiene services, cleaning & pest control and management of waste disposal services, recycling and environmental disposal services, insurance services, technical support and maintenance services, trading of environmental products and provision of related engineering consultancy services, EV charging infrastructure services, trading of EV charging and building materials, provision of landscaping services, systems security, concierge, guarding, event services and mechanical and electrical engineering services in Hong Kong, Chinese Mainland and Macau. The ultimate holding company of the Company is FSE Holdings Limited incorporated in the Cayman Islands. The directors consider Mrs. Doo Cheng Sau Ha, Amy to be the ultimate controlling shareholder (the "Ultimate Controlling Shareholder") during the financial year ended 30 June 2026.

The Company has its listing on the Main Board of The Stock Exchange of Hong Kong Limited.

These consolidated financial statements are presented in Hong Kong dollars, unless otherwise stated.

These consolidated financial statements have been approved for issue by the Board of Directors of the Company (the "Board") on 28 September 2026.

2 BASIS OF PREPARATION AND MATERIAL ACCOUNTING POLICIES

The basis and material accounting policies applied in the preparation of the consolidated financial statements are set out below and within the corresponding notes to the consolidated financial statements. These policies have been consistently applied to both years presented, unless otherwise stated.

2.1 Basis of preparation

The consolidated financial statements have been prepared in accordance with HKFRS Accounting Standards as issued by the Hong Kong Institute of Certified Public Accountants ("HKICPA") and requirements of the Hong Kong Companies Ordinance Cap. 622 of the Laws of Hong Kong. The consolidated financial statements have been prepared under the historical cost convention, except for plan assets under defined benefit retirement scheme which are measured at fair value and defined benefits obligations which are measured at present value of estimated future cash outflows using interest rates determined by reference to market yields at the period end date.

The preparation of consolidated financial statements in conformity with HKFRS Accounting Standards requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Group's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the consolidated financial statements are disclosed in Notes 5, 11, 14, 16, 20, 21 and 29 to the consolidated financial statements.

2 BASIS OF PREPARATION AND MATERIAL ACCOUNTING POLICIES (Continued)

2.1 Basis of preparation (Continued)

(i) Adoption of amendments to existing standards that are effective for the Group's financial year beginning 1 July 2025 by the Group

For the year ended 30 June 2026, the Group adopted the following amendments to existing standards which are effective for the financial year of the Group beginning on 1 July 2025:

Amendments to HKAS 21 and HKFRS 1	Lack of Exchangeability

The Group's adoption of the above pronouncement neither has any material effect on the results and financial position of the Group nor any substantial changes in the Group's accounting policies and presentation of its consolidated financial statements.

(ii) New standards and amendments to existing standards that have been issued but not yet effective and have not been early adopted by the Group

The following new standards and amendments to existing standards have been issued but not yet effective for the Group's financial year beginning on 1 July 2025 and have not been early adopted:

		Effective for accounting periods beginning on or after
Amendments to HKFRS 9 and HKFRS 7	Amendments to the Classification and Measurement of Financial Instruments	1 January 2026
HKFRS 1, HKFRS7, HKFRS 9, HKFRS 10 and HKAS 7	Annual Improvements to HKFRS Accounting Standards	1 January 2026
Amendments to HKFRS 9 and HKFRS 7	Contracts Referencing Nature-dependent Electricity	1 January 2026
HKFRS 18	Presentation and Disclosure in Financial Statements	1 January 2027
HKFRS 19	Subsidiaries without Public Accountability: Disclosures	1 January 2027
Amendments to HKAS 21	Translation to Hyperinflationary Presentation Currency	1 January 2027
Amendments to HKFRS 10 and HKAS 28	Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	To be determined

The Group has already commenced an assessment of the impact of the above pronouncements to the Group and considered that except for adoption of HKFRS 18, there will not be any substantial changes to the Group's accounting policies and presentation of its consolidated financial statements.

2 BASIS OF PREPARATION AND MATERIAL ACCOUNTING POLICIES (Continued)

2.1 Basis of preparation (Continued)

(ii) New standards and amendments to existing standards that have been issued but not yet effective and have not been early adopted by the Group (Continued)

HKFRS 18 will replace HKAS 1 Presentation of Consolidated Financial Statements, introducing new requirements that will help to achieve comparability of the financial performance of similar entities and provide more relevant information and transparency to users. Even though HKFRS 18 will not impact the recognition or measurement of items in the consolidated financial statements, its impacts on presentation and disclosure are expected to be pervasive, in particular those related to the consolidated statement of comprehensive income and providing management-defined performance measures within the consolidated financial statements. Management is currently assessing the detailed implications of applying the new standard on the Group's consolidated financial statements. The Group expects to apply the new standard from the Group's financial year beginning 1st July 2027. Retrospective application is required, and so the comparative information for the financial year ending 30 June 2027 will be restated in accordance with HKFRS 18.

2.2 Consolidation

(i) Subsidiaries

Subsidiaries are all entities over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date that control ceases.

A change in the ownership interest of a subsidiary company, without a change of control, is accounted for as an equity transaction.

(ii) Business combinations under common control

Business combinations under common control refers to combinations where the combining entities are controlled by the same party or parties before and after the combination and that control is not transitory.

(iii) Business combinations not under common control

The acquirer measures both the consideration paid and net assets obtained at their carrying amounts. The difference between the carrying amount of the net assets obtained and the carrying amount of the consideration paid is recorded in reserves. Any direct transaction costs attributable to the business combination are expensed as incurred. However, the handling fees, commissions and other expenses incurred for the issuance of equity instruments or bonds for the business combination are recorded in the initial measurement of the equity instruments and bonds, respectively.

The Company applies merger accounting to account for the business combinations under common control in accordance with Accounting Guideline 5 "Merger Accounting for Common Control Combinations" issued by the HKICPA.

2 BASIS OF PREPARATION AND MATERIAL ACCOUNTING POLICIES (Continued)

2.2 Consolidation (Continued)

(iii) Business combinations not under common control (Continued)

The Group applies the acquisition method to account for business combinations. The consideration transferred for the acquisition of a subsidiary is the fair values of the assets transferred, the liabilities incurred to the former owners of the acquiree and the equity interests issued by the Group. The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date. The Group recognises any non-controlling interest in the acquiree on an acquisition-by-acquisition basis, either at fair value or at the non-controlling interest's proportionate share of the recognised amounts of acquiree's identifiable net assets. All other components of non-controlling interests are measured at their acquisition date fair value, unless another measurement basis is required by HKFRS Accounting Standards.

Acquisition-related costs are expensed as incurred.

The excess of the consideration transferred, the amount of any non-controlling interest in the acquiree and the acquisition-date fair value of any previous equity interest in the acquiree over the fair value of the identifiable net assets acquired is recorded as goodwill. If the total of consideration transferred, non-controlling interest recognised and previously held interest measured is less than the fair value of the net assets of the subsidiary acquired in the case of a bargain purchase, the difference is recognised in the consolidated income statement.

Intercompany transactions, balances, income and expenses on transactions between group companies are eliminated. Profits and losses resulting from intercompany that are recognised in assets are also eliminated. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

(iv) Disposal of subsidiaries

When the Group ceases to have control, any retained interest in the entity is re-measured to its fair value at the date when control is lost, with the change in carrying amount recognised in consolidated income statement. The fair value is the initial carrying amount for the purposes of subsequently accounting for the retained interest as an associate, joint venture or financial asset. In addition, any amounts previously recognised in other comprehensive income in respect of that entity are accounted for as if the Group had directly disposed of the related assets or liabilities. This means that amounts previously recognised in other comprehensive income are reclassified to consolidated income statement or transferred to another category of equity as specified/permitted by applicable HKFRS Accounting Standards.

(v) Separate financial statements

Investments in subsidiaries are accounted for at cost less impairment. Cost also includes direct attributable costs of investment. The results of the subsidiaries are accounted for by the Company on the basis of dividend received and receivable.

2 BASIS OF PREPARATION AND MATERIAL ACCOUNTING POLICIES (Continued)

2.2 Consolidation (Continued)

(v) Separate financial statements (Continued)

Impairment testing of the investments in the subsidiaries is required upon receiving dividends from these investments if the dividend exceeds the total comprehensive income of the subsidiary in the year the dividend is declared or if the carrying amount of the investment in the separate financial statements exceeds the carrying amount in the consolidated financial statements of the investee's net assets including goodwill.

2.3 Impairment of non-financial assets

Assets that have an indefinite useful life — for example, goodwill or intangible assets not ready to use — are not subject to amortisation and are tested annually for impairment. Assets that are subject to amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised in the consolidated income statement for the amount by which the carrying amount of an asset exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

For the purpose of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (CGUs). Non-financial assets other than goodwill that suffered an impairment are reviewed for possible reversal of the impairment at each reporting date.

2.4 Financial assets

(i) Classifications

The Group classifies its financial assets in the following measurement categories:

(a) those to be measured subsequently at fair value (either through other comprehensive income (OCI) or through profit or loss) after initial recognition; and

(b) those to be measured subsequently at amortised cost after initial recognition.

The classification depends on the Group's business model for managing the financial assets and the contractual terms of the cash flows.

For financial assets measured at fair value, gains and losses are either to be recorded in the profit or loss or OCI. For investments in equity instruments that are not held for trading, the accounting treatment for them depends on whether the Group has made an irrevocable election at the time of their initial recognition to account for them as the equity investments at fair value through other comprehensive income (FVOCI) or not.

Financial assets are classified as current assets if they are expected to be settled within 12 months or in the normal operating cycle of the business. Otherwise, they are classified as non-current.

The Group reclassifies debt investments when and only when its business model for managing these assets changes.

2 BASIS OF PREPARATION AND MATERIAL ACCOUNTING POLICIES (Continued)

2.4 Financial assets (Continued)

(ii) Recognition and Measurement

Regular way purchases and sales of financial assets are recognised on the trade-date — the date on which the Group commits to purchase or sell the asset. Investments are initially recognised at fair value plus transaction costs for all financial assets not carried at fair value through profit or loss. Financial assets carried at fair value through profit or loss are initially recognised at fair value, and transaction costs are expensed in the consolidated income statement. Financial assets are derecognised when the rights to receive cash flows from the investments have expired or have been transferred and the Group has transferred substantially all risks and rewards of ownership.

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of financial asset not measured at fair value through profit or loss (FVPL), transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVPL are expensed in the profit or loss.

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

(a) Debt instruments

Subsequent measurement of debt instruments depends on the Group's business model for managing the asset and the cash flow characteristics of the asset. There are three measurement categories into which the Group classifies its debt instruments:

- Amortised cost: Assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Interest income from these financial assets is included finance income using the effective interest rate method. Any gain or loss arising on derecognition is recognised directly in the profit or loss and presented in "Other income/(expenses), net", together with foreign exchange gains and losses. Impairment losses are presented within "General and administrative expenses" in another line item in the consolidated income statement.

- FVOCI: Assets that are held for collection of contractual cash flows and for selling the financial assets, where the assets' cash flows represent solely payments of principal and interest, are measured at FVOCI. Movements in the carrying amount are taken through OCI, except for the recognition of impairment gains or losses, interest revenue and foreign exchange gains and losses which are recognised directly in the profit or loss. When a financial asset is derecognised, its cumulative gain or loss previously recognised in OCI is reclassified from equity to the profit or loss and recognised in "Other income/(expenses), net". Interest income from these financial assets is included in finance income using the effective interest rate method. Foreign exchange gains and losses are presented in "Other income/(expenses), net" and impairment expenses are presented within "General and administrative expenses" in another as separate line item in the consolidated income statement.

2 BASIS OF PREPARATION AND MATERIAL ACCOUNTING POLICIES (Continued)

2.4 Financial assets (Continued)

(ii) Recognition and Measurement (Continued)

(a) Debt instruments (Continued)

- FVPL: Assets that do not meet the criteria for amortised cost or FVOCI are measured at FVPL. A gain or loss on a debt investment that is subsequently measured at FVPL is recognised in the profit or loss and presented net within "Other income/(expenses), net" in the period in which it arises.

(b) Equity instruments

The Group subsequently measures all equity instruments at fair value. When the Group's management has elected to present fair value gains and losses on equity investments in other comprehensive income, there is no subsequent reclassification of fair value gains and losses to the profit or loss following the derecognition of the investment. Dividends from such investments continue to be recognised in the profit or loss as other income when the Group's right to receive payments is established.

Changes in the fair value of financial assets at fair value through profit or loss are recognised in "Other income/(expenses), net" in the consolidated income statement as applicable. Impairment losses (and reversal of impairment losses) on equity investments measured at FVOCI are not reported separately from other changes in fair value.

2.5 Impairment of financial assets

The Group assesses on a forward-looking basis the expected credit losses associated with its debt instruments carried at amortised cost and FVOCI and trade receivables. The impairment methodology applied depends on whether there has been a significant increase in credit risk. Impairment on these financial assets are measured as either 12-month expected credit losses or lifetime expected credit losses, depending on whether there has been a significant increase in credit risk since initial recognition. If a significant increase in credit risk of a receivable has occurred since initial recognition, then impairment is measured as lifetime expected credit losses.

The Group considers the probability of default upon initial recognition of, a financial asset and whether there has been a significant increase in credit risk on an ongoing basis throughout each reporting period. To assess whether there is a significant increase in credit risk, the Group compares the risk of a default occurring on the asset as at the reporting date with the risk of default as at the date of initial recognition. It considers available reasonable and supportive forward-looking information. Especially the following indicators are incorporated:

- actual or expected significant adverse changes in external credit rating of the debtors;
- actual or expected significant adverse changes in business, financial or economic conditions that are expected to cause a significant change to the borrower's ability to meet its obligations;
- actual or expected significant changes in the operating results of the borrower;

2 BASIS OF PREPARATION AND MATERIAL ACCOUNTING POLICIES (Continued)

2.5 Impairment of financial assets (Continued)

- significant increases in credit risk on other financial instruments of the same borrower;
- significant changes in the expected performance and behaviour of the borrower, including changes in the payment status of borrowers in the Group and changes in the operating results of the borrower.

2.6 Provisions

Provisions are recognised when the Group has a present legal or constructive obligation as a result of past events; it is probable that an outflow of resources will be required to settle the obligation; and the amount can be reliably estimated. Restructuring provisions comprise employee termination payments. Provisions are not recognised for future operating losses.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as interest expense.

2.7 Contingent liabilities and contingent assets

A contingent liability is a possible obligation that arises from past events and whose existence will only be confirmed by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group. It can also be a present obligation arising from past events that is not recognised because it is not probable that an outflow of economic resources will be required or the amount of obligation cannot be measured reliably.

A contingent liability is not recognised but is disclosed in the notes to the consolidated financial statements. When a change in the probability of an outflow occurs so that the outflow is probable, it will then be recognised as a provision.

A contingent asset is a probable asset that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group.

Contingent asset is not recognised but is disclosed in the notes to the consolidated financial statements when an inflow of economic benefits is probable. When inflow is virtually certain, an asset is recognised.

2 BASIS OF PREPARATION AND MATERIAL ACCOUNTING POLICIES (Continued)

2.8 Foreign currencies

(i) Functional and presentation currency

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates (the "functional currency"). The consolidated financial statements are presented in Hong Kong dollars ("HK$"), which is the Company's functional and the Group's presentation currency.

(ii) Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions or valuation where items are re-measured. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the consolidated income statement.

(iii) Group companies

The results and financial position of all the Group's entities that have a functional currency different from the presentation currency are translated into the presentation currency as follows:

(a) assets and liabilities for each statement of financial position presented are translated at the closing rate at the date of that statement of financial position;

(b) income and expenses for each income statement are translated at average exchange rates (unless this average is not a reasonable approximation of the cumulative effect of the rates prevailing on the transaction dates, in which case income and expenses are translated at the rate on the dates of the transactions); and

(c) all resulting exchange differences are recognised in other comprehensive income.

Goodwill and fair value adjustments arising on the acquisition of a foreign entity are treated as assets and liabilities of the foreign entity and translated at the closing rate. Exchange differences arising are recognised in other comprehensive income.

(iv) Disposal of foreign operation and partial disposal

On the disposal of a foreign operation (that is, a disposal of the Group's entire interest in a foreign operation, or a disposal involving loss of control over a subsidiary that includes a foreign operation, a disposal involving loss of joint control over a joint venture that includes a foreign operation, or a disposal involving loss of significant influence over associates that includes a foreign operation), all of the exchange differences accumulated in equity in respect of that operation attributable to the equity holders of the Company are reclassified to consolidated income statement.

In the case of a partial disposal that does not result in the Group losing control over a subsidiary that includes a foreign operation, the proportionate share of accumulated exchange differences are re-attributed to non- controlling interests and are not recognised in consolidated income statement. For all other partial disposals (that is, reductions in the Group's ownership interests in joint ventures that do not result in the Group losing significant influence or joint control) the proportionate share of the accumulated exchange difference is reclassified to consolidated income statement.

2 BASIS OF PREPARATION AND MATERIAL ACCOUNTING POLICIES (Continued)

2.9 Government grants

Grants from governments are recognised at their fair values when there are reasonable assurance that the grants will be received and that the Group will comply with all attached conditions. Government grants relating to costs are deferred and recognised in the consolidated income statement over the period necessary to match them with the costs that they are intended to compensate and offset with the related expenses. Grants related to income are recognised within "Other income/(expenses), net" in the consolidated income statement.

Government grants that become receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the entity with no future related costs are recognised in the consolidated income statement of the period in which the grants become receivable.

3 FINANCIAL RISK MANAGEMENT

3.1 Financial risk factors

The Group's activities expose it to a variety of financial risks: credit risk, liquidity risk, interest rate risk and foreign exchange risk. The Group's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the Group's financial performance. It is the Group's policy not to enter into derivative transaction for speculative purposes.

The Group sets financial risk management policies in accordance with policies and procedures approved by the Board of Directors. The Group's treasury function serves as a centralised unit for providing cost efficient funding and managing major risks.

(i) Credit risk

Credit risk refers to the risk that the counterparty to a financial instrument would fail to discharge its obligation under the terms of the financial instrument and cause a financial loss to the Group. The Group's exposure to credit risk mainly arises from granting credit to customers in the ordinary course of its operations.

The credit risk of the Group's financial assets, which mainly comprise deposits with banks and financial institutions, trade and other receivables and contract assets, arises from potential default of the counterparty, with a maximum exposure equal to the carrying amounts of these instruments.

(a) Credit risk of deposits with banks and financial institutions

To manage this risk arising from cash and cash equivalents and restricted bank balances, they are mainly placed with banks with high credit rating. There has been no recent history of default in relation to these financial institutions. The expected credit loss is close to zero.

3 FINANCIAL RISK MANAGEMENT (Continued)

3.1 Financial risk factors (Continued)

(i) Credit risk (Continued)

(b) Credit risk of trade receivables, retention receivables, accrued contract revenue and contract assets

The Group performs legal and financial assessments of business counterparties before entering into business relationships with them and regularly reviews its trade receivables, retention receivables, accrued contract revenue and contract assets balances and takes follow-up actions on any overdue amounts to minimise its credit risk exposures. The Group applies the HKFRS 9 "Financial Instruments" simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade receivables and contract assets.

To measure the expected credit losses, trade receivables, retention receivables, accrued contract revenue and contract assets have been grouped based on shared credit risk characteristics and the days past due, except for amounts relating to accounts which are long overdue with significant amounts or known insolvencies or non-response to collection activities, which are assessed individually. The retention receivables, accrued contract revenue and contract assets relate to unbilled work in progress and have substantially the same risk characteristics as the trade receivables for the same types of contracts. The Group has therefore concluded that the expected loss rates for trade receivables are a reasonable approximation of the loss rates for the retention receivables, accrued contract revenue and contract assets.

The expected loss rates are based on the payment profiles of revenue and the corresponding historical credit losses experienced within this period. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables. The Group has identified the Gross Domestic Product ("GDP") and unemployment rate of the economies in which it provides its services and sells its goods and services to be the most relevant factors, and accordingly adjusts the historical loss rates based on expected changes in these factors.

As at 30 June 2026, the Group provides for loss allowance against trade receivables, retention receivables, accrued contract revenue and contract assets based on their composition and ageing.

Trade receivables, retention receivables, accrued contract revenue and contract assets are written off where there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others, the failure of a debtor to engage in a repayment plan with the Group, and a failure to make contractual payments for a substantial period of time.

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

3 FINANCIAL RISK MANAGEMENT (Continued)

3.1 Financial risk factors (Continued)

(i) Credit risk (Continued)

(c) Credit risk of other receivables

The Group regularly reviews its other receivable balances and takes follow-up actions on any overdue amounts to minimise its credit risk exposures. The Group measures the expected credit loss allowance of other receivables and deposits as 12-month expected credit loss under stage 1 of the impairment model since there was no significant increase in credit risk in other receivables and deposits since initial recognition.

Other than trade receivables, a significant increase in credit risk is presumed if a debtor is more than 30 days past due in making a contractual payment/repayable demanded.

Other than trade receivables, a default on a financial asset is when the counterparty fails to make contractual payments/repayable demanded within 90 days when they past due.

(ii) Liquidity risk

Prudent liquidity risk management includes maintaining sufficient cash, the availability of funding through an adequate amount of committed credit facilities and the ability to close out market positions. It is the policy of the Group to regularly monitor current and expected liquidity requirements and to ensure that adequate funding is available for operating, investing and financing activities. The Group also maintains undrawn committed credit facilities to further reduce liquidity risk in meeting funding requirements.

The tables below analyse the Group's financial liabilities into relevant maturity groups based on the remaining period at the end of the reporting periods to the contractual maturity date.

As at 30 June 2026	**Less than 1 year HK$'000**	**After 1 year but less than 5 years HK$'000**	**Total undiscounted cash flows HK$'000**	**Difference from carrying amounts HK$'000**	**Carrying amounts HK$'000**
Borrowings	**352,677**	**–**	**352,677**	**(3,757)**	**348,920**
Leases liabilities	**43,698**	**24,735**	**68,433**	**(2,428)**	**66,005**
Trade and other payables, excluding accrued employee benefits	**1,839,066**	**–**	**1,839,066**	**–**	**1,839,066**

As at 30 June 2025	Less than 1 year HK$'000	After 1 year but less than 5 years HK$'000	Total undiscounted cash flows HK$'000	Difference from carrying amounts HK$'000	Carrying amounts HK$'000
Borrowings	4,784	320,515	325,299	(6,379)	318,920
Leases liabilities	42,713	53,403	96,116	(5,090)	91,026
Trade and other payables, excluding accrued employee benefits	1,846,476	–	1,846,476	–	1,846,476

3 FINANCIAL RISK MANAGEMENT (Continued)

3.1 Financial risk factors (Continued)

(iii) Foreign exchange risk

The Group operates primarily in Hong Kong, Chinese Mainland and Macau. Entities within the Group are exposed to foreign exchange risk from future commercial transactions and monetary assets and liabilities that are denominated in a currency that is not the entity's functional currency. Entities in Macau and Chinese Mainland are not exposed to significant exchange risk.

The Group currently does not have a foreign currency hedging policy. It manages its foreign currency risk by closely monitoring the movement of the foreign currency rates and will consider to enter into forward foreign exchange contracts to reduce the exposure should the need arises.

As at 30 June 2026 and 2025, if Hong Kong dollars had strengthened/weakened by 5% (2025: 5%) against Renminbi with all other variables unchanged, there would have insignificant impact on the Group's profit for the year before income tax.

At 30 June 2026, the Group had HK$7.1 million (2025: HK$2.1 million) of net monetary assets denominated in United States dollar. Under the Linked Exchange Rate System in Hong Kong, Hong Kong dollar is pegged to the United States dollar, management therefore considers that there is no significant foreign exchange risk with respect to the United States dollar.

(iv) Interest rate risk

The Group's exposure to changes in interest rate risk relates primarily to the bank borrowings, the terms of which are disclosed in Note 28.

At 30 June 2026, if interest rates on the bank borrowings had been 100 basis points (2025: 100 basis points) higher/lower with all other variables held constant, profit before income tax for the years would have been HK$3.5 million (2025: HK$3.2 million) lower/higher respectively. Other components of equity would not be affected by the changes in interest rates.

3.2 Fair value estimation

At 30 June 2026 and 30 June 2025, the carrying amounts of Group's financial assets and liabilities approximate their fair values due to short-term maturities of these assets and liabilities.

3.3 Capital risk management

The Group's objectives when managing capital is to safeguard the Group's ability to continue as a going concern in order to provide returns for equity holders and to maintain an optimal capital structure to reduce the cost of capital. The Group's strategy is to maintain sufficient capital with the funds generated from operations.

The Group actively and regularly reviews and manages its capital structure to ensure optimal capital structure and enhance shareholder value in the long term. The capital structure consists of total equity as shown in the consolidated statement of financial position. In order to maintain or adjust the capital structure, the Group may adjust the amount of dividends to be paid to shareholder, return capital to equity holder, or issue new shares.

4 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The Group makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are addressed below.

	Notes
Estimation of revenue, costs and foreseeable losses of contracting works	5
Allocation of transaction price to performance obligations in the recognition of revenue arising from insurance services	5
Impairment of goodwill	16
Recoverability of trade and other receivables and contract assets	21
Long service payment liabilities	29

5 REVENUE AND SEGMENT INFORMATION

Accounting policies of revenue recognition

Revenue is measured at the fair value of the consideration received or receivable for the services and sales of goods in the ordinary course of the Group's activities. If contracts involve the sale of multiple services, the transaction price will be allocated to each performance obligation based on their relative stand-alone selling prices. If the stand-alone selling prices are not directly observable, they are estimated based on expected cost plus a margin or adjusted market assessment approach, depending on the availability of observable information.

Revenues are recognised when or as the control of the good or service is transferred to the customer. Depending on the terms of the contract and the laws that apply to the contract, control of the good or service may be transferred over time or at a point in time.

Control of the good or service is transferred over time if the Group's performance:

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

If control of the asset transfers over time, revenue is recognised over the period of the contract by reference to the progress towards complete satisfaction of that performance obligation. Otherwise, revenue is recognised at a point in time when the customer obtains control of the asset. Specific criteria where revenue is recognised are described below.

The progress towards complete satisfaction of the performance obligation is measured based on one of the following methods that best depict the Group's performance in satisfying the performance obligation:

- direct measurements of the value transferred by the Group to the customer; or
- the Group's efforts or inputs to the satisfaction of the performance obligation relative to the total expected efforts or inputs.

Incremental costs incurred to obtain a contract, if recoverable, are capitalised as contract assets and subsequently amortised when the related revenue is recognised.

5 REVENUE AND SEGMENT INFORMATION (Continued)

Accounting policies of revenue recognition (Continued)

(i) Property Asset Management — Property management services

Revenue arising from property management services is recognised in the accounting period in which the services are rendered. The Group bills the customers for each month of service provided and recognises as revenue in the amount to which the Group satisfies performance obligations by transferring the services to its customers.

For property management services income from properties managed under lump sum basis, where the Group acts as principal and is primary responsible for providing the property management services to the property owners, the Group recognises the fee received or receivable from property owners as its revenue and all related property management costs as its cost of service. For property management services income from properties managed under commission basis, the Group only recognises the commission, which is calculated by fixed percentage of the costs involved in the management of the property units, as its revenue.

(ii) Property Asset Management — Value-added services

Value-added services income, including income from property agency services, is recognised over time when the services are rendered and the Group's performance provides all of the benefits received and consumed simultaneously by the customer.

(iii) Supporting Services — Service fee income

Income from the provision and management of hygiene services, cleaning and pest control services, waste disposal services, provision of recycling and environmental services, service fees, consultancy fees income, landscaping and planting services, systems security, concierge, guarding and event services, concierge services are recognised over time and in accordance with the terms of the service agreements when the services are rendered.

(iv) Supporting Services — Insurance brokerage services

Insurance brokerage services includes commission fee income and claims handling service income. Commission fee income is generated by brokers primarily through assessment of insurable risks and risk appetite of customers and sourcing relevant insurance products from insurers and underwriters which meets the needs of the customer. The Group recognised commission fee income at invoice date on the basis that the Group acts primarily as an agent of the customer when acting in the capacity as a broker, and as an agent of the insurer while acting in the capacity as an agent. Claims handling services refers to claims processing on behalf of insurers and the revenue is recognised over time throughout the insurance policy period.

5 REVENUE AND SEGMENT INFORMATION (Continued)

Accounting policies of revenue recognition (Continued)

(v) Supporting Services — Technical Services and Environment, and E&M Engineering — Engineering contracts

Revenue from engineering contracts is recognised over time as the Group's performance creates or enhances an asset or work in progress that the customer controls as the asset is created or enhanced. Thus, the Group satisfies a performance obligation over time, by reference to completion of the specific transaction assessed on the basis of the actual costs incurred up to the end of the reporting period as a percentage of total estimated costs for each contract. In determining the transaction price, the Group adjusts the amount of consideration for the effect of a financing component if it is significant.

(vi) Supporting Services — Sales of goods

Revenue from sales of goods is recognised when control of the products has transferred, being when the products are delivered to the customers, and there is no unfulfilled obligations that could affect the customers' acceptance of the products. A delivery occurs when the products have been delivered to the specific location, the risks of obsolescence and loss have been transferred to the customer, and either the customer has accepted the products in accordance with the sales contract, or the Group has objective evidence that all criteria for acceptance have been satisfied.

A receivable is recognised when the goods are delivered as this is the point in time that consideration is unconditional because only the passage of time is required before the payment is due.

(vii) Supporting Services — Security systems

Revenue from security systems installation is recognised at a point in time when services are rendered.

(viii) Dividend income

Dividend income is recognised when the right to receive payment is established.

(ix) Interest income

Interest income is recognised on a time proportion basis using the effective interest method.

5 REVENUE AND SEGMENT INFORMATION (Continued)

Critical accounting estimates and judgements for estimation of revenue, costs and foreseeable losses of contracting works

The Group recognises its contract revenue for contracting works according to the percentage of total estimated costs for each contract of contracting work. The management estimates the completion of the specific transaction assessed on the basis of the actual costs incurred up to the end of the reporting period as a percentage of total estimated costs for each contract. In determining the transaction price, the Group adjusts the amount of consideration for the effect of a financing component if it is significant. Because of the nature of the activity undertaken in contracts, the date at which the contract activity entered into and the date when the activity is completed usually fall into different financial periods. The Group reviews and revises the estimates of contract revenue, contract costs, variation orders and contract claims prepared for each contract as the contract progresses. Management regularly reviews the progress of the contracts and the corresponding costs of the contract revenue. Any revision of these costs and revenue will impact the result for the subsequent financial periods. When it is probable that total budgeted contracting costs will exceed total budgeted contracting income, the expected loss is recognised as an expense immediately.

Budgeted contracting income is determined in accordance with the terms set out in the relevant contracts. Budgeted contracting costs which mainly comprise staff costs, sub-contracting charges and costs of materials are prepared by the management on the basis of quotations from time to time provided by the major contractors, suppliers or vendors involved and the experience of the management.

Critical accounting estimates and judgements for allocation of transaction price to performance obligations in the recognition of revenue from insurance services

The Group's revenue from insurance business comprises commission fee income and handling services income. These are identified as separate performance obligations.

These distinct services are often bundled together contractually, therefore the transaction price is required to be allocated to each performance obligation based on their relative standalone selling price. As the standalone selling price for these services is not directly observable, management estimates them using the expected cost plus a margin approach. This approach requires critical accounting estimates and judgement, which involves the estimation of the costs required to fulfill each individual performance obligation.

Because of the nature of the activity undertaken in contracts, the date at which the contract activity entered into and the date when the activity (including handling services) is completed usually fall into different financial periods.

Changes in the assumptions regarding cost allocations could impact the timing and amount of revenue allocated to, and recognised for each performance obligation within different financial periods.

The Executive Directors are the Group's chief operating decision-makers ("CODM"). Management has determined the operating segments based on the information reviewed by the CODM for the purposes of allocating resources and assessing performance.

5 REVENUE AND SEGMENT INFORMATION (Continued)

The CODM considers the business from the product and service perspectives and the Group is organised into three major business segments according to the nature of services and products provided:

(i) Property Asset Management — Provision of property & facility management services, car park management services, property asset management, property agency and related services for buildings and guarding services;

(ii) Supporting Services — Provision of hygiene services, cleaning & pest control and management of waste disposal services, recycling and environmental disposal services, insurance services, technical support and maintenance services, environmental services (including environmental engineering services, EV charging infrastructure services and landscaping services) and systems security, concierge, guarding and event services and trading of environmental, EV charging, building materials and systems security products; and

(iii) E&M Engineering — Provision of engineering and consultancy services on installation.

To align more closely with the market dynamics and the Group's strategic directions, the Group's CODM has reclassified the Group's Extra Low Voltage ("ELV") business from the Supporting Services segment (formerly known as the City Essential Services segment) to the E&M Engineering segment (formerly known as the E&M Services segment) starting from this financial year. As a result of such change occurred during the year ended 30 June 2026, the Group's prior year corresponding segment information that is presented for comparative purpose has been restated accordingly.

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

For the year ended 30 June	**2026**	2025 (restated)
	HK$'000	HK$'000
Revenue		
Property Asset Management	**719,697**	701,327
Supporting Services		
— Hygiene	**2,402,913**	2,535,908
— Insurance	**158,709**	141,740
— Technical Services		
— Renovations, system retrofit and repairing[(i)]	**1,107,966**	1,050,006
— Routine maintenance[(ii)]	**124,716**	114,087
— Environment		
— Rendering of services[(iii)]	**220,368**	155,160
— Sales of goods[(iv)]	**28,646**	29,697
— Security & Concierge		
— Rendering of services[(v)]	**769,133**	682,162
— Sales of goods[(vi)]	**13,522**	28,492
Supporting Services subtotal	**4,825,973**	4,737,252
E&M Engineering	**2,388,638**	2,721,308
Total[(vii)]	**7,934,308**	8,159,887

5 REVENUE AND SEGMENT INFORMATION (Continued)

Notes:

(i) Technical Services — Renovations, system retrofit and repairing: Provision of renovation, system retrofit and repairing services covering replacement of chiller units, upgrade of electrical supply systems, modification and enhancement of fire services, plumbing and drainage systems, alteration and addition works and term contracts.

(ii) Technical Services — Routine maintenance: Provision of operational and maintenance services for central air conditioning plants and other building services.

(iii) Environment — Rendering of services: Provision of installation and maintenance of water treatment systems, odour abatement systems, construction site wastewater treatment systems, EV charging infrastructure , IoT solutions, consultancy services for energy audit, carbon audit, building environmental assessment, indoor air quality and water quality assessment, laboratory services and landscape management.

(iv) Environment — Sales of goods: Sales of tiles, building service products including pipes, pumps, accessory valves and fittings, building automation systems, heating, ventilation, air-conditioning parts, fire services products, environmental engineering products covering building services water treatment and odour abatement systems, air quality monitoring machines, construction site wastewater treatment systems, EV charging products and plants.

(v) Security & Concierge — Rendering of services: Provision of systems security, guarding, escort and surveillance security, cash and valuable transit, alarm monitoring, concierge. customer service ambassador and event services.

(vi) Security & Concierge — Sales of goods: Sales of CCTV, burglar alarm, mobile patrol, access control, intercom, carpark barrier and face reader systems, and handheld and walkthrough metal detectors.

(vii) An analysis of the Group's contracting revenue recognised based on percentage of actual costs incurred over total estimated costs of individual contracting work is as follows:

For the year ended 30 June	**2026**	2025 (restated)
	HK$'000	HK$'000
Contracting revenue recognised based on percentage-of-completion method		
Technical Services		
— Renovations, system retrofit and repairing	**333,047**	430,211
Environment		
— Rendering of services	**1,289**	10,964
E&M Engineering	**2,388,638**	2,721,308
Total	**2,722,974**	3,162,483

Accounting policies of segmental reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision-maker. The executive directors that make strategic decisions have been identified as the chief operating decision-maker, who is responsible for allocating resources and assessing performance of the operating segments.

5 REVENUE AND SEGMENT INFORMATION (Continued)

The CODM assesses the performance of the operating segments based on each segment's operating profit. The measurement of segment operating profit excludes the effects of unallocated corporate expenses. In addition, finance income and costs and share of results of associates and joint ventures are not allocated to segments.

Operating expenses of a functional unit are allocated to the relevant segment which is the predominant user of the services provided by the unit. Operating expenses of other shared services which cannot be allocated to a specific segment and corporate expenses are included as unallocated corporate expenses.

Segment assets are those operating assets that are employed by a segment in its operating activities. Segment assets are determined after deducting related allowance that are reported as direct offsets in the statement of financial position. Segment assets consist primarily of property, plant and equipment, right-of-use assets, other intangible assets, interests in associates, interests in joint ventures, deferred income tax assets, pension assets, trade and other receivables, contract assets, inventories and cash and bank balances.

Segment liabilities are those operating liabilities that result from the operating activities of a segment. Segment liabilities do not include other liabilities that are incurred for financing rather than operating purpose unless the segment is engaged in financing activities.

As at 30 June 2026 and 30 June 2025, unallocated assets and unallocated liabilities represented the assets and liabilities not arising from the operations of the operating segments.

Additions to non-current assets comprise mainly additions to property, plant and equipment (Note 14), right-of-use assets (Note 15) and other intangible assets (Note 16).

5 REVENUE AND SEGMENT INFORMATION (Continued)

(a) As at and for the year ended 30 June 2026

The segment results for the year ended 30 June 2026 and other segment items included in the consolidated income statement are as follows:

	Property Asset Management HK$'000	Supporting Services HK$'000	E&M Engineering HK$'000	Corporate expenses HK$'000	Inter-segment elimination HK$'000	Total HK$'000
Revenue — External	719,697	4,825,973	2,388,638	–	–	7,934,308
Revenue — Internal	1,363	104,022	–	–	(105,385)	–
Total revenue	721,060	4,929,995	2,388,638	–	(105,385)	7,934,308
Timing of revenue recognition						
Over time	721,060	4,817,198	2,388,638	–	(101,564)	7,825,332
At a point in time	–	112,797	–	–	(3,821)	108,976
Total revenue	721,060	4,929,995	2,388,638	–	(105,385)	7,934,308
Operating profit	109,632	270,660	134,556	(7,815)	–	507,033
Finance income (Note 10)						6,354
Finance costs (Note 10)						(15,610)
Share of results of associates (Note 17)						1,596
Share of results of joint ventures (Note 18)						422
Profit before income tax						499,795
Income tax expenses (Note 11)						(81,622)
Profit for the year						418,173
Other items						
Staff costs (Note 7)	440,362	2,928,461	570,102	5,010	–	3,943,935
Subcontracting fees (Note 7)	56,514	1,111,317	1,002,820	–	–	2,170,651
Raw materials and consumables used (Note 7)	3,608	260,860	659,020	–	–	923,488
Depreciation and amortisation	11,998	39,887	25,365	–	–	77,250
Cost of inventories sold (Note 7)	–	13,444	–	–	–	13,444
Provision for inventories	–	1,846	–	–	–	1,846
Impairment losses/(reversal of impairment losses), net						
— Trade and other receivables (Note 21)	100	(1,204)	642	–	–	(462)
Additions to non-current assets (other than financial instruments and deferred tax assets)	1,929	21,818	7,892	–	–	31,639

5 REVENUE AND SEGMENT INFORMATION (Continued)

(a) As at and for the year ended 30 June 2026 (Continued)

The segment assets and liabilities as at 30 June 2026 are as follows:

	Property Asset Management HK$'000	Supporting Services HK$'000	E&M Engineering HK$'000	Total HK$'000
Segment assets	502,601	2,131,192	1,993,199	4,626,992
Unallocated assets				3,430
Total assets				4,630,422
Segment liabilities	186,140	1,041,826	1,457,349	2,685,315
Unallocated liabilities				425,135
Total liabilities				3,110,450

5 REVENUE AND SEGMENT INFORMATION (Continued)

(b) As at and for the year ended 30 June 2025

The segment results for the year ended 30 June 2025 and other segment items included in the consolidated income statement are as follows:

	Property Asset Management HK$'000	Supporting Services HK$'000	E&M Engineering HK$'000	Corporate expenses HK$'000	Inter-segment elimination HK$'000	Total HK$'000
Revenue — External, as restated	701,327	4,737,252	2,721,308	–	–	8,159,887
Revenue — Internal	1,130	115,277	–	–	(116,407)	–
Total revenue, as restated	702,457	4,852,529	2,721,308	–	(116,407)	8,159,887
Timing of revenue recognition						
Over time, as restated	702,457	4,724,611	2,721,308	–	(102,204)	8,046,172
At a point in time	–	127,918	–	–	(14,203)	113,715
Total revenue, as restated	702,457	4,852,529	2,721,308	–	(116,407)	8,159,887
Operating profit, as restated	105,283	262,195	173,938	(7,478)	–	533,938
Finance income (Note 10)						22,990
Finance costs (Note 10)						(22,277)
Share of results of associates (Note 17)						1,835
Share of results of joint ventures (Note 18)						33
Profit before income tax						536,519
Income tax expenses (Note 11)						(83,294)
Profit for the year						453,225
Other items						
Staff costs (Note 7)	405,626	2,917,272	636,262	4,909	–	3,964,069
Subcontracting fees (Note 7)	70,149	1,103,358	955,548	–	–	2,129,055
Raw materials and consumables used (Note 7)	1,813	222,604	892,225	–	–	1,116,642
Depreciation and amortisation	15,067	41,409	25,268	–	–	81,744
Cost of inventories sold (Note 7)	–	26,403	–	–	–	26,403
Provision for inventories	–	1,888	–	–	–	1,888
Impairment losses, net — Trade and other receivables (Note 21)	944	2,023	1,362	–	–	4,329
Additions to non-current assets (other than financial instruments and deferred tax assets)	17,282	115,283	59,357	–	–	191,922

5 REVENUE AND SEGMENT INFORMATION (Continued)

(b) As at and for the year ended 30 June 2025 (Continued)

The segment assets and liabilities as at 30 June 2025 are as follows:

	Property Asset Management HK$'000	Supporting Services HK$'000	E&M Engineering HK$'000	Total HK$'000
Segment assets, as restated	449,258	2,170,587	1,750,405	4,370,250
Unallocated assets				2,394
Total assets				4,372,644
Segment liabilities, as restated	166,625	1,150,842	1,376,038	2,693,505
Unallocated liabilities				417,396
Total liabilities				3,110,901

Revenue from external customers by geographical areas is based on the geographical location of the customers.

Revenue is allocated based on the regions in which the customers are located as follows:

For the year ended 30 June	**2026 HK$'000**	2025 HK$'000
Revenue		
Hong Kong	**7,474,560**	7,439,866
Chinese Mainland	**362,566**	553,420
Macau	**97,182**	166,601
Total	**7,934,308**	8,159,887

The analysis of the Group's major customers, which a single external customer has contributed 10% or more to the Group's revenue, is as follows:

For the year ended 30 June	**2026 HK$'000**	2025 HK$'000
Customer A	**1,166,495**	1,360,369
Customer B	**881,359**	N/A[(i)]

Note:

(i) The amount is less than 10% of the Group's revenue.

The revenue contributed by the above major customers is mainly attributable to the Group's E&M Engineering segment in Hong Kong and Chinese Mainland, Supporting Services and Property Asset Management segments in Hong Kong.

5 REVENUE AND SEGMENT INFORMATION (Continued)

The non-current assets, other than deferred tax assets and pension assets, are allocated based on the regions in which the non-current assets are located as follows:

As at 30 June	2026 HK$'000	2025 HK$'000
Non-current assets, other than deferred tax assets and pension assets		
Hong Kong	**342,067**	373,125
Chinese Mainland	**13,306**	17,737
Macau	**5,370**	8,176
Total	**360,743**	399,038

6 OTHER INCOME, NET

For the year ended 30 June	2026 HK$'000	2025 HK$'000
Gain on disposal of right-of-use assets, net	**4,666**	4,915
Sundries	**3,211**	1,931
Exchange gain/(loss), net	**898**	(48)
Gain on disposal of property, plant and equipment, net	**505**	868
Ex-gratia payments from the government for retirement of motor vehicles	**–**	336
Total	**9,280**	8,002

7 OPERATING PROFIT

For the year ended 30 June	Notes	2026 HK$'000	2025 HK$'000
Operating profit is stated after charging/(crediting):			
Staff costs (including Directors' emoluments)[(i)]	8	**3,943,935**	3,964,069
Subcontracting fees		**2,170,651**	2,129,055
Raw materials and consumables used		**923,488**	1,116,642
Depreciation of right-of-use assets	15(b)	**43,672**	46,312
Depreciation of property, plant and equipment	14	**25,711**	29,641
Cost of inventories sold		**13,444**	26,403
Amortisation of other intangible assets[(ii)]	16	**7,867**	5,791
Auditors' remuneration			
Audit services		**4,921**	5,825
Non-audit services		**1,515**	1,977
Expenses relating to short-term leases	15(b)	**4,707**	2,552
Provision for inventories		**1,846**	1,888
(Reversal of impairment losses)/impairment losses on trade and other receivables, net	21	**(462)**	4,329

Notes:

(i) During the year ended 30 June 2025, the Group was entitled to government grants under certain schemes of the Government of the Hong Kong Special Administrative Region as financial support for its businesses, amounting to HK$1.6 million in total. All of which net off in its staff costs.

(ii) Included in general and administrative expenses.

7 OPERATING PROFIT (Continued)

Save as disclosed in this note and elsewhere in the consolidated financial statements, the other items charged/ credited to the Group's operating profit are of individually immaterial amounts, which include insurance expenses, repair and maintenance expenses, utility expenses, motor vehicles expenses, etc.

8 STAFF COSTS INCLUDING DIRECTORS' EMOLUMENTS

Accounting policies of employee benefits

(i) Employee leave entitlements

Employee entitlements to annual leave are recognised when they accrue to employees. A provision is made for the estimated liability for annual leave as a result of services rendered by employees up to the date of consolidated statement of financial position. Employee entitlements to sick leave and maternity leave are not recognised until the time of leave.

(ii) Bonus plan

Provisions for bonus plans are recognised when the Group has a present legal or constructive obligation as a result of services rendered by employees and a reliable estimate of the obligation can be made.

(iii) Defined contribution schemes

Contributions to defined contribution schemes, including the Mandatory Provident Fund ("MPF") Scheme and employee pension schemes established by municipal government in Chinese Mainland, are expensed as incurred. Except for the MPF Scheme, contributions are reduced by contributions forfeited by those employees who leave the schemes prior to vesting fully in the contributions.

(iv) Defined benefit retirement schemes

Defined benefit costs under defined benefit retirement schemes which are assessed using the projected unit credit method, are charged to the profit or loss. Under this method, plan assets are measured at fair value and defined benefit obligations are measured as the present value of the estimated future cash outflows using interest rates determined by reference to market yields at the period end date based on Exchange Fund Notes, which have terms to maturity approximating the terms of the related liability. The current service cost of the defined benefit plan, recognised in the consolidated income statement in employee benefit expense, except where included in the cost of an asset, reflects the increase in the defined benefit obligation results from employee service in the current year, benefit changes, curtailments and settlements.

Past-service costs are recognised immediately in the consolidated income statement.

The net interest cost is calculated by applying the discount rate to the net balance of the defined benefit obligation and the fair value of plan assets. This cost is included in employee benefit expense in the consolidated income statement.

Remeasurement arising from experience adjustments and changes in actuarial assumptions are charged or credited to equity in other comprehensive income in the period in which they arise.

8 STAFF COSTS INCLUDING DIRECTORS' EMOLUMENTS (Continued)

(v) Long service payment liabilities

The Group's net obligation in respect of long service amounts payable on cessation of employment in certain circumstances under the Hong Kong Employment Ordinance is the amount of future benefit that employees have earned in return for their service in the current and prior periods.

The long service payment liabilities are assessed by using the projected unit credit method. The cost of providing the long service payment liabilities is charged to the consolidated statement of comprehensive income so as to spread the costs over the service lives of employees.

The long service payment liabilities are discounted to determine the present value and reduced by entitlements accrued under the Group's MPF and Occupational Retirement Schemes Ordinance ("ORSO") scheme that is attributable to contributions made by the Group.

Changes in the present value of the long service payment liabilities resulting from plan amendments or curtailments are recognised immediately in profit or loss as past service costs.

Remeasurement arising from experience adjustments and changes in actuarial assumptions are charged or credited to equity in other comprehensive income in the period in which they arise.

For the year ended 30 June	**2026 HK$'000**	2025 HK$'000
Salaries, wages and bonuses	**3,786,693**	3,807,945
Contributions to defined contribution schemes[(i)]	**148,610**	146,799
Contributions to defined benefits retirement scheme (Note 20)	**131**	367
Long services payment expenses (Note 29)	**8,501**	8,958
Total	**3,943,935**	3,964,069

Note:

(i) Forfeited contributions of defined contribution schemes for employees who leave before the contributions are fully vested are not used to offset existing contributions but are refunded to the Group.

9 EMOLUMENTS OF DIRECTORS AND FIVE HIGHEST PAID INDIVIDUALS

(a) Directors' emoluments

For the year ended 30 June	2026 HK$'000	2025 HK$'000
Fees	**5,010**	4,909
Salaries and other emoluments	**42,126**	41,520
Contributions to defined contribution schemes	**2,866**	2,585
Total	**50,002**	49,014

The directors of the Company represent key management personnel of the Group having authority and responsibility for planning, directing and controlling the activities of the Group.

(i) The remuneration of each Director for the year ended 30 June 2026 is set out below:

	Fees HK$'000	Salaries HK$'000	Bonuses HK$'000	Other benefits HK$'000	Contributions to defined contribution schemes HK$'000	Total HK$'000
Doo Wai Hoi, William	583	1,818	306	–	–	2,707
Lam Wai Hon, Patrick	348	7,552	3,376	–	755	12,031
Doo William Junior Guilherme	279	6,293	2,326	–	629	9,527
Lee Kwok Bong	279	4,260	1,846	–	426	6,811
Soon Kweong Wah	279	4,104	1,460	–	410	6,253
Cheng Chun Fai	279	3,801	1,231	–	380	5,691
Chan Ju Wai[(a)]	279	2,663	1,090	–	266	4,298
Cheng Kar Shun, Henry	624	–	–	–	–	624
Poon Lock Kee, Rocky[(b)]	138	–	–	–	–	138
Kwong Che Keung, Gordon[(c)]	429	–	–	–	–	429
Hui Chiu Chung, Stephen	343	–	–	–	–	343
Lee Kwan Hung, Eddie	343	–	–	–	–	343
Tong Yuk Lun, Paul[(d)]	253	–	–	–	–	253
Leung Wan Chong Christine	343	–	–	–	–	343
Martin Nicholas Hadaway[(e)]	211	–	–	–	–	211
Total	5,010	30,491	11,635	–	2,866	50,002

9 EMOLUMENTS OF DIRECTORS AND FIVE HIGHEST PAID INDIVIDUALS (Continued)

(a) Directors' emoluments (Continued)

(ii) The remuneration of each Director for the year ended 30 June 2025 is set out below:

	Fees HK$'000	Salaries HK$'000	Bonuses HK$'000	Other benefits HK$'000	Contributions to defined contribution schemes HK$'000	Total HK$'000
Doo Wai Hoi, William	568	1,800	–	–	–	2,368
Lam Wai Hon, Patrick	340	7,337	3,440	–	734	11,851
Doo William Junior Guilherme	272	6,114	2,389	–	611	9,386
Lee Kwok Bong	272	4,109	1,794	–	411	6,586
Soon Kweong Wah	272	3,969	1,460	–	397	6,098
Cheng Chun Fai	272	3,667	899	–	367	5,205
Chan Ju Wai[(a)]	69	654	–	–	65	788
Wong Shu Hung[(f)]	204	2,271	1,617	–	–	4,092
Cheng Kar Shun, Henry	609	–	–	–	–	609
Poon Lock Kee, Rocky[(b)]	272	–	–	–	–	272
Kwong Che Keung, Gordon[(c)]	419	–	–	–	–	419
Hui Chiu Chung, Stephen	335	–	–	–	–	335
Lee Kwan Hung, Eddie	335	–	–	–	–	335
Tong Yuk Lun, Paul[(d)]	335	–	–	–	–	335
Leung Wan Chong Christine	335	–	–	–	–	335
Total	4,909	29,921	11,599	–	2,585	49,014

Notes:

(a) Mr. Chan Ju Wai was appointed as an Executive Director on 1 April 2025.

(b) Mr. Poon Lock Kee, Rocky ("Mr. Poon") resigned as the Chief Executive Officer of the Company and was redesignated from an Executive Director to a Non-executive Director with effect from 1 July 2024. Mr. Poon resigned as a Non-executive Director of the Company with effect from 1 January 2026.

(c) Mr. Kwong Che Keung, Gordon deceased on 6 July 2026.

(d) Mr. Tong Yuk Lun, Paul retired as an Independent Non-executive Director on 21 November 2025.

(e) Mr. Martin Nicholas Hadaway was appointed as an Independent Non-executive Director on 21 November 2025.

(f) Mr. Wong Shu Hung resigned as an Executive Director of the Company with effect from 1 April 2025.

(g) During the year ended 30 June 2026, no directors of the Company waived any emoluments and no emoluments were paid by the Group to any of the directors, supervisors or senior management as an inducement to join or upon joining the Group or as compensation for loss of office (2025: Nil).

9 EMOLUMENTS OF DIRECTORS AND FIVE HIGHEST PAID INDIVIDUALS (Continued)

(b) Directors' material interests in transactions, arrangements or contracts

Details of the Group's material related party transactions are set out in Note 33 to the consolidated financial statements.

Save for the above and contracts amongst group companies, no transactions, arrangements or contracts of significance to which the Company or any of its subsidiaries was a party and in which a Director of the Company or an entity connected with a Director had a material interest, whether directly or indirectly, subsisted at the end of the year ended 30 June 2026 or at any time during the year ended 30 June 2026.

(c) Five highest paid individuals' emoluments

The five individuals whose emoluments were the highest in the Group during the year ended 30 June 2026 include five directors (2025: five) whose emoluments are reflected in the analysis presented above.

10 FINANCE INCOME AND COSTS

Accounting policies of borrowing costs

General and specific borrowing costs that are directly attributable to the acquisition, construction or production of a qualifying asset are capitalised during the period of time that is required to complete and prepare the asset for its intended use or sale. Qualifying assets are assets that necessarily take a substantial period of time to get ready for their intended use or sale.

Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalisation.

Other borrowing costs are expensed in the period in which they are incurred.

For the year ended 30 June	**2026 HK$'000**	2025 HK$'000
Finance income		
Interest from bank deposits and others	**6,354**	22,990
Finance costs		
Interest on bank borrowings and others	**12,038**	19,365
Interest on lease liabilities	**3,572**	2,912
Total	**15,610**	22,277

11 INCOME TAX EXPENSES

Accounting policies of current and deferred income tax

The tax expense for the year comprises current and deferred income tax. Tax is recognised in the consolidated income statement, except to the extent that it relates to items recognised directly in other comprehensive income or directly in equity. In this case, the tax is also recognised in other comprehensive income or directly in equity, respectively.

(i) Current income tax

The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the date of consolidated statement of financial position in the countries where the Group and joint ventures operate and generate taxable income. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation and establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

(ii) Deferred income tax

(a) Inside basis differences

Deferred income tax is provided in full, using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. However, the deferred income tax is not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of transaction affects neither accounting nor taxable profit or loss. Deferred income tax is determined using tax rates and laws that have been enacted or substantively enacted by the date of statement of financial position and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

Deferred income tax assets are recognised to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised.

(b) Outside basis differences

Deferred income tax is provided on temporary differences arising on investments in subsidiaries, except deferred income tax liability where the timing of the reversal of the temporary difference can be controlled by the Group and it is probable that the temporary difference will not reverse in the foreseeable future.

(iii) Offsetting

Deferred income tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when the deferred income taxes assets and liabilities relate to income taxes levied by the same taxation authority on either the taxable entity or different taxable entities where there is an intention to settle the balances on a net basis.

11 INCOME TAX EXPENSES (Continued)

For the year ended 30 June	2026 HK$'000	2025 HK$'000
Current income tax		
Hong Kong profits tax	**82,437**	87,251
Chinese Mainland income tax	**2,089**	2,104
Macau profits tax	**77**	663
Over-provision in prior years	**(833)**	(2,202)
Deferred income tax credits (Note 19)		
Income tax	**(2,280)**	(4,681)
Withholding tax	**132**	159
Total	**81,622**	83,294

Hong Kong profits tax has been provided at the rate of 16.5% (2025: 16.5%) on the estimated assessable profit for the year. Taxation on Chinese Mainland and Macau profits has been calculated on the estimated assessable profit for the year at the rates of taxation prevailing in the jurisdictions in which the Group operates. These rates range from 12% to 25% for the year ended 30 June 2026 (2025: 12% to 25%). According to applicable People's Republic of China ("PRC") tax regulations, dividends distributed by a company established in the PRC to a foreign investor with respect to profits derived after 1 January 2008 are generally subject to a 10% withholding tax. If a foreign investor is incorporated in Hong Kong and meets the conditions or requirements under the double taxation arrangement entered into between the Chinese Mainland and Hong Kong, the relevant withholding tax rate will be reduced from 10% to 5%. Hence, the Group used 5% to accrue the withholding tax for certain PRC subsidiaries which are expected to fulfill the aforesaid conditions.

The taxation on the Group's profit before income tax differs from the theoretical amount that would arise using the taxation rate of Hong Kong as follows:

For the year ended 30 June	2026 HK$'000	2025 HK$'000
Profit before income tax	**499,795**	536,519
Less: Share of results of		
Associates (Note 17)	**(1,596)**	(1,835)
Joint ventures (Note 18)	**(422)**	(33)
	497,777	534,651
Calculated at a tax rate of 16.5% (2025: 16.5%)	**82,133**	88,217
Expenses not deductible for taxation purposes	**2,016**	3,565
Tax losses not recognised	**2,166**	1,502
Temporary differences not recognised	**626**	285
Effect of different taxation rates in other regions	**423**	(87)
Withholding tax on undistributed earnings from subsidiaries in Chinese Mainland	**132**	159
Income not subject to taxation	**(3,323)**	(3,992)
Tax concessions	**(1,630)**	(2,404)
Over-provision in prior years	**(833)**	(2,202)
Utilisation of previously unrecognised tax losses	**(88)**	(1,749)
Income tax expenses	**81,622**	83,294

12 EARNINGS PER SHARE FOR PROFIT ATTRIBUTABLE TO ORDINARY SHAREHOLDERS OF THE COMPANY

(a) Basic

The calculation of basic earnings per share for the year is based on the following:

For the year ended 30 June	2026 HK$'000	2025 HK$'000
Profit for the year attributable to shareholders of the Company	**418,163**	453,214
Less: Preferred distribution to the holder of convertible preference shares	**(8,454)**	(8,454)
Earnings used in the basic earnings per share calculation	**409,709**	444,760
Weighted average number of ordinary shares in issue (shares in thousands)	**450,000**	450,000
Basic earnings per share (HK$)	**0.91**	0.99

(b) Diluted

On 16 December 2019, the Company issued convertible preference shares, with details set out in Note 25, which are treated as contingently issuable potential ordinary shares under HKAS 33 "Earnings per Share". Since the conditions for their conversion were not met as at 30 June 2026 and 30 June 2025, therefore, the effect of their conversion is not included in the calculation of the diluted earnings per share for years ended 30 June 2026 and 30 June 2025. As a result, the diluted earnings per share equals to the basic earnings per share for the years ended 30 June 2026 and 30 June 2025.

13 DIVIDENDS

Accounting policies of dividend distribution

Dividend distribution to the Company's shareholders is recognised as a liability in the Group's and the Company's financial statements in the period when the dividends are approved by the Company's shareholders/directors, where appropriate.

For the year ended 30 June	2026 HK$'000	2025 HK$'000
Interim dividend paid of HK18.9 cents (2025: HK21.1 cents) per share	**85,050**	94,950
Final dividend proposed of HK17.6 cents (2025: HK18.5 cents) per share	**79,200**	83,250
Total	**164,250**	178,200

Note:

At a meeting held on 28 September 2026, the Board recommended a final dividend of HK17.6 cents (2025: HK18.5 cents) per ordinary share to the ordinary shareholders of the Company. The final dividend will be paid in cash. This proposed dividend is not reflected as a dividend payable in the consolidated financial statements but will be reflected as an appropriation of the retained earnings for the year ending 30 June 2027.

14 PROPERTY, PLANT AND EQUIPMENT

Accounting policies of property, plant and equipment

Property, plant and equipment are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to the acquisition of the items. Subsequent costs are included in the carrying amount of the assets or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the asset will flow to the Group and the cost of the asset can be measured reliably.

All other repairs and maintenance costs are charged to the consolidated income statement during the financial year in which they are incurred.

Freehold land is not depreciated.

Depreciation of property, plant and equipment, except for freehold land, is calculated to allocate their costs to their residual values over their estimated useful lives using the straight-line method. Estimated useful lives are summarised as follows:

Leasehold land under finance leases and buildings	Shorter of 20 to 50 years, or the remaining lease terms
Leasehold improvements	Shorter of 5 years or the remaining lease terms
Plant and machinery	2 to 7 years
Furniture, fixtures and equipment	3 to 5 years
Motor vehicles	3 to 5 years

The residual values and estimated useful lives of the assets are reviewed, and adjusted if appropriate, at each date of statement of financial position.

The carrying amount of an asset is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount as described in Note 2.3 to the consolidated financial statements.

Gains and losses on disposals of plant and equipment are determined by comparing the proceeds with the carrying amount and are recognised within "Other income/(expenses), net" in the consolidated income statement.

14 PROPERTY, PLANT AND EQUIPMENT (Continued)

	Leasehold land and buildings HK$'000	Leasehold improvements HK$'000	Plant and machinery HK$'000	Furniture, fixtures, equipment and others HK$'000	Motor vehicles HK$'000	Total HK$'000
Year ended 30 June 2025						
At 1 July 2024	2,757	9,336	7,165	11,057	35,110	65,425
Currency translation differences	25	3	–	33	4	65
Additions	–	11,271	4,174	4,411	1,657	21,513
Acquisition of a subsidiary (Note 31(d))	–	–	–	638	44	682
Disposals	(893)	(193)	(97)	(221)	(103)	(1,507)
Depreciation charge	(93)	(7,704)	(5,220)	(6,106)	(10,518)	(29,641)
Closing net book value	1,796	12,713	6,022	9,812	26,194	56,537
At 30 June 2025						
Cost	2,907	95,075	56,342	102,139	89,493	345,956
Accumulated depreciation	(1,111)	(82,362)	(50,320)	(92,327)	(63,299)	(289,419)
Net book value	1,796	12,713	6,022	9,812	26,194	56,537
Year ended 30 June 2026						
At 1 July 2025	**1,796**	**12,713**	**6,022**	**9,812**	**26,194**	**56,537**
Currency translation differences	**51**	**16**	**–**	**74**	**6**	**147**
Additions	**–**	**2,332**	**1,935**	**4,048**	**3,358**	**11,673**
Disposals	**(313)**	**(27)**	**(11)**	**(191)**	**(437)**	**(979)**
Depreciation charge	**(86)**	**(6,207)**	**(4,252)**	**(5,041)**	**(10,125)**	**(25,711)**
Closing net book value	**1,448**	**8,827**	**3,694**	**8,702**	**18,996**	**41,667**
At 30 June 2026						
Cost	**2,518**	**97,158**	**55,130**	**101,342**	**89,880**	**346,028**
Accumulated depreciation	**(1,070)**	**(88,331)**	**(51,436)**	**(92,640)**	**(70,884)**	**(304,361)**
Net book value	**1,448**	**8,827**	**3,694**	**8,702**	**18,996**	**41,667**

Notes:

(a) None of the above property, plant and equipment was pledged as security as at 30 June 2026 (2025: None).

15 RIGHT-OF-USE ASSETS AND LEASE LIABILITIES

Accounting policies of leases

Assets and liabilities arising from a lease are initially measured on a present value basis. Lease liabilities include the net present value of the following lease payments:

- fixed payments (including in substance fixed payments) less any lease incentives receivable;
- amounts expected to be payable by the Group under residual value guarantees;
- the exercise price of a purchase option if the lessee is reasonably certain to exercise that option; and
- payments of penalties for terminating the lease, if the lease term reflects the lessee exercising that option.

Lease payments to be made under reasonably certain extension options are also included in the measurement of the liabilities.

The lease payments are discounted using the interest rate implicit in the lease, if that rate cannot be readily determined, which is generally the case for leases in the Group, the lessee's incremental borrowing rate is used, being the rate that the Group would have to pay to borrow the funds necessary to obtain an assets of similar value to the right-of-use asset in a similar economic environment with similar terms and security conditions.

To determine the incremental borrowing rate, the Group:

- where possible uses recent third-party financing received by the individual lessee as a starting point, adjusted to reflect changes in financing conditions since third party financing was received;
- uses a build-up approach that starts with a risk-free interest rate adjusted for credit risk for leases held by the Group, which does not have recent third-party financing; and
- makes adjustments specific to the lease, e.g. term, country, currency and security.

Lease payments are allocated between principal and finance costs. The finance costs are charged to the profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

Right-of-use assets are measured at cost comprising the following:

- the amount of the initial measurement of lease liabilities;
- any lease payments made at or before the commencement date less any lease incentives received;
- any initial direct costs; and
- restoration costs.

Right-of-use assets are generally depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis. If the Group is reasonably certain to exercise a purchase option, the right-of-use asset is depreciated over the underlying asset's useful life.

15 RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (Continued)

Accounting policies of leases (Continued)

Lease payments to be made under reasonably certain extension options are also included in the measurement of the liabilities.

Payments associated with short-term leases and leases of low-value assets are recognised on a straight-line basis as an expense in the consolidated income statement. Short-term leases are leases with a lease term of 12 months or less.

Extension and termination options are included in a number of property and equipment leases across the Group. These terms are used to maximise operational flexibility in terms of managing contracts. The majority of extension and termination options held are exercisable only by the Group and not by the respective lessors.

(a) Group as lessees — Amount recognised in the consolidated statement of financial position

	2026 HK$'000	2025 HK$'000
Right-of-use assets		
Properties	**62,718**	87,740
Leasehold lands	**4,764**	8,631
Equipment	**1,482**	2,015
Total	**68,964**	98,386
Leases liabilities		
Within one year	**41,767**	39,482
Within a period of more than one year but not exceeding two years	**22,551**	34,416
Within a period of more than two years but not exceeding five years	**1,687**	17,128
	66,005	91,026
Less: Current portion	**(41,767)**	(39,482)
Non-current portion	**24,238**	51,544

During the year ended 30 June 2026, the Group acquired right-of-use assets and recognised lease liabilities, including lease modifications, totalling HK$17.7 million (2025: HK$93.7 million).

(b) Group as lessees — Amount recognised in the consolidated income statement

	2026 HK$'000	2025 HK$'000
Depreciation of right-of-use assets		
Properties	**42,922**	45,423
Leasehold lands	**217**	356
Equipment	**533**	533
	43,672	46,312
Expense relating to short-term leases (Note 7)	**4,707**	2,552
Interest on lease liabilities (Note 10)	**3,572**	2,912
Total	**51,951**	51,776

15 RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (Continued)

(c) Group as lessees — Amount recognised in the consolidated statement of cash flows

The total cash outflow for leases during the year ended 30 June 2026 was HK$51.2 million (2025: HK$51.2 million).

(d) Group as lessees — Other disclosures

(i) The Group's leasing activities and how these are accounted for

The Group leases various offices, warehouses and equipment. Rental contracts are typically made for fixed periods of 3 months to 8 years (2025: 3 months to 8 years) but may have extension options as described below.

Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose any covenants other than the security interests in the leased assets that are held by the lessor. Leased assets may not be used as security for borrowing purposes.

(ii) Extension and termination options

Extension and termination options are included in a number of property and equipment leases across the Group. These are used to maximise operational flexibility in terms of managing the assets used in the Group's operations. The majority of extension and termination options held are exercisable only by the group and not by the respective lessor.

(iii) Residual value guarantees

As at 30 June 2026, no residual value guarantee is expected to be payable (2025: None).

(iv) Leases not yet commenced to which the lessee is committed

The Group does not commit at 30 June 2026 to any leases that are not yet commenced (2025: None).

(v) Restriction or covenants imposed by leases

The lease agreements entered into by the Group do not impose any covenants other than the security interests in the leased assets under such lease agreements that are held by the lessor. Leased assets may not be used as security for borrowing purposes.

16 OTHER INTANGIBLE ASSETS

Accounting policies of intangible assets (other than right-of-use assets)

(i) Goodwill

Goodwill arises on the acquisition of subsidiaries represents the excess of the consideration transferred, the amount of any non-controlling interest in the acquiree and the acquisition-date fair value of any previous equity interest in the acquiree over the fair value of the identified net assets acquired.

For the purpose of impairment testing, goodwill acquired in a business combination is allocated to each of the cash-generating units ("CGUs"), or groups of CGUs, that is expected to benefit from the synergies of the combination. Each unit or group of units to which the goodwill is allocated represents the lowest level within the entity at which the goodwill is monitored for internal management purposes.

Goodwill impairment reviews are undertaken annually or more frequently if events or changes in circumstances indicate a potential impairment. The carrying value of the CGU containing the goodwill is compared to the recoverable amount, which is the higher of value in use and the fair value less costs of disposal. Any impairment is recognised immediately as an expense and is not subsequently reversed.

(ii) Trademarks, brand names and licenses

Separately acquired trademarks, brand names and licenses are shown at historical cost. Trademarks, brand names and licenses acquired in a business combination are recognised at fair value at the acquisition date. Trademarks, brand names and licenses have a finite useful life and are carried at cost less accumulated amortisation. Amortisation is calculated using the straight-line method to allocate the cost of trademarks and brand names over their estimated useful lives of 25 to 30 years and licenses over 2 years.

(iii) Internally generated environmental technology

(a) Environmental technology

Costs associated with research phase of the internally generated environmental technology are recognised as an expense as incurred. Development costs that are directly attributable to the design and testing of the technology controlled by the Group are recognised as intangible assets when the following criteria are met:

- the technical feasibility of completing the intangible asset so that it will be available for use or sale.
- its intention to complete the intangible asset and use or sell it.
- how the intangible asset will generate probable future economic benefits. Among other things, the entity can demonstrate the existence of a market for the output of the intangible asset or the intangible asset itself or, if it is to be used internally, the usefulness of the intangible asset.

16 OTHER INTANGIBLE ASSETS (Continued)

Accounting policies of intangible assets (other than right-of-use assets) (Continued)

(iii) Internally generated environmental technology (Continued)

(a) Environmental technology (Continued)

- the availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset.
- its ability to measure reliably the expenditure attributable to the intangible asset during its development.

Capitalised development costs are recorded as intangible assets and amortised from the point at which the asset is ready for use.

(b) Research and development

Research expenditure and development expenditure that do not meet the criteria in (iii) above are recognised as an expense as incurred. Development costs previously recognised as an expense are not recognised as an asset in a subsequent period.

(c) Amortisation method and period

The Group amortises intangible assets with a limited useful life using the straight-line method over the following period:

Internally generated environmental technology	10 years

(iv) Customer contracts and customer relationships

Separately acquired customer contracts are shown at historical cost. Customer contracts acquired in a business combination are recognised at fair value at the acquisition date. Customer contracts have a finite useful life and are carried at cost less accumulated amortisation. Amortisation is calculated using the straight-line method to allocate the cost of customer contracts over their estimated useful lives of 2 to 20 years.

Customer relationships acquired in a business combination are recognised at fair value at the acquisition date. Customer relationships have a finite useful life and are carried at cost less accumulated amortisation. Amortisation is calculated using the straight-line method to allocate the cost of customer relationships over their estimated useful lives of 10 to 15 years.

16 OTHER INTANGIBLE ASSETS (Continued)

	Goodwill HK$'000	Trademarks, brand names and licenses HK$'000	Internally generated environmental technology HK$'000	Customer contracts and customer relationships HK$'000	Total HK$'000
Year ended 30 June 2025					
Opening net book value	125,495	20,674	882	25,970	173,021
Acquisition of a subsidiary (Note 31(d))	43,869	2,981	–	26,342	73,192
Currency translation differences	–	79	–	752	831
Amortisation	–	(2,618)	(147)	(3,026)	(5,791)
Closing net book value	169,364	21,116	735	50,038	241,253
At 30 June 2025					
Cost	174,035	62,807	2,316	133,542	372,700
Accumulated amortisation	–	(34,411)	(736)	(83,504)	(118,651)
Accumulated impairment	(4,671)	(7,280)	(845)	–	(12,796)
Net book value	169,364	21,116	735	50,038	241,253
Year ended 30 June 2026					
Opening net book value	**169,364**	**21,116**	**735**	**50,038**	**241,253**
Currency translation differences	**–**	**77**	**–**	**1,349**	**1,426**
Amortisation	**–**	**(3,430)**	**(147)**	**(4,290)**	**(7,867)**
Closing net book value	**169,364**	**17,763**	**588**	**47,097**	**234,812**
At 30 June 2026					
Cost	**174,035**	**62,975**	**2,316**	**135,029**	**374,355**
Accumulated amortisation	**–**	**(37,932)**	**(883)**	**(87,932)**	**(126,747)**
Accumulated impairment	**(4,671)**	**(7,280)**	**(845)**	**–**	**(12,796)**
Net book value	**169,364**	**17,763**	**588**	**47,097**	**234,812**

16 OTHER INTANGIBLE ASSETS (Continued)

(a) Impairment tests for goodwill

Critical accounting estimates and judgements for impairment of goodwill

The Group tests annually whether goodwill has suffered any impairment according to their recoverable amounts determined by the CGUs based on value in use calculations. These calculations require the use of estimates which are subject to change of economic environment in future.

Goodwill is allocated to the CGUs of the Group's segments. For the purpose of impairment tests, the recoverable amount of the Group's CGUs is determined based on value in use calculations. The key assumptions adopted on growth rates of revenue and discount rates used in the value in use calculations are based on management's best estimates and past experience.

A summary of the goodwill allocation to business units is presented below:

As at 30 June	2026 HK$'000	2025 HK$'000
Property Asset Management	**66,899**	66,899
Supporting Services		
— Hygiene	**7,916**	7,916
— Insurance	**46,256**	46,256
— Security & Concierge	**14,452**	14,452
E&M Engineering	**33,841**	33,841
Total	**169,364**	169,364

The recoverable amount of a group of CGUs is determined based on value-in-use calculations. These calculations use pre-tax cash flow projections based on financial budgets approved by management covering a five-year period which the growth rates are stated as below. Cash flows beyond the five-year period are extrapolated using 1% growth rate for the Property Asset Management services business unit, Hygiene, Insurance business units and Security & Concierge, and zero growth rate for the E&M Engineering business unit. The growth rate does not exceed the long-term average growth rate for the businesses in which the group of CGUs operates.

16 OTHER INTANGIBLE ASSETS (Continued)

(a) Impairment tests for goodwill (Continued)

The following assumptions have been used for the analysis of the group of CGUs within the operating segment.

		30 June 2026 Supporting Services			
	Property Asset Management	**Hygiene**	**Insurance**	**Security & Concierge**	**E&M Engineering**
Cash flows in the first five years					
5-year compound annual growth rate of revenue	**3.1%**	**0.5%**	**0.7%**	**1.9%**	**13.0%**
Gross margin	**29.9%-30.6%**	**7.8%-7.9%**	**N/A[(i)]**	**9.4%-9.6%**	**7.3%-7.4%**
5-year compound annual increase of general and administrative expenses	**N/A[(i)]**	**N/A[(i)]**	**3.7%**	**N/A[(i)]**	**N/A[(i)]**
Pre-tax discount rate	**13.1%**	**13.7%**	**13.2%**	**14.3%**	**16.5%**
Cash flows beyond five-year period					
Terminal growth rate	**1%**	**1%**	**2%**	**1%**	**1%**
Pre-tax discount rate	**13.1%**	**13.7%**	**13.2%**	**14.3%**	**16.5%**

		30 June 2025 Supporting Services			
	Property Asset Management	Hygiene	Insurance	Security & Concierge	E&M Engineering
Cash flows in the first five years					
5-year compound annual growth rate of revenue	2.8%	2.4%	5.4%	4.7%	10.6%
Gross margin	27.4%-27.9%	7.3%-7.4%	N/A[(i)]	9.0%	7.0%
5-year compound annual increase of general and administrative expenses	N/A[(i)]	N/A[(i)]	5.4%	N/A[(i)]	N/A[(i)]
Pre-tax discount rate	12.4%	13.0%	13.0%	13.6%	15.8%
Cash flows beyond five-year period					
Terminal growth rate	1%	1%	1%	1%	0%
Pre-tax discount rate	12.4%	13.0%	13.0%	13.6%	15.8%

(i) Gross profit margin is not applicable ("N/A") to the Insurance CGU, as it does not incur separately identifiable costs of services. Accordingly, the projected level of general and administrative expenses, considered in aggregate, represents a key assumption used in value in use calculations of the Insurance CGU. For the other CGUs, gross margin represents a key assumption, while general and administrative expenses are not significant to their respective cash flow projections.

Management determined budgeted gross margin based on past performance and its expectations of market development. The discount rates used are pre-tax and reflect specific risks relating to the relevant operating segments and business life-cycle. On the basis of these reviews, management concluded that no impairment was required for goodwill as at 30 June 2026 (2025: Nil).

A reasonably possible change in a key assumption would not cause the recoverable amount to fall below the carrying value of the respective group of CGUs.

17 INTERESTS IN ASSOCIATES

Accounting policies of associates

An associate is an entity over which the Group has significant influence but not control, generally accompanying a shareholding of between 20% and 50% of the voting rights. Investments in associates are accounted for using the equity method of accounting. Under the equity method, the investment is initially recognised at cost, and the carrying amount is increased or decreased to recognise the Group's share of the profit or loss and other comprehensive income of the investee after the date of acquisition. The Group's investments in associates include goodwill identified on acquisition. Upon the acquisition of the ownership interest in an associate, any difference between the cost of the associate and the Group's share of the net fair value of the associate's identifiable assets and liabilities is accounted for as goodwill.

If the ownership interest in an associate is reduced but significant influence is retained, only a proportionate share of the amounts previously recognised in other comprehensive income is reclassified to consolidated income statement where appropriate.

The Group's share of post-acquisition profits or losses of associate is recognised in the consolidated income statement, and its share of post-acquisition movements in other comprehensive income is recognised in other comprehensive income with a corresponding adjustment to the carrying amount of the investment. When the Group's share of losses in an associate equals or exceeds its interest in the associate, including any other unsecured receivables, the Group does not recognise further losses, unless it has incurred obligations or made payments on behalf of the associate.

The Group determines at each reporting date whether there is any objective evidence that the investment in the associate is impaired. If this is the case, the Group calculates the amount of impairment as the difference between the recoverable amount of the associate and its carrying value and recognises the amount adjacent to "share of results of associates" in the consolidated income statement.

Profits and losses resulting from upstream and downstream transactions between the Group and its associate are recognised in the Group's financial statements only to the extent of unrelated investor's interests in the associates. Unrealised losses are eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of associates have been changed where necessary to ensure consistency with the policies adopted by the Group.

Gain or losses on dilution of equity interest in associates are recognised in the consolidated income statement.

17 INTERESTS IN ASSOCIATES (Continued)

	2026 HK$'000	2025 HK$'000
At beginning of year	**1,658**	218
Investments in an associate (Note 31(b))	**11,880**	945
Share of profit for the year	**1,596**	1,835
Dividends	**(1,460)**	(1,340)
At end of year	**13,674**	1,658

Particulars of associates are as follows:

Name	Place of incorporation	Principal activities	Particular of issued share capital	Effective percentage of equity interest held 2026	2025
Harbour Place Management Services Limited	Hong Kong	Provision of property management services	1,000 ordinary shares paid up to HK$1,000	**30%**	30%
Townlife Holding Company Limited	Hong Kong	Investment holding	47,500 ordinary shares paid up to HK$47,500,000	**27%**	27%
TN Insurance Consultants Limited	Hong Kong	Insurance brokerage	2,000,000 ordinary shares paid up to HK$2,000,000	**27%**	27%
Landes Limited	Hong Kong	Landscape design	10 shares paid up to HK$10	**20%**	20%

The following represents the Group's share of its individually immaterial associates that are accounted for using the equity method of accounting:

As at 30 June	2026 HK$'000	2025 HK$'000
Carrying amount of interests in associates	**13,674**	1,658
Share of profit and total comprehensive income for the year	**1,596**	1,835

There are no commitments or contingent liabilities relating to the Group's interests in associates, and no commitments or contingent liabilities of the entities themselves.

18 INTERESTS IN JOINT VENTURES

Accounting policies of joint arrangements

Investments in joint arrangements are classified as either joint ventures or joint operations depending on the contractual rights and obligations each investor has rather than the legal structure of the joint arrangement.

Joint ventures are accounted for using the equity method of accounting. Under the equity method of accounting, interests in joint ventures are initially recognised at cost, and the carrying amount is increased or decreased to recognise the Group's share of the profit or loss and other comprehensive income of the investee after the date of acquisition.

The Group's investments in joint ventures include goodwill identified on acquisition. Upon the acquisition of the ownership interest in a joint venture, any difference between the cost of the joint venture and the Group's share of the net fair value of the joint venture's identifiable assets and liabilities is accounted for as goodwill. When the Group's share of losses in a joint venture equals or exceeds its interests in the joint ventures (which includes any long-term interests that, in substance, form part of the Group's net investment in the joint ventures), the Group does not recognise further losses, unless it has incurred obligations or made payments on behalf of the joint ventures.

Unrealised gains on transactions between the Group and its joint ventures are eliminated to the extent of the Group's interest in the joint ventures. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of the joint ventures have been changed where necessary to ensure consistency with the policies adopted by the Group.

The assets that the Group has the rights and the liabilities that the Group has the obligations in relation to the joint operations are recognised in the consolidated statement of financial position on an accrual basis and classified according to the nature of the item. The share of expenses that the Group incurs and its share of income that it earns from the joint operations are included in the consolidated income statement.

18 INTERESTS IN JOINT VENTURES (Continued)

	2026 HK$'000	2025 HK$'000
At beginning of year	**1,204**	1,171
Share of profit for the year	**422**	33
At end of year	**1,626**	1,204

Particulars of joint ventures are as follows:

Name	Place of incorporation	Principal activities	Particular of issued share capital	Effective percentage of equity interest held 2026	2025
廣州市富城物業管理有限公司	PRC	Provision of property management services	RMB800,000	**50%**	50%
Urban-Wellborn Property Management Limited	Hong Kong	Provision of property management services	10,000 ordinary shares paid up to HK$100,000	**50%**	50%

Set out below is, in aggregate, the carrying amounts of the Group's share of all its individually immaterial joint ventures that are accounted for using the equity method of accounting:

As at 30 June	2026 HK$'000	2025 HK$'000
Carrying amount of interests in joint ventures	**1,626**	1,204
Share of profit and total comprehensive income for the year	**422**	33

There are no commitments or contingent liabilities relating to the Group's interest in joint ventures, and no commitments or contingent liabilities of the entities themselves.

19 DEFERRED INCOME TAX ASSETS/(LIABILITIES)

As at 30 June	2026 HK$'000	2025 HK$'000
Deferred income tax assets	**6,807**	8,862
Deferred income tax liabilities	**(23,491)**	(26,611)
Net	**(16,684)**	(17,749)

Deferred income tax assets and deferred income tax liabilities are expected to be recovered/settled after more than 12 months. Their movements in the Group's deferred income tax assets and liabilities (prior to offsetting of balances within the same taxation jurisdiction) during the year and net balances after offsetting at the end of the reporting periods are as follows:

Deferred income tax assets

	Accelerated accounting depreciation HK$'000	Tax losses HK$'000	Remeasurement of long service payment liabilities HK$'000	Others HK$'000	Total HK$'000
At 1 July 2024	4,346	4,840	108	1,078	10,372
(Charged)/credited to consolidated income statement (Note 11)	(353)	383	(25)	41	46
Charged to other comprehensive income	–	–	(67)	(169)	(236)
At 30 June 2025	3,993	5,223	16	950	10,182
At 1 July 2025	**3,993**	**5,223**	**16**	**950**	**10,182**
Currency translation differences	**–**	**–**	**–**	**1**	**1**
(Charged)/credited to consolidated income statement (Note 11)	**(321)**	**(1,657)**	**23**	**(217)**	**(2,172)**
Charged to other comprehensive income	**–**	**–**	**–**	**(48)**	**(48)**
At 30 June 2026	**3,672**	**3,566**	**39**	**686**	**7,963**

As at 30 June	2026 HK$'000	2025 HK$'000
Total deferred income tax assets before offsetting	**7,963**	10,182
Less: Amount offset against deferred income tax liabilities	**(1,156)**	(1,320)
Net deferred income tax assets after offsetting	**6,807**	8,862

19 DEFERRED INCOME TAX ASSETS/(LIABILITIES) (Continued)

Deferred income tax liabilities

	Accelerated depreciation allowance HK$'000	Fair value adjustments on trademarks, brand names and licenses HK$'000	Fair value adjustments on property, plant and equipment arising from business combinations HK$'000	Fair value adjustments on customer contracts and customer relationship HK$'000	Remeasurement of long service payment liabilities HK$'000	Others HK$'000	Total HK$'000
At 1 July 2024	(5,513)	(3,423)	(3,761)	(4,284)	(3,654)	(1,781)	(22,416)
Currency translation differences	–	(207)	–	–	–	–	(207)
Acquisition of a subsidiary (Note 31(d))	–	(7,330)	–	–	–	–	(7,330)
Credited/(charged) to consolidated income statement (Note 11)	2,299	741	1,124	304	166	(158)	4,476
Charged to other comprehensive income	–	–	–	–	(2,431)	(23)	(2,454)
At 30 June 2025	(3,214)	(10,219)	(2,637)	(3,980)	(5,919)	(1,962)	(27,931)
At 1 July 2025	**(3,214)**	**(10,219)**	**(2,637)**	**(3,980)**	**(5,919)**	**(1,962)**	**(27,931)**
Currency translation differences	**–**	**(358)**	**–**	**–**	**–**	**–**	**(358)**
Credited/(charged) to consolidated income statement (Note 11)	**1,857**	**1,292**	**1,052**	**304**	**(17)**	**(168)**	**4,320**
Credited to other comprehensive income	**–**	**–**	**–**	**–**	**(473)**	**(205)**	**(678)**
At 30 June 2026	**(1,357)**	**(9,285)**	**(1,585)**	**(3,676)**	**(6,409)**	**(2,335)**	**(24,647)**

	2026 HK$'000	2025 HK$'000
Total deferred income tax liabilities before offsetting	**(24,647)**	(27,931)
Less: Amount offset against deferred income tax assets	**1,156**	1,320
Net deferred income tax liabilities after offsetting	**(23,491)**	(26,611)

As at 30 June 2026, the Group did not recognise deferred income tax assets of HK$18 million (2025: HK$14 million), arising from unused tax losses of HK$112 million (2025: HK$86 million). Except for tax losses of HK$20 million (2025: HK$3 million) as at 30 June 2026 which will expire within three years after the reporting date, the remaining tax losses have no expiry date.

20 PENSION ASSETS

The Group operates a defined benefit retirement scheme (the "Scheme") registered under the Occupational Retirement Schemes Ordinance (Chapter 426 of the Laws of Hong Kong) that provides lump sum benefits based on a multiple of a member's final salary and years of service or employee contribution balance, whichever is higher, upon the member's retirement, death, disability or leaving service. The Scheme has been closed to new employees since 1 December 2000.

The Group has an unconditional right to the surplus of the Scheme.

The Scheme is administered by an independent trustee with its assets held separately from those of the Group. The key responsibilities of the trustee are to ensure that the Scheme is administered in accordance with the trust deed and rules and to act on behalf of all members impartially, prudently and in good faith.

The costs of benefits are jointly funded by the Group and the employees. Employees' contributions are based on 5% of basic salary and the Group's contributions are determined with reference to the funding valuation carried out by the Scheme's actuary. The most recent actuarial valuation for the defined benefits plan of the Group's subsidiaries, including some employees whose relevant costs are directly reimbursed by or charged to our customers, as at 30 June 2024 for determining the cash funding requirement was carried out by an independent actuarial consulting firm, Towers Watson Hong Kong Limited ("WTW"), which is represented by Mr. Clarence Ma Chun Kit, a Fellow of the Institute of Actuaries of Australia, using the Attained Age Method. The principal actuarial assumptions used for the valuation as at 30 June 2024 included a long-term rate of investment return net of salary increases of 2% per annum, together with appropriate allowances for expected rates of mortality, turnover and retirement.

As at the valuation date of 30 June 2024, the market value of the defined benefit pension plan assets was HK$58.4 million:

— covering approximately 164% of the aggregate vested liability of HK$35.5 million, had all members left service with their leaving service benefits; and

— on the assumptions that the pension plan would continue in force, its value of assets covering approximately 163% of the aggregate past service liability of HK$35.8 million.

20 PENSION ASSETS (Continued)

The Scheme exposes the Group to actuarial risks, such as investment risk, interest rate risk and salary risk.

(i) The amounts recognised in the consolidated statement of financial position are as follows:

As at 30 June	2026 HK$'000	2025 HK$'000
Present value of defined benefit obligations	**(9,360)**	(9,510)
Fair value of plan assets	**14,733**	12,507
Net retirement benefit assets	**5,373**	2,997
Representing:		
Pension assets	**5,373**	2,997
Pension liabilities	**–**	–
Net	**5,373**	2,997

Majority of the above liabilities are expected to be settled after more than one year.

However, it is not practicable to segregate this amount from the amounts payable in the next twelve months, as future contributions will also relate to future services rendered and future changes in actuarial assumptions and market conditions.

20 PENSION ASSETS (Continued)

(ii) Movements in net defined benefit assets and its components as follows:

	Present value of defined benefit obligations HK$'000	Fair value of plan assets HK$'000	Total HK$'000
At 1 July 2024	(20,351)	22,200	1,849
Net (charge)/credit to consolidated income statement			
Current service costs	(411)	–	(411)
Interest (expenses)/income	(652)	696	44
	(1,063)	696	(367)
Net (charge)/credit to other comprehensive loss:			
Remeasurement (loss)/gain[(a)]:			
Actuarial loss arising from change in financial assumptions	(647)	–	(647)
Actuarial gain arising from experience adjustments	659	–	659
Gain on plan assets excluding interest income	–	892	892
	12	892	904
Benefit paid	12,034	(12,034)	–
Contribution paid by the employees	(142)	142	–
Contribution paid by the employer	–	1,360	1,360
Surplus refunded to the employer	–	(749)	(749)
At 30 June 2025	(9,510)	12,507	2,997

20 PENSION ASSETS (Continued)

(ii) Movements in net defined benefit assets and its components as follows: (Continued)

	Present value of defined benefit obligations HK$'000	Fair value of plan assets HK$'000	Total HK$'000
At 1 July 2025	(9,510)	12,507	2,997
Net (charge)/credit to consolidated income statement			
Current service costs	(202)	–	(202)
Interest (expenses)/income	(217)	288	71
	(419)	288	(131)
Net credit to other comprehensive income:			
Remeasurement gain[(a)]:			
Actuarial gain arising from change in financial assumptions	573	–	573
Actuarial gain arising from experience adjustments	50	–	50
Gain on plan assets excluding interest income	–	1,851	1,851
	623	1,851	2,474
Benefit paid	28	(28)	–
Contribution paid by the employees	(82)	82	–
Contribution paid by the employer	–	33	33
At 30 June 2026	(9,360)	14,733	5,373

Note:

(a) During the year ended 30 June 2026, the Group recognised remeasurement gains of HK$2.5 million (2025: remeasurement gains of HK$0.9 million) on defined benefit scheme, net of their corresponding tax effects of HK$0.4 million of deferred tax credits (2025: HK$0.2 million of deferred tax credits) in its other comprehensive income.

The weighted average duration of the defined benefit obligation is 5.1 years (2025: 6.0 years).

20 PENSION ASSETS (Continued)

(iii) Significant actuarial assumptions adopted for the purpose of the actuarial valuation are as follows:

As at 30 June	2026	2025
Discount rate	**3.0% p.a.**	2.3% p.a.
Salary growth rate	**3.5% p.a.**	4.0% p.a.

The below analysis shows how the defined benefit obligation as at each year end date would have increased/(decreased) as a result of 0.25% change in significant actuarial assumptions:

As at 30 June	2026		2025	
	Increase in 0.25% HK$'000	**Decrease in 0.25% HK$'000**	Increase in 0.25% HK$'000	Decrease in 0.25% HK$'000
Discount rate	**(114)**	**116**	(139)	143
Salary growth rate	**116**	**(114)**	140	(138)

The above sensitivity analyses are based on change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated. When calculating the sensitivity of the defined benefit obligation to significant actuarial assumptions, the same actuarial valuation method has been applied as when calculating the defined benefit obligation recognised in the consolidated statement of financial position.

(iv) Fair value of the plan assets is analysed as follows:

As at 30 June	2026	2025
Equities	**74.6%**	73.1%
Bonds	**22.6%**	24.5%
Cash and others	**2.8%**	2.4%
Total	**100.0%**	100.0%

The Scheme has a benchmark asset allocation of 70% in equities and 30% in bonds and cash. The long-term strategic asset allocations of the Scheme is set and reviewed from time to time by the Scheme's trustee taking into account the Scheme's membership, liability profile, liquidity requirements, and the risk appetite of the Group.

21 TRADE AND OTHER RECEIVABLES

Accounting policies of trade and other receivables

Trade and other receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment, which is established when there is objective evidence that the Group will not be able to collect all amounts due according to the original terms of receivable. Significant financial difficulties of a debtor, probability that the debtor will enter bankruptcy and default or delinquency in payments are considered indicators that the receivable is impaired. The amount of the provision is the difference between the carrying amount of the asset and the present value of estimated future cash flows, discounted at the original effective interest rate. The carrying amount of the assets is reduced through the use of an allowance account, and the amount of the provision is recognised in the consolidated income statement. When a receivable is uncollectible, it is written off against the allowance account for receivable. Subsequent recoveries of amounts previously written off are credited in the consolidated income statement. See Notes 2.5 and 3.1(i)(b) to the consolidated financial statements for descriptions of the Group's impairment policies and methodology for trade and other receivables involving estimation of their expected credit losses.

If collection of trade and other receivables is expected in one year or less (or in the normal operating cycle of the business if longer), they are classified as current assets. If not, they are presented as non-current assets.

The Group applies the HKFRS 9 simplified approach to measuring expected credit losses which uses a lifetime expected credit loss for trade receivables, retention receivables, accrued contract revenue and contract assets and uses 12-month expected credit loss under stage 1 of the impairment model for other receivables and deposits as mentioned in Notes 3.1(i)(b) and (c).

Critical accounting estimates and judgements for recoverability of trade and other receivables and contract assets

Provision for expected credit losses is made when the Group does not expect to collect all amounts due. The provision is determined by grouping together financial assets with similar risk characteristics and collectively or individually assessing them for likelihood of recovery. The provision reflects lifetime expected credit losses i.e. possible default events over the expected life of the financial assets, weighted by the probability of that default occurring. Judgement has been applied in determining the level of provision for expected credit losses, taking into account the credit risk characteristics of customers and the likelihood of recovery assessed on a combination of collective and individual basis as relevant. While the provision is considered appropriate, changes in estimation basis or in economic conditions could lead to a change in the level of provision recorded and consequently on the charge or credit to profit or loss.

21 TRADE AND OTHER RECEIVABLES (Continued)

As at 30 June	2026 HK$'000	2025 HK$'000
Trade receivables		
Third parties	**914,198**	1,054,907
Related companies (Note 33(c))	**213,716**	224,876
	1,127,914	1,279,783
Less: Provision for impairment		
Third parties	**(12,517)**	(13,496)
Related companies (Note 33(c))	**(45)**	(45)
	1,115,352	1,266,242
Retention receivables		
Third parties	**299,354**	325,543
Related companies (Note 33(c))	**140,306**	109,486
	439,660	435,029
Accrued contract revenue	**649,636**	469,654
Less: Provision for impairment	**(535)**	(149)
	649,101	469,505
Other receivables and prepayments		
Third parties	**322,638**	275,256
Related companies (Note 33(c))	**73,870**	63,017
	396,508	338,273
Less: Provision for impairment		
Third parties	**(1,040)**	(1,894)
	395,468	336,379
Total	**2,599,581**	2,507,155

Generally, no credit period is granted by the Group to customers for provision of property and facility management services, insurance services, EV charging infrastructure services, landscaping services and security & concierge services and its retail customers for trading of EV charging products, building materials and planting and materials. The credit period generally granted by the Group to its other customers is 30 to 60 days.

21 TRADE AND OTHER RECEIVABLES (Continued)

As at 30 June 2026, the Group provides for loss allowance against trade receivables, retention receivables and accrued contract revenue based on their composition and ageing are as follows:

At 30 June 2026	**Lifetime expected credit loss rate**	**Gross carrying amount HK$'000**	**Lifetime expected credit loss HK$'000**	**Net carrying amount HK$'000**
Provision on individual basis[(i)]	**100%**	**10,008**	**(10,008)**	**–**
Provision on collective basis	**0.14%**	**2,207,202**	**(3,089)**	**2,204,113**
Total		**2,217,210**	**(13,097)**	**2,204,113**

At 30 June 2025	Lifetime expected credit loss rate	Gross carrying amount HK$'000	Lifetime expected credit loss HK$'000	Net carrying amount HK$'000
Provision on individual basis[(i)]	100%	9,591	(9,591)	–
Provision on collective basis	0.19%	2,174,875	(4,099)	2,170,776
Total		2,184,466	(13,690)	2,170,776

Note:

(i) The receivables relating to customers with known financial difficulties or significant doubt on collection of receivables are assessed individually for provision of impairment allowance.

21 TRADE AND OTHER RECEIVABLES (Continued)

As at 30 June 2026	Current to 90 days past due	91 to 180 days past due	Over 180 days past due	Total
Expected loss rate	**0.05%**	**1.7%**	**20.5%**	
HK$'000				
Gross carrying amount	**2,108,184**	**55,230**	**53,796**	**2,217,210**
Expected credit loss allowance	**(1,139)**	**(916)**	**(11,042)**	**(13,097)**
Carrying amount, net of expected credit loss allowance	**2,107,045**	**54,314**	**42,754**	**2,204,113**

As at 30 June 2025	Current to 90 days past due	91 to 180 days past due	Over 180 days past due	Total
Expected loss rate	0.04%	2.2%	22.6%	
HK$'000				
Gross carrying amount	2,086,549	45,897	52,020	2,184,466
Expected credit loss allowance	(933)	(1,015)	(11,742)	(13,690)
Carrying amount, net of expected credit loss allowance	2,085,616	44,882	40,278	2,170,776

The ageing analysis of the Group's trade receivables (including amounts due from related parties of trading in nature) based on the invoice due date, net of provision for impairment, is as follows:

As at 30 June	2026 HK$'000	2025 HK$'000
Current to 90 days	**1,018,284**	1,181,082
91 to 180 days	**54,314**	44,882
Over 180 days	**42,754**	40,278
Total	**1,115,352**	1,266,242

21 TRADE AND OTHER RECEIVABLES (Continued)

The carrying amounts of the trade and other receivables of the Group approximate their fair values and are denominated in the following currencies:

As at 30 June	2026 HK$'000	2025 HK$'000
Hong Kong dollars	**2,167,033**	1,997,505
Renminbi	**389,201**	370,824
Macau patacas	**29,367**	125,169
United States dollars	**13,967**	13,332
Others	**13**	325
Total	**2,599,581**	2,507,155

At 30 June 2026, the Group's trade receivables, accrued contract revenue and other receivables of HK$14.1 million (2025: HK$15.6 million) were impaired.

Movements in provision for impairment of the Group's trade receivables, accrued contract revenue and other receivables are as follows:

As at 30 June 2026	Trade receivables HK$'000	Accrued contract revenue HK$'000	Other receivables HK$'000	Total HK$'000
At the beginning of year	**13,541**	**149**	**1,894**	**15,584**
Exchange differences	**7**	**11**	**21**	**39**
Provision/(reversal of provision) for the year, net	**38**	**375**	**(875)**	**(462)**
Receivables written off during the year	**(1,024)**	**–**	**–**	**(1,024)**
Carrying amount, net of expected credit loss allowance	**12,562**	**535**	**1,040**	**14,137**

As at 30 June 2025	Trade receivables HK$'000	Accrued contract revenue HK$'000	Other receivables HK$'000	Total HK$'000
At the beginning of year	11,032	149	471	11,652
Provision for the year, net	2,906	–	1,423	4,329
Receivables written off during the year	(397)	–	–	(397)
Carrying amount, net of expected credit loss allowance	13,541	149	1,894	15,584

Retention receivables in respect of contracting services are settled in accordance with the terms of respective contracts. Other classes within trade and other receivables do not contain material impaired assets.

22 CONTRACT ASSETS AND CONTRACT LIABILITIES

Accounting policies of contracts assets and contract liabilities

Upon entering into a contract with a customer, the Group obtains rights to receive consideration from the customer and assumes performance obligations to transfer goods or provide services to the customer.

The combination of those rights and performance obligations gives rise to a net contract asset or a net contract liability depending on the relationship between the remaining rights and the performance obligations. The contract is an asset and recognised as a contract asset if its cumulative revenue recognised in the profit or loss exceeds cumulative progress billing to customers. Conversely, the contract is a liability and recognised as contract liability if its cumulative progress billing to customers exceeds the revenue recognised in the profit or loss. Contract assets are assessed for impairment under the same approach adopted for impairment assessment of financial assets carried at amortised cost. Contract liabilities are recognised as revenue when the Group transfers the goods or services to the customers and therefore satisfies its performance obligations.

The incremental costs of obtaining a contract with a customer are capitalised and presented as contract related assets, if the Group expects to recover those costs, and are subsequently amortised on a systematic basis that is consistent with the transfer to the customers of the goods or services to which the assets relate. The Group recognises an impairment loss in the consolidated income statement to the extent that the carrying amount of the contract related assets recognised exceeds the remaining amounts of consideration that the Group expects to receive less the costs that directly relate to those goods or services and have not been recognised as expenses.

As at 30 June	**2026** **HK$'000**	2025 HK$'000
Contract costs incurred plus attributable profits less foreseeable losses	**3,944,898**	6,076,266
Progress payments received and receivable	**(3,400,665)**	(5,609,491)
Net	**544,233**	466,775
Representing:		
Contract assets	**822,868**	703,547
Contract liabilities	**(278,635)**	(236,772)
Net	**544,233**	466,775

22 CONTRACT ASSETS AND CONTRACT LIABILITIES (Continued)

Notes:

(a) The Group's contract assets and contract liabilities at 30 June 2026 and 30 June 2025 mostly relate to its engineering and insurance contracts with customers. The Group's contract assets at 30 June 2026 are stated at their expected recoverable amounts, with no loss allowances (2025: Nil) included therein. The Group measures loss allowances for its contract assets at amounts equal to their lifetime expected credit losses and recognise them in accordance with HKFRS 9 (Note 3.1(i)(b)).

Contract assets primarily relate to the Group's rights to consideration for delivered services but not yet billed at the reporting date. Contract assets are transferred to receivables when the rights become unconditional. This usually occurs when the Group issues an invoice to the customer. The Group's historical credit loss experience does not indicate a substantially different loss pattern for contract assets as compared to accounts receivable for similar customer bases. The Group refers to the expected credit loss provision rates for accounts receivable to measure the contract assets' expected credit losses.

(b) During the year ended 30 June 2026, the Group recognised (i) HK$208.3 million (2025: HK$365.1 million) of revenue for its engineering, insurance, hygiene and property management contracts relating to its carried-forward contract liabilities and (ii) HK$97.9 million (2025: HK$94.0 million) of revenue from its performance obligations satisfied in previous reporting years.

(c) As at 30 June 2026, the aggregate amount of transaction price allocated to the Group's remaining performance obligations in respect of Property Asset Management, Hygiene, Insurance, Technical Services, Environment, Security & Concierge and E&M Engineering contracts is HK$15,031 million (2025: HK$14,532 million). The Group will recognise this revenue during the completion of the related works, which is expected to occur over the next 132 months (2025: 101 months) after the reporting date.

(d) During the year ended 30 June 2026, the increases in the Group's contract assets of HK$119.4 million and contract liabilities of HK$41.8 million principally reflect increased progress of certain projects.

23 INVENTORIES

Accounting policies of inventories

Inventories are stated at the lower of cost and net realisable value. Cost is calculated on the first-in-first-out or weighted average basis for different type and nature of inventories. Net realisable value is determined on the basis of anticipated sales proceeds less estimated selling expenses.

As at 30 June	2026 HK$'000	2025 HK$'000
Raw materials	**1,644**	1,247
Finished goods	**4,448**	5,909
Spare parts and consumables	**18**	25
Total	**6,110**	7,181

24 CASH AND BANK BALANCES

Accounting policies of cash and cash equivalents

Cash and cash equivalents include cash in hand, trust cash, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less and bank overdrafts.

As at 30 June	2026 HK$'000	2025 HK$'000
Time deposits with original maturities within three months	**74,760**	37,944
Time deposits with original maturities over three months	**23,080**	10,940
Trust cash[(i)]	**48,753**	80,781
Other cash at banks and on hand	**682,347**	614,199
Total	**828,940**	743,864

Note:

(i) Trust cash relates to cash held for insurance premiums received from policy holders which will ultimately be paid to insurers. Trust cash cannot be used to meet business obligations/operating expenses other than payments to insurers and/or refunds to policy holders.

At 30 June 2026, the effective interest rate on bank deposits is 1.5% per annum (2025: 1.2% per annum).

The carrying amounts of cash and bank balances of the Group approximate their fair values and are denominated in the following currencies:

As at 30 June	2026 HK$'000	2025 HK$'000
Hong Kong dollars	**722,375**	625,723
Renminbi	**91,141**	104,409
Macau patacas	**2,647**	7,386
United States dollars	**10,797**	4,434
Euros	**1,728**	1,653
Others	**252**	259
Total	**828,940**	743,864

25 SHARE CAPITAL

The numbers of the Company's authorised and issued shares are as follows:

	2026 Number of shares	2026 HK$'000	2025 Number of shares	2025 HK$'000
Authorised:				
Ordinary shares of HK$0.10 each				
At the beginning and the end of year	**900,000,000**	**90,000**	900,000,000	90,000
Convertible preference shares of HK$0.10 each (Note a)				
At the beginning and the end of year	**100,000,000**	**10,000**	100,000,000	10,000
Total	**1,000,000,000**	**100,000**	1,000,000,000	100,000

	2026 Number of shares	2026 HK$'000	2025 Number of shares	2025 HK$'000
Issued and fully paid:				
Ordinary shares of HK$0.10 each				
At the beginning and the end of year	**450,000,000**	**45,000**	450,000,000	45,000
Convertible preference shares of HK$0.10 issued at HK$3.2260 each (Note a)				
At the beginning and the end of year	**43,676,379**	**140,900**	43,676,379	140,900
Total	**493,676,379**	**185,900**	493,676,379	185,900

As at 30 June 2026 and 30 June 2025, the total nominal amount of the Company issued shares was HK$49,367,638, comprising HK$45,000,000 for ordinary shares and HK$4,367,638 for convertible preference shares.

25 SHARE CAPITAL (Continued)

Note (a):

On 16 December 2019 (the "Issue Date"), the Company issued and allotted a total of 43,676,379 non-voting redeemable convertible preference shares of HK$0.1 each to FSE Management Company Limited ("FMC") at an issue price of HK$3.2260 per share (the "Issue Price"), credited as fully paid. The major terms of the convertible preference shares are set out below:

- Each convertible preference share shall entitle the holder to convert within a period of 10 years after the Issue Date, provided that any conversion shall not result in the Company failing to comply with any public float requirement under the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited.

- Each convertible preference share is convertible into such number of ordinary share(s) being one multiplied by the conversion rate. The conversion rate is determined by dividing the Issue Price of convertible preference shares by the conversion price.

- The conversion price is the Issue Price, subject to adjustment upon the occurrence of certain prescribed events.

- Each convertible preference share shall confer on the holder the right to receive preferred distributions from the Issue Date at a rate of 6.0% per annum on the Issue Price, payable annually in arrears. Each preferred distribution is cumulative. The Board may, in its sole discretion, elect to defer or not to pay a preferred distribution. No interest accrues on any unpaid preferred distribution. If the Board elects to defer or not to pay a preferred distribution, the Company shall not (a) pay any dividends, distributions or make any other payment on any ordinary shares or (b) redeem, cancel, repurchase or acquire for any consideration any ordinary shares, unless at the same time it pays to the holder of the convertible preference shares any deferred or unpaid preferred distribution which was scheduled to be paid on a day falling in the same financial year in respect of which payment of such dividends, distributions or other payments is made or during which such redemption, cancellation, repurchase or acquisition occurs.

- The holder of the convertible preference shares shall not have the right to attend or vote at any general meeting of the Company (except a general meeting for winding up of the Company or a resolution is to be proposed which if passed would vary or abrogate the rights or privileges of such holder).

- The holder of the convertible preference shares will have priority over the holders of ordinary shares of the Company on the assets and funds of the Company available for distribution in a distribution of assets on liquidation, winding up or dissolution of the Company.

- At any time after 10 years following the Issue Date, the Company may at its sole discretion serve at least ten days' prior written notice to the holder of the convertible preference shares to redeem either in whole or in part of the convertible preference shares for the time being outstanding, at a redemption price equals to the Issue Price together with all outstanding preferred distributions accrued to the date fixed for redemption.

The convertible preference shares are classified as equity instruments, considered that: (i) the Company has no contractual obligation to deliver cash or another financial asset to the holder of the convertible preference shares; and (ii) the convertible preference shares are non-derivative that includes no contractual obligation for the Company to deliver a variable number of ordinary shares.

26 RESERVES

	Share premium HK$'000	Merger reserve (Note a) HK$'000	Exchange reserve HK$'000	Statutory reserves (Note b) HK$'000	Retained earnings HK$'000	Total HK$'000
At 1 July 2024	743,204	(1,616,318)	(33,256)	22,273	1,686,742	802,645
Profit for the year	–	–	–	–	453,214	453,214
Currency translation differences	–	–	5,050	–	–	5,050
Remeasurement gains on long service payment liabilities	–	–	–	–	15,473	15,473
Deferred tax on remeasurement gains on long service payment liabilities	–	–	–	–	(2,498)	(2,498)
Remeasurement gains on defined benefit retirement scheme	–	–	–	–	904	904
Deferred tax on remeasurement gains on defined benefit retirement scheme	–	–	–	–	(192)	(192)
Dividends to ordinary shareholders	–	–	–	–	(191,250)	(191,250)
Distribution to convertible preference shareholder	–	–	–	–	(8,454)	(8,454)
Appropriation to statutory reserves (Note c)	–	–	–	293	(293)	–
At 30 June 2025	743,204	(1,616,318)	(28,206)	22,566	1,953,646	1,074,892
At 1 July 2025	**743,204**	**(1,616,318)**	**(28,206)**	**22,566**	**1,953,646**	**1,074,892**
Profit for the year	**–**	**–**	**–**	**–**	**418,163**	**418,163**
Currency translation differences	**–**	**–**	**13,136**	**–**	**–**	**13,136**
Remeasurement gains on long service payment liabilities	**–**	**–**	**–**	**–**	**1,926**	**1,926**
Deferred tax on remeasurement gains on long service payment liabilities	**–**	**–**	**–**	**–**	**(318)**	**(318)**
Remeasurement gains on defined benefit retirement scheme	**–**	**–**	**–**	**–**	**2,474**	**2,474**
Deferred tax on remeasurement gains on defined benefit retirement scheme	**–**	**–**	**–**	**–**	**(408)**	**(408)**
Dividends to ordinary shareholders	**–**	**–**	**–**	**–**	**(168,300)**	**(168,300)**
Distribution to convertible preference shareholder	**–**	**–**	**–**	**–**	**(8,454)**	**(8,454)**
Appropriation to statutory reserves (Note c)	**–**	**–**	**–**	**65**	**(65)**	**–**
At 30 June 2026	**743,204**	**(1,616,318)**	**(15,070)**	**22,631**	**2,198,664**	**1,333,111**

26 RESERVES (Continued)

Notes:

(a) Merger reserve arises from (i) the difference between the consideration for the acquisition of the FSE Engineering Group Limited, FSE Environmental Technologies Limited and Building Material Supplies Limited by the Company and their issued share capital upon the completion of the reorganisation on 30 June 2015; (ii) the difference between the consideration for the acquisition of Crystal Brilliant Limited and its subsidiaries by the Company's wholly-owned subsidiary, FSE Facility Services Group Limited, and their issued capital at the date when they first came under common control upon the completion of the acquisition on 11 April 2018; (iii) the difference between the consideration for the acquisition of Legend Success Investments Limited and its subsidiaries by the Company's wholly-owned subsidiary, FSE Property Management Group Limited, and their issued capital at the date when they first came under common control upon the completion of the acquisition on 16 December 2019 and (iv) the difference between the cash consideration plus net book value of certain properties used for the acquisition of Business Investments Limited and its subsidiaries by the Company's wholly-owned subsidiary, FSE City Essential Services Limited, and their issued capital at the date when they first came under common control upon the completion of the acquisition on 19 April 2021.

(b) PRC companies are required to allocate 10% of the companies' net profits to the statutory reserves fund until such fund reaches 50% of the companies' registered capitals. The statutory reserves fund can be utilised, upon approval by the relevant authorities, to offset accumulated losses, if any, or to increase registered capital of the companies, provided that such fund is maintained at a minimum of 25% of the companies' registered capitals.

(c) During the year ended 30 June 2026, the board of directors of the Group's PRC companies resolved to appropriate HK$65,000 (2025: HK$293,000) from retained earnings to statutory reserves.

27 NON-CONTROLLING INTERESTS

The table below shows details of the Group's subsidiaries that have non-controlling interests:

Name	Profit for the year attributable to non-controlling shareholders		Accumulated non-controlling interests	
	2026	2025	**2026**	2025
	HK$000	HK$000	**HK$000**	HK$000
Individually immaterial subsidiaries with non-controlling interests	**10**	11	**961**	951
Total	**10**	11	**961**	951

28 BORROWINGS

Accounting policies of borrowings

Borrowings are recognised initially at fair value, net of transaction costs incurred. Borrowings are subsequently carried at amortised cost; any difference between the proceeds net of transaction costs and the redemption value is recognised in the consolidated statement of comprehensive income over the period of the borrowings using the effective interest method.

Borrowings are classified as current liabilities unless the Group has an unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting period.

As at 30 June	2026 HK$'000	2025 HK$'000
Non-current liabilities		
Bank borrowings — Guaranteed	–	318,920
Current liabilities		
Bank borrowings — Guaranteed	**348,920**	–

The borrowings are interest bearing at an effective interest rate of 3.1% (2025: 4.5%). The carrying amounts of the borrowings approximate their fair values and are denominated in Hong Kong dollar. At 30 June 2026 and 30 June 2025, the Group's borrowings were repayable as follows:

As at 30 June 2026	2026 HK$'000	2025 HK$'000
Within 1 year	**348,920**	–
Between 1 and 2 years	–	318,920
Total	**348,920**	318,920

The Group's borrowings are guaranteed by corporate guarantees provided by FSE Engineering Group Limited and FSE Facility Services Group Limited (wholly-owned subsidiaries of the Company) as at 30 June 2026 and 30 June 2025.

29 LONG SERVICE PAYMENT LIABILITIES

Critical accounting estimates and judgements for long service payment liabilities

The present value of the long service payment liabilities depends on a number of factors that are determined on an actuarial basis using a number of assumptions. The assumptions used in determining the net cost for long service payment liabilities include the discount rate. Any changes in these assumptions will impact the carrying amount of long service payment liabilities.

The Group determines the appropriate discount rate at the end of each year. This is the interest rate that should be used to determine the present value of estimated future cash outflows expected to be required to settle the long service payment liabilities. In determining the appropriate discount rate, the Group considers the interest rates of high-quality corporate bonds that are denominated in the currency in which the liabilities will be paid, and that have terms to maturity approximating the terms of the related long service payment liabilities.

Other key assumptions for long service payment liabilities are based in part on current market conditions.

Under the Hong Kong Employment Ordinance, the Group is obliged to make lump sum payments on cessation of employment in certain circumstances to certain employees who have completed at least five years of service with the Group. The amount payable is dependent on the employee's final salary and years of service and is reduced by entitlements accrued under the Group's MPF and ORSO schemes that are attributable to contributions made by the Group. The Group has not set aside any assets to fund any remaining obligations.

The liability recognised in the consolidated statement of financial position is the present value of unfunded obligations and its movements are as follows:

As at 30 June	**2026 HK$'000**	2025 HK$'000
At the beginning of the year	**48,449**	56,687
Expenses recognised in the consolidated income statement[(i)]	**8,501**	8,958
Remeasurement gains recognised in other comprehensive income[(ii)]	**(1,926)**	(15,473)
Benefits paid	**(3,556)**	(1,723)
At the end of the year	**51,468**	48,449

29 LONG SERVICE PAYMENT LIABILITIES (Continued)

Notes:

(i) In June 2022, the HKSAR Government enacted the Employment and Retirement Schemes Legislation (Offsetting Arrangement) (Amendment) Ordinance 2022 ("Offsetting Arrangement Amendment"). The amendment will come into effect prospectively from a date to be appointed by the HKSAR Government ("Transition Date"). The amendment results in:

(a) Changes in the offsetting arrangement, such that the accrued benefits attributable to the employers' mandatory contributions under the Mandatory Provident Fund and certain employers' contributions under the Occupational Retirement Schemes would no longer be eligible to offset against the severance payments and long service payments accrued from the Transition Date; and

(b) Change of the calculation basis of last monthly wages for the portion of the long service payments accrued before the Transition Date.

Following the enactment of the Offsetting Arrangement Amendment in June 2022, the Group has accounted for its effects arising from the above changes started the year ended 30 June 2022. In April 2023, the HKSAR Government announced that the Transition Date for the Offsetting Arrangement Amendment would be 1 May 2025.

(ii) During the year ended 30 June 2026, the Group recognised remeasurement gains on long service payment liabilities of HK$1.9 million (2025: remeasurement gains HK$15.5 million), net of their corresponding deferred tax expenses of HK$0.3 million (2025: deferred tax expenses of HK$2.5 million) in its other comprehensive income.

Significant actuarial assumptions adopted for the purpose of the actuarial valuation are as follows:

As at 30 June	**2026**	2025
Discount rate	**3.0%–3.6%**	2.7%–3.5%
Long term rate of salary increases	**1.7%–4.7%**	3.2%–4.8%
Long term average expected return on MPF and ORSO balances	**5.0%**	5.0%

The below analysis shows how the long service payment liability as at each year end date would have increased/(decreased) as a result of 0.25% change in significant actuarial assumptions:

As at 30 June	**2026**		2025	
Assumptions	**Increase in 0.25% HK$'000**	**Decrease in 0.25% HK$'000**	Increase in 0.25% HK$'000	Decrease in 0.25% HK$'000
Discount rate	**(1,060)**	**1,099**	(1,010)	1,043
Long term rate of salary increases	**339**	**(368)**	216	(232)
Long term average expected return on MPF and ORSO balances	**(33)**	**19**	(50)	52

The above sensitivity analyses are based on change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated. When calculating the sensitivity of the long service payment liability to significant actuarial assumptions, the same actuarial valuation method has been applied as when calculating the long service payment liability recognised within the consolidated statement of financial position.

30 TRADE AND OTHER PAYABLES

Accounting policies of trade and other payables

Trade and other payables are recognised initially at fair value and subsequently measured at amortised cost using effective interest method. They are classified as current liabilities if payment is due within one year or less (or in the normal operating cycle of the business if longer). If not, they are presented as non-current liabilities.

As at 30 June	2026 HK$'000	2025 HK$'000
Trade payables		
Third parties	**638,812**	584,867
Related companies (Note 33(c))	**853**	711
	639,665	585,578
Other payables		
Third parties	**294,005**	310,821
Related companies (Note 33(c))	**11,151**	16,732
	305,156	327,553
Retention payables		
Third parties	**276,838**	277,820
Accrued expenses	**526,617**	572,495
Provision for contracting costs	**502,733**	532,104
Total	**2,251,009**	2,295,550

The carrying amounts of the above balances approximate their fair values.

30 TRADE AND OTHER PAYABLES (Continued)

The carrying amounts of the trade and other payables of the Group are denominated in the following currencies:

As at 30 June	2026 HK$'000	2025 HK$'000
Hong Kong dollars	**1,969,301**	1,747,060
Renminbi	**237,525**	452,833
Macau patacas	**26,419**	79,930
United States dollars	**17,601**	15,626
Others	**163**	101
Total	**2,251,009**	2,295,550

The ageing analysis of the Group's trade payables (including amounts due to related parties of trading in nature) based on invoice date is as follows:

As at 30 June	2026 HK$'000	2025 HK$'000
1–90 days	**443,124**	461,015
91–180 days	**43,101**	28,650
Over 180 days	**153,440**	95,913
Total	**639,665**	585,578

Contingent liabilities

In carrying out the ordinary course of business, the Group is subject to the risk of being named as defendant in legal actions, claims and disputes in connection with its business activities. The nature of the legal proceedings initiated against the Group mainly includes claims for compensation by the Group's existing or former employees for work related injuries. The Group maintains insurance cover and, in the opinion of the Directors, based on current available evidence, any such existing claims and legal proceedings against the Group are not expected to have significant adverse financial impact to the Group as at 30 June 2026.

31 NOTES TO CONSOLIDATED STATEMENT OF CASH FLOWS

(a) Reconciliation of profit before income tax to cash generated from operations:

For the year ended 30 June	Notes	2026 HK$'000	2025 HK$'000
Profit before income tax		**499,795**	536,519
Depreciation of right-of-use assets	15	**43,672**	46,312
Depreciation of property, plant and equipment	14	**25,711**	29,641
Finance costs	10	**15,610**	22,277
Long service payment liabilities			
Expenses recognised in the consolidated income statement	29	**8,501**	8,958
Benefit paid	29	**(3,556)**	(1,723)
Amortisation of other intangible assets	16	**7,867**	5,791
Provision for inventories	7	**1,846**	1,888
Pension costs on defined benefits scheme	20	**131**	367
Finance income	10	**(6,354)**	(22,990)
Gain on disposal of right-of-use assets, net	6	**(4,666)**	(4,915)
Share of results of associates	17	**(1,596)**	(1,835)
Unrealised exchange differences		**(898)**	48
Gains on disposal of property, plant and equipment, net	6	**(505)**	(868)
(Reversal of impairment losses)/impairment losses on trade and other receivables, net	21	**(462)**	4,329
Share of results of joint ventures	18	**(422)**	(33)
Operating cash flows before changes in working capital		**584,674**	623,766
Changes in working capital:			
Trade and other receivables		**(73,956)**	(59,322)
Net contract assets/liabilities		**(70,643)**	(256,825)
Trade and other payables		**(61,993)**	151,485
Inventories		**(775)**	8,509
Pension assets/liabilities, net	20	**(33)**	(611)
Cash generated from operations		**377,274**	467,002

(b) Investments in an associate

In January 2025, the Group invested HK$945,000 for 27% issued share capital of Townlife Holding Company Limited. In August 2025, the Group invested additional HK$11,880,000 in Townlife Holding Company Limited.

(c) Proceeds from disposal of a subsidiary

On 1 July 2016, Shenzhen Landes, a wholly-owned subsidiary of FSE C & L Limited, was disposed to an external party at the consideration of RMB15.4 million (equivalent to HK$17.9 million). Amounts of RMB613,000 (equivalent to HK$707,000) have been received during the year ended 30 June 2026 (2025: RMB14,000 (equivalent to HK$15,000)).

31 NOTES TO CONSOLIDATED STATEMENT OF CASH FLOWS (Continued)

(d) Acquisition of a subsidiary

On 27 December 2024, the Group acquired the entire registered and paid up capital of Beijing Nova Insurance Services Limited ("Beijing Nova") at a total consideration of RMB123.1 million (equivalent to HK$133.0 million), which includes RMB115.4 million (equivalent to HK$124.8 million) of initial sum of consideration paid in October 2024 and RMB7.7 million (equivalent to HK$8.2 million) of final cash payment of consideration paid in February 2026. The total consideration for this acquisition is financed by the Group's internal resources. Beijing Nova is a national insurance brokerage company for the insured established in Chinese Mainland.

The following table summarises the provisional amounts of fair values of assets acquired, liabilities assumed and goodwill recognised by the Group and the Group's net cash outflow arising from the acquisition as at 27 December 2024:

	HK$'000
Property, plant and equipment (Note 14)	**682**
Right-of-use assets	**2,229**
Other intangible assets (Note 16)	**29,323***
Trade and other receivables	**17,105**
Cash and cash equivalents	**55,026**
Trust cash	**16,139**
Trade and other payables	**(21,679)**
Taxation payable	**(86)**
Deferred income tax liabilities (Note 19)	**(7,330)**
Current portion of lease liabilities	**(2,229)**
Fair values of net identifiable assets acquired	**89,180**
Goodwill (Note 16)	**43,869**
Cash consideration	**133,049**
Less: Cash and bank equivalents acquired	**(55,026)**
Net cash outflow	**78,023**

* Comprising customer relationships of HK$25.0 million, customer contracts of HK$1.3 million and license of HK$3.0 million.

31 NOTES TO CONSOLIDATED STATEMENT OF CASH FLOWS (Continued)

(d) Acquisition of a subsidiary (Continued)

The goodwill arising on the acquisition of Beijing Nova pertains to, but is not limited to, the expected economic benefit from the synergies in the Group arising from the acquisition. None of the goodwill recognised is expected to be deductible for income tax purposes. The fair value and gross contractual amount of trade and other receivables at the date of acquisition amounted to HK$17.1 million. The transaction costs of HK$1.4 million incurred for this business combination have been recognised as general and administrative expenses in the condensed consolidated income statement. No adjustments was made to the amounts of fair values of assets acquired, liabilities assumed and goodwill recognised by the Group for the year ended 30 June 2026.

Since the date of acquisition, Beijing Nova recorded revenue of HK$21.6 million and profit for the period of HK$2.6 million which were included in the consolidated income statement of the Group for the year ended 30 June 2025. If the acquisition had taken place on 1 July 2024, the revenue and profit for the year ended 30 June 2025 of the Group would have been HK$8,183.2 million and HK$454.3 million, respectively.

(e) Reconciliation of liabilities arising from financing activities

The movements of the Group's liabilities arising from financing activities during the years ended 30 June 2026 and 2025 are as follows.

	Borrowings HK$'000	Dividends payable to ordinary shareholders HK$'000	Distribution payable to convertible preference shareholder HK$'000	Lease liabilities HK$'000	Total HK$'000
At 30 June 2024	235,789	–	–	40,810	276,599
Currency translation differences	314	–	–	47	361
Dividends and preferred distribution	–	191,250	8,454	–	199,704
New leases	–	–	–	94,126	94,126
Acquisition of a subsidiary (Note 31(d))	–	–	–	2,229	2,229
Interest portion of lease liabilities	–	–	–	2,912	2,912
Financing cash flows	82,740	(191,250)	(8,454)	(45,710)	(162,674)
Payments for interest portion of lease liabilities	–	–	–	(2,912)	(2,912)
Lease modifications	–	–	–	(476)	(476)
Other changes	77	–	–	–	77
At 30 June 2025	**318,920**	**–**	**–**	**91,026**	**409,946**
Currency translation differences	–	–	–	214	214
Dividends and preferred distribution	–	168,300	8,454	–	176,754
New leases	–	–	–	19,966	19,966
Interest portion of lease liabilities	–	–	–	3,572	3,572
Financing cash flows	30,000	(168,300)	(8,454)	(42,951)	(189,705)
Payments for interest portion of lease liabilities	–	–	–	(3,572)	(3,572)
Lease modifications	–	–	–	(2,250)	(2,250)
At 30 June 2026	**348,920**	**–**	**–**	**66,005**	**414,925**

31 NOTES TO CONSOLIDATED STATEMENT OF CASH FLOWS (Continued)

(f) Exchange differences

The exchange differences of cash and cash equivalents during the year are mainly arising from the remeasurement of the Group's foreign currency denominated cash and bank balances at the year-end exchange rate.

(g) Major non-cash transactions

During the year ended 30 June 2026, the Group acquired right-of-use assets and recognised lease liabilities, including lease modifications, totalling HK$17.7 million (2025: HK$93.7 million).

32 COMMITMENTS

(a) Capital commitments

Significant capital expenditure contracted for at the end of the reporting period but not recognised as liabilities is as follows:

As at 30 June	2026 HK$'000	2025 HK$'000
Property, plant and equipment	**3,271**	4,040
Investments in an associate	**–**	11,880
Total	**3,271**	15,920

(b) Operating lease commitments — The Group as lessees

The Group has future aggregate minimum lease payments under non-cancellable operating leases in respect of land and buildings as follows:

As at 30 June	2026 HK$'000	2025 HK$'000
No later than one year	**637**	312
Later than one year and no later than five years	**–**	–
Total	**637**	312

33 RELATED PARTY TRANSACTIONS

Save as disclosed elsewhere in the consolidated financial statements, the Group undertook the following transactions with related parties, which in the opinion of the Directors of the Company, were carried out in the normal course of business during the year ended 30 June 2026.

(a) The Directors of the Company are of the view that the related parties that had transactions with the Group are listed below:

Name	Relationship
DMI Development Limited	Note i
Ease King Investment Limited	Note i
FSE Management Company Limited	Note i
Great City Developments Limited	Note i
Kingdom of Morocco (Consulate General-HK) Company Limited	Note i
Perfect Modern Limited	Note i
Power Estate Investments Limited	Note i
Silver Asia Investments Limited	Note i
上海上實南洋大酒店有限公司	Note i
上海華美達廣場有限公司	Note i
上海新尚賢坊房地產發展有限公司	Note i
上海豐昌物業管理有限公司	Note i
Anway Limited	Note ii
AOS Management (HK) Limited	Note ii
AOS Management Limited	Note ii
Beamland Limited	Note ii
Bright Link Engineering Limited	Note ii
Broadway-Nassau Investments Limited	Note ii
Calpella Limited	Note ii
Carlyle & Co.	Note ii
Chow Tai Fook Art Foundation Limited	Note ii
Chow Tai Fook Enterprises Limited	Note ii
Chow Tai Fook Jewellery Company Limited	Note ii
Chow Tai Fook Life Insurance Company Limited	Note ii
Cititop Limited	Note ii
CTF Education Group Limited	Note ii
CTF Services Limited (formerly known as NWS Holdings Limited)	Note ii
Daily Land Limited	Note ii
Eastrade Holdings Limited	Note ii
Foregain Company Limited	Note ii
Full Asset Enterprises Limited	Note ii
GH Hotel Company Limited	Note ii
GHK Hospital Limited	Note ii
Global Winner Limited	Note ii
Hip Hing Builders Company Limited	Note ii
Hip Hing Construction Company Limited	Note ii
Hip Hing Engineering Company Limited	Note ii
Hong Kong Convention and Exhibition Centre (Management) Limited	Note ii

33 RELATED PARTY TRANSACTIONS (Continued)

(a) The Directors of the Company are of the view that the related parties that had transactions with the Group are listed below: (Continued)

Name	Relationship
Hong Kong Golf & Tennis Academy Management Company Limited	Note ii
Hong Kong Island Development Limited	Note ii
Hsin Chong Aster Building Services Limited	Note ii
Humansa Imaging Limited	Note ii
Hyatt Regency Hong Kong	Note ii
K11 AFLM Limited	Note ii
K11 Art Mall Properties Company Limited	Note ii
K11 Artus Limited	Note ii
K11 Concepts Limited	Note ii
K11 Gentry Club Limited	Note ii
K11 Property Management Company Limited	Note ii
K11 Select Limited	Note ii
K11 Theme Parks Limited	Note ii
Kai Tak Sports Park Limited	Note ii
Kid World Services Limited	Note ii
Kiu Lok Properties Services (China) Limited	Note ii
Loyalton Limited	Note ii
Luxba Limited	Note ii
Maronne Limited	Note ii
Nature Discovery Park Limited	Note ii
New Town Project Management Limited	Note ii
New World China Land Limited	Note ii
New World Corporate Services Limited	Note ii
New World Development Company Limited	Note ii
New World Facilities Management Company Limited	Note ii
New World Harbourview Hotel Company Limited	Note ii
New World Hotel Management Limited	Note ii
New World Property Management Company Limited	Note ii
New World Tower Company Limited	Note ii
NW Project Management Limited	Note ii
Park New Astor Hotel Limited	Note ii
Polytown Company Limited	Note ii
Pridemax Limited	Note ii
Renaissance Harbour View Hotel HK	Note ii
Rosewood Hotels (Hong Kong) Limited	Note ii
Roxy Limited	Note ii
Sunfield Investments Limited	Note ii
Super Record Limited	Note ii
The Artizen Management Company Limited	Note ii
The Automall Limited	Note ii
The Town Club (HK) Limited	Note ii
Treasure High Limited	Note ii

33 RELATED PARTY TRANSACTIONS (Continued)

(a) The Directors of the Company are of the view that the related parties that had transactions with the Group are listed below: (Continued)

Name	Relationship
Treasure Tower Holdings Limited	Note ii
Urban Parking Limited	Note ii
Vibro (H.K.) Limited	Note ii
Vibro Construction Company Limited	Note ii
Victoria Educational Organisation Limited	Note ii
Wise City Investment Limited	Note ii
北京易喜新世界百貨有限公司	Note ii
商吉置業(深圳)有限公司	Note ii
商順置業(深圳)有限公司	Note ii
深圳市太子灣樂居置業有限公司	Note ii
新世界百貨(中國)有限公司	Note ii
新世界百貨集團上海匯美百貨有限公司	Note ii
新世界協中建築有限公司	Note ii
寧波公泰置業有限公司	Note ii
寧波新立房地產開發有限公司	Note ii
廣州永沛房地產開發有限公司	Note ii
廣州耀勝房地產開發有限公司	Note ii
上海新世界淮海物業發展有限公司	Note ii

Notes:

(i) These companies are commonly controlled by the Ultimate Controlling Shareholder and/or the family members of the Ultimate Controlling Shareholder.

(ii) These related companies include companies of which the key management personnel are close member of the family of the Ultimate Controlling Shareholder.

33 RELATED PARTY TRANSACTIONS (Continued)

(b) Transactions with related parties

Save as disclosed elsewhere in the consolidated financial statements, the Group had the following transactions with related companies during the year ended 30 June 2026.

For the year ended 30 June	2026 HK$'000	2025 HK$'000
Contract revenue (Note i)		
Related companies commonly controlled by the Ultimate Controlling Shareholder	**6,896**	2,898
Other related companies (Note ii)	**1,056,928**	1,002,245
Total	**1,063,824**	1,005,143
Cleaning and pest control service income (Note i)		
Related companies commonly controlled by the Ultimate Controlling Shareholder	**1,688**	1,686
Other related companies (Note ii)	**216,295**	204,218
Total	**217,983**	205,904
Premises management service fee and building manager remuneration (Note iii)		
Related companies commonly controlled by the Ultimate Controlling Shareholder	**1,363**	1,320
Other related companies (Note ii)	**17,193**	19,631
Total	**18,556**	20,951
Insurance consultancy fee income from related companies (Note iv)	**89**	23
Landscaping service income (Note v)		
Related companies commonly controlled by the Ultimate Controlling Shareholder	**13**	22
Other related companies (Note ii)	**11,322**	8,555
Total	**11,335**	8,577
Security service income (Note vi)		
Related companies commonly controlled by the Ultimate Controlling Shareholder	**4,052**	4,149
Other related companies (Note ii)	**344,741**	303,172
Total	**348,793**	307,321

33 RELATED PARTY TRANSACTIONS (Continued)

(b) Transactions with related parties (Continued)

For the year ended 30 June	2026 HK$'000	2025 HK$'000
Rental expenses (Note vii)		
Related companies commonly controlled by the Ultimate Controlling Shareholder	**582**	581
Other related companies (Note ii)	**52**	50
Total	**634**	631
Addition of rights-of-use assets (Note viii)		
Related companies commonly controlled by the Ultimate Controlling Shareholder	**7,357**	73,163
Appointment fees to related companies (Note ix)	**2,974**	3,069
Contracting service expenses to related companies (Note x)	**1,018**	–
Miscellaneous service fees expenses to related companies (Note xi)	**759**	817

Notes:

(i) Revenue from provision of contracting work and cleaning and pest control service income is principally charged in accordance with respective contracts.

(ii) These related companies are companies of which the key management personnel are close members of the family of the ultimate controlling shareholder.

(iii) Premises management service fee and building manager remuneration was charged based on certain percentages of total expenditures of the properties in accordance with the management contracts.

(iv) Insurance consultancy fee income was charged at terms mutually agreed between the parties.

(v) Landscaping service income was charged at prices and terms as agreed by both parties.

(vi) Security service fee income was charged at prices and terms as agreed by both parties.

(vii) Rental expenses were principally calculated in accordance with the terms of the respective rental agreements.

(viii) Additions of rights-of-use assets were principally calculated in accordance with the terms of the respective rental agreements.

(ix) Appointment fees were charged at prices and terms as agreed by both parties.

(x) Contracting service expenses were charged in accordance with the terms of the respective contracts.

(xi) Miscellaneous service fees were charged based on fixed amounts mutually agreed by the parties.

(xii) The above transactions with related parties are based upon mutually agreed terms and conditions.

33 RELATED PARTY TRANSACTIONS (Continued)

(c) Balances with related parties

As at 30 June	2026 HK$'000	2025 HK$'000
Trade receivables		
Related companies commonly controlled by the Ultimate Controlling Shareholder	**711**	744
Other related companies (Note i)	**212,960**	224,087
Total	**213,671**	224,831
Retention receivables		
Other related companies (Note i)	**140,306**	109,486
Other receivables		
Other related companies (Note i)	**73,870**	63,017
Contract assets		
Other related companies (Note i)	**215,936**	144,858
Trade payables		
Related companies commonly controlled by the Ultimate Controlling Shareholder	**853**	600
Other related companies (Note i)	**–**	111
Total	**853**	711
Other payables		
Related companies commonly controlled by the Ultimate Controlling Shareholder	**410**	536
Other related companies (Note i)	**10,741**	16,196
Total	**11,151**	16,732
Contract liabilities		
Other related companies (Note i)	**138,596**	60,413
Lease liabilities		
Related companies commonly controlled by the Ultimate Controlling Shareholder	**44,395**	64,888

Note:

(i) These related companies are companies of which the key management personnel are close members of the family of the Ultimate Controlling Shareholder.

33 RELATED PARTY TRANSACTIONS (Continued)

(d) Key management compensation

Key management includes directors and senior management of the Group. The compensation paid or payable to key management for employee services is shown below:

For the year ended 30 June	2026 HK$'000	2025 HK$'000
Fees	**5,010**	4,909
Salaries and other emoluments	**82,474**	89,564
Contributions to defined contribution schemes	**5,123**	5,638
Total	**92,607**	100,111

The emoluments to directors and members of the senior management of the Group fell within the following bands:

For the year ended 30 June	2026 Number of individuals	2025 Number of individuals
Emolument bands		
Nil–HK$1,000,000	**9**	8
HK$1,000,001–HK$1,500,000	**1**	–
HK$1,500,001–HK$2,000,000	**2**	1
HK$2,000,001–HK$2,500,000	**3**	5
HK$2,500,001–HK$3,000,000	**4**	4
HK$3,000,001–HK$3,500,000	**3**	1
HK$3,500,001–HK$4,000,000	**1**	2
HK$4,000,001–HK$4,500,000	**3**	3
HK$4,500,001–HK$5,000,000	**–**	1
HK$5,000,001–HK$5,500,000	**–**	2
HK$5,500,001–HK$6,000,000	**1**	–
HK$6,000,001–HK$6,500,000	**1**	1
HK$6,500,001–HK$7,000,000	**1**	1
HK$9,000,001–HK$9,500,000	**–**	1
HK$9,500,001–HK$10,000,000	**1**	–
HK$11,500,001–HK$12,000,000	**–**	1
HK$12,000,001–HK$12,500,000	**1**	–
Total	**31**	31

34 STATEMENT OF FINANCIAL POSITION AND RESERVE MOVEMENT OF THE COMPANY

As at 30 June	2026 HK$'000	2025 HK$'000
ASSETS		
Non-current assets		
Subsidiaries	**412,132**	412,132
Current assets		
Trade and other receivables	**206**	207
Amounts due from subsidiaries	**3,024,146**	2,853,387
Cash and bank balances	**1,258**	412
	3,025,610	2,854,006
Total assets	**3,437,742**	3,266,138
EQUITY		
Ordinary shares	**45,000**	45,000
Convertible preference shares	**140,900**	140,900
Reserves (Note (a))	**822,013**	820,464
Total equity	**1,007,913**	1,006,364
LIABILITIES		
Current liabilities		
Trade and other payables	**10,119**	7,381
Amounts due to subsidiaries	**2,419,710**	2,252,393
Total liabilities	**2,429,829**	2,259,774
Total equity and liabilities	**3,437,742**	3,266,138
Net current assets	**595,781**	594,232
Total assets less current liabilities	**1,007,913**	1,006,364

The statement of financial position of the Company was approved by the Board of Directors on 28 September 2026 and was signed on its behalf.

Lam Wai Hon, Patrick
Director

Doo William Junior Guilherme
Director

34 STATEMENT OF FINANCIAL POSITION AND RESERVE MOVEMENT OF THE COMPANY (Continued)

Note (a) Reserve movement of the Company

	Share premium HK$'000	Retained earnings HK$'000	Total HK$'000
At 1 July 2024	743,204	77,187	820,391
Profit for the year	–	199,777	199,777
Dividends	–	(191,250)	(191,250)
Preferred distribution	–	(8,454)	(8,454)
At 30 June 2025	743,204	77,260	820,464
At 1 July 2025	**743,204**	**77,260**	**820,464**
Profit for the year	–	**178,303**	**178,303**
Dividends	–	**(168,300)**	**(168,300)**
Preferred distribution	–	**(8,454)**	**(8,454)**
At 30 June 2026	**743,204**	**78,809**	**822,013**

35 PRINCIPAL SUBSIDIARIES

The following is a list of the principal subsidiaries as at 30 June 2026:

Company name	Place of incorporation or establishment/place of operation	Issued/Registered and paid-up capital	Attributable equity interest of the Group As at 30 June 2026	2025	Principal activities
Directly-owned subsidiaries:					
FSE City Essential Services Limited	British Virgin Islands	1 share of US$1 paid up to US$1	**100**	100	Investment holding
FSE Engineering Group Limited	British Virgin Islands/ Hong Kong	50,000,000 shares of HK$1 each paid up to HK$50,000,000	**100**	100	Investment holding
FSE Environmental Solutions Limited	British Virgin Islands/ Hong Kong	1 share of US$1 paid up to US$1	**100**	100	Investment holding
FSE Facility Services Group Limited	British Virgin Islands	1 share of US$1 paid up to US$1	**100**	100	Investment holding
FSE Property Management Group Limited	British Virgin Islands	1 share of US$1 paid up to US$1	**100**	100	Investment holding
Lucky Bridge Investments Limited	British Virgin Islands/ Hong Kong	1 share of US$1 paid up to US$1	**100**	100	Investment in trading securities

35 PRINCIPAL SUBSIDIARIES (Continued)

Company name	Place of incorporation or establishment/place of operation	Issued/Registered and paid-up capital	Attributable equity interest of the Group As at 30 June 2026	2025	Principal activities
Indirectly owned subsidiaries:					
Building Material Supplies Limited	British Virgin Islands	1 share of HK$1 paid up to HK$1	**100**	100	Investment holding
Business Investments Limited	British Virgin Islands	1 share of US$1 paid up to US$1	**100**	100	Investment holding
Companion Building Material Supplies (H.K.) Limited	Hong Kong	100 shares paid up to HK$100	**100**	100	Trading of ceramic tiles and building materials and provision of maintenance and fitting out services
Crystal Brilliant Limited	British Virgin Islands	1 share of US$1 paid up to US$1	**100**	100	Investment holding
Espora Company Limited	Hong Kong	2 shares paid up to HK$2	**100**	100	Provision of property management services
Environmental Pioneers & Solutions Limited	Hong Kong	1,000 shares paid up to HK$100,000	**100**	100	Trading of environmental products and the provision of related engineering and consultancy services
Extensive Trading Company Limited	Hong Kong	8,500,000 ordinary shares and 1,500,000 non-voting deferred shares[1] paid up to HK$10,100,000	**100**	100	Trading of equipment and materials
EPS Environmental Technologies (Macao) Limited	Macau	MOP25,000	**100**	100	Trading of environmental products and the provision of related engineering and consultancy services
Far East Engineering Services Limited	Hong Kong	766,714 ordinary shares and 233,288 non-voting deferred shares[1] paid up to HK$10,000,020	**100**	100	Mechanical and electrical engineering, trading and project management consultancy
Far East Technical Service (Macao) Limited	Macau	MOP25,000	**100**	100	Mechanical and electrical engineering

35 PRINCIPAL SUBSIDIARIES (Continued)

Company name	Place of incorporation or establishment/place of operation	Issued/Registered and paid-up capital	Attributable equity interest of the Group As at 30 June 2026	2025	Principal activities
FSE C & L Limited	British Virgin Islands	1 share of US$1 paid up to US$1	**100**	100	Investment holding
FSE E & S Limited	British Virgin Islands	1 share of US$1 paid up to US$1	**100**	100	Investment holding
FSE Environmental Laboratory Services Limited	Hong Kong	10,000 shares paid up to HK$10,000	**100**	100	Provision of testing and calibration services
FSE Environmental Technologies Limited	British Virgin Islands	1 share of US$1 paid up to US$1	**100**	100	Investment holding
FSE Facility Management Limited	Hong Kong	2 shares paid up to HK$2	**100**	100	Provision of referral services to a fellow subsidiary engaged in insurance brokerage business
FSE Ins Limited	British Virgin Islands	1 share of US$1 paid up to US$1	**100**	100	Investment holding
FSE International Realty Limited	Hong Kong	2 shares paid up to HK$2	**100**	100	Provision of property agency and related services for buildings in Hong Kong
FSE Investment Properties Management Limited	Hong Kong	2 shares paid up to HK$2	**100**	–	Investment, management of property asset, surveying & consultancy
FSE Nova (China) Company Limited	British Virgin Islands	1 share of US$1 paid up to US$1	**100**	100	Investment holding
FSE Property Asset Management Group Limited (formerly known as KLPS Group Limited) [2]	Hong Kong	20,000,000 shares paid up to HK$20,000,000	**100**	100	Investment holding
FSE S & G Limited	British Virgin Islands	1 share of US$1 paid up to US$1	**100**	100	Investment holding
General Security & Guarding Limited	British Virgin Islands	1 share of HK$1 paid up to HK$1	**100**	100	Investment holding

35 PRINCIPAL SUBSIDIARIES (Continued)

Company name	Place of incorporation or establishment/place of operation	Issued/Registered and paid-up capital	Attributable equity interest of the Group As at 30 June 2026	2025	Principal activities
General Security (H.K.) Limited	Hong Kong	8,402 ordinary shares and 11,600 non-voting deferred shares[1] paid up to HK$2,000,200	**100**	100	Security services and installation, sales and maintenance of alarm systems
General Security Limited	Hong Kong	2 ordinary shares and 2,500 non-voting deferred shares[1] paid up to HK$250,200	**100**	100	Security services
Hong Kong Island Landscape Company Limited	Hong Kong	1,980,000 ordinary shares and 20,000 non-voting deferred shares[1] paid up to HK$20,000,000	**100**	100	Trading, landscaping project contracting
International Property Management Limited	Hong Kong	450,000 ordinary shares and 95,500 non-voting deferred shares[1] paid up to HK$5,455,000	**99**	99	Investment holding and provision of property management services for buildings
International Reinsurance Management Limited	Hong Kong	500,000 shares paid up to HK$500,000	**100**	100	Reinsurance brokerage
Joneson Environmental Technologies Limited	Hong Kong	885,000 ordinary shares and 35,000 non-voting deferred shares[1] paid up to HK$920,000	**100**	100	Trading, building maintenance, chemical engineering
Kiu Lok Properties (International) Limited	Hong Kong	2 shares paid up to HK$2	**100**	100	Provision of property agency and related services for buildings in Hong Kong
Kiu Lok Service Management Company Limited	Hong Kong	2 ordinary shares and 1,002 non-voting deferred shares[1] paid up to HK$100,400	**100**	100	Provision of property management, property agency and related services for buildings in Hong Kong
KL Property Management Limited	Hong Kong	1 share paid up to HK$1	**100**	100	Provision of property management and related services for buildings in Hong Kong
Legend Success Investments Limited	British Virgin Islands	1 share of US$1 paid up to US$1	**100**	100	Investment holding

35 PRINCIPAL SUBSIDIARIES (Continued)

Company name	Place of incorporation or establishment/place of operation	Issued/Registered and paid-up capital	Attributable equity interest of the Group As at 30 June 2026	2025	Principal activities
Majestic Engineering Company Limited	Hong Kong	30,000 shares paid up to HK$30,000,000	**100**	100	Mechanical and electrical engineering
Majestic Engineering (Macao) Company Limited	Macau	MOP25,000	**100**	100	Mechanical and electrical engineering
Majestic Plumbing Engineers Limited	Hong Kong	2,000,000 shares paid up to HK$2,000,000	**100**	100	Plumbing engineering services
Nova Insurance Consultants Limited	Hong Kong	80,500,000 shares paid up to HK$80,500,000	**100**	100	Insurance brokerage
Paramatta Estate Management Limited	Hong Kong	10,000 shares paid up to HK$10,000	**100**	100	Estate Manager of City One, Sha Tin
Park Vale (Management) Limited	Hong Kong	2 shares paid up to HK$2	**100**	100	Provision of property management services for buildings
Perfect Event Services Limited	Hong Kong	10,000 shares paid up to HKS$10,000	**100**	100	Provision of one-stop solution and support services to event activities
Plantgrove Developments Limited	British Virgin Islands	2 shares of US$1 each paid up to US$2	**100**	100	Investment holding
Premier Custodian Services Limited	Hong Kong	1 share paid up to HK$1	**100**	100	Provision of premier cleaning services
Sesdom Technology Company Limited	Hong Kong	100 shares paid up to HK$2,000,100	**55**	55	Provision of environmental technology for commercial and residential buildings
Smart and Safe Fleet Management Limited	Hong Kong	1 share paid up to HK$1	**100**	100	Provision of fleet management services in Hong Kong
Smart Mission Enterprises Limited	British Virgin Islands	1 share of US$1 paid up to US$1	**100**	100	Investment holding
Sunningdale (Management) Limited	Hong Kong	2 shares paid up to HK$20	**100**	100	Provision of property management services for buildings

35 PRINCIPAL SUBSIDIARIES (Continued)

Company name	Place of incorporation or establishment/place of operation	Issued/Registered and paid-up capital	Attributable equity interest of the Group As at 30 June 2026	2025	Principal activities
Turning Technical Services Limited	Hong Kong	200,000 shares paid up to HK$200,000	**99**	99	Provision of cleaning, repairs and maintenance services for properties
Uniformity Security Limited	British Virgin Islands	1 share of HK$1 paid up to HK$1	**100**	100	Investment holding
Urban Focus Limited	British Virgin Islands	1 share of US$1 paid up to US$1	**100**	100	Investment holding
Urban Management Limited	British Virgin Islands	1 share of HK$1 paid up to HK$1	**100**	100	Investment holding
Urban Management Services Limited	Hong Kong	10,000 shares paid up to HK$10,000	**100**	100	Provision of property management services
Urban Property Management (China) Limited	Hong Kong	1 share paid up to HK$1	**100**	100	Investment holding
Urban Property Management Limited	Hong Kong	49,995,498 ordinary shares and 4,502 non-voting deferred shares[1] paid up to HK$50,000,000	**100**	100	Provision of property management services for buildings and investment holding
Urban Technical Services Limited	Hong Kong	2 shares paid up to HK$2	**100**	100	Provision of repairs and maintenance services
Tridant Engineering Company Limited	Hong Kong	34,400,000 ordinary shares and 15,600,000 non-voting deferred shares[1] paid up to HK$50,000,000	**100**	100	Provision of mechanical and electrical engineering services
Waihong Cleaning Limited	British Virgin Islands	1 share of HK$1 paid up to HK$1	**100**	100	Investment holding
Waihong Environmental Services Limited	Hong Kong	400,000 shares paid up to HK$40,000,000	**100**	100	Provision and management of cleaning, pest control and waste disposal services and provision of recycling and environmental disposal services

35 PRINCIPAL SUBSIDIARIES (Continued)

Company name	Place of incorporation or establishment/place of operation	Issued/Registered and paid-up capital	Attributable equity interest of the Group As at 30 June 2026	2025	Principal activities
Waihong Integrated Green Services Limited	Hong Kong	400,000 shares paid up to HK$400,000	**100**	100	Provision of pest control services
Waihong Medicare Services Limited	Hong Kong	1 share paid up to HK$1	**100**	100	Provision of cleaning services in hospitals
Wise Plaza Limited	Hong Kong	10,000 shares paid up to HK$10,000	**100**	100	Investment holding
Young's Engineering Company Limited	Hong Kong	4,000,000 shares paid up to HK$40,000,000	**100**	100	Mechanical and electrical engineering
Young's Engineering (Macao) Company Limited	Macau	MOP100,000	**100**	100	Mechanical and electrical engineering
豐盛機電工程有限公司[3]	Chinese Mainland	RMB50,000,000	**100**	100	Mechanical and electrical engineering
北京遠東景福機電設備維修有限公司[3]	Chinese Mainland	US$150,000	**100**	100	Mechanical, electrical engineering and maintenance
景福機電安裝工程（上海）有限公司[3]	Chinese Mainland	RMB15,000,000	**100**	100	Mechanical and electrical engineering
廣州凱康園林服務有限公司[3]	Chinese Mainland	RMB1,000,000	**100**	100	Provision of landscaping services
北京新域保險經紀有限公司[3]	Chinese Mainland	RMB50,000,000	**100**	100	Insurance Broker

Notes:

1. The non-voting deferred shares do not carry any voting rights and are not entitled to any profits distribution by the subsidiary. On a return of assets on winding up or otherwise, the assets of the subsidiary to be returned shall be distributed firstly in paying HK$1 billion per share to the holders of the ordinary shares and secondly in repaying to the holders of non-voting deferred shares the nominal amount paid up or credited as paid upon such shares. The balance of the assets of the subsidiary shall be distributed among the holders of the ordinary shares.

2. This subsidiary changed its name to "FSE Property Asset Management Group Limited" on 2 September 2025.

3. These subsidiaries are registered as wholly foreign owned enterprises under the law of Chinese Mainland.

Five-Year Financial Summary

FSE LIFESTYLE — CONSOLIDATED[(i)]

RESULTS	For the year ended 30 June				
	2022 HK$'000	2023 HK$'000	2024 HK$'000	2025 HK$'000	**2026 HK$'000**
Revenue	6,966,935	7,767,209	8,447,943	8,159,887	**7,934,308**
Profit for the year attributable to shareholders of the Company	502,935	522,902	501,100	453,214	**418,163**

ASSETS, LIABILITIES AND EQUITY	As at 30 June				
	2022 HK$'000	2023 HK$'000	2024 HK$'000	2025 HK$'000	**2026 HK$'000**
Total assets	3,599,304	3,990,434	3,949,672	4,372,644	**4,630,422**
Total liabilities	3,162,530	3,291,013	2,960,800	3,110,901	**3,110,450**
Total equity	436,774	699,421	988,872	1,261,743	**1,519,972**

FINANCIAL INFORMATION PER SHARE	For the year ended 30 June/As at 30 June				
	2022	2023	2024	2025	**2026**
Earnings (HK$)	1.10	1.14	1.09	0.99	**0.91**

KEY RATIOS	For the year ended 30 June/As at 30 June				
	2022	2023	2024	2025	**2026**
Return on assets	14.0%	13.1%	12.7%	10.4%	**9.0%**
Return on equity	115.4%	74.9%	50.7%	35.9%	**27.5%**
Current ratio (times)	1.2	1.2	1.3	1.5	**1.4**
Net gearing ratio	0%	0%	0%	0%	**0%**
Dividend payout ratio	41.0%	40.1%	40.0%	40.1%	**40.1%**

Note:

(i) Consolidated figures after intra-group eliminations.

Corporate Information

BOARD OF DIRECTORS

Non-executive Director

Dr. Cheng Kar Shun, Henry *GBM, GBS (Chairman)*

Executive Directors

Mr. Doo Wai Hoi, William *BBS, JP (Chairman)*
Mr. Lam Wai Hon, Patrick
(Executive Vice-Chairman & Chief Executive Officer)
(also alternate to Dr. Cheng Kar Shun, Henry)
Mr. Doo William Junior Guilherme *BBS, JP*
Mr. Lee Kwok Bong
Mr. Soon Kweong Wah
Dr. Cheng Chun Fai
Mr. Chan Ju Wai

Independent Non-executive Directors

Mr. Hui Chiu Chung, Stephen *JP*
Mr. Lee Kwan Hung, Eddie
Ms. Leung Wan Chong Christine
Mr. Martin Nicholas Hadaway *JP*
Mr. Ho Chi Keung

AUDIT COMMITTEE

Mr. Ho Chi Keung *(Chairman)*
Mr. Hui Chiu Chung, Stephen *JP*
Mr. Lee Kwan Hung, Eddie
Ms. Leung Wan Chong Christine

REMUNERATION COMMITTEE

Mr. Hui Chiu Chung, Stephen *JP (Chairman)*
Mr. Lee Kwan Hung, Eddie
Mr. Lam Wai Hon, Patrick

NOMINATION COMMITTEE

Mr. Lee Kwan Hung, Eddie *(Chairman)*
Mr. Hui Chiu Chung, Stephen *JP*
Ms. Leung Wan Chong Christine
Mr. Lam Wai Hon, Patrick
Mr. Doo William Junior Guilherme *BBS, JP*

ESG COMMITTEE

Dr. Cheng Chun Fai *(Chairman)*
Mr. Lee Kwok Bong
Mr. Soon Kweong Wah
Ms. Leung Wan Chong Christine
Mr. Kwan Chun Kit, Terry

COMPANY SECRETARY

Mr. Chan Ju Wai

AUDITOR

PricewaterhouseCoopers
Certified Public Accountants and Registered PIE Auditor
22/F Prince's Building
Central
Hong Kong

PRINCIPAL BANKERS

Bank of China (Hong Kong) Limited
BNP Paribas Hong Kong Branch
Chong Hing Bank Limited
Crédit Agricole Corporate and Investment Bank,
Hong Kong Branch
Hang Seng Bank Limited
The Hongkong and Shanghai Banking Corporation
Limited
Nanyang Commercial Bank, Limited
Standard Chartered Bank (Hong Kong) Limited

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HEAD OFFICE AND PRINCIPAL PLACE OF BUSINESS

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Kowloon, Hong Kong

PRINCIPAL SHARE REGISTRAR AND TRANSFER OFFICE

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