







LAI FUNG HOLDINGS

(Stock Code: 1125)

Annual Report

Year ended 31 July 2026

LAI FUNG HOLDINGS LIMITED

(Incorporated in the Cayman Islands with limited liability)

Contents

Corporate Information	2
Corporate Profile	3
Financial Highlights	4
Chairman's Statement	6
Management Discussion and Analysis	18
Financial Summary	37
Particulars of Major Properties	39
Environmental, Social and Governance Report	44
Corporate Governance Report	92
Biographical Details of Directors	127
Report of the Directors	134
Shareholders' Information	156
Independent Auditor's Report	157
Consolidated Income Statement	162
Consolidated Statement of Comprehensive Income	163
Consolidated Statement of Financial Position	164
Consolidated Statement of Changes in Equity	166
Consolidated Statement of Cash Flows	167
Notes to Financial Statements	169

Corporate Information

Place of Incorporation
Cayman Islands

Board of Directors
Executive Directors
Lam Kin Ngok, Peter *(Chairman)*
Lam Kin Hong, Matthew *(Executive Deputy Chairman)*
Lam Hau Yin, Lester *(Chief Executive Officer)*
(also alternate director to U Po Chu)
Cheng Shin How
Cheung Sum, Sam *(Group Chief Financial Officer)*
Lee Tze Yan, Ernest
U Po Chu

Independent Non-executive Directors
Au Hoi Fung
Ku Moon Lun
Lam Bing Kwan
Law Kin Ho
Mak Wing Sum, Alvin
Shek Lai Him, Abraham

Audit Committee
Law Kin Ho *(Chairman)*
Ku Moon Lun
Lam Bing Kwan
Mak Wing Sum, Alvin

Nomination Committee
Lam Kin Ngok, Peter *(Chairman)*
Cheng Shin How *(alternate to Lam Kin Ngok, Peter)*
U Po Chu
Au Hoi Fung
Mak Wing Sum, Alvin
Shek Lai Him, Abraham

Remuneration Committee
Lam Bing Kwan *(Chairman)*
Cheng Shin How
Ku Moon Lun
Law Kin Ho

Authorised Representatives
Lam Hau Yin, Lester
Cheng Shin How

Company Secretary
Yim Lai Wa

Registered Office
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Ugland House
Grand Cayman
KY1-1104
Cayman Islands

Principal Place of Business
11th Floor
Lai Sun Commercial Centre
680 Cheung Sha Wan Road
Kowloon, Hong Kong

Tel: (852) 2741 0391

Share Registrar and Transfer Office in Cayman Islands
Suntera (Cayman) Limited
Suite 3204, Unit 2A
Block 3, Building D
P.O. Box 1586
Gardenia Court
Camana Bay
Grand Cayman
KY1-1100
Cayman Islands

Branch Share Registrar and Transfer Office in Hong Kong
Tricor Investor Services Limited
17/F, Far East Finance Centre
16 Harcourt Road
Hong Kong

Independent Auditor
Ernst & Young
Certified Public Accountants
Registered Public Interest Entity Auditor under the Accounting and Financial Reporting Council Ordinance

Principal Bankers
Agricultural Bank of China Limited
Bank of China Limited
The Bank of East Asia, Limited
Bank of Guangzhou Co., Ltd.
China CITIC Bank Corporation Limited
China Zheshang Bank Co., Ltd.
Chong Hing Bank Limited
Dah Sing Bank, Limited
DBS Bank Ltd.
Hang Seng Bank Limited
The Hongkong and Shanghai Banking Corporation Limited
Industrial and Commercial Bank of China Limited
Oversea-Chinese Banking Corporation Limited
Shanghai Pudong Development Bank Co., Ltd.
United Overseas Bank Limited

Shares Information
Place of Listing
The Main Board of The Stock Exchange of Hong Kong Limited

Stock Code/Board Lot
1125/400 shares

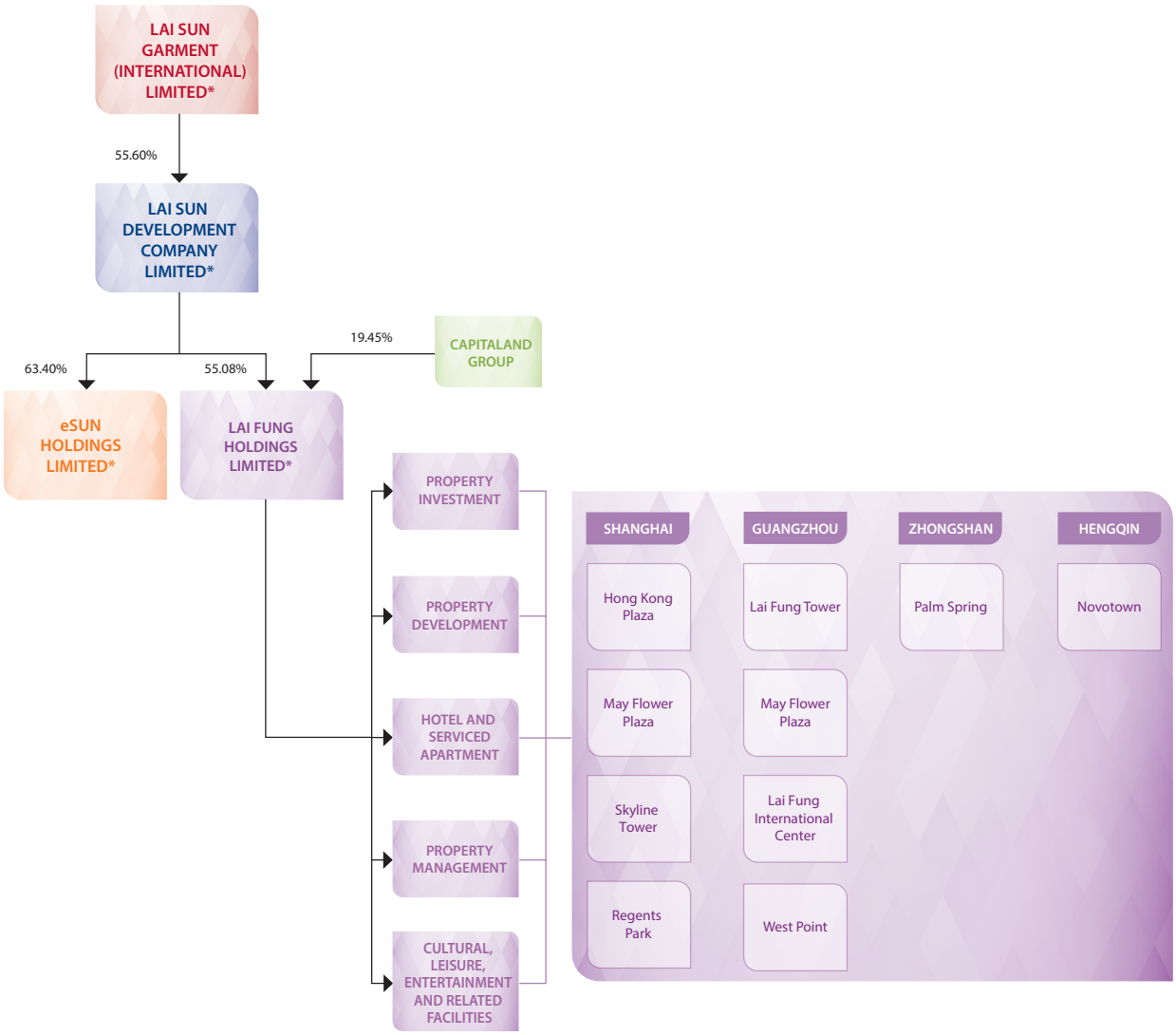
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Corporate Profile

Lai Fung Holdings Limited ("**Lai Fung**") is a member of the Lai Sun Group and was listed on The Stock Exchange of Hong Kong Limited in November 1997. Lai Fung is the property development and investment arm of the Lai Sun Group in Chinese Mainland.

Lai Fung's core businesses include the investment and development of serviced apartments, residential, office and commercial properties and development and operation of and investment in cultural, leisure, entertainment and related facilities in Chinese Mainland.



* *Listed on the Main Board of The Stock Exchange of Hong Kong Limited*

Corporate structure as at 20 October 2026

Financial Highlights

		Year ended 31 July 2026	Year ended 31 July 2025
Turnover	(HK$M)	**1,508.3**	1,291.3
Gross profit	(HK$M)	**353.4**	525.2
Gross profit margin	(%)	**23.4%**	40.7%
Operating profit	(HK$M)	**24.7**	227.1
Operating profit margin	(%)	**1.6%**	17.6%
Loss attributable to owners of the Company	(HK$M)	**(591.6)**	(419.4)
Net loss margin	(%)	**-39.2%**	-32.5%
Net loss per share *(Note 1)*	(HK$)	**(1.787)**	(1.267)
Net assets attributable to owners of the Company	(HK$M)	**12,492.4**	12,029.0
Net borrowings	(HK$M)	**8,980.0**	8,468.3
Net asset value per share *(Note 2)*	(HK$)	**37.74**	36.34
Share price as at 31 July 2026/31 July 2025	(HK$)	**0.72**	0.98
Price earnings ratio	(times)	**N/A**	N/A
Market capitalisation as at 31 July 2026/31 July 2025	(HK$M)	**238.3**	324.4
Return on shareholders' equity	(%)	**-4.7%**	-3.5%
Dividend per share	(HK$)	**Nil**	Nil
Dividend yield	(%)	**Nil**	Nil
Gearing - net debt to equity	(%)	**71.9%**	70.4%
Current ratio	(times)	**0.8**	0.9
Discount to net asset value	(%)	**98.1%**	97.3%

Notes:

1. *Calculated based on the loss attributable to owners of the Company and the weighted average number of ordinary shares outstanding during the year*

2. *Calculated based on the number of ordinary shares outstanding as at the end of respective financial years*

Financial Summary

	Year ended 31 July		
	2026 (HK$ million)	2025 (HK$ million)	Change (%)
Turnover	**1,508.3**	1,291.3	16.8
Generated from:			
– Rental income	**999.6**	994.8	0.5
– Sale of properties	**505.0**	289.1	74.7
Administrative expenses	**170.7**	203.0	(15.9)
Finance costs (expensed and capitalised)	**566.6**	619.4	(8.5)
Adjusted EBITDA of the Group (non-HKFRS measure)	**270.7**	416.3	(35.0)
Net loss attributable to owners of the Company	**591.6**	419.4	41.1

Results Highlights

- During the year under review, despite a difficult operating environment, the income generated by Group's rental properties and hotel and serviced apartments remained relatively constant at HK$999.6 million, compared with HK$994.8 million for the last financial year. Although the performance of the Group's rental properties, particularly in Shanghai and Guangzhou, remained challenging, with rents generally declining, the two newer Grade A office towers, namely Shanghai Skyline Tower and Guangzhou Lai Fung International Center, continued to improve steadily and delivered incremental income compared with the last financial year.
- During the year under review, the Group made a major breakthrough and successfully contracted the sale of two accommodation towers, namely tower one ("**T1**") and tower three ("**T3**"), in Hengqin Novotown Phase II, with revenue from one of the towers (T1) recognised during the year under review contributing to an increase of 74.7% in sale of properties. The Group will continue to seek en-bloc sales of additional accommodation towers in Hengqin.
- Adjusted earnings before interests, taxes, depreciation and amortisation ("**adjusted EBITDA**") (excluding impact of fair value changes on investment properties and other non-cash and non-recurring items) amounted to HK$270.7 million, down by 35.0% compared to last financial year, due to the loss incurred on the sale of an accommodation tower (T1) as aforementioned during the year under review.
- Net loss attributable to owners of the Company was approximately HK$591.6 million, versus net loss of HK$419.4 million in last financial year, mainly attributable to the loss incurred on the sale of an accommodation tower (T1) as aforementioned and write-down of properties (mainly T3) in Hengqin Novotown Phase II during the year under review.
- As at 31 July 2026, the Group had cash and cash equivalents of HK$762.2 million, pledged and restricted time deposits and bank balances of HK$714.4 million, and undrawn banking facilities of approximately HK$967.1 million. As at the date of this Annual Report, the undrawn banking facilities increased to HK$1,446.0 million.
- During the year under review, the Group successfully refinanced certain banking facilities. As at 31 July 2026, the outstanding balances of such refinanced banking facilities are amounting to HK$3,586.4 million.
- The Group announced its intention to achieve a disposal of HK$2,000 million over the next two years in its interim results for the six months ended 31 January 2025. Since then, the aggregate gross proceeds from the disposal reached approximately HK$1,150 million. The Group is in discussions with potential buyers on the disposal of some of the assets to improve the Group's liquidity.

Chairman's Statement



Dr. Lam Kin Ngok, Peter
Chairman

I would like to present the audited consolidated results of Lai Fung Holdings Limited (the "**Company**") and its subsidiaries (collectively, the "**Group**") for the year ended 31 July 2026.

Overview of Final Results

For the year ended 31 July 2026, the Group recorded a turnover of HK$1,508.3 million (2025: HK$1,291.3 million), representing a significant increase of approximately 16.8% over last financial year. The average Renminbi ("**RMB**") exchange rate appreciated by approximately 3.8% over last financial year. Excluding the effect of currency translation, the increase in RMB denominated turnover was approximately 12.6%. The increase was primarily driven by the successful sale of two accommodation towers (T1 and T3) in Hengqin Novotown Phase II, with revenue from one of the towers (T1) recognised during the year under review. Revenue from the sale of the other tower (T3) is expected to be recognised in the next financial year.

Overview of Final Results (continued)

The gross profit significantly decreased by approximately 32.7% to HK$353.4 million from that of HK$525.2 million in last financial year, which was mainly due to the loss incurred on the sale of an accommodation tower (T1), as well as the write-down of properties under development (T3) and completed properties for sale in Hengqin Novotown Phase II.

Breakdown of the Group's turnover is as follows:

	For the year ended 31 July			For the year ended 31 July		
	2026[1] (HK$ million)	2025[1] (HK$ million)	% change	**2026 (RMB million)**	2025 (RMB million)	% change
Rental income[2]						
— properties held for rental	**723.6**	721.8	+0.2%	**644.7**	667.2	-3.4%
— hotel and serviced apartments	**276.0**	273.0	+1.1%	**245.9**	252.4	-2.6%
	999.6	994.8	+0.5%	**890.6**	919.6	-3.2%
Sale of properties	**505.0**	289.1	+74.7%	**449.9**	267.2	+68.4%
Theme park operation	**3.7**	7.4	-50.0%	**3.3**	6.8	-51.5%
Total	**1,508.3**	1,291.3	+16.8%	**1,343.8**	1,193.6	+12.6%

1. *The exchange rates adopted for the years ended 31 July 2026 and 2025 are 0.8909 and 0.9244, respectively*
2. *Including rental turnover from properties held for rental, turnover from hotel and serviced apartment operation and property management income*

Net loss attributable to owners of the Company was approximately HK$591.6 million, as compared to net loss attributable to owners of the Company of HK$419.4 million for the last corresponding year under review. The increase in loss was primarily attributed to the aforementioned loss incurred on the sale of an accommodation tower (T1) and write-down of properties (mainly T3) in Hengqin Novotown Phase II during the year under review.

Net loss per share was HK$1.787 (2025: HK$1.267 per share).

Overview of Final Results (continued)

Non-HKFRS Financial Measures

To supplement the Group's consolidated financial statements which are presented under HKFRS Accounting Standards, the Group also use (i) adjusted EBITDA of the Group and (ii) adjusted net loss attributable to owners of the Company (non-HKFRS measures) as the additional financial measures, which are not required by, or presented in accordance with, HKFRS Accounting Standards. The Group believes that these non-HKFRS measures facilitate comparisons of operating performance from year to year and company to company by excluding certain non-cash, one-off and volatile items which are often a function of exogenous factors such as the movement of the property market. The Group believes that these measures provide useful information to investors and others in understanding and evaluating the consolidated results of operations in the same manner as it helps the Group's management.

(i) Reconciliation of adjusted EBITDA of the Group (non-HKFRS measure):

(HK$ million)	For the year ended 31 July 2026	2025
Profit from operating activities of the Group (HKFRS Accounting Standards measure)	**24.7**	227.1
Adjustments for:		
Share of profits of joint ventures	**—**	0.9
Fair value losses on investment properties (Note 1)	**5.3**	37.8
Depreciation of property, plant and equipment and right-of-use assets (Note 2)	**83.5**	109.8
Impairment of property, plant and equipment (Note 3)	**27.4**	—
Write-down of properties under development to net realisable value (Note 3)	**87.6**	—
Write-down of completed properties for sale to net realisable value (Note 3)	**42.2**	40.7
Adjusted EBITDA of the Group (non-HKFRS measure)	**270.7**	416.3

Notes:

1. *Given the sizeable investment properties portfolio held by the Group, the adjustment relates to fair value losses on investment properties, which are non-cash in nature*
2. *The adjustment arises from depreciation of the Group's property, plant and equipment and right-of-use assets, which is non-cash in nature*
3. *The adjustments arise from impairment of the Group's property, plant and equipment and write-down of the Group's properties under development and completed properties for sale to net realisable value, which are non-cash and non-recurring in nature*

Excluding the net effect of property revaluations and other non-cash and non-recurring items, adjusted EBITDA of the Group was approximately HK$270.7 million for the year under review (2025: HK$416.3 million).

Non-HKFRS Financial Measures (continued)

(ii) Reconciliation of adjusted net loss attributable to owners of the Company (non-HKFRS measure):

(HK$ million)	For the year ended 31 July 2026	2025
Net loss attributable to owners of the Company (HKFRS Accounting Standards measure)	**(591.6)**	(419.4)
Adjustments for:		
Fair value losses on investment properties *(Note 1)*	**5.3**	37.8
Deferred tax on fair value losses on investment properties *(Note 1)*	**(1.3)**	(9.5)
Non-controlling interests' share of fair value gains less deferred tax *(Note 1)*	**11.1**	1.1
Impairment of property, plant and equipment *(Note 2)*	**27.4**	—
Non-controlling interests' share of impairment of property, plant and equipment *(Note 2)*	**(5.5)**	—
Write-down of properties under development to net realisable value *(Note 3)*	**87.6**	—
Write-down of completed properties for sale to net realisable value *(Note 4)*	**42.2**	40.7
Non-controlling interests' share of write-down of completed properties for sale to net realisable value *(Note 4)*	—	(8.1)
Deferred tax assets written off *(Note 5)*	—	10.4
Non-controlling interests' share of deferred tax assets written off *(Note 5)*	—	(2.0)
Adjusted net loss attributable to owners of the Company excluding fair value losses on investment properties and other non-cash and non-recurring items (non-HKFRS measure)	**(424.8)**	(349.0)

Overview of Final Results (continued)

Non-HKFRS Financial Measures (continued)

(ii) Reconciliation of adjusted net loss attributable to owners of the Company (non-HKFRS measure): (continued)

Notes:

1. *Given the sizeable investment properties portfolio held by the Group, the adjustments relate to fair value losses on investment properties, related deferred tax and impact on non-controlling interests' share, which are non-cash in nature*
2. *The adjustments arise from impairment of property, plant and equipment and related impact on non-controlling interests' share, which are non-cash and non-recurring in nature*
3. *The adjustment arises from write-down of the Group's properties under development to net realisable value, which is non-cash and non-recurring in nature*
4. *The adjustments arise from write-down of the Group's completed properties for sale to net realisable value and impact on non-controlling interests' share, which is non-cash and non-recurring in nature*
5. *The adjustments arise from deferred tax assets written off and related impact on non-controlling interests' share, which are non-cash and non-recurring in nature*

Excluding the net effect of property revaluations and other non-cash and non-recurring items, adjusted net loss attributable to owners of the Company was approximately HK$424.8 million for the year under review (2025: HK$349.0 million). Net loss per share excluding the effect of property revaluations and other non-cash and non-recurring items was approximately HK$1.283 (2025: HK$1.054).

Net assets attributable to owners of the Company as at 31 July 2026 amounted to HK$12,492.4 million (2025: HK$12,029.0 million). Net asset value per share attributable to owners of the Company increased to HK$37.74 per share as at 31 July 2026 from HK$36.34 per share as at 31 July 2025.

Final Dividend

The board of directors of the Company ("**Board**") does not recommend the payment of a final dividend for the year ended 31 July 2026 (2025: Nil).

Business Review And Outlook

Global Economic and Geopolitical Landscape

The global economic outlook deteriorated over the course of the year under review. The International Monetary Fund progressively lowered its projection for global growth in 2026 from 3.3% in January to 3.1% in April and 3.0% in its July update, while raising its forecast for global headline inflation to 4.7%. The conflict involving the United States, Israel and Iran, which erupted in February 2026, disrupted the Strait of Hormuz, curtailing oil supply and driving crude prices sharply higher. The International Monetary Fund attributed the bulk of its upward revision to inflation to higher energy and food costs, with the global petroleum price index averaging approximately US$89 per barrel over the period. Persistent geopolitical tensions, geoeconomic fragmentation and the risk of a technology sector market correction continued to fuel volatility and policy uncertainty throughout the year.

For Chinese Mainland, which imports the substantial majority of its crude oil requirements, the principal channel of transmission was cost rather than trade. Higher imported energy prices fed through into producer and consumer costs, compressed household purchasing power and reinforced an already cautious approach to discretionary spending, while corporate occupiers remained reluctant to commit to expansion. Chinese Mainland exports, by contrast, proved comparatively resilient over the period, supported by demand associated with artificial intelligence and related hardware.

Monetary policy moved in the Group's favour during the year under review before reversing shortly after its close. The Federal Reserve reduced its policy rate on three occasions between September and December 2025, bringing the target range to 3.50% to 3.75%, and held it at that level through to the end of July 2026. As the Hong Kong dollar is linked to the United States dollar, and a portion of the Group's bank borrowings is offshore and priced by reference to Hong Kong interbank rates, this easing provided a measure of relief to the Group's finance costs during the year. Subsequent to the reporting period, however, the Federal Reserve raised the target range by 25 basis points to 3.75% to 4.00% on 16 September 2026, its first increase since 2023, and its updated projections indicate a further increase before the end of 2026 with the policy rate expected to remain elevated into 2027. Should that path be followed, the Group's offshore borrowing costs would be expected to rise in the financial year ending 31 July 2027.

Chinese Mainland Economy and Property Market

Chinese Mainland economy was navigating a complex landscape of structural divergence throughout the year under review. Gross domestic product grew 5.0% year-on-year in the first quarter of 2026 before slowing to 4.3% in the second quarter, bringing first-half expansion to 4.7% and leaving growth within the government's annual target range of 4.5% to 5.0%. Growth was markedly uneven. Industrial output and exports held up, while domestic demand remained subdued: fixed asset investment contracted 5.7% in the first half and retail sales growth remained weak. The property sector remained the single largest drag.

Business Review And Outlook (continued)

Chinese Mainland Economy and Property Market (continued)

Property statistics published by the National Bureau of Statistics are compiled on a cumulative calendar-year basis and accordingly do not align with the Group's financial year. On that basis, real estate development investment fell 19.2% year-on-year in the first seven months of 2026, deepening from a decline of 18.0% in the first half. The development pipeline continued to contract sharply, with new construction starts down 24.0% and housing completions down 23.2%. Primary residential sales area fell 11.8% year-on-year and sales value declined 13.1%. Price trends over the Group's financial year showed both a continuing national downtrend and pronounced divergence between cities. Nationally, new home prices across 70 large and medium-sized cities declined 2.5% year-on-year in August 2025, weakened through the first half of the Group's financial year to a decline of 3.2% in February 2026, and remained 3.2% lower year-on-year in July 2026 at the close of the year under review. First-tier city new home prices were in year-on-year decline throughout the period, falling 1.1% in July 2026, although month-on-month movements had flattened by that point. Within the first tier, the Group's two principal markets diverged materially: Shanghai new home prices rose 3.0% year-on-year in July 2026, the only first-tier city in positive territory, while Guangzhou recorded a decline of 2.2%, having narrowed from a trough of approximately 5.3% in January 2026.

Subsequent to the reporting period, the direction of travel improved modestly. In August 2026 national new home prices fell 3.0% year-on-year, the mildest contraction since December 2025; first-tier prices declined 0.9% year-on-year; Shanghai maintained a 3.0% year-on-year gain while the decline in Guangzhou narrowed further to 1.9%. The floor area of unsold new residential stock fell 1.1% year-on-year at the end of August 2026, a sixth consecutive monthly decline, and second-hand transaction area rose 10.6% year-on-year in the first eight months of 2026, indicating that destocking measures have begun to take effect and that transaction volumes are migrating towards the secondary market.

Policy efforts intensified over the period. The March 2026 government work report marked a strategic pivot from "stabilising the downturn" to "actively stabilising" the residential property market. It revived the "destocking" directive, calling for city-specific policies to reduce inventory. It also encouraged local governments to acquire unsold residential stock for conversion into affordable housing. The Central Government further strengthened the "white list" financing mechanism to support project delivery and promoted a transition towards the sale of completed units. Despite these efforts, the recovery remains fragile and uneven. Core cities have shown tentative signs of stabilisation, while lower-tier cities continue to struggle with elevated inventory and weak demand. The bottoming-out process is expected to be gradual and protracted.

Chinese Mainland Economy and Property Market (continued)

For the Group, the significance of the residential market lies less in direct exposure than in what it indicates about household sentiment. Falling home prices erode perceived household wealth and, together with the cost pressures described above, have restrained discretionary consumption. That is the principal channel through which the residential downturn reaches the Group's retail portfolio, affecting tenant sales, the pace of leasing and the scope to secure rental growth on renewal.

Portfolio Performance and Strategy

While the Group remains confident in the long-term business prospects of the cities where we operate, especially within the dynamic Greater Bay Area ("**GBA**"), the prolonged economic recovery progress sets a challenging backdrop for the foreseeable future.

The Group's rental portfolio comprises approximately 5.9 million square feet in Shanghai, Guangzhou, Zhongshan, and Hengqin. The office leasing market in Chinese Mainland continued to face significant headwinds throughout the year under review. Vacancy rates remained elevated across the major Greater China cities and Grade A rents remained under pressure, with a substantial volume of new supply continuing to enter the market and intensifying competition for tenants. Shanghai and Guangzhou in particular continued to contend with high vacancy, and rents showed only fleeting signs of recovery; the downward cycle is expected to persist. Tenants increasingly prioritised high-quality, well-located assets, sustaining demand for prime office space in core urban precincts at the expense of older and peripheral stock.

The retail leasing market was similarly subdued. Weak consumer confidence, the wealth effect of falling residential prices and continued trading down in discretionary categories weighed on tenant sales and on retailers' willingness to commit to new space or to accept rental increases on renewal. Landlords across the market have generally prioritised occupancy and tenant mix over headline rent.

During the year under review, the Group proactively secured renewals from existing tenants at an early stage while actively pursuing new tenants to maintain high occupancy. Although the performance of the Group's rental properties, particularly in Shanghai and Guangzhou, remained challenging, with rents generally declining, the two newer Grade A office towers, namely Shanghai Skyline Tower and Guangzhou Lai Fung International Center, continued to improve steadily and delivered incremental income compared with the last financial year.

Business Review And Outlook (continued)

Portfolio Performance and Strategy (continued)

The Group's Hengqin Novotown project has been established successfully as a dual-core development focusing on "Cross-border E-commerce Industry and Ecosystem" and "Cultural Tourism, Exhibition, and Commerce Trade Industry". These include industries such as cross-border e-commerce, new technology, wellness and health, Harrow LiDe School Hengqin, Hyatt Regency Hengqin, shopping mall, multi-functional venues and have been operating seamlessly with cross-border transportation and other facilities.

Phase I of the Novotown project ("**Novotown Phase I**") in Hengqin, the "Hengqin-Macao Cross-border E-Commerce Industrial Park (Novotown)", is enjoying the critical mass afforded by over 420 enterprises working and living there. Our tenants are operating in some of the most exciting and fastest growing segments:

- "Cross-border E-commerce and Internet" represented by entities such as YTO Express GBA Headquarters, inkeverse, TOPTOY, MINISO, TYMO, 360, Be Friends Holdings, Find Macau, Keiz Group and Anjun Logistics;

- "High-End Technology Production" represented by Lingyange, Bambu Lab, Amicro Technology, Li Auto, Xwan Test, and several renowned chip design and development companies;

- "Wellness and Health" represented by UNITED LIFE SCIENCE and Zhuhai Health Come Medical Management; and

- "Cross-border Financial Services and Innovation" represented by Industrial and Commercial Bank of China Limited ("**ICBC**") and QFIN.

Hengqin's "Four New Industries" (Technology research and development and High-End Manufacturing, Traditional Chinese Medicine and other Macao-branded Industries, Cultural Tourism, Exhibition, and Commerce Trade, and Modern Finance) converge and collide here, establishing Novotown as a new economic growth engine driving the high-quality, integrated development of Hengqin and Macao.

Portfolio Performance and Strategy (continued)

Notably, one of the key tenants being a leading domestic enterprise which has leased six floors of office space in Novotown Phase I to establish its global cross-border e-commerce headquarters. The enterprise currently employs 1,500 staff. It is expected to expand to over 3,000 employees when fully occupied, thereby creating a nucleus for its ecosystem to locate in Novotown. As at the date of this Annual Report, approximately 96% of the office units have been leased with approximately 2,800 people working there. The Group also leased the remaining unsold cultural studio units in Novotown Phase I for employees of the office tenants. This innovative operational model not only effectively boosts foot traffic in the commercial area, but also optimises and upgrades the business structure through attracting targeted enterprises.

Furthermore, the Group supports the deepening strategic partnership between Keiz Group, a premier Macao-invested enterprise in Novotown Phase I, and Wushang Group. Together, they are forging a new vision for cross-border commerce within the GBA, promoting multi-regional coordination across Hubei, Hong Kong, Macao, and Hengqin, while enabling streamlined direct-to-consumer e-commerce channels that link production origins directly to the Hong Kong and Macao markets.

As at the date of this Annual Report, commercial area of Novotown Phase I with approximately 89% has been leased and key tenants include Heytea, Luckin Coffee, McDonald's, Pokiddo Trampoline Park, Kun Peng Go-Kart Sports Centre, Kun Peng Digital Sports Hall, Snow Alarm, Oyster King, Vanguard Life Superstore and UNITED LIFE SCIENCE. ICBC demonstrated its confidence in the project by their purchase of two retail units in Novotown Phase I from the Group in August 2024. Furthermore, four additional retail units in Novotown Phase I were sold to independent third parties since the end of 2024.

Significant progress has been made on Phase II of the Novotown project ("**Novotown Phase II**"). The Group completed the signing of the agreement for the sale of the two accommodation towers (T1 and T3) in Novotown Phase II in late November 2025. The total consideration for the transaction was RMB625.7 million, covering a combined gross floor area ("**GFA**") of approximately 49,655 square metre, and comprising around 780 residential units. These apartments will provide accommodation options for talents working in Novotown Phase I and Novotown Phase II, as well as the wider Hengqin Island.

Business Review And Outlook (continued)

Portfolio Performance and Strategy (continued)

Tower two of Novotown Phase II, which is designated for office use, is scheduled for commencing operation in November 2026 and is expected to attract more quality tenants, including cross-border e-commerce and high-end technology tenants. In addition, the Group received approval from the local government to develop towers four to eleven of Novotown Phase II as accommodation for rental purpose, becoming the first project to be awarded the "Hengqin Guangdong-Macao In-Depth Cooperation Zone Rental Accommodation Project Certificate". This initiative is designed to meet the growing rental accommodation demand from the commercial ecosystem of Hengqin, and provide essential supporting facilities for the area.

The Group stated its intention to dispose assets amounting to approximately HK$2,000 million over the next two years in the interim results for the six months ended 31 January 2025. The sale of remaining residential units, retail shops and car parking spaces of Zhongshan Palm Spring, as well as the cultural studios and cultural workshop units of Hengqin Novotown Phase I are progressing slowly. Apart from projects for sale in the ordinary course of business of approximately HK$450.0 million achieved since the interim results for the six months ended 31 January 2025 up to 31 August 2026, as well as the disposal of the two accommodation towers (T1 and T3) in Novotown Phase II of approximately HK$700.0 million (RMB625.7 million) as aforementioned, the Group is in discussions with potential buyers on the disposal of some of the assets. These will contribute towards the stated disposal targets and the Group will continue to seek out appropriate assets for disposal to improve its financial position.

As at 31 July 2026, the Group has approximately HK$1,476.6 million of cash on hand (2025: HK$1,840.8 million) and undrawn banking facilities of approximately HK$967.1 million (2025: HK$2,591.8 million). As at the date of this Annual Report, the undrawn banking facilities increased to HK$1,446.0 million. Net debt to equity ratio was approximately 72% as at 31 July 2026 (2025: 70%). Repayment obligations in the next twelve months amount to HK$5,029.8 million. The Group will continue its prudent and flexible approach in managing its operations and financial position.

The Group continues to review opportunities to reduce gearing through the disposal of selected assets with near-term priorities remain the protection of occupancy and recurrent rental income, disciplined control of capital expenditure and operating costs, and active management of its debt maturity profile in light of the interest rate outlook described above.

Appreciation

Looking back on this financial year, I would like to thank my Board colleagues, the senior management team, our partners and everyone who worked with us during the year for their loyalty, support and outstanding teamwork.

I firmly believe that through the concerted efforts of our staff and with the support of all our stakeholders, we will continue to grow the Group going forward in a prudent and sustainable manner.

Lam Kin Ngok, Peter
Chairman
Hong Kong

20 October 2026

Overview

The Group is principally engaged in property development for sale, property investment, and development and operation of and investment in cultural, leisure, entertainment and related facilities in Chinese Mainland. Despite the challenging operating environment, the Group's regional focus and rental-led strategy has demonstrated resilience in recent years. The rental portfolio of the Group in Shanghai, Guangzhou, Zhongshan and Hengqin, being Tier 1 cities in Chinese Mainland and cities within the GBA, delivered steady recurrent rental income during the year under review.

Property Portfolio Composition

Approximate GFA (in '000 square feet) and number of car parking spaces as at 31 July 2026:

	Commercial/ Retail	Office	Hotel and Serviced Apartment	Residential	Total (excluding car parking spaces & ancillary facilities)	No. of Car Parking Spaces
Completed Properties Held for Rental[1]	2,670[2]	2,207	—	—	4,877[2]	2,984
Completed Hotel Properties and Serviced Apartments[1]	—	—	990	—	990	—
Subtotal	**2,670**	**2,207**	**990**	**—**	**5,867**	**2,984**
Properties under Development[3]	632	268	1,581	—	2,481	1,067
Completed Properties Held for Sale	68[4]	421	127	15	631	3,299
Total GFA of major properties of the Group	**3,370**	**2,896**	**2,698**	**15**	**8,979**	**7,350**

1. *Completed and rental generating properties*
2. *Including cultural attraction spaces in Novotown Phase I with approximately 307,807 square feet attributable to the Group, which are under strategic review*
3. *All properties under construction*
4. *Including 20,460 square feet of commercial space in Zhongshan Palm Spring which is currently for self-use*

Property Investment

Revenue from Properties Held for Rental

During the year under review, the Group proactively secured renewals from existing tenants at an early stage while actively pursuing new tenants to maintain high occupancy. Although the performance of the Group's rental properties, particularly in Shanghai and Guangzhou, remained challenging, with rents generally declining, the two newer Grade A office towers, namely Shanghai Skyline Tower and Guangzhou Lai Fung International Center, continued to improve steadily and delivered incremental income compared with the last financial year.

For the year ended 31 July 2026, revenue from the Group's properties held for rental remained relatively constant at HK$723.6 million, compared with HK$721.8 million for the last financial year. The average RMB exchange rate for the year under review appreciated by approximately 3.8% compared to last financial year. Excluding the effect of currency translation, the RMB denominated revenue from lease of properties slightly decreased by 3.4% to RMB644.7 million.

Breakdown of rental turnover by major rental properties of the Group is as follows:

	For the year ended 31 July			For the year ended 31 July			Year end occupancy (%)	
	2026#	2025#		**2026**	2025			
	(HK$ million)	(HK$ million)	% change	**(RMB million)**	(RMB million)	% change	**2026**	2025
Shanghai								
Shanghai Hong Kong Plaza	**233.2**	251.3	-7.2	**207.8**	232.3	-10.5	**Retail: 96.2** **Office: 88.3**	Retail: 94.8 Office: 85.1
Shanghai May Flower Plaza	**35.3**	38.2	-7.6	**31.4**	35.3	-11.0	**Retail: 92.4**	Retail: 98.2
Shanghai Regents Park	**12.7**	11.1	+14.4	**11.3**	10.3	+9.7	**100.0**	100.0
Shanghai Skyline Tower	**81.0**	59.9	+35.2	**72.2**	55.4	+30.3	**Retail: 100.0** **Office: 69.0**	Retail: 94.3 Office: 61.8
Guangzhou								
Guangzhou May Flower Plaza	**90.6**	92.7	-2.3	**80.7**	85.7	-5.8	**Retail: 97.0** **Office:100.0**	Retail: 98.7 Office: 100.0
Guangzhou West Point	**22.0**	21.4	+2.8	**19.6**	19.8	-1.0	**99.0**	99.0
Guangzhou Lai Fung Tower	**103.7**	118.5	-12.5	**92.4**	109.5	-15.6	**Retail: 100.0** **Office: 88.0 ***	Retail: 100.0 Office: 88.0 *

Property Investment (continued)

Revenue from Properties Held for Rental (continued)

Breakdown of rental turnover by major rental properties of the Group is as follows: (continued)

	For the year ended 31 July			For the year ended 31 July			Year end occupancy (%)	
	2026[#]	2025[#]		**2026**	2025			
	(HK$ million)	(HK$ million)	% change	**(RMB million)**	(RMB million)	% change	**2026**	2025
Guangzhou Lai Fung International Center	**79.4**	65.7	+20.9	**70.7**	60.7	+16.5	**Retail: 100.0** **Office: 89.7**	Retail: 99.0 Office: 66.0
Zhongshan								
Zhongshan Palm Spring Rainbow Mall	**4.0**	4.5	-11.1	**3.6**	4.2	-14.3	**Retail: 80.7** *	Retail: 82.3 *
Hengqin								
Hengqin Novotown Phase I	**18.8**	19.8	-5.1	**16.7**	18.3	-8.7	**Retail: 87.9** **	Retail: 85.1 **
Others	**42.9**	38.7	+10.9	**38.3**	35.7	+7.3	**N/A**	N/A
Total	**723.6**	721.8	+0.2	**644.7**	667.2	-3.4		

[#] *The exchange rates adopted for the years ended 31 July 2026 and 2025 are 0.8909 and 0.9244, respectively*

* *Excluding self-use area*

** *Including the cultural attraction spaces which are under strategic review*

Revenue from Properties Held for Rental (continued)

Breakdown of turnover by usage of our major rental properties is as follows:

	For the year ended 31 July 2026			For the year ended 31 July 2025		
	Group interest	Turnover (HK$ million)	Attributable GFA (square feet)	Group interest	Turnover (HK$ million)	Attributable GFA (square feet)
Shanghai						
Shanghai Hong Kong Plaza	100%			100%		
Retail		147.2	468,434		156.3	468,434
Office		80.3	362,096		89.1	362,096
Car Parking Spaces		5.7	N/A		5.9	N/A
		233.2	830,530		251.3	830,530
Shanghai May Flower Plaza	100%			100%		
Retail		31.0	320,314		33.8	320,314
Car Parking Spaces		4.3	N/A		4.4	N/A
		35.3	320,314		38.2	320,314
Shanghai Regents Park	95%			95%		
Retail		11.0	77,959		9.5	77,959
Car Parking Spaces		1.7	N/A		1.6	N/A
		12.7	77,959		11.1	77,959
Shanghai Skyline Tower	100%			100%		
Retail		5.7	92,226		8.1	92,226
Office		72.4	634,839		49.4	634,839
Car Parking Spaces		2.9	N/A		2.4	N/A
		81.0	727,065		59.9	727,065
Guangzhou						
Guangzhou May Flower Plaza	100%			100%		
Retail		77.6	357,424		79.0	357,424
Office		10.1	79,431		10.5	79,431
Car Parking Spaces		2.9	N/A		3.2	N/A
		90.6	436,855		92.7	436,855
Guangzhou West Point	100%			100%		
Retail		22.0	182,344		21.4	182,344
Guangzhou Lai Fung Tower	100%			100%		
Retail		16.3	112,292		17.3	112,292
Office		81.7	625,821		95.1	625,821
Car Parking Spaces		5.7	N/A		6.1	N/A
		103.7	738,113		118.5	738,113

Property Investment (continued)

Revenue from Properties Held for Rental (continued)

Breakdown of turnover by usage of our major rental properties is as follows: (continued)

	For the year ended 31 July 2026			For the year ended 31 July 2025		
	Group interest	**Turnover (HK$ million)**	**Attributable GFA (square feet)**	Group interest	Turnover (HK$ million)	Attributable GFA (square feet)
Guangzhou Lai Fung International Center	**100%**			100%		
Retail		**14.3**	**109,320**		16.2	109,320
Office		**60.1**	**505,301**		45.2	505,301
Car Parking Spaces		**5.0**	**N/A**		4.3	N/A
		79.4	**614,621**		65.7	614,621
Zhongshan						
Zhongshan Palm Spring Rainbow Mall	**100%**			100%		
Retail *		**4.0**	**160,647**		4.5	148,106
Hengqin						
Novotown Phase I#	**80% ****			80% **		
Commercial ***		**18.8**	**788,930**		19.8	797,668
Others		**42.9**	**N/A**		38.7	N/A
Total		**723.6**	**4,877,378**		721.8	4,873,575

* *Excluding self-use area*

** *The remaining 20% interest owned by Lai Sun Development Company Limited ("**LSD**"), the intermediate holding company of the Company*

*** *Including the cultural attraction spaces which are under strategic review, the attributable GFA of which was approximately 307,807 square feet as at 31 July 2026. Revenue from the cultural attraction spaces is recognised under turnover from theme park operation of the Group*

\# *Excluding office units and cultural workshop units. Office units with total attributable GFA of 420,705 square feet and cultural workshop units with total attributable GFA of 126,919 square feet of Hengqin Novotown Phase I under "Completed properties for sale" have been leased substantially during the year ended 31 July 2026. Excluding the attributable GFA for self-use units, units reserved for sale, and units with buyers' deposits in cultural workshop of approximately 43,505 square feet, the occupancy rate of office units and cultural workshop units was 99% and 100%, respectively, achieving a total of approximately HK$17.4 million and HK$3.4 million to "Other income and gains", respectively*

Property Investment (continued)

Review of Major Rental Properties (100% owned unless specified otherwise)

Shanghai Hong Kong Plaza

Being the Group's wholly-owned flagship investment property project in Shanghai, Shanghai Hong Kong Plaza is strategically located in the prime district of the city, directly above the Huangpi South Road Metro Station at Huaihaizhong Road in Huangpu District, which is highly accessible by car and well connected to public transportation networks, as well as walking distance from Shanghai Xintiandi.

Connected by an indoor footbridge, the property comprises a 32-storey office building, a 32-storey serviced apartment (managed by the Ascott Group), a shopping mall and a carpark. The property's total GFA is approximately 1,188,500 square feet excluding 350 car parking spaces, comprising approximately 362,100 square feet for office, approximately 358,000 square feet for serviced apartment, and approximately 468,400 square feet for shopping mall. Anchor tenants, as of the date of this Annual Report, include The Apple Store, Massimo Dutti, Genesis Motor, Tasaki, Swarovski, etc.

Shanghai May Flower Plaza

Shanghai May Flower Plaza is a mixed-use project located at the junction of Da Tong Road and Zhi Jiang Xi Road in Sujiaxiang in the Jing'an District in Shanghai. This project is situated near the Zhongshan Road North Metro Station.

The Group owns the retail podium which has a total GFA of approximately 320,300 square feet including the basement commercial area. The asset is positioned as a community retail facility.

Shanghai Regents Park

Shanghai Regents Park is a large-scale residential/commercial composite development located in the Zhongshan Park Commercial Area at the Changning District, Shanghai. It is situated within walking distance of the Zhongshan Park Metro Station.

The Group retains a 95% interest in the commercial portion which has a total GFA of approximately 82,100 square feet (GFA attributable to the Group is approximately 78,000 square feet).



- Shanghai Hong Kong Plaza



- Shanghai May Flower Plaza

Property Investment (continued)

Review of Major Rental Properties (100% owned unless specified otherwise) (continued)

Shanghai Skyline Tower
Shanghai Skyline Tower is a mixed-use redevelopment project of Shanghai Northgate Plaza I, Northgate Plaza II and the Hui Gong Building, located at Tian Mu Road West in the Jing'an District of Shanghai near the Shanghai Railway Terminal. This 30-storey office tower, erected upon a 3-level shopping mall and car-parking basement, has a total GFA of approximately 727,100 square feet excluding 443 car parking spaces. The construction was completed in September 2022. This property has been awarded the Leadership in Energy and Environmental Design ("**LEED**") v4 Gold Certification in October 2023. As at the date of this Annual Report, approximately 97% of commercial and 69% of office areas have been secured, respectively.

Guangzhou May Flower Plaza
Guangzhou May Flower Plaza is a prime property situated at Zhongshanwu Road, Yuexiu District directly above the Gongyuanqian Metro Station in Guangzhou, the interchange station of Guangzhou Subway Lines 1 and 2. This 13-storey complex has a total GFA of approximately 436,900 square feet excluding 136 car parking spaces.

The building comprises retail spaces, restaurants, office units and car parking spaces. The property is almost fully leased to tenants comprising well-known corporations, consumer brands and restaurants.

Guangzhou West Point
Guangzhou West Point is located on Zhongshan Qi Road and is within walking distance from the Ximenkou Subway Station. This is a mixed-use property where the Group has sold all the residential and office units.

The Group owns the commercial podium with GFA of approximately 182,300 square feet. Tenants of the retail podium include renowned restaurants and local retail brands.



• Shanghai Skyline Tower



• Guangzhou May Flower Plaza



• Guangzhou West Point

Property Investment (continued)

Review of Major Rental Properties (100% owned unless specified otherwise) (continued)

Guangzhou Lai Fung Tower
Guangzhou Lai Fung Tower is the 38-storey office block of Phase V of Guangzhou Eastern Place, which is a multi-phase project located on Dongfeng East Road, Yuexiu District, Guangzhou. This office building was completed in June 2016. This property with LEED 2009 Gold Certification has a total GFA of approximately 738,100 square feet excluding car parking spaces.

Guangzhou Lai Fung International Center
Guangzhou Lai Fung International Center, formerly known as Guangzhou Haizhu Plaza, is located at 33 Jiefang South Road in Yuexiu District, Guangzhou along the Pearl River. Guangzhou Lai Fung International Center, comprising an 18-storey office tower, erected upon a 4-level commercial facility, has a total GFA of approximately 614,600 square feet excluding 267 car parking spaces. The construction was completed in November 2022. This property has been awarded the LEED v4 Gold Certification in February 2023. As at the date of this Annual Report, approximately 100% of commercial and 96% of office areas have been secured, respectively.

Zhongshan Palm Spring Rainbow Mall
Zhongshan Palm Spring Rainbow Mall is the commercial portion of Zhongshan Palm Spring, a multi-phase project located in Caihong Planning Area, Western District of Zhongshan. It is positioned as a community retail facility with a total GFA of approximately 181,100 square feet.



• Guangzhou Lai Fung Tower



• Guangzhou Lai Fung International Center



• Zhongshan Palm Spring Rainbow Mall

Property Investment (continued)

Review of Major Rental Properties (100% owned unless specified otherwise) (continued)

Hengqin Novotown

Novotown is an integrated cultural, entertainment, tourism and hospitality project located in the heart of Hengqin, officially recognised as the Guangdong-Macao In-Depth Cooperation Zone and strategically located within the GBA, directly opposite to Macao and 75 minutes by car from Hong Kong via the Hong Kong-Zhuhai-Macao Bridge. The "Master Plan of the Development of the Guangdong-Macao In-Depth Cooperation Zone in Hengqin" promulgated on 5 September 2021 marks the significant deployment of the Central Government in supporting the moderate economic diversification of Macao and enriching the practices of the "One Country, Two Systems" policy, which is to inject new impetus into the long-term development of Macao.

The Group's Hengqin Novotown project has been established successfully as a dual-core development focusing on "Cross-border E-commerce Industry and Ecosystem" and "Cultural Tourism, Exhibition, and Commerce Trade Industry". These include industries such as cross-border e-commerce, new technology, wellness and health, Harrow LiDe School Hengqin, Hyatt Regency Hengqin, shopping mall, multi-functional venues and have been operating seamlessly with cross-border transportation and other facilities.

Phase I

Novotown Phase I, the "Hengqin-Macao Cross-border E-Commerce Industrial Park (Novotown)", is enjoying the critical mass afforded by over 420 enterprises working and living there. Our tenants are operating in some of the most exciting and fastest growing segments:

- "Cross-border E-commerce and Internet" represented by entities such as YTO Express GBA Headquarters, inkeverse, TOPTOY, MINISO, TYMO, 360, Be Friends Holdings, Find Macau, Keiz Group and Anjun Logistics;
- "High-End Technology Production" represented by Lingyange, Bambu Lab, Amicro Technology, Li Auto, Xwan Test, and several renowned chip design and development companies;
- "Wellness and Health" represented by UNITED LIFE SCIENCE and Zhuhai Health Come Medical Management; and
- "Cross-border Financial Services and Innovation" represented by ICBC and QFIN.



• Hengqin-Macao Cross-border E-commerce Industrial Park (Novotown)

Property Investment (continued)

Review of Major Rental Properties (100% owned unless specified otherwise) (continued)

Phase I (continued)

Hengqin's "Four New Industries" (Technology research and development and High-End Manufacturing, Traditional Chinese Medicine and other Macao-branded Industries, Cultural Tourism, Exhibition, and Commerce Trade, and Modern Finance) converge and collide here, establishing Novotown as a new economic growth engine driving the high-quality, integrated development of Hengqin and Macao.

Notably, one of the key tenants being a leading domestic enterprise which has leased six floors of office space in Novotown Phase I to establish its global cross-border e-commerce headquarters. The enterprise currently employs 1,500 staff. It is expected to expand to over 3,000 employees when fully occupied, thereby creating a nucleus for its ecosystem to locate in Novotown. As at the date of this Annual Report, approximately 96% of the office units have been leased with approximately 2,800 people working there. The Group also leased the remaining unsold cultural studio units in Novotown Phase I for employees of the office tenants. This innovative operational model not only effectively boosts foot traffic in the commercial area, but also optimises and upgrades the business structure through attracting targeted enterprises.

Furthermore, the Group supports the deepening strategic partnership between Keiz Group, a premier Macao-invested enterprise in Novotown Phase I, and Wushang Group. Together, they are forging a new vision for cross-border commerce within the GBA, promoting multi-regional coordination across Hubei, Hong Kong, Macao, and Hengqin, while enabling streamlined direct-to-consumer e-commerce channels that link production origins directly to the Hong Kong and Macao markets.

As at the date of this Annual Report, commercial area of Novotown Phase I with approximately 89% has been leased and key tenants include Heytea, Luckin Coffee, McDonald's, Pokiddo Trampoline Park, Kun Peng Go-Kart Sports Centre, Kun Peng Digital Sports Hall, Snow Alarm, Oyster King, Vanguard Life Superstore and UNITED LIFE SCIENCE. ICBC demonstrated its confidence in the project by their purchase of two retail units in Novotown Phase I from the Group in August 2024. Furthermore, four additional retail units in Novotown Phase I were sold to independent third parties since the end of 2024.

The Group owns 80% of Novotown Phase I. The remaining 20% is owned by LSD, the intermediate holding company of the Company.

Hotel and Serviced Apartment Operation

For the year ended 31 July 2026, revenue from the Group's hotel and serviced apartment operation remained relatively constant at HK$276.0 million, compared with HK$273.0 million for the last financial year.

Breakdown of turnover from hotel and serviced apartment operation for the year ended 31 July 2026 is as follows:

	Location	No. of Rooms [1]	Total GFA (square feet)	Turnover (HK$ million)	Year end occupancy rate (%)	Average occupancy rate (%)
Hotel and serviced apartment						
Ascott Huaihai Road Shanghai	Shanghai	307	356,260	104.6	85.5	80.6
STARR Hotel Shanghai	Shanghai	239	143,846	24.7	70.5	67.8
Hyatt Regency Hengqin	Hengqin	493	610,540	146.7	69.8	72.3
Total				**276.0**		

Note 1: On 100% basis

Ascott Huaihai Road Shanghai

Ascott Huaihai Road Shanghai in Shanghai Hong Kong Plaza is managed by the Ascott Group and it is one of a premier collection of the Ascott Limited's serviced residences in over 70 cities in Asia Pacific, Europe and the Gulf region. The residence has a total GFA of approximately 356,260 square feet. It has 307 contemporary apartments of various sizes: studios (640-750 square feet), one-bedroom apartments (915-1,180 square feet), two-bedroom apartments (1,720 square feet), three-bedroom apartments (2,370 square feet) and two luxurious penthouses on the highest two floors (4,520 square feet). An average occupancy rate of 80.6% was achieved during the year under review and the average room tariff was approximately HK$1,133.

Hotel and Serviced Apartment Operation (continued)

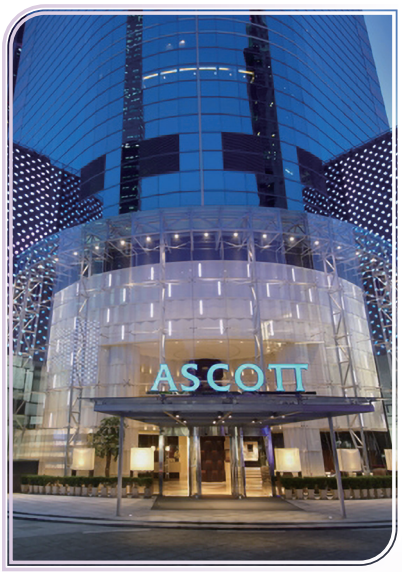
STARR Hotel Shanghai

STARR Hotel Shanghai is a 17-storey hotel located in the Mayflower Lifestyle complex in Jing'an District, within walking distance to Lines 1, 3 and 4 of the Shanghai Metro Station with easy access to major motorways. There are 239 fully furnished and equipped hotel units with stylish separate living room, bedroom, fully-equipped kitchenette and luxurious bathroom amenities for short or extended stays to meet the needs of the business travellers from around the world and the total GFA is approximately 143,800 square feet. An average occupancy rate of 67.8% was achieved during the year under review and the average room tariff was approximately HK$415.

Hyatt Regency Hengqin

Hyatt Regency Hengqin is located in Novotown Phase I in Hengqin, Zhuhai, the heart of the GBA and is within easy reach of the Hong Kong-Zhuhai-Macao Bridge. Hyatt Regency Hengqin has a total GFA of approximately 610,500 square feet and approximately 488,400 square feet attributable to the Group. It has 493 guest rooms including 55 suites ranging in size from 430 square feet to 2,580 square feet, a wide range of dining options, as well as banqueting and conference facilities of over 40,000 square feet. An average occupancy rate of 72.3% was achieved during the year under review and the average room tariff was approximately HK$754.

The Group owns 80% interest in Hyatt Regency Hengqin. The remaining 20% is owned by LSD, the intermediate holding company of the Company.



• Ascott Huaihai Road Shanghai



• STARR Hotel Shanghai



• Hyatt Regency Hengqin

Property Development

Recognised Sales

For the year ended 31 July 2026, the Group's property development operations recorded a turnover of HK$505.0 million (2025: HK$289.1 million) from sale of properties, representing a significant increase of 74.7% compared to last financial year. The average RMB exchange rate appreciated by approximately 3.8% compared to last financial year. Excluding the effect of currency translation, the RMB denominated property sales revenue was RMB449.9 million (2025: RMB267.2 million). The increase in recognised sales during the year under review was primarily driven by the successful sale of two accommodation towers (T1 and T3) in Hengqin Novotown Phase II, with revenue from one of the towers (T1) recognised during the year under review. Revenue from the sale of the other tower (T3) is expected to be recognised in the next financial year.

Breakdown of turnover for the year ended 31 July 2026 from properties sales is as follows:

Recognised Basis	No. of Units	Approximate GFA (square feet)	Average Selling Price[#] (HK$/square foot)	Turnover[##] (HK$ million*)	(RMB million)
Hengqin Novotown Phase I					
Cultural Studios	6	18,844	3,300	59.2	52.8
Cultural Workshop Units	20	14,624	1,776	23.8	21.2
Hengqin Novotown Phase II					
Accommodation Tower (T1)	418	249,280	1,314	300.5	267.7
Zhongshan Palm Spring					
Commercial Units	80	83,271	890	67.1	59.8
Residential High-rise Units	4	5,762	1,738	9.2	8.2
Residential House Units	4	8,433	2,485	20.0	17.8
Subtotal	**532**	**380,214**	**1,370**	**479.8**	**427.5**
Shanghai Regents Park					
Car Parking Spaces	2			1.3	1.1
Guangzhou Eastern Place					
Car Parking Space	1			0.5	0.5
Guangzhou West Point					
Car Parking Spaces	7			2.6	2.3
Zhongshan Palm Spring					
Car Parking Spaces	221			20.8	18.5
Subtotal	**231**			**25.2**	**22.4**
Total				**505.0**	**449.9**

[#] *Value-added tax inclusive*
[##] *Value-added tax exclusive*
* *The exchange rate adopted for the year ended 31 July 2026 is 0.8909*

Contracted Sales

As at 31 July 2026, the Group's property development operations have contracted but not yet recognised sales of HK$560.3 million, primarily driven by the sale of an accommodation tower (T3) in Hengqin Novotown Phase II, which is expected to be recognised in the next financial year, as well as the sale of properties being occupied by Harrow LiDe School Hengqin in Novotown Phase II. Excluding the effect of currency translation, the RMB denominated contracted but not yet recognised sales as at 31 July 2026 amounted to RMB499.2 million (2025: RMB156.6 million).

Breakdown of contracted but not yet recognised sales as at 31 July 2026 is as follows:

Contracted Basis	No. of Units	Approximate GFA (square feet)	Average Selling Price# (HK$/square foot)	Turnover# (HK$ million##)	(RMB million)
Hengqin Novotown Phase II					
Accommodation Tower (T3)	361	285,204	1,314	374.7	333.9
Harrow LiDe School Hengqin Buildings*	N/A	149,078	1,115	166.2 **	148.1
Zhongshan Palm Spring					
Commercial Units	4	4,323	879	3.8	3.4
Residential High-rise Unit	1	1,244	1,527	1.9	1.7
Residential House Units	3	6,293	1,939	12.2	10.8
Subtotal	**369**	**446,142**	**1,253**	**558.8**	**497.9**
Zhongshan Palm Spring					
Car Parking Spaces	16			1.5	1.3
Subtotal	**16**			**1.5**	**1.3**
Total				**560.3**	**499.2**

\# *Value-added tax inclusive*

\## *The exchange rate adopted for the year ended 31 July 2026 is 0.8909*

* *Will be recognised as income from finance lease under turnover*

** *Estimated amount based on contract with Harrow LiDe School Hengqin in relation to the subsequent portions of the Harrow campus. No material construction has taken place and the exact timing and amount to be agreed with Harrow LiDe School Hengqin mutually*

Property Development (continued)

Review of Major Properties Completed for Sale and under Development (100% owned unless specified otherwise)

Hengqin Novotown

Phase I

Sales of the cultural studios and cultural workshop units of Novotown Phase I are in progress. During the year under review, sales of 18,844 square feet of cultural studios and 14,624 square feet of cultural workshop units were recognised at an average selling price of HK$3,300 per square foot and HK$1,776 per square foot, respectively, which contributed a total of HK$83.0 million to the Group's turnover.

As at 31 July 2026, completed properties held for sale in Novotown Phase I, including cultural workshop units and office units, amounted to approximately 684,500 square feet with a total carrying amount of approximately HK$1,300.3 million.

In light of the recent sale of certain retail units which was originally classified as properties held for rental, the Group is considering other elements of Hengqin Novotown Phase I which may be available for sale should the opportunities arise.

The Group owns 80% of Novotown Phase I. The remaining 20% is owned by LSD, the intermediate holding company of the Company.

Phase II

Novotown Phase II is situated adjacent to Novotown Phase I with a total site area of approximately 143,800 square meters and a maximum plot ratio of two times. The Group succeeded in bidding for the land use rights of the land offered for sale by The Land and Resources Bureau of Zhuhai through the listing-for-sale process in December 2018.

Significant progress has been made on Novotown Phase II. The Group completed the signing of the agreement for the sale of the two accommodation towers (T1 and T3) in Novotown Phase II in late November 2025. The total consideration for the transaction was RMB625.7 million, covering a combined GFA of approximately 49,655 square metre, and comprising around 780 residential units. These apartments will provide accommodation options for talents working in Novotown Phase I and Novotown Phase II, as well as the wider Hengqin Island.

During the year under review, the sale of one of the towers (T1) was recognised at an average selling price of HK$1,314 per square foot, which contributed a total of HK$300.5 million to the Group's turnover. Revenue from the sale of the other tower (T3), amounting to approximately HK$374.7 million at an average selling price of HK$1,314 per square foot, is expected to be recognised in the next financial year and has been recorded in contracted but not yet recognised sales as at 31 July 2026.

Review of Major Properties Completed for Sale and under Development (100% owned unless specified otherwise) (continued)

Hengqin Novotown (continued)

Phase II (continued)

Tower two of Novotown Phase II, which is designated for office use, is scheduled for commencing operation in November 2026 and is expected to attract more quality tenants, including cross-border e-commerce and high-end technology tenants. In addition, the Group received approval from the local government to develop towers four to eleven of Novotown Phase II as accommodation for rental purpose, becoming the first project to be awarded the "Hengqin Guangdong-Macao In-Depth Cooperation Zone Rental Accommodation Project Certificate". This initiative is designed to meet the growing rental accommodation demand from the commercial ecosystem of Hengqin, and provide essential supporting facilities for the area.

As at 31 July 2026, completed properties held for sale in Novotown Phase II comprise 285 car parking spaces, which remained unsold with a carrying amount of approximately HK$60.1 million.

Novotown Phase II also included Harrow LiDe School Hengqin, managed and operated by Asia International School Limited ("**AISL**"). Harrow LiDe School Hengqin began operation in February 2021. In accordance with the agreement with AISL, the school has been sold, in turn, this will enable the Group to crystalise the value of its investment in Novotown Phase II and gradually recoup funding to improve the project's working capital position.

The Group owns 100% of Novotown Phase II, except for the properties occupied by Harrow LiDe School Hengqin which have been sold to the school operator.

Zhongshan Palm Spring

Zhongshan Palm Spring is located in Caihong Planning Area, Western District of Zhongshan. The overall development has a total planned GFA of approximately 6.1 million square feet. The project comprises high-rise residential towers, townhouses and commercial blocks totalling 4.5 million square feet. All construction of this project has been completed and the sale of remaining phases is in progress with satisfactory result.

During the year under review, 83,271 square feet of commercial units, 5,762 square feet of residential high-rise units and 8,433 square feet of residential house units were recognised at an average selling price of HK$890 per square foot, HK$1,738 per square foot and HK$2,485 per square foot, respectively, which contributed a total of approximately HK$96.3 million to the sales turnover. Also, the sales of 221 car parking spaces contributed approximately HK$20.8 million to the sales turnover.

As at 31 July 2026, contracted but not yet recognised sales for commercial units, residential high-rise unit and residential house units amounted to approximately HK$3.8 million, HK$1.9 million and HK$12.2 million, respectively, at an average selling price of HK$879 per square foot, HK$1,527 per square foot and HK$1,939 per square foot, respectively. Also, the contracted but not yet recognised sales for 16 car parking spaces amounted to approximately HK$1.5 million.

As at 31 July 2026, completed units held for sale in this development, including commercial units and residential units, amounted to approximately 62,700 square feet with a total carrying amount of approximately HK$44.9 million. The carrying amount of the 2,296 unsold car parking spaces of this development as at 31 July 2026 was approximately HK$193.3 million.

Property Development (continued)

Review of Other Properties Completed for Sale (100% owned unless specified otherwise)

Shanghai Wuli Bridge Project
Shanghai Wuli Bridge Project is a high-end luxury residential project located by Huangpu River in Huangpu District in Shanghai. This project providing 28 residential units with an attributable GFA of approximately 77,900 square feet and 43 car parking spaces was launched for sale in September 2020 and has received an enthusiastic response from the market. As at 31 July 2026, all residential units and 30 car parking spaces have been sold. The total carrying amount of remaining 13 unsold car parking spaces of this development was approximately HK$9.1 million as at 31 July 2026.

Shanghai May Flower Plaza
Shanghai May Flower Plaza is a completed mixed-use project located at the junction of Da Tong Road and Zhi Jiang Xi Road in Sujiaxiang in the Jing'an District in Shanghai and situated near the Zhongshan Road North Metro Station. As at 31 July 2026, 458 car parking spaces of this development remained unsold with a carrying amount of approximately HK$104.3 million.

Shanghai Regents Park
Shanghai Regents Park is a large-scale residential/commercial composite development located in the Zhongshan Park Commercial Area at the Changning District, Shanghai. It is situated within walking distance of the Zhongshan Park Metro Station. During the year under review, the sales of two car parking spaces contributed HK$1.3 million to the turnover. As at 31 July 2026, a total of 181 car parking spaces of this development remained unsold with a carrying amount of approximately HK$44.7 million.

The Group owns 95% interest in the unsold car parking spaces of this project.

Guangzhou King's Park
This is a high-end residential development located on Donghua Dong Road in Yuexiu District. The attributable GFA is approximately 98,300 square feet excluding 57 car parking spaces and ancillary facilities. As at 31 July 2026, one unsold car parking space had a total carrying amount of approximately HK$0.3 million.

Guangzhou West Point
Guangzhou West Point is located on Zhongshan Qi Road and is within walking distance from the Ximenkou Subway Station. This is a mixed-use property where the Group has sold all the residential and office units. During the year under review, the sales of seven car parking spaces contributed HK$2.6 million to the turnover. As at 31 July 2026, 73 unsold car parking spaces had a total carrying amount of approximately HK$7.6 million.

Capital Structure, Liquidity and Debt Maturity Profile

Liquidity and Financial Resources

The Group's sources of funding comprise mainly internal funds generated from the Group's business operations and loan facilities provided by banks.

As at 31 July 2026, the Group's financial resources were summarised below:

	As at 31 July 2026 (HK$ million)
Total financial resources	**2,443.7**
Breakdown:	
— Cash and cash equivalents	762.2
— Pledged and restricted time deposits and bank balances	714.4
— Undrawn banking facilities *(Note 1)*	967.1
Total borrowings	**10,456.5**
Breakdown:	
— Repayable within one year	5,029.8
— Repayable in the second year	1,130.6
— Repayable in the third to fifth years	1,590.1
— Repayable beyond the fifth year	2,706.0

Note 1: As at the date of this Annual Report, the undrawn banking facilities increased to HK$1,446.0 million. The increase was mainly due to the successful extension of a project loan's availability period.

Currency denomination, interest rates and hedging arrangements

The Group's monetary assets, liabilities and transactions are principally denominated in Renminbi ("**RMB**") and Hong Kong dollars ("**HKD**"). The Group, with HKD as its presentation currency, is exposed to foreign currency risk arising from the exposure of HKD against RMB. The Group has a net exchange exposure to RMB as the Group's assets are principally located in Chinese Mainland and the revenues are predominantly in RMB.

The Group's total borrowings of HK$10,456.5 million were 69% denominated in RMB and 31% in HKD. Approximately 99% and 1% of the Group's borrowings were interest bearing on a floating rate basis and interest-free, respectively.

The Group's total cash and bank balances of HK$1,476.6 million were 86% denominated in RMB, 12% in HKD and 2% in USD.

The Group does not have any derivative financial instruments or hedging instruments outstanding.

Capital Structure, Liquidity and Debt Maturity Profile (continued)

Gearing ratio

The gearing ratio, expressed as a percentage of the consolidated net debt (being the total outstanding borrowings less cash and bank balances) to consolidated net assets attributable to owners of the Company, was approximately 72% (2025: 70%).

Pledge of assets

As at 31 July 2026, certain assets of the Group have been pledged to secure borrowings and bank facilities of the Group, including investment properties with a total carrying amount of approximately HK$19,726.1 million, properties under development with a total carrying amount of approximately HK$1,377.8 million, property, plant and equipment and the related right-of-use assets with a total carrying amount of approximately HK$2,123.0 million, completed properties for sale with a total carrying amount of approximately HK$1,150.7 million and time deposits and bank balances of approximately HK$232.7 million.

Liquidity and maturity management

Substantially most of the Group's banking facilities are supported by the assets of the Group's investment properties and development projects. Due to the Group's proactive efforts in liquidity management and asset sale, the management of the Company believes that the Group will be able to refinance most of its bank borrowings when they become due and obtain new bank facilities as needed based on the Group's relationship with the banks and its historical record of successfully refinancing loans.

Taking into account the amount of cash being held as at the end of the reporting period, the available banking facilities and the recurring cash flows from the Group's operating activities, the Group believes that it would have sufficient liquidity to finance its existing property development and investment projects. Proceeds achieved from any disposals will improve the Group's financial position further.

Contingent Liabilities

Details of contingent liabilities of the Group as at the end of the reporting period are set out in note 30 to the financial statements.

Employees and Remuneration Policies

As at 31 July 2026, the Group employed a total of around 1,300 full-time employees (2025: 1,400) and around 10 part-time employees (2025: 20). The Group recognises the importance of maintaining a stable staff force in its continued success. Under the Group's existing policies, employee pay rates are maintained at competitive levels whilst promotion and salary increments are assessed on a performance-related basis. Discretionary bonuses are granted to employees based on their merit and in accordance with industry practice. Other benefits including share option scheme, mandatory provident fund scheme, free hospitalisation insurance plan, subsidised medical care, and sponsorship for external education and training programmes are offered to eligible employees.

Financial Summary

A summary of the results and of the assets, liabilities and non-controlling interests of the Group for the last five financial years, as extracted from the published audited financial statements of the Group, is set out below:

Results

	Year ended 31 July				
	2026	2025	2024	2023	2022
	HK$'000	HK$'000	HK$'000	HK$'000	HK$'000
Turnover	**1,508,345**	1,291,326	2,192,830	1,800,510	2,515,771
Profit/(loss) before tax	**(487,341)**	(293,949)	233,944	(430,928)	278,004
Tax	**(122,636)**	(187,538)	(583,109)	(258,425)	(561,888)
Loss for the year	**(609,977)**	(481,487)	(349,165)	(689,353)	(283,884)
Attributable to:					
Owners of the Company	**(591,630)**	(419,422)	(267,663)	(584,702)	(134,523)
Non-controlling interests	**(18,347)**	(62,065)	(81,502)	(104,651)	(149,361)
	(609,977)	(481,487)	(349,165)	(689,353)	(283,884)

Financial Summary

Assets, liabilities and non-controlling interests

	As at 31 July				
	2026	2025	2024	2023	2022
	HK$'000	HK$'000	HK$'000	HK$'000	HK$'000
Property, plant and equipment	**1,767,775**	2,060,344	2,120,130	2,302,822	2,735,738
Right-of-use assets	**422,587**	453,018	467,147	487,714	530,343
Investment properties	**21,442,700**	19,573,700	19,687,200	19,720,100	20,589,800
Investments in joint ventures	**—**	35	15,441	18,478	18,692
Investment in an associate	**69**	77	85	99	116
Debtors, deposits and prepayments	**556,577**	507,744	489,237	477,974	493,643
Current assets	**5,202,954**	5,998,740	5,687,643	7,110,571	9,416,437
TOTAL ASSETS	**29,392,662**	28,593,658	28,466,883	30,117,758	33,784,769
Current liabilities	**(6,529,053)**	(6,631,801)	(2,439,331)	(4,218,393)	(6,942,518)
Non-current lease liabilities	**(571)**	(131)	(646)	(278)	(2,578)
Non-current other payables	**(959,337)**	(899,059)	(890,237)	(900,726)	(959,672)
Long-term deposits received	**(147,823)**	(154,330)	(156,165)	(129,385)	(138,542)
Non-current interest-bearing bank loans	**(5,426,739)**	(5,379,375)	(9,169,112)	(8,805,753)	(7,501,104)
Non-current advances from a former substantial shareholder	**—**	—	(50,360)	(50,953)	(54,288)
Non-current loans from a fellow subsidiary	**—**	(47,660)	(18,200)	(610,245)	(532,315)
Deferred tax liabilities	**(3,387,839)**	(3,127,092)	(3,039,608)	(2,892,835)	(3,190,673)
TOTAL LIABILITIES	**(16,451,362)**	(16,239,448)	(15,763,659)	(17,608,568)	(19,321,690)
	12,941,300	12,354,210	12,703,224	12,509,190	14,463,079
Non-controlling interests	**(448,872)**	(325,227)	(384,068)	268,708	143,370
	12,492,428	12,028,983	12,319,156	12,777,898	14,606,449

Particulars of Major Properties

Completed Properties Held for Rental

As at 31 July 2026

Property Name	Location	Group Interest	Tenure	Approximate Attributable GFA (square feet)			No. of Car Parking Spaces Attributable to the Group
				Commercial/ Retail	Office	Total (excluding car parking spaces & ancillary facilities)	
Shanghai							
Hong Kong Plaza	282 & 283 Huaihaizhong Road, Huangpu District	100%	The property is held for a term of 50 years commencing on 16 September 1992	468,434	362,096	830,530	350
May Flower Plaza	The junction of Da Tong Road and Zhi Jiang Xi Road, Sujiaxiang, Jing'an District	100%	The property is held for a term of 40 years for commercial use commencing on 5 February 2007	320,314	—	320,314	—
Skyline Tower	Tian Mu Road West, and Da Tong Road, Jing'an District	100%	The property is held for a term of 40 years for commercial use and 50 years for office use commencing on 30 September 2016	92,226	634,839	727,065	443
Regents Park	88 Huichuan Road, Changning District	95%	The property is held for a term of 70 years commencing on 4 May 1996	77,959	—	77,959	—
Subtotal of major completed properties held for rental in Shanghai:				**958,933**	**996,935**	**1,955,868**	**793**
Guangzhou							
May Flower Plaza	68 Zhongshanwu Road, Yuexiu District	100%	The property is held for a term of 40 years for commercial use and 50 years for other uses commencing on 14 October 1997	357,424	79,431	436,855	136
West Point	The junction of Zhongshan Qi Road and Guangfu Road, Liwan District	100%	The property is held for a term of 40 years for commercial use and 50 years for other uses commencing on 11 January 2006	182,344	—	182,344	—
Lai Fung Tower	761 Dongfeng East Road, Yuexiu District	100%	The property is held for a term of 40 years for commercial use and 50 years for other uses commencing on 21 October 1997	112,292	625,821	738,113	313

Particulars of Major Properties

Completed Properties Held for Rental (continued)

As at 31 July 2026

Property Name	Location	Group Interest	Tenure	Approximate Attributable GFA (square feet)			No. of Car Parking Spaces Attributable to the Group
				Commercial/ Retail	Office	Total (excluding car parking spaces & ancillary facilities)	
Lai Fung International Center	33 Jiefang South Road, Yuexiu District	100%	The property is held for a term of 40 years for commercial, tourism and entertainment uses and 50 years for other uses commencing on 2 June 2006	109,320	505,301	614,621	267
Subtotal of major completed properties held for rental in Guangzhou:				**761,380**	**1,210,553**	**1,971,933**	**716**
Zhongshan							
Palm Spring Rainbow Mall	Caihong Planning Area, Western District	100%	The property is held for a term expiring on 30 March 2075 for commercial/ residential uses	160,647	–	160,647	–
Subtotal of major completed properties held for rental in Zhongshan:				**160,647**	**–**	**160,647**	**–**
Hengqin							
Novotown Phase I	East side of Yiwener Road, south side of Caihong Road, west side of Tianyu Road and north side of Hengqin Road, Hengqin New Area, Zhuhai City	80%	The property is held for a term of 40 years for office, commercial and serviced apartment and hotel uses and 50 years for other uses commencing on 31 December 2013	788,930*	–	788,930*	1,475
Subtotal of major completed properties held for rental in Hengqin:				**788,930**	**–**	**788,930**	**1,475**
Total of major completed properties held for rental:				**2,669,890**	**2,207,488**	**4,877,378**	**2,984**

* *Including cultural attraction spaces with attributable GFA of approximately 307,807 square feet, which are under strategic review*

Completed Hotel Properties and Serviced Apartments

As at 31 July 2026

Property Name	Location	Group Interest	Tenure	No. of Rooms	Approximate Attributable GFA (square feet)	No. of Car Parking Spaces Attributable to the Group
Shanghai						
Ascott Huaihai Road Shanghai	282 Huaihaizhong Road, Huangpu District	100%	The property is held for a term of 50 years commencing on 16 September 1992	302	358,009	–
STARR Hotel Shanghai	The junction of Da Tong Road and Zhi Jiang Xi Road, Sujiaxiang, Jing'an District	100%	The property is held for a term of 50 years for commercial use commencing on 5 February 2007	239	143,846	–
Subtotal of major completed hotel properties and serviced apartments in Shanghai:				**541**	**501,855**	**–**
Hengqin						
Hyatt Regency Hengqin	1295 Qisecaihong Road, Hengqin New Area, Zhuhai City	80%	The property is held for a term of 40 years commencing on 31 December 2013	493	488,432	–
Subtotal of major completed hotel properties and serviced apartments in Hengqin:				**493**	**488,432**	**–**
Total of major completed hotel properties and serviced apartments:				**1,034**	**990,287**	**–**

Particulars of Major Properties

Properties Under Development

As at 31 July 2026

Property Name	Location	Group Interest	Stage of Construction	Approximate Site Area (square feet)	Approximate Attributable GFA (square feet)					No. of Car Parking Spaces Attributable to the Group
					Commercial/ Retail	Office	Serviced Apartments	Residential	Total (excluding car parking spaces & ancillary facilities)	
Hengqin										
Novotown Phase II	East side of Yiwener Road, south side of Xiangjiang Road, west side of Yiwenyi Road and north side of Zhishui Road, Hengqin New Area, Zhuhai City	100%	Construction works in progress	1,547,523	632,154*	268,260	1,580,661	–	2,481,075	1,067
Total of major properties under development:					**632,154**	**268,260**	**1,580,661**	**–**	**2,481,075**	**1,067**

* *Including 166,988 square feet spaces to be occupied by Harrow LiDe School Hengqin upon completion*

Completed Properties Held for Sale

As at 31 July 2026

Property Name	Location	Group interest	Approximate Attributable GFA (square feet)					No. of Car Parking Spaces Attributable to the Group
			Commercial/ Retail	Residential	Office	Serviced Apartment	Total (excluding car parking spaces & ancillary facilities)	
Shanghai								
Wuli Bridge Project	Wuliqiao Road, 104 Jie Fang, Huangpu District	100%	–	–	–	–	–	13
May Flower Plaza	The junction of Da Tong Road and Zhi Jiang Xi Road, Sujiaxiang, Jing'an District	100%	–	–	–	–	–	458
Regents Park	88 Huichuan Road, Changning District	95%	–	–	–	–	–	172
Subtotal of major completed properties held for sale in Shanghai:			–	–	–	–	–	**643**
Guangzhou								
Eastern Place Phase V	787 Dongfeng East Road, Yuexiu District	100%	–	–	–	–	–	1
King's Park	Donghua Dong Road, Yuexiu District	100%	–	–	–	–	–	1
West Point	The junction of Zhongshan Qi Road and Guangfu Road, Liwan District	100%	–	–	–	–	–	73
Subtotal of major completed properties held for sale in Guangzhou:			–	–	–	–	–	**75**
Zhongshan								
Palm Spring	Caihong Planning Area, Western District	100%	68,549	14,561	–	–	83,110	2,296
Subtotal of major completed properties held for sale in Zhongshan:			**68,549**	**14,561**	–	–	**83,110**	**2,296**
Hengqin								
Novotown Phase I	East side of Yiwener Road, south side of Caihong Road, west side of Tianyu Road and north side of Hengqin Road, Hengqin New Area, Zhuhai City	80%	–	–	420,705	126,919	547,624	–
Novotown Phase II	East side of Yiwener Road, south side of Xiangjiang Road, west side of Yiwenyi Road and north side of Zhishui Road, Hengqin New Area, Zhuhai City	100%	–	–	–	–	–	285
Subtotal of major completed properties held for sale in Hengqin:			–	–	**420,705**	**126,919**	**547,624**	**285**
Total of major completed properties held for sale:			**68,549**	**14,561**	**420,705**	**126,919**	**630,734**	**3,299**

Environmental, Social and Governance Report

About This Report

The annual Environmental, Social and Governance ("**ESG**") Report summarises the ESG management approach, strategies and performance of the Company and its subsidiaries (together, the "**Group**") in accordance with the ESG Reporting Code ("**HKEX ESG Reporting Code**") set out in Appendix C2 to the Rules Governing the Listing of Securities on the Main Board of The Stock Exchange of Hong Kong Limited ("**Stock Exchange**"). This report also considers the climate-related disclosure requirements set out in Part D: Climate-related Disclosures of the ESG Reporting Code. This report follows the four reporting principles set out in the HKEX ESG Reporting Code — materiality, quantitative, balance and consistency — to support transparent disclosure and comparison with historical data. We have also mapped our strategies and initiatives to the United Nations Sustainable Development Goals ("**SDGs**"). 9 of the 17 SDGs that are most relevant to our business profile are addressed in the respective chapters of this report.

Unless otherwise specified, this report covers the Group's ESG management and performance from 1 August 2025 to 31 July 2026. The reporting boundary comprises properties under the Group's property investment and property development businesses, as well as its investments in and operation of hotels in Chinese Mainland. For details of the properties included in the reporting scope, please refer to the "Summary of Environmental Performance" section. This report has been approved by the management team and the board of directors of the Company (the "**Management**" and the "**Board**", respectively).

ESG Governance

Board Statement

The Group recognises that addressing material ESG issues is essential to long-term business success. The Board is responsible for approving the ESG report, prioritising material ESG matters and overseeing related risks arising from business operations. This includes ensuring that these matters are effectively integrated into the Group's ESG strategies, policies, procedures and initiatives.

To support this oversight, the Executive Committee of the Company ("**Committee**") is appointed by the Board to evaluate the management and implementation efficacy of relevant material ESG issues encompassing the achievement of goals and targets. The Committee also facilitates regular briefing sessions for the Board, enabling them to monitor and assess progress on material ESG issues, associated business risks and progress and implementation of ESG policies, procedures, and initiatives. The Group's environmental targets that have been assented by the Board will be reviewed by the Committee annually. Given the Group's diversified business portfolios, each business unit is responsible for reporting its performance and material ESG issues to the Committee on a regular basis. Material ESG issues including climate risks have been incorporated to the Group's enterprise risk management ("**ERM**") framework. The Group systematically identifies ESG-related risks, develops risk mitigation plans, and provides regular updates to the Audit Committee and the Board as part of the broader ERM process, thereby strengthening resilience in the ESG management. For more details of the risk management, please refer to the "Risk Management and Internal Control" section in Corporate Governance Report of this Annual Report.

Stakeholder Engagement

The Group is committed to fostering a deep-rooted relationship with stakeholders and maximising value creation by refining our sustainability programmes based on their views gained through different engagement channels. Our objective is to identify and assess the materiality of diverse ESG issues, ensuring that the prioritisation of material ESG issues is aligned with stakeholders' expectations. To achieve this, the Group conducted a comprehensive materiality assessment and stakeholder engagement. This process involved conducting interviews with the senior management and an online survey for both internal and external stakeholders to identify material ESG issues. The identified material ESG issues are subsequently consolidated, and to be reviewed on an annual basis and approved by the Board before being integrated into the Group's ESG management approaches to enhance the overall strategic framework.

Materiality Analysis

The Group undertakes the constant review on the pertinence of material ESG issues to our business and stakeholders to formulate well-defined ESG management and strategies for informed decision. The materiality assessment steps are shown below.

1. Identification	2. Prioritisation	3. Validation
Identified ESG issues that were considered as material to the Group in reference to peer benchmarking results and industry trends.	Conducted regular online surveys and one-on-one interviews with stakeholders to collect valuable feedback. The results of peer benchmarking and stakeholder engagement exercise were reviewed and consolidated based on their significance to stakeholders and to the Group's business development to determine the overall importance level of each ESG issue.	The results of previous steps were further validated by the Board.

ESG Governance (continued)

Materiality Analysis (Continued)

The ESG issues that are regarded as material to our stakeholders and the Group are updated as follows. During the reporting year, the Group refined the categorisation and naming of certain material issues to align with evolving market practice, including Climate Resilience, Greenhouse Gas ("**GHG**"), Energy Management and Employee Attraction and Retention. The overall prioritisation of material ESG issues remained broadly consistent with previous year. The material ESG issues located in the upper right quadrant of the matrix are recognised as the most important to both the Group's business development and its stakeholders, reflecting their respective perspectives. This indicates that these issues are important and should be prioritised in decision-making processes to align with stakeholder expectations and enhance overall business performance.

Materiality Matrix

Importance to Stakeholders: High		
② Equal opportunities ② Forced and child labour ③ Customer/tenant privacy and cybersecurity ⑤ Anti-corruption ⑤ Corporate governance	③ Supply chain management	③ Customer satisfaction ③ Product/service quality and safety
① Packaging materials		② Employee attraction and retention ② Training and development ② Wellbeing, occupational health and safety
① Water resources	① Waste management ④ Community investment	① Climate resilience ① Greenhouse gas ① Energy management ① Green building
Low	Importance to Business Development	

① Environmental ② People ③ Operating practices ④ Community ⑤ Governance

Integrity and Discipline



Being committed to upholding absolute integrity, fairness and discipline in the business, the Group expects its employees to strictly follow all rules and procedures in line with applicable laws and regulations. No fraud or corruption should, in any case, be tolerated regardless of the business segment, and we strive to prevent it at all costs.

Our Employee Handbook explicitly defines "advantages" and outlines the procedures employees must follow to prevent bribery, corruption and conflicts of interest. Our Anti-Fraud and Anti-Corruption Policy ensures that the Group operates to high standards of integrity, openness and discipline. Employees are also required to declare or disclose to management any presents or gifts they handle, as such transactions could be considered suspicious or unethical. If misconduct is discovered, the person responsible may be subject to termination and legal consequences. Regular anti-fraud and anti-corruption training is provided to all employees, including the Board. We mandate our suppliers to sign a Declaration of Interest, ensuring their commitment to anti-corruption practices.

The Group has set up designated training across our businesses, including anti-corruption training within our Chinese Mainland property operations. All new employees receive anti-corruption training which is included in their induction. In addition to internal training, we cooperated with the government to foster anti-corruption practices and integrity through promotional material, including posters and educational films displayed on project bulletin boards and screens. We also arranged lectures on the Anti-Corruption Law of the People's Republic of China ("**PRC**") for our staff.

Additionally, the Group has a Whistleblowing Policy as a monitoring and control system to allow employees and relevant third parties such as customers, suppliers, creditors and debtors to report any concerns. The policy sets out how reports of inappropriate acts can be submitted, reviewed and investigated. The Group will handle all whistleblowing reports responsibly and treat the whistleblower's concerns fairly and properly. During the reporting year, the Group abided by the relevant laws and regulations regarding bribery and anti-corruption while there were no material breaches of the relevant laws and regulations regarding bribery, extortion, fraud and money laundering in Chinese Mainland. There were also no legal cases regarding corrupt practices brought against the Group or its employees.

To safeguard all intellectual property rights, the Group has implemented appropriate security measures and confidentiality agreements. All collaboration agreements with third parties in all business segments and within the Group are reviewed by the Group's legal team to avoid infringements and breaches.

Environmental, Social and Governance Report

Environment



Integrating Environmental Sustainability into Our Operations

The Group is dedicated to operating our businesses with a strong emphasis on environmental sustainability and minimising our environmental footprint. We have established comprehensive strategies to address climate change, manage carbon emissions, optimise energy consumption, control waste and conserve water, ensuring these factors are integral to our decision-making and daily operations. This year, we reviewed and evaluated our environmental performance and established several quantitative targets to demonstrate the Group's commitment to environmental protection. These objectives include specific milestones for lowering energy consumption and GHG emissions in property investment businesses.

Our environmental initiatives and outcomes are reviewed on a regular basis to ensure full compliance with all relevant laws and regulations. We strictly adhere to the international environmental legislations and all applicable laws and regulations. Throughout the reporting year, the Group was unaware of any instances of non-compliance with environmental legislation.

Climate Resilience and Greenhouse Gas ("GHG") Emissions

To strengthen our approach to climate change and comply with the new disclosure requirements, we adhere to the HKEX ESG Reporting Code, including Part D: Climate-related Disclosures. During the reporting year, the Group continued to engage an external consultant to perform a comprehensive climate risk assessment and scenario analysis. This process was undertaken to identify potential climate risks and opportunities and to evaluate their impacts on Group operations.

Governance

The Board is responsible for overseeing the Group's climate-related strategy, monitoring and evaluating progress in managing climate-related risks and opportunities, and ensuring alignment between corporate strategies and sustainability goals. ESG-related topics, including climate-related risks and opportunities, are annually discussed at Board meetings to keep the Board informed of relevant developments and support effective oversight. The Committee is responsible for identifying and assessing climate-related risks to which the Group's operations are exposed and updating the Board on developments in climate regulations and industry benchmarks.

Climate Resilience and Greenhouse Gas ("GHG") Emissions (continued)

Strategy and Risk Management

During the reporting year, the Group broadened its scope of its climate scenario assessment beyond its six property investment assets to include one more hotel operation, enhancing its understanding of climate-related risks and opportunities across the portfolio. The results were subsequently consolidated with the climate risk assessment conducted for the Group's key property operation assets and presented at the city level to provide a portfolio-wide view of potential climate impacts. Where different risk levels were identified among assets within the same city, the highest assessed risk level was adopted to represent the city, ensuring a comprehensive evaluation of potential climate impacts. The assessment continued to utilise the Turquoise and Brown Scenarios, with reference to the Intergovernmental Panel on Climate Change ("**IPCC**") Sixth Assessment Report and the Network for Greening the Financial System ("**NGFS**"), to evaluate a range of plausible future climate pathways.

	Physical Risk	**Transition Risk**
Turquoise Scenario	SSP1-2.6 *Global carbon dioxide ("**CO_2**") emissions are strongly reduced but less rapidly. The objective of zero emissions is reached after 2050. The global temperature increased stabilises at around 1.8 °C by the end of the century, aligning with the Paris Agreement.*	NGFS Net Zero 2050 *Limits global warming to 1.5 °C through stringent climate policies and innovation, reaching global net zero CO_2 emissions around 2050.*
Brown Scenario	SSP5-8.5 *Current levels of CO_2 emissions are almost doubled by 2050. The world economy grows rapidly, but this growth is driven by fossil fuel exploitation and very energy-intensive lifestyles. By 2100, the average temperature of the planet will have risen by a catastrophic 4.4 °C.*	NGFS Current Policies *Only currently implemented policies are preserved, leading to high physical risks. Emissions grow until 2080 leading to about 3 °C of warming and severe physical risks.*

The assessment is subject to inherent uncertainties associated with projecting climate-related risks over the short-term (2021–2040), medium-term (2041–2070), and long-term (2071–2100) horizons. Such uncertainties mainly arise from climate models, which incorporate assumptions on the frequency, intensity, and geographical distribution of climate hazards when estimating future climate conditions and their potential impacts.

Environment (continued)

Climate Resilience and Greenhouse Gas ("GHG") Emissions (continued)

Strategy and Risk Management (continued)

Physical Risks

Our assets face various physical risks, including typhoons, extreme precipitation and flooding, extreme heat and rising temperatures, and drought. Physical acute risk refers to the immediate impacts from sudden climate related events, while physical chronic risk stem from gradual, long-term changes in climatic conditions. These extreme weather events may cause catastrophic property destruction and economic loss. The below illustrates the detailed results.

Risks		Potential Impacts	Business operations potentially impacted
Acute	Extreme precipitation and flooding; Typhoon	• Damage to physical infrastructure, such as shattered windows	• All
		• Impairment to production capabilities and loss to supply chain continuity	• All
		• Disruption to the building access, such as blocked entrances or flooded carparks	• All
		• Power outages affecting entire building operations	• All
Chronic	Extreme heat and rising temperature	• Increase in operational demands on cooling systems during extreme heat conditions	• All
		• Decline in employee efficiency as workplace temperatures exceed safe thresholds	• Property
		• Deterioration in air quality, leading to health risks from elevated dust and particulate levels	• Property
		• Increase in food storage challenge, resulting in heightened food safety risks	• Hotel
	Drought	• Increased in alternative water sourcing costs, resulting in increasing operational expenses	• Property

Climate Resilience and Greenhouse Gas ("GHG") Emissions (continued)

Strategy and Risk Management (continued)

Physical Risks Assessment Results

	Extreme Precipitation and Flooding						Extreme Heat and Rising Temperature						Drought						Typhoon *Note 1*
	SSP1 – 2.6			SSP5 – 8.5			SSP1 – 2.6			SSP5 – 8.5			SSP1 – 2.6			SSP5 – 8.5			
Time Horizons / Locations	S	M	L	S	M	L	S	M	L	S	M	L	S	M	L	S	M	L	
Shanghai																			
Hengqin																			
Guangzhou																			

Time Horizons

S	M	L

Short Medium Long

Exposure Level

Low Medium High

Note 1: Due to the complexity and unpredictable nature of typhoon events, a historical approach is adopted.

Environment (continued)

Climate Resilience and Greenhouse Gas ("GHG") Emissions (continued)

Strategy and Risk Management (continued)

Transition Risks and Opportunities

Our operations face potential transition risks and opportunities related to policy and legal, technology, market and reputation.

Type	Description	Potential Impacts
Policy and Legal	Regulatory requirements	• Increased compliance risks from regulatory violations or failure to meet evolving standard, such as carbon pricing mechanisms, where emissions trading schemes ("**ETS**") may raise costs for carbon-intensive activities
Technology	Capital investment in energy efficient enhancement works/low carbon	• Market shifts towards advanced and low-carbon technologies, including smart building management systems, are disrupting existing business models, assets, and competitiveness • Increased capital expenditure to replace outdated equipment, such as replacing lighting or refrigeration equipment with higher-efficiency alternatives
Market and Reputation	Demand for green buildings/facilities	• Increased market expectations for retrofitting building energy systems with green technologies, such as smart building management systems and light-emitting diode ("**LED**") lighting, to meet green building standards and obtain green certifications
	Fluctuated cost of raw materials, utility supplies and services	• Increased raw material costs for construction materials and power costs, along with additional ventilation or cooling expenses
	Shifts in consumer preferences	• Loss of customers, investors, or brand value due to shifting in consumer preferences, competitive pressures, or public perception as the economy moves towards sustainability • Reduction of service demand and erosion of stakeholder trust due to reputational harm from fines, legal judgments, or unintentional greenwashing, which may also trigger increased regulatory scrutiny • Strengthening of stakeholder relationships through active and devoted to its climate actions

Climate Resilience and Greenhouse Gas ("GHG") Emissions (continued)

Strategy and Risk Management (continued)

Financial Impact Assessment

During the reporting year, the Group conducted a climate-related financial impact assessment covering six key assets to evaluate potential exposure to climate-related risks and their associated financial implications. The assessment considered both physical and transition risks and applied climate modelling to estimate potential financial impacts across short, medium and long-term time horizons. The Group assessed typhoons, extreme precipitation and flooding as key physical risks, and assessed transition risks associated with evolving climate-related regulations and market changes, including policy and legal risks arising from increasing carbon cost and market risks related to fluctuations in electricity prices.

Based on the assessment results, the identified physical and transition climate risks were not considered financially material to the Group. The estimated expenditures associated with these risks are not expected to have a significant impact on the Group's financial performance and cash flow. However, the Group remains committed to strengthening its resilience to climate-related risks through proactive adaptation and mitigation efforts.

The Group seeks to strengthen the climate resilience of its operations and properties through proactive management of physical climate risks. Standardised operating procedures and emergency response arrangements such as work arrangement standards under extreme weather conditions have been established to guide operations during tropical cyclone alerts and other adverse weather conditions, while regular inspections and maintenance of critical machinery and equipment help safeguard operational continuity during extreme weather events. To enhance preparedness, property management teams conduct comprehensive inspections and implement preventive measures ahead of severe weather events. These include securing gondolas, checking roof drainage outlets and other surface channels, and verifying the stability of external bamboo scaffolding. Such measures support effective stormwater management, reducing the risks of flooding, water ingress, and infrastructure damage associated with heavy rainfall and extreme weather. In addition, regular maintenance of building systems helps improve resilience to prolonged periods of extreme temperatures, while effective water management practices contribute to preparedness for both excessive precipitation and drought conditions. Property management teams also ensure curtain walls, windows, and other external building components are properly secured to minimise the risk of damage from strong winds and severe storms, thereby enhancing the overall resilience of the Group's properties to a range of climate-related hazards.

During the reporting year, the Group implemented a range of measures, including operational enhancements and equipment upgrades to improve cooling efficiency and indoor thermal comfort, as well as structural reinforcements and waterproofing works to enhance building resilience. In addition, the Group has planned further short-term investments in climate adaptation measures, including enhancements to flood and typhoon prevention facilities, upgrades to critical utility, monitoring, and emergency response systems, and the regular inspection and maintenance of key infrastructure. These initiatives are expected to further enhance asset resilience, reduce vulnerability to climate-related hazards, and support long-term operational continuity under evolving climate conditions.

Environment (continued)

Climate Resilience and Greenhouse Gas ("GHG") Emissions (continued)

Strategy and Risk Management (continued)

Financial Impact Assessment (continued)

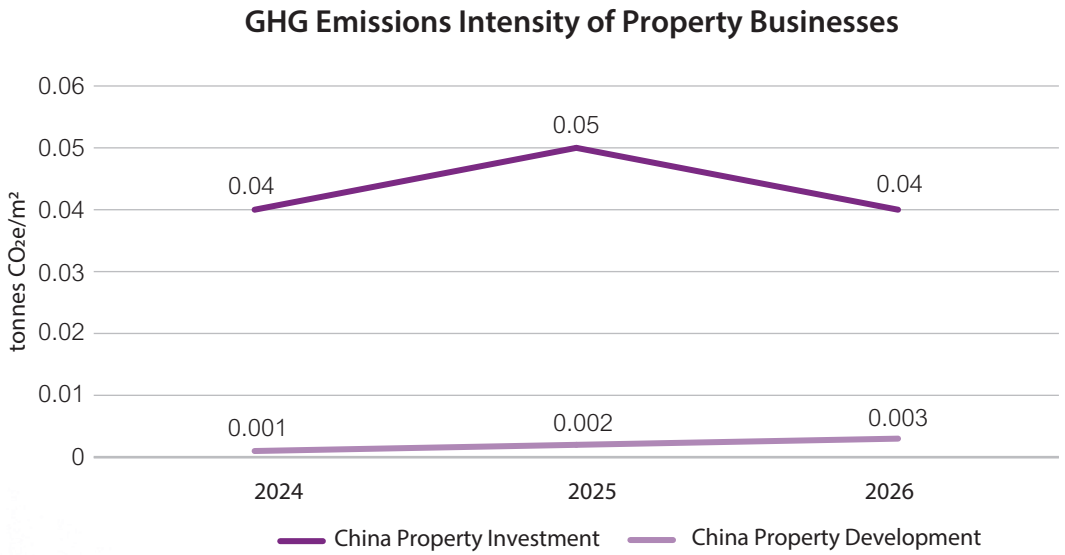
Looking forward, the Group will continue to utilise insights from its financial impact assessment to prioritise resilience-building investments and support the development of targeted risk mitigation strategies. As climate-related data, technologies and regulatory requirements continue to evolve, the Group will regularly review and enhance its approach to climate risk management to strengthen the long-term resilience of the portfolio.

Metrics and Targets

During the reporting year, the Group continued to review its environmental performance and set internal qualitative and quantitative climate-related targets aimed at reducing GHG emissions intensity and energy consumption intensity across its portfolio. The Group will continue to review and monitor progress towards these targets.

Target	Baseline Year	Target Year
GHG Emissions Intensity	2022	2030
Energy Intensity	2022	2030

The GHG emissions intensity of the Group's property operations are shown as follows:



Notes:

- *GHG emissions intensity = The total tonnes of (Scope 1 & 2) GHG emissions of the year / gross floor area (Tonnes of Co_2e/m^2)*
- *Hotel operation is excluded since the Group does not have its operational control*

For more details on green building and energy initiatives on reducing GHG emissions, please refer to "Green Building Development and Operations" and "Energy" sections respectively.

Climate Resilience and Greenhouse Gas ("GHG") Emissions (continued)

Property Development Operations

The Group implements a range of measures to manage air emissions arising from its construction and property operations. At construction sites, contractors are required to adopt dust suppression measures during activities such as vehicle movement and material handling to minimise dust generation. The Group also promotes the use of ultra-low sulphur diesel across its development projects to reduce airborne pollutants and lower emissions from fuel combustion. In addition, the Group prioritises the procurement of building materials with low volatile organic compound ("**VOC**") content and ensures compliance with the Air Pollution Control (Volatile Organic Compounds) Regulation to mitigate air quality impacts. Beyond construction activities, the Group continues to enhance air quality management within its properties.

Green Building Development and Operations

The Group is committed to integrating sustainability considerations throughout the planning, design, construction, and operation of its projects. Compliance with applicable requirements relating to air emissions, noise, wastewater, and waste management is closely monitored. To enhance environmental performance, the Group engages green building specialists and consultants where necessary in supporting sustainable building designs, emissions controls, and adherence to relevant environmental permit requirements.

The Group promotes environmental protection throughout the construction process by requiring contractors to implement Environmental Management Plans that identify environmental risks and establish mitigation measures. To ensure the effective implementation of these measures, the Group regularly monitors and reviews on-site environmental performance. In addition, we encourage tenants to adopt environmentally friendly materials and practices in their fit-out and renovation projects, supporting environmental stewardship across our properties.

Novotown Phase I in Hengqin is currently applying for One-Star Green Building Certification, while Shanghai Hong Kong Plaza is pursuing LEED certification and ISO 50001 Energy Management System, reflecting the Group's commitment to sustainable building performance and internationally recognised green building standards. During the reporting year, the Group also completed the implementation of an Energy Management System ("**EnMS**") and conducted an energy audit for Shanghai Hong Kong Plaza, which identified opportunities to enhance energy efficiency and highlighted the need to progress from operational optimisation to targeted building systems upgrades and retrofits.

Environment (continued)

Green Building Development and Operations (continued)

The Group is committed to continuously improving the environmental performance of its managed properties through the adoption of internationally recognised environmental management systems and green building standards. As a result of these efforts, a number of properties within our portfolio have obtained ISO certifications and green building certifications that recognise their sustainability performance:

Green Building Certification and ISO Certification	Properties
ISO 14001:2015 Environmental management systems	Guangzhou May Flower Plaza Guangzhou West Point Shanghai Hong Kong Plaza Hengqin Novotown Phase I
LEED 2009 Building Design and Construction: Core and Shell Development Rating System — Gold Certification	Guangzhou Lai Fung Tower
LEED v4 Building Design and Construction: Core and Shell Development Rating System — Gold Certification	Shanghai Skyline Tower Guangzhou Lai Fung International Center
Two-Star "Certificate of Green Building Design Label"	Hengqin Novotown Phase I Hyatt Regency Hengqin

Sustainability remains a key focus of the Group's hotel operations. For example, Hyatt Regency Hengqin supports Hyatt's 2030 environmental goals, which target reductions in GHG emissions and food waste and promote responsible sourcing. Hyatt Regency Hengqin has established a Green Committee and regularly monitors and reports energy consumption to track progress. Its environmental action plans address energy efficiency, water conservation and waste management, supporting continuous improvement and the Group's broader sustainability objectives.

The Group continues to integrate sustainability considerations into its asset management and development practices through securing green finance and attaining green building certifications. Further details of the Group's energy, water and waste management initiatives are provided in the respective "Energy", "Water" and "Waste" subchapters.

Energy

Driven by our commitment to sustainability and operational efficiency, the Group emphasises the significance of effective energy management. We actively promote the adoption of green policies and environmental initiatives designed to reduce energy consumption across all operations. Furthermore, we persist in developing and investing in advanced energy-saving technologies, alongside adopting both locally and internationally recognised standards for building design and construction. These measures guide our efforts towards achieving low-carbon operations.

Energy (continued)

Property Operations

The Group is committed to enhancing energy efficiency through proactive energy management and regular performance reviews. Through monthly reviews of energy consumption conducted by our property management team, we identify opportunities to improve efficiency, mitigate excessive energy use, and optimise resource utilisation. These initiatives support our commitment to minimising environmental impacts and promoting sustainable property operations.

Lighting efficiency

Most properties in the Chinese Mainland have installed LED lighting and upgraded ageing lighting systems. During the reporting year, our Shanghai properties completed a basement car park lighting retrofit and entered into a smart LED energy management contract. These initiatives are expected to reduce electricity consumption by 77%, generating annual savings of approximately 83,519 kWh.

HVAC and building systems

The Group's Chinese Mainland property operations implement a Resource and Energy Management Plan to guide energy conservation. In 2025, Guangzhou May Flower Plaza replaced three central air-conditioning units with higher-capacity models, reducing electricity consumption by approximately 252,000 kWh compared with the previous reporting year.

The Group also continues to assess initiatives eligible for support under the Energy Saving Renovation Subsidy Policy introduced by the Hengqin Government. As part of these efforts, 100 remote fan coil unit control panels were installed in office buildings to enable real-time monitoring of cooling consumption, support after-hours air-conditioning billing and reduce energy losses.

Hotel Operations

Ascott Huaihai Road Shanghai oversees energy performance through its Energy Conservation Committee, which regularly monitors energy use and promotes energy-saving practices across operations. Measures include ensuring that air-conditioning systems, lighting and office equipment are switched off in unoccupied areas to minimise energy consumption. Furthermore, energy price cap mechanisms in long-term accommodation agreements encourage responsible energy use by guests and are expected to contribute to an annual reduction of approximately 5% in overall electricity consumption. All ventilation units are equipped with timers that automatically shut down for 12 hours after every 12 hours of operation, ensuring adequate ventilation in guest rooms while optimising energy consumption. This measure has reduced annual electricity consumption by approximately 144,540 kWh. Hyatt Regency Hengqin continues to leverage smart technologies to optimise energy performance. Guest rooms are fitted with an intelligent management system that uses infrared sensors to monitor occupancy and automatically switches off lighting when rooms remain unoccupied for 30 minutes, contributing to improved energy efficiency and generating an estimated 220,000 kWh of annual electricity savings. Additionally, STARR Hotel Shanghai conducts a biannual cleaning and maintenance programme for in-room water heaters, washing machines and air-conditioning units in 2026 to enhance energy performance. The management of corridor air-conditioning systems was strengthened by leveraging natural ventilation for temperature regulation where feasible, extending equipment service life.

Environment (continued)

Waste

The Group recognises the environmental impacts of its operations and is committed to minimising waste generation. To demonstrate this commitment, we have established specific waste-reduction targets and continue to implement sustainable practices that reduce our environmental footprint.

- Improve recycling rate by disclosing the amount of hazardous and non-hazardous waste recycled by Chinese Mainland's property investment business and progressively expand disclosure of recycling performance data across all business operations in Chinese Mainland

The Group adopts a comprehensive waste management framework comprising both Group-wide policies and business unit-specific controls to minimise waste generation and promote responsible disposal practices. Established procedures are in place to ensure the proper handling and disposal of non-hazardous waste across all operations. During the reporting year, the Group complied with applicable regulations governing single-use plastics and waste management in the jurisdictions where it operates, reinforcing its commitment to regulatory compliance and environmental stewardship.

Guided by the 3R principles (reduce, reuse and recycle), the Group actively promotes resource circularity and waste reduction initiatives across its properties and projects. Furthermore, it maximises opportunities to reuse construction materials and segregates inert construction and demolition materials for beneficial reuse, including road sub-base and backfilling applications. Recycling facilities are also provided at construction sites and properties to facilitate waste sorting and recycling by occupants and visitors. In recognition of these efforts, Shanghai Hong Kong Plaza continued to receive the "Zero Waste Cell" designation from Huangpu District, Shanghai. Guangzhou West Point also received Outstanding Waste Reduction Enterprise Award by the Longjin Sub-district Office for its exemplary performance in municipal solid waste classification and waste reduction in 2025.

Property Operations

Construction Waste

- Required contractors to submit a mandatory Waste Disposal Plan outlining comprehensive waste management procedure
- Collaborated with local governments and transporting contractors to handle and transport separated chemical waste and other hazardous waste identified in the "Directory of National Hazardous Wastes" in Chinese Mainland

General Waste and Food Waste

- Enhanced advertising and information provision on waste disposal for Guangzhou properties
- Ensured grease oil is handled by certified environmental contractor for proper sorting and renovated oil separator to enhance the treatment efficiency of oily waste and reduce waste generated
- Enhanced the collection and disclosure of recycling data of hazardous and non-hazardous waste across all operations in Chinese Mainland
- Installed waste compactor systems across Shanghai properties to improve waste management efficiency through the compression of general waste, resulting in annual cost savings of approximately RMB300,000

Waste (continued)

Hotel Operations

Common measures

- Ceased the provision of single-use plastic products including plastic toothbrushes, toothpaste and shower caps in accordance with legislation
- Installed large-format hand soap dispensers in all guest rooms to replace individual soap bars
- Monitored waste generated from guestrooms to reduce the waste disposal to landfill
- Promoted paperless operation with estimated 900kg reduction in paper consumption

STARR Hotel Shanghai

- Provided dedicated collection bins for electronic waste, including batteries and toner cartridges, and ensured daily centralised handling by designated staff
- Reassessed and optimised the selection of hotel guest amenities by adopting environmentally friendly materials, reducing resource consumption and operating costs while supporting more sustainable hotel operations

Water

Property Operations

The Group continues to enhance water efficiency across its property portfolio through infrastructure upgrades, proactive maintenance and operational optimisation. In Hengqin, regular inspections and maintenance of domestic and firefighting water distribution networks, together with the installation of remote metering devices for real-time flow monitoring, have helped reduce water losses and achieve estimated annual water savings of approximately 200 tonnes. The Group has also implemented operational measures to optimise water use in its landscape and water features. At Guangzhou Lai Fung Tower, timers were installed and weekend water supply interruptions were scheduled for fountains to reduce overall water consumption. Similarly, Zhongshan Palm Spring Rainbow Mall optimised the operation of selected fountains and streams through seasonal shutdowns, routine inspections and timely leak repairs, reducing annual water consumption by approximately 6,000 m^3 compared with the previous year.

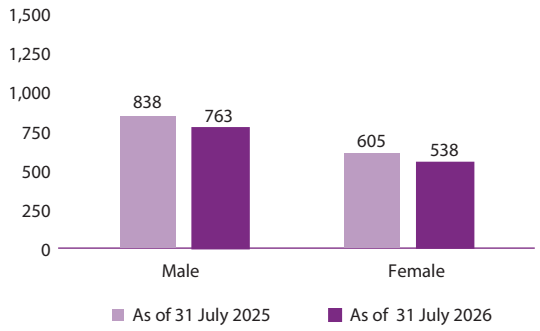
Hotel Operations

To reduce water consumption in hotel operations, the Group continues to enhance water efficiency by implementing water conservation targets, upgrading water-saving infrastructure and optimising operational practices. Ascott Huaihai Road Shanghai and Hyatt Regency Hengqin have upgraded water closets to high-efficiency models, achieving estimated annual water savings of approximately 700 tonnes and 800 tonnes, respectively. Meanwhile, STARR Hotel Shanghai is progressively replacing shower fixtures with water-saving, pressure-enhancing models to further improve water-use efficiency and reduce overall water consumption.

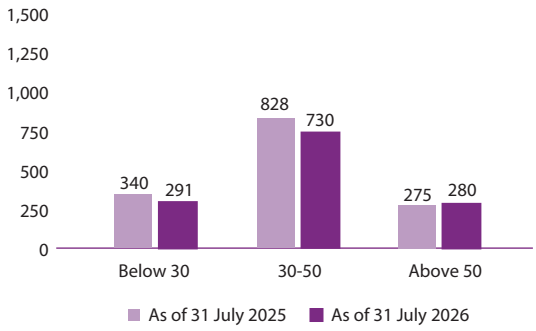
People

Employment Practices

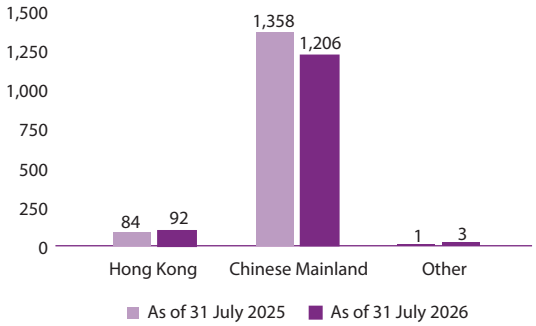
Number of Employees by Gender



Number of Employees by Age Group



Number of Employees by Geographical Region



Gender ratio:
Male: Female = 1:0.7

Turnover rate:
32%

The Group recognises that cultivating an employee-centric workplace to attract, develop and retain talent is key to building a sustainable and successful business. We provide a supportive environment where employees can excel freely. We adhere to comprehensive policies regarding employment practices to ensure compliance with all applicable laws and regulations in Chinese Mainland. Our Employee Handbook outlines all relevant terms and conditions, including employee benefits, compensation, dismissal procedures, working hours, leave entitlements, anti-discrimination measures, and the Group's standards for employees' work behaviour and conduct.

Employment Practices (continued)

We have implemented effective policies and a grievance mechanism to foster inclusivity and diversity in a professional workplace. Employees are encouraged to report any misconduct or wrongdoing by referring to the Code of Conduct and Employee Handbook, with the assurance that their personal information will be kept confidential. Furthermore, the Group has established multiple communication channels such as daily emails, meetings, internal newsletters, and social media platforms to maintain close relationships with employees and enhance employee engagement for a better workplace.

During the reporting year, there were no confirmed incidents of non-compliance with employment laws and regulations.

Labour Standards

Guided by the policies outlined in the Employee Handbook, the Group is committed to upholding international labour standards to respect and protect the proclaimed human rights and dignity of our employees. Our Human Resources Department is responsible for overseeing employment-related issues and monitoring compliance with applicable laws. As part of the recruitment process, all potential candidates undergo a thorough screening process to ensure their background and relevant information meet the legal standards. Emerging employment-related laws and regulations are proactively monitored to ensure the Group adopt the latest legal frameworks.

Our operations adhere strictly to laws and regulations related to forced and child labour. The Group provides clear and well-defined employment and labour terms in its employment contracts and prohibits child labour in accordance with applicable laws and regulations in the jurisdictions where it operates. Employees are compensated in accordance with relevant legal policies in case of any overtime.

Beyond direct employment, the Group mandates all contractors adhere to the stipulations outlined in our Code of Conduct, extending our rigorous labour standards throughout the value chain.

The Group was not aware of any non-compliance cases with relevant laws and regulations regarding forced and child labour during the reporting year.

Employee Welfare

The Group is dedicated to building a holistic workplace for employees to grow professionally and personally and a workplace that offers care, benefits, and work-life balance. To reinforce the commitment, the Group has complied with all relevant local laws and regulations.

To support employee retention and engagement, the Group provides competitive compensation packages. We regularly review salaries to ensure competitive salaries to attract talent and motivate employees to strive. In addition to standardised welfare packages, we provide benefits including medical or commercial insurance, social security, and housing benefits to address various needs of the workforce in each region.

People (continued)

Employee Welfare (continued)

We foster a vibrant work environment by offering diverse well-being programmes and value-added benefits to our employees. These include a variety of non-wage compensations, such as additional holidays, annual health check-ups and free entry to clubhouse facilities for employees who work in the properties. We also organised workshops and events to promote healthy lifestyles.

Health and Safety

We are committed to safeguarding the health and safety of our employees and minimising any potential occupational health and safety risks. Employees in designated roles are required to obtain relevant certifications to ensure they possess the knowledge and skills necessary to perform their duties safely and effectively. In addition to mandatory training programmes, we organise regular workshops and events focused on employee health and safety to foster a strong safety culture throughout the Group.

With our comprehensive and rigorous occupational health and safety management and measure, the Group has zero work-related fatalities for the past three years. The Group was not aware of any non-compliance cases with relevant laws and regulations regarding health and safety during the reporting year.

Property Operations

The Group is meticulous when addressing potential occupational health and safety risks at construction sites. To ensure effective oversight of occupational health and safety, there is at least one safety officer in every project who will oversee any health and safety issues and prepare the on-site management plan. Bi-weekly meetings with these officers are arranged to identify safety hazards and discuss the appropriate measures. Safety guidelines and crisis management protocols are in place to standardise safety practices and enhance emergency preparedness. Staff at all premises are provided with personal protective equipment. Training on fire hazards, electricity safety, safe production practices, confined space safety, proper equipment usage, emergency drills, and first aids are offered to equip staff with knowledge and skills required to respond in case of emergency situations.

We enforce rigorous safety protocols at all residential and commercial properties we oversee. Our property management teams have access to a safety handbook that they can refer to. The table below summarises the health and safety-related certifications our properties hold.

ISO and Other Certifications	Properties
ISO 45001:2018 Occupational health and safety management systems	Hengqin Novotown Phase I
Guideline of China occupational safety and health management system (GB/T 33000-2016) Level 3 Certification	Shanghai Hong Kong Plaza Shanghai May Flower Plaza

Health and Safety (continued)

Hotel Operations

In our hospitality operations, the Safety Committees at Ascott Huaihai Road Shanghai manage and monitor health and safety issues. All hotel operations have also implemented measures to minimise occupational health and safety risks and improve employee mental wellness. Tailored training on responding to emergency events, fire hazards, first-aid performing, and regular fire drills are provided to employees.

Training and Development

Recognising the evolving nature of the business landscape, the Group promotes a culture of continuous learning and development to support employees' professional growth and enhance their capabilities in line with emerging industry trends and market requirements. Our Employee Handbook outlines the Group's progressive approaches towards employee development and training programmes.

A wide spectrum of on-the-job learning programmes are offered for office and frontline employees to upskill their hands-on experience. Staff members at officer grade and above can visit the e-learning platform to learn about problem solving skills and analysis on personality profile which helps improve teamwork and communication. To further professional advancement, we offer mentorship programmes and leadership development initiatives designed to nurture growth across all levels.

Beyond internal programmes, we also provide subsidy support if our employees wish to obtain professional qualifications or attend programmes that are held externally, as pursuing career interests is vital to one's professional development. Structured career progression frameworks, inclusive of promotion pathways and formal recognition initiatives such as the Long Service Award, enable employees to cultivate enduring careers within our organisation. We also conduct annual performance assessment and performance-based bonuses in connection with the Key Performance Indicators to formulate a strategic growth plan. Apart from supporting employees to further professional advancement at all levels, our government-collaborated internship programme serves to identify and develop emerging talent in the industry. These measures are designed to create a supportive and growth-oriented workplace, wherein employees can thrive and achieve long-term success.

Total Training Hours:
> 40,000 hours

Percentage of Long Tenure Employees (over 15 Years) in the Group: 15%

People (continued)

Training and Development (continued)

Property Operations

We place great emphasis on enhancing the performance of our property management teams through all stages of the business cycle. New hires are welcomed with structured onboarding sessions to ensure they are familiarised with organisation policies, people, and the culture. To strengthen employees' capacities, we provide a range of learning programmes tailored to different roles and career stages. Training covers both professional and ESG-related topics, including property safety management and sales knowledge, technology, etiquette and team management. Meanwhile in Chinese Mainland, site visits to Grade A office buildings are organised to provide employees with first-hand exposure to industry best practices on property management and market trends in real estate.

Hotels Operations

The Group makes unwavering commitments to employee development and nurturing growth within its hotel and cinema operations.

Regardless of the operational locations, general training such as first-aid programmes, fire safety and emergency management, and etiquette training are mandatory to ensure workplace safety. Ascott Huaihai Road Shanghai, Hyatt Regency Hengqin and STARR Hotel Shanghai delivered various training initiatives to maintain high customer satisfaction levels. For instance, role-specific skill development, communication, and customer handling. Hyatt Regency Hengqin has implemented leadership programmes and continued its Management Trainee programme to foster a well-rounded workforce.

Operating Practices



Responsible and Ethical Practices

Property Operations

The Group has established measures to prevent the communication of any inaccurate information to our customers. The Group adheres to the relevant real estate market laws and regulations to protect consumer rights under the Urban Real Estate Administration Law of the PRC.

When preparing marketing materials, cross-functional departments including finance, project management, sales and marketing, work collaboratively to ensure that project planning and surrounding facilities are presented accurately and fairly. To ensure the accuracy of our external communications, we also review our marketing materials in consultation with the legal and management teams to prevent exaggeration, false claims, and misleading information in external promotions.

During the reporting year, the Group abided by relevant laws and regulations in Chinese Mainland regarding the sales process of the properties and the marketing materials, with no material breaches.

Service Excellence

Property Operations

The Group strives to maintain high-quality services and deliver a positive customer experience across the property management operations. To better understand customers' needs and evaluate service performance, we conduct regular customer satisfaction surveys to gather feedback on our services, including customer service, security service, environmental greening and construction management. Various properties have obtained quality management and service-related certifications, ensuring that their standards are aligned with the industry-leading practice:

ISO and Other Certifications	Properties
ISO 9001:2015 Quality management systems	Shanghai Hong Kong Plaza Guangzhou May Flower Plaza Guangzhou West Point Hengqin Novotown Phase I

During the reporting year, we maintained a high level of customer satisfaction across our properties. Notably, the surveyed properties in Shanghai, Guangzhou, and Zhongshan received an average customer satisfaction score of more than 97%.

Operating Practices (continued)

Service Excellence (continued)

Property Operations (continued)

To further enhance employee performance, the Guangzhou, Shanghai, Zhongshan and Hengqin operations provided employees with customer service training. The Group continues to offer Seasonal Star Award to encourage frontline employees to maintain excellent work performance. Award-winning employees will receive bonuses and certificates issued by senior management.

The Group has established a comprehensive complaint handling guidelines and procedures to guide the frontline staff in professionally handling complaints from customers and tenants. A person-in-charge is designated to formally record complaints to a complaint register and supervise their handling and follow-up actions. All complaint records and supporting documentation are retained for at least 3 years from the date of receipt.

To ensure the effective handling of customer feedback, Hengqin Novotown Phase I categorises complaints according to their severity and promptly assigns them to relevant departments for investigation and follow-up actions. Major complaints are escalated to the General Manager for resolution and improvement. The team compiles a monthly summary of customer complaints, which is then submitted to the customer service manager and General Manager for analysis and future improvement purposes.

We value customers' feedback on our customer service, so we have set up a customer complaint box and customer service hotline to understand their opinions and expectations on our services. During the reporting year, our properties in Chinese Mainland received a total of 55 complaints. Our property management teams followed up on all complaints received and took appropriate and detailed actions. For instance, housekeeping services were enhanced through optimised staff deployment and cleaning frequency, while smoking control measures were strengthened through enhanced inspections, additional no-smoking signage and awareness initiatives. In response to concerns regarding parking layout constraints, the Group upgraded parking bay markings, wayfinding signage and safety features to improve the overall parking experience.

The Group maintains direct communication with the complainants to facilitate timely follow-up and resolution of complaints. All complaints will be duly filed to ensure future improvements of the Group.

Hotel Operations

For hotel operations, we uphold a customer-first principle to provide personalised services while maintaining the health, safety and well-being of both customers and employees. The Group adopts a proactive approach to identifying potential complaints as early as possible and implementing timely corrective actions when complaints are raised. Every member of the management team is well-trained to handle complaints in different scenarios to ensure effective resolution. As stated in the Group's management policy, we require pertinent employees to submit daily incident reports to the headquarters to ensure all issues are properly followed up.

Service Excellence (continued)

Hotel Operations (continued)

We actively collect customer feedback through multiple channels to monitor service quality and identify opportunities for improvement across our hotel operations. For example, Ascott Huaihai Road Shanghai distributes post-stay satisfaction surveys to guests via email, achieving a customer satisfaction score of 84. All service quality-related complaints are recorded by our front desk team, and the team manager promptly notifies the operations team and initiates discussions on appropriate remedial measures and improvement suggestions.

In addition, Hyatt Regency Hengqin was listed in the 2025 Ctrip Popularity Rankings for Hotels and was also recognised as one of Trip.com's 2025 Best Luxury Hotels. These recognitions demonstrate the Group's unwavering commitment to service excellence and customer satisfaction.

To encourage high-quality service delivery, our hotels regularly evaluate employee performance and recognise outstanding contributions. Ascott Huaihai Road Shanghai conducts biannual performance evaluations to strengthen employees' service awareness, while Hyatt Regency Hengqin operates the Hyatt Star Awards, through which outstanding employees can redeem points for complimentary meals and services. At STARR Hotel Shanghai, employees who receive positive guest feedback through the hotel's official website or online platforms are also eligible for quarterly performance-based recognition and rewards.

During the reporting year, the Group abided by the relevant laws and regulations regarding the provision of lodging services.

Customer Health and Safety

The Group places strong emphasis on safeguarding health and safety, and implements a range of preventive measures to maintain a safe environment for tenants, customers and employees. For instance, potable water tanks and ventilation systems are cleaned regularly and are subject to independent third-party inspections to help maintain high standards of hygiene, air quality and water safety.

Property Operations

In our managed properties, we have implemented strict measures to ensure the health and safety of our customers and staff. The preventive measures in our Chinese Mainland properties focused on four key areas: fire and life safety, indoor environmental quality, water quality management, and preventive facility maintenance. We conducted routine inspections, risk assessments, professional maintenance of fire systems, and regular fire drills and training for tenants and staff in Guangzhou. To foster a healthy indoor environment, the properties have implemented comprehensive monitoring of air and water quality while ensuring the regular cleaning and maintenance of ventilation, air-conditioning, water tanks, and kitchen exhaust ducts. During the reporting year, Guangzhou West Point completed a rectification project for the public exhaust duct system in its retail mall, improving the cooking fume emissions management for food and beverage tenants and enhancing the overall environmental quality of the mall. Additionally, preventive testing and maintenance of lightning protection systems and generators were conducted to ensure operational safety and reliability across all properties.

Operating Practices (continued)

Customer Health and Safety (continued)

Hotel Operations

Our staff are trained to handle theft, violent incidents, and hazardous materials. At Hyatt Regency Hengqin, we passed the annual system certification audit of ISO 22000:2018 required by the Hyatt Group and underwent a professional inspection by the authoritative organisation — Intertek.

During the reporting year, the Group abided by the relevant laws and regulation regarding food safety and hygiene with no recorded incidents of non-compliance.

Data Protection and Privacy

The Group endeavours to build a trusting relationship with its customers by protecting their privacy. In handling personal data and confidential data, the Group fully abides by the Cybersecurity Law of the PRC strictly. Personal and confidential data are managed with caution, and the Group only collects personal data from its employees, suppliers or customers. Data providers are well-informed about the collection and use of their personal information and required to sign a Personal Information Collection Statement before or when their personal information is collected. The practice is also communicated to our business partners and clients to avoid confusion. During the reporting year, there were no confirmed incidents concerning breaches with data privacy.

Property Operations

The Group maintains a comprehensive framework of policies and procedures to protect customer data, including the Group's updated Information Security Policy (2026 edition), the existing Group Information Technology ("**GIT**") Operation Manual and the Lai Fung Holdings (Guangzhou) Information Management System Policy. In addition, written procedures have been established to guide property sales and management in the collection and handling of personal data.

All information collected is kept strictly confidential and used solely for sales purposes. Data obtained during the sales process, including Personal Information Collection Statement, all personal data and sales records, are stored within the internal system of the Group, with access restricted to management-level employees. Other staff accessing to customer information must obtain prior approval from management. Terms relating to employee personal data privacy and information protection awareness for employees engaging with operations data and technology, are outlined in our Employee Handbook.

Hotel Operations

While the Group provides personalised and superior services to customers, information security remains a top priority. Various handling procedures and policies are in place to standardise data collection practices across our hotel operations. For example, we respect the confidentiality of customers' personal data and only store information under their discretion. Other policies and procedures include adherence to the Information Protection and Cyber Security Policy, the Information Protection Awareness Guide and compliance with the Payment Card Industry Data Security Standard. Additionally, the Group provides regular training on these requirements to employees to ensure they are aware of the guidelines.

Supply Chain Management

To maintain the quality of our products and services, the Group upholds the principles of transparency and fairness throughout our tendering, procurement and supply chain management processes. We work closely with all our business partners and select suppliers based on various attributes, such as their quality, capabilities and experience.

Property Operations

The Group has established a structured tendering procedure with quotation requirements tailored to construction projects of different scales. Contractors are required to comply with the Group's standards and local regulations. For instance, construction contractors in Hengqin are required to obtain all necessary legal permits and licences for their operations.

We have adopted a collaborative supply chain system to enhance transparency among internal companies and departments. During the reporting year, the Hengqin operation introduced an updated Supply Chain and Procurement Management Operational Guideline, which incorporates environmental and safety considerations into tendering and contractor selection processes while strengthening supplier management across the lifecycle of the supply chain. Suppliers are subject to a cross-functional due diligence process during onboarding, involving reviews of their qualifications, compliance status and business operations by relevant departments. The Group prioritises the procurement of certified remanufactured toner cartridges with recognised quality and environmental credentials over single-use products.

In our Shanghai properties, whenever renovation works are undertaken, all selected contractors are required to submit an Environmental and Safety Management Plan to guarantee that the relevant procedures are effectively carried out. Outsourced contractors are required to acknowledge environmental protection requirements by signing a subcontractor construction safety agreement. New tenants and suppliers are required to sign a confirmation to acknowledge our environmental protection requirements to ensure compliance.

To minimise adverse environmental impacts, contractors must follow mitigation measures outlined in the Environmental and Safety Management Plan and Environmental Impact Assessment. The management team conducts regular site inspections to discuss project quality and environmental, health and safety conditions in collaboration with the building services inspectors, project supervisors, resident site engineers, and other members of the site management team as well as authorised third-party consultants. In addition, contractors are evaluated on their professional and technical capabilities to undertake construction works in accordance with the Group's standards as stipulated in the signed letter of commitment.

Operating Practices (continued)

Supply Chain Management (continued)

Hotel Operations

The Group has established standardised procurement procedures for hotel supplier selection. For example, at Ascott Huaihai Road Shanghai, suppliers must meet the requirements for waste management, material usage, and safety equipment as mentioned in the hotel's Sustainable Building Guideline and Occupational Health and Safety Plan. Hyatt Regency Hengqin evaluates suppliers against the Hyatt Group's Supplier Code of Conduct, while taking recognised certifications and sustainability credentials into account during supplier selection and procurement activities to support alignment with Hyatt's ESG commitments. Prior to the bidding process, hotel partners are required to obtain suppliers' acknowledgement of the Company's Code of Conduct and verify all tendering documents to ensure suppliers understand and agree to comply with the relevant requirements.

The Hyatt Food Safety Management System has been adopted in the hotel in Hengqin with a view to extending our influence for a more sustainable supply chain. This includes procurement control procedures, identification and traceability control procedures and food fraud prevention and elimination procedures for the selection of new suppliers.

Furthermore, the Group prioritises suppliers that hold recognised certifications such as Aquaculture Stewardship Council ("**ASC"**), Marine Stewardship Council ("**MSC**") or organic-certified food with ISO or Hazard Analysis Critical Control Points ("**HACCP**") certification for food procurement, to support responsible food sourcing. Our existing suppliers are also subject to periodic on-site visits to monitor their environmental and social compliances and evaluate any relevant initiatives.

Community



As a responsible corporate entity, the Group recognises the close connection between our long-term success and the well-being of the communities in which we operate. We remain committed to fostering an inclusive and thriving community through meaningful stakeholder engagement initiatives. Throughout the reporting year, we have undertaken a variety of initiatives aimed at assisting underprivileged groups, supporting local community development through donations and partnering with charitable organisations on volunteer initiatives. Guided by our belief that sustainable development and community development are mutually reinforcing, we are dedicated to creating positive values for the communities we serve.

The Group has actively participated in various community outreach events aimed at making positive contributions to society. The Group also encourages our employees to dedicate their time to charities. For example, we organised visits and festive outreach activities for the vulnerable groups through donations of clothing and daily necessities. The Group also participated in volunteer activities for vulnerable groups, blood donation campaigns and street cleaning activity. Furthermore, our employees took part in a tree planting activity in Hengqin National Wetland Park, contributing to ecological conservation.

Our involvement in these activities reflects our strong dedication to contributing to the community and bringing positive impact to society.

Summary of Environmental Performance [Note 2]

Reporting Scope

Chinese Mainland Property Investment	Chinese Mainland Property Development
• Shanghai Hong Kong Plaza • Shanghai May Flower Plaza • Shanghai Regents Park • Shanghai Skyline Tower • Guangzhou May Flower Plaza • Guangzhou West Point • Guangzhou Lai Fung Tower • Guangzhou Lai Fung International Center • Zhongshan Palm Spring Rainbow Mall • Hengqin Novotown Phase I	• Hengqin Novotown Phase II

Note 2: Calculations are based on method and conversion factor mentioned in "How to prepare an ESG Report — Appendix 2: Reporting Guidance on Environmental KPIs (version updated on 31 Dec 2024)" by the Stock Exchange and "Guidelines to Account for and Report on Greenhouse Gas Emissions and Removals for Buildings (Commercial, Residential or Institutional Purposes) in Hong Kong (2026 edition)", unless otherwise specified.

Summary of Environmental Performance [Note 2] (continued)

	Unit	Total [Note 3]		Chinese Mainland Property Investment		Chinese Mainland Property Development [Note 4]	
		2026	2025	2026	2025	2026	2025
A1.1 The types of air emissions and respective emissions data							
Nitrogen oxides ("**NOx**") emissions	kg	1,280	1,322	1,280	1,322	0	0
Sulphur oxides ("**SOx**") emissions	kg	0.14	0.34	0.14	0.34	0	0
Particulate matter ("**PM**") emissions	kg	1	1	1	1	0	0
Total air emissions	**kg**	**1,281.14**	**1,323.34**	**1,281.14**	**1,323.34**	**0**	**0**
GHG emissions in total and intensity [Note 5]							
Direct GHG emissions (Scope 1)	tonnes CO_2e	1,307	1,378	1,307	1,378	0	0
Indirect GHG emissions (Scope 2)	tonnes CO_2e	66,366	70,320	65,563	69,696	803	624
Total GHG emissions	**tonnes CO_2e**	**67,673**	**71,698**	**66,870**	**71,074**	**803**	**624**
GHG emissions intensity	**tonnes CO_2e/m^2**	**0.04**	**0.04**	**0.04**	**0.05**	**0.003**	**0.002** [Note 6]
A1.3 Total hazardous waste produced							
Total hazardous waste produced [Note 7]	**kg**	**590**	**590**	**590**	**590**	**0**	**0**
Percentage of hazardous waste recycled	**%**	**3**	**4**	**3**	**4**	**0**	**0**

Note 3: Hotel operation is excluded since the Group does not have its operational control.

Note 4: No recorded waste as waste disposed and recycled are handled by contractor.

Note 5: Natural gas is calculated with reference to "Emission Factors for Greenhouse Gas Inventories" by US EPA.

Note 6: Data was restated to reflect actual situation.

Note 7: Hazardous waste produced includes fluorescent lamps, chemicals, and toner cartridge waste disposed.

Summary of Environmental Performance [Note 2] (continued)

	Unit	Total [Note 3]		Chinese Mainland Property Investment		Chinese Mainland Property Development [Note 4]	
		2026	2025	2026	2025	2026	2025
A1.4 Total non-hazardous waste produced							
Construction waste disposed [Note 8]	tonnes	5,496	5,275	5,496	5,275	N/A	N/A
Food waste disposed [Note 9]	tonnes	5,545	5,252	5,545	5,252	N/A	N/A
General waste disposed	tonnes	13,393	11,843	13,393	11,843	N/A	N/A
Total non-hazardous waste produced (including recycling waste)	**tonnes**	**24,434**	**22,370**	**24,434**	**22,370**	**N/A**	**N/A**
Percentage of non-hazardous waste recycled	**%**	**0**	**0**	**0**	**0**	**N/A**	**N/A**
A2.1 Direct and/or indirect energy consumption by type in total and intensity							
Electricity consumption	mWh	124,582	121,034	123,069	119,959	1,513	1,075
Natural gas consumption	mWh	7,064	7,257	7,064	7,257	N/A	N/A
Diesel oil consumption	mWh	7	7	7	7	N/A	N/A
Gasoline consumption	mWh	90	223	90 [Note 10]	223	N/A	N/A
Total energy consumption	**mWh**	**131,743**	**128,521**	**130,230**	**127,446**	**1,513**	**1,075**
Energy consumption intensity	**kWh/m²**	**76**	**74**	**87**	**86**	**5.26**	**3.74** [Note 6]
A2.2 Water consumption in total and intensity							
Water consumption	**m³**	**1,351,022**	**1,331,178**	**1,298,448**	**1,246,972**	**52,574** [Note 11]	**84,206**
Water consumption intensity	**m³/m²**	**0.78**	**0.77**	**0.87**	**0.84**	**0.18**	**0.29** [Note 6]

Note 8: Construction waste includes renovation waste, general construction waste, soil excavation, concrete, bricks, timber and steel.

Note 9: Food waste includes waste oil.

Note 10: The fluctuation is due to the decrease in the number of company vehicles, which contributes to the reduction in gasoline consumption.

Note 11: The fluctuation is due to the completion of various construction stages at Hengqin Novotown Phase II, which contributes to the decrease of water consumption.

Summary of Social Performance

The Group [Note 12]	Unit	2026	2025
B1.1 Total workforce by gender, employment type, age group and geographical region (excluding contractors and subcontractors)			
Number of employees	No. of employees	1,301	1,443
By gender			
Male	No. of employees	763	838
Female	No. of employees	538	605
By age group			
Below 30	No. of employees	291	340
30-50	No. of employees	730	828
Above 50	No. of employees	280	275
By employment type			
Full time — Male	No. of employees	754	821 [Note 6]
Full time — Female	No. of employees	536	600 [Note 6]
Part time — Male	No. of employees	9	17
Part time — Female	No. of employees	2	5
By geographical region			
Hong Kong	No. of employees	92	84
Chinese Mainland	No. of employees	1,206	1,358
Other	No. of employees	3	1
B1.2 Employee turnover rate by gender, age group and geographical region [Note 13]			
Total employee turnover rate	%	32	34
By gender			
Male	%	30	34
Female	%	35	34
By age group			
Below 30	%	69	75
30-50	%	23	22
Above 50	%	18	19
By geographical region			
Hong Kong	%	21	46
Chinese Mainland	%	33	33
Other	%	0	0
Employee retention			
Long tenure employees (over 15 years)	%	15	14

Note 12: The reporting scope Summary of Social Performance includes Lai Fung Holdings Limited and its subsidiaries.

Note 13: Turnover rate (in percentage) = Total number of employees leaving employment in the category / Total number of employees in the category × 100%, which includes all full-time and part-time employees.

Summary of Social Performance (continued)

The Group [Note 12]	Unit	2026	2025
B2.1 Number and rate of work-related fatalities [Note 14]			
Number of work-related fatalities	No. of fatalities	0	0
Rate of work-related fatalities	%	0	0
B2.2 Lost days due to work injury			
Number of lost days	No. of lost days	831 [Note 15]	387
Number of attendees trained by gender and employee category [Note 16]			
By employee category			
Senior management	No. of attendance	51	107
Middle management	No. of attendance	405	961
General staff	No. of attendance	6,633	9,958
By gender			
Male	No. of attendance	5,109	6,483
Female	No. of attendance	1,980	4,543
B3.2 The average training hours completed per employee by gender and employee category [Note 17]			
By employee category			
Senior management	No. of hours	35	38
Middle management	No. of hours	44	43
General staff	No. of hours	27	26
By gender			
Male	No. of hours	31	30
Female	No. of hours	31	31
B5.1 Number of suppliers by geographical region			
Hong Kong	No. of suppliers	2	6
Chinese Mainland	No. of suppliers	754	687
Other	No. of suppliers	3	3
B8.2 Resources contributed to community investment			
Cash donations and sponsorships	HKD	680,315	2,162,230
Volunteering hours	Hours	83	571

Note 14: The number and rate of work-related fatalities occurred in each of the past three years including the reporting year was 0.

Note 15: The number of lost days increased due to more injury cases and longer recovery time.

Note 16: The decrease in the number of attendees trained attributable to the changes in training structure.

Note 17: Average number of training hours per employee = Total training hours in the category / Total workforce in the category.

References to HKEX ESG Reporting Code

Part C: "Comply or explain" Provisions

Subject Areas, Aspects, General Disclosure and KPIs		Sections/Remarks
A. Environmental		
Aspect A1: Emissions		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.	Integrating Environmental Sustainability into Our Operations; Climate Resilience and Greenhouse Gas ("**GHG**") Emissions; Waste
A1.1	The types of emissions and respective emissions data.	Summary of Environmental Performance
A1.2	*[Repealed on 1 January 2025]*	
A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Summary of Environmental Performance
A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Summary of Environmental Performance
A1.5	Description of emission target(s) set and steps taken to achieve them.	Integrating Environmental Sustainability into Our Operations; Climate Resilience and GHG Emissions; Waste
A1.6	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	Integrating Environmental Sustainability into Our Operations; Waste

References to HKEX ESG Reporting Code (continued)

Subject Areas, Aspects, General Disclosure and KPIs		Sections/Remarks
Aspect A2: Use of Resources		
General Disclosure	Policies on the efficient use of resources, including energy, water and other raw materials.	Integrating Environmental Sustainability into Our Operations; Climate Resilience and GHG Emissions; Energy
A2.1	Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility).	Summary of Environmental Performance
A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility).	Summary of Environmental Performance
A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them.	Integrating Environmental Sustainability into Our Operations; Climate Resilience and GHG Emissions; Energy
A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	Water; No water efficiency targets are in place during the reporting year.
A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	The use of packaging materials for finished products is not applicable to majority of the Group's business.
Aspect A3: The Environment and Natural Resources		
General Disclosure	Policies on minimising the issuer's significant impact on the environment and natural resources.	Integrating Environmental Sustainability into Our Operations
A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	Integrating Environmental Sustainability into Our Operations; Climate Resilience and GHG Emissions; Energy; Waste; Water
Aspect A4: Climate Change		
General Disclosure	*[Repealed on 1 January 2025]*	
A4.1	*[Repealed on 1 January 2025]*	

References to HKEX ESG Reporting Code (continued)

Subject Areas, Aspects, General Disclosure and KPIs		Sections/Remarks
B. Social		
Aspect B1: Employment		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	Employment Practices; Employee Welfare
B1.1	Total workforce by gender, employment type (for example, full- or part-time), age group and geographical region.	Summary of Social Performance
B1.2	Employee turnover rate by gender, age group and geographical region.	Summary of Social Performance
Aspect B2: Health and Safety		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	Health and Safety
B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	Summary of Social Performance
B2.2	Lost days due to work injury.	Summary of Social Performance
B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored.	Health and Safety
Aspect B3: Development and Training		
General Disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	Development and Training
B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	During the reporting year, only the number of training attendees are being recorded and disclosed.
B3.2	The average training hours completed per employee by gender and employee category.	Summary of Social Performance

References to HKEX ESG Reporting Code (continued)

Subject Areas, Aspects, General Disclosure and KPIs		Sections/Remarks
Aspect B4: Labour Standards		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.	Labour Standards
B4.1	Description of measures to review employment practices to avoid child and forced labour.	Labour Standards
B4.2	Description of steps taken to eliminate such practices when discovered.	The Group does not tolerate any use of child or forced labour and has established procedures to ensure that no child or forced labour is engaged.
Aspect B5: Supply Chain Management		
General Disclosure	Policies on managing environmental and social risks of the supply chain.	Supply Chain Management
B5.1	Number of suppliers by geographical region.	Summary of Social Performance
B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.	Supply Chain Management
B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	Supply Chain Management
B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	Supply Chain Management

References to HKEX ESG Reporting Code (continued)

Subject Areas, Aspects, General Disclosure and KPIs		Sections/Remarks
Aspect B6: Product Responsibility		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	Responsible and Ethical Practices; Service Excellence; Customer Health and Safety; Data Protection and Privacy; Intellectual Property Rights
B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	Not applicable to the Group's business.
B6.2	Number of products and service related complaints received and how they are dealt with.	Service Excellence
B6.3	Description of practices relating to observing and protecting intellectual property rights.	Intellectual Property Rights
B6.4	Description of quality assurance process and recall procedures.	Service Excellence
B6.5	Description of consumer data protection and privacy policies, how they are implemented and monitored.	Data Protection and Privacy
Aspect B7: Anti-corruption		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.	Integrity and Discipline
B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.	Integrity and Discipline
B7.2	Description of preventive measures and whistle-blowing procedures, how they are implemented and monitored.	Integrity and Discipline
B7.3	Description of anti-corruption training provided to directors and staff.	Integrity and Discipline
Aspect B8: Community Investment		
General Disclosure	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	Community
B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	Community
B8.2	Resources contributed (e.g. money or time) to the focus area.	Summary of Social Performance

References to HKEX ESG Reporting Code (continued)

Part D: Climate-related Disclosures

Disclosure Description	Sections/Remarks
Governance	
(19) An issuer shall disclose information about:	
(a) the governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) responsible for oversight of climate-related risks and opportunities. Specifically, the issuer shall identify that body(s) or individual(s) and disclose information about:	
(i) how the body(s) or individual(s) determines whether appropriate skills and competencies are available or will be developed to oversee strategies designed to respond to climate-related risks and opportunities;	Climate Resilience and GHG Emissions
(ii) how and how often the body(s) or individual(s) is informed about climate-related risks and opportunities;	Board Statement; Climate Resilience and GHG Emissions
(iii) how the body(s) or individual(s) takes into account climate-related risks and opportunities when overseeing the issuer's strategy, its decisions on major transactions, and its risk management processes and related policies, including whether the body(s) or individual(s) has considered trade-offs associated with those risks and opportunities;	Board Statement; Climate Resilience and GHG Emissions
(iv) how the body(s) or individual(s) oversees the setting of, and monitors progress towards, targets related to climate-related risks and opportunities (see paragraphs 37 to 40), including whether and how related performance metrics are included in remuneration policies (see paragraph 35); and	Board Statement; Metrics and Targets
(b) management's role in the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities, including information about:	
(i) whether the role is delegated to a specific management-level position or management-level committee and how oversight is exercised over that position or committee; and	Board Statement
(ii) whether management uses controls and procedures to support the oversight of climate-related risks and opportunities and, if so, how these controls and procedures are integrated with other internal functions.	Board Statement; Climate Resilience and GHG Emissions

References to HKEX ESG Reporting Code (continued)

Disclosure Description	Sections/Remarks
Strategy	
Climate-related risks and opportunities	
(20) An issuer shall disclose information to enable an understanding of climate-related risks and opportunities that could reasonably be expected to affect the issuer's cash flows, its access to finance or cost of capital over the short, medium or long term. Specifically, the issuer shall:	
(a) describe climate-related risks and opportunities that could reasonably be expected to affect the issuer's cash flows, its access to finance or cost of capital over the short, medium or long term;	Climate Resilience and GHG Emissions
(b) explain, for each climate-related risk the issuer has identified, whether the issuer considers the risk to be a climate-related physical risk or climate-related transition risk;	
(c) specify, for each climate-related risk and opportunity the issuer has identified, over which time horizons — short, medium or long term — the effects of each climate-related risk and opportunity could reasonably be expected to occur; and	
(d) explain how the issuer defines 'short term', 'medium term' and 'long term' and how these definitions are linked to the planning horizons used by the issuer for strategic decision-making.	
Business model and value chain	
(21) An issuer shall disclose information that enables an understanding of the current and anticipated effects of climate-related risks and opportunities on the issuer's business model and value chain. Specifically, the issuer shall disclose:	
(a) a description of the current and anticipated effects of climate-related risks and opportunities on the issuer's business model and value chain; and	Climate Resilience and GHG Emissions
(b) a description of where in the issuer's business model and value chain climate-related risks and opportunities are concentrated (for example, geographical areas, facilities and types of assets).	

References to HKEX ESG Reporting Code (continued)

Disclosure Description	Sections/Remarks
Strategy and decision-making	
(22) An issuer shall disclose information that enables an understanding of the effects of climate-related risks and opportunities on its strategy and decision-making. Specifically, the issuer shall disclose:	
(a) information about how the issuer has responded to, and plans to respond to, climate-related risks and opportunities in its strategy and decision-making, including how the issuer plans to achieve any climate-related targets it has set and any targets it is required to meet by law or regulation. Specifically, the issuer shall disclose information about:	
(i) current and anticipated changes to the issuer's business model, including its resource allocation, to address climate-related risks and opportunities;	Climate Resilience and GHG Emissions; Green Building Development and Operations; Energy
(ii) current and anticipated adaptation and mitigation efforts (whether direct or indirect);	
(iii) any climate-related transition plans the issuer has (including information about key assumptions used in developing its transition plan, and dependencies on which the issuer's transition plan relies), or an appropriate negative statement where the issuer does not have a climate-related transition plan;	
(iv) how the issuer plans to achieve any climate-related targets (including any greenhouse gas emissions targets (if any)), described in accordance with paragraphs 37 to 40; and	
(b) information about how the issuer is resourcing, and plans to resource, the activities disclosed in accordance with paragraph 22(a).	Climate Resilience and GHG Emissions
(23) An issuer shall disclose information about the progress of plans disclosed in previous reporting periods in accordance with paragraph 22(a).	Climate Resilience and GHG Emissions; Green Building Development and Operations; Energy
Financial position, financial performance and cash flows	
(24) An issuer shall disclose qualitative and quantitative information about:	
(a) how climate-related risks and opportunities have affected its financial position, financial performance and cash flows for the reporting period; and	Climate Resilience and GHG Emissions
(b) the climate-related risks and opportunities identified in paragraph 24(a) for which there is a significant risk of a material adjustment within the next annual reporting period to the carrying amounts of assets and liabilities reported in the related financial statements.	
(25) The issuer shall provide qualitative and quantitative disclosures about:	
(a) how the issuer expects its financial position to change over the short, medium and long term, given its strategy to manage climate-related risks and opportunities, taking into consideration:	
(i) its investment and disposal plans; and	Climate Resilience and GHG Emissions
(ii) its planned sources of funding to implement its strategy; and	
(b) how the issuer expects its financial performance and cash flows to change over the short, medium and long term, given its strategy to manage climate-related risks and opportunities.	

References to HKEX ESG Reporting Code (continued)

Disclosure Description	Sections/Remarks
Climate resilience	
(26) An issuer shall disclose information that enables an understanding of the resilience of the issuer's strategy and business model to climate-related changes, developments and uncertainties, taking into consideration the issuer's identified climate-related risks and opportunities. An issuer shall use climate-related scenario analysis to assess its climate resilience using an approach that is commensurate with an issuer's circumstances. In providing quantitative information, the issuer may disclose a single amount or a range. Specifically, the issuer shall disclose:	
(a) the issuer's assessment of its climate resilience as at the reporting date, which shall enable an understanding of:	
(i) the implications, if any, of the issuer's assessment for its strategy and business model, including how the issuer would need to respond to the effects identified in the climate-related scenario analysis;	Climate Resilience and GHG Emissions
(ii) the significant areas of uncertainty considered in the issuer's assessment of its climate resilience; and	
(iii) the issuer's capacity to adjust, or adapt its strategy and business model to climate change over the short, medium or long term	
(b) how and when the climate-related scenario analysis was carried out, including:	
(i) information about the inputs used, including:	
(1) which climate-related scenarios the issuer used for the analysis and the sources of such scenarios;	Climate Resilience and GHG Emissions
(2) whether the analysis included a diverse range of climate-related scenarios;	
(3) whether the climate-related scenarios used for the analysis are associated with climate-related transition risks or climate-related physical risks;	
(4) whether the issuer used, among its scenarios, a climate-related scenario aligned with the latest international agreement on climate change;	
(5) why the issuer decided that its chosen climate-related scenarios are relevant to assessing its resilience to climate-related changes, developments or uncertainties;	
(6) time horizons the issuer used in the analysis; and	
(7) what scope of operations the issuer used in the analysis (for example, the operation, locations and business units used in the analysis);	
(ii) the key assumptions the issuer made in the analysis; and	
(iii) the reporting period in which the climate-related scenario analysis was carried out.	

References to HKEX ESG Reporting Code (continued)

Disclosure Description	Sections/Remarks
Risk management	
(27) An issuer shall disclose information about:	
(a) the processes and related policies it uses to identify, assess, prioritise and monitor climate-related risks, including information about:	
(i) the inputs and parameters the issuer uses (for example, information about data sources and the scope of operations covered in the processes);	Climate Resilience and GHG Emissions
(ii) whether and how the issuer uses climate-related scenario analysis to inform its identification of climate-related risks;	Climate Resilience and GHG Emissions
(iii) how the issuer assesses the nature, likelihood and magnitude of the effects of those risks (for example, whether the issuer considers qualitative factors, quantitative thresholds or other criteria);	Climate Resilience and GHG Emissions
(iv) whether and how the issuer prioritises climate-related risks relative to other types of risks;	Board Statement; Climate Resilience and GHG Emissions
(v) how the issuer monitors climate-related risks; and	Board Statement; Climate Resilience and GHG Emissions
(vi) whether and how the issuer has changed the processes it uses compared with the previous reporting period;	Climate Resilience and GHG Emissions
(b) the processes the issuer uses to identify, assess, prioritise and monitor climate-related opportunities (including information about whether and how the issuer uses climate-related scenario analysis to inform its identification of climate-related opportunities); and	Climate Resilience and GHG Emissions
(c) the extent to which, and how, the processes for identifying, assessing, prioritising and monitoring climate-related risks and opportunities are integrated into and inform the issuer's overall risk management process.	Board Statement; Climate Resilience and GHG Emissions

References to HKEX ESG Reporting Code (continued)

Disclosure Description	Sections/Remarks
Metrics and targets	
Greenhouse gas emissions	
(28) An issuer shall disclose its absolute gross greenhouse gas emissions generated during the reporting period, expressed as metric tons of CO_2 equivalent, classified as:	
(a) Scope 1 greenhouse gas emissions;	Summary of Environmental Performance
(b) Scope 2 greenhouse gas emissions; and	Summary of Environmental Performance
(c) Scope 3 greenhouse gas emissions.	The Group will continue to evaluate the availability of Scope 3 data and enhance its data collection processes progressively, with a view to improving Scope 3 emissions disclosure in future reporting periods.
(29) An issuer shall:	
(a) measure its greenhouse gas emissions in accordance with the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004) unless required by a jurisdictional authority or another exchange on which the issuer is listed to use a different method for measuring greenhouse gas emissions;	Summary of Environmental Performance
(b) disclose the approach it uses to measure its greenhouse gas emissions including:	
(i) the measurement approach, inputs and assumptions the issuer uses to measure its greenhouse gas emissions;	Summary of Environmental Performance
(ii) the reason why the issuer has chosen the measurement approach, inputs and assumptions it uses to measure its greenhouse gas emissions; and	
(iii) any changes the issuer made to the measurement approach, inputs and assumptions during the reporting period and the reasons for those changes;	
(c) for Scope 2 greenhouse gas emissions disclosed in accordance with paragraph 28(b), disclose its location-based Scope 2 greenhouse gas emissions, and provide information about any contractual instruments that is necessary to enable an understanding of the issuer's Scope 2 greenhouse gas emissions; and	
(d) for Scope 3 greenhouse gas emissions disclosed in accordance with paragraph 28(c), disclose the categories included within the issuer's measure of Scope 3 greenhouse gas emissions, in accordance with the Scope 3 categories described in the Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (2011).	The Group will continue to evaluate the availability of Scope 3 data and enhance its data collection processes progressively, with a view to improving Scope 3 emissions disclosure in future reporting periods.

References to HKEX ESG Reporting Code (continued)

Disclosure Description	Sections/Remarks
Climate-related transition risks	
(30) An issuer shall disclose the amount and percentage of assets or business activities vulnerable to climate-related transition risks.	The Group has undertaken an assessment of the current and anticipated financial effects of climate-related risks and opportunities. Detailed information has not been disclosed due to commercial sensitivity considerations.
Climate-related physical risks	
(31) An issuer shall disclose the amount and percentage of assets or business activities vulnerable to climate-related physical risks.	The Group has undertaken an assessment of the current and anticipated financial effects of climate-related risks and opportunities. Detailed information has not been disclosed due to commercial sensitivity considerations.
Climate-related opportunities	
(32) An issuer shall disclose the amount and percentage of assets or business activities aligned with climate-related opportunities.	The Group has undertaken an assessment of the current and anticipated financial effects of climate-related risks and opportunities. Detailed information has not been disclosed due to commercial sensitivity considerations.
Capital deployment	
(33) An issuer shall disclose the amount of capital expenditure, financing or investment deployed towards climate-related risks and opportunities.	The Group tracks capital expenditure, financing and investment deployment. Detailed information has not been disclosed due to commercial sensitivity considerations.
Internal carbon prices	
(34) An issuer shall disclose:	
(a) an explanation of whether and how the issuer is applying a carbon price in decision-making (for example, investment decisions, transfer pricing, and scenario analysis); and	Carbon price is not applied in decision-making currently.
(b) the price of each metric tonne of greenhouse gas emissions the issuer uses to assess the costs of its greenhouse gas emissions; or an appropriate negative statement that the issuer does not apply a carbon price in decision-making.	

References to HKEX ESG Reporting Code (continued)

Disclosure Description	Sections/Remarks
Remuneration	
(35) An issuer shall disclose whether and how climate-related considerations are factored into remuneration policy, or an appropriate negative statement. This may form part of the disclosure under paragraph 19(a)(iv).	Climate-related considerations have not been factored into the remuneration policy.
Industry-based metrics	
(36) An issuer is encouraged to disclose industry-based metrics that are associated with one or more particular business models, activities or other common features that characterise participation in an industry. In determining the industry-based metrics that the issuer discloses, an issuer is encouraged to refer to and consider the applicability of the industry-based metrics associated with disclosure topics described in the IFRS S2 Industry-based Guidance on implementing Climate-related Disclosures and other industry-based disclosure requirements prescribed under other international ESG reporting frameworks.	The Group currently does not disclose industry-based metrics. We will continue to monitor relevant reporting developments and assess the applicability of industry-based metrics to its business.
Climate-related targets	
(37) An issuer shall disclose (a) the qualitative and quantitative climate-related targets the issuer has set to monitor progress towards achieving its strategic goals; and (b) any targets the issuer is required to meet by law or regulation, including any greenhouse gas emissions targets. For each target, the issuer shall disclose:	
(a) the metric used to set the target;	Metrics and Targets
(b) the objective of the target (for example, mitigation, adaptation or conformance with science-based initiatives);	Board Statement; Metrics and Targets
(c) the part of the issuer to which the target applies (for example, whether the target applies to the issuer in its entirety or only a part of the issuer, such as a specific business unit or geographic region);	Metrics and Targets
(d) the period over which the target applies;	Metrics and Targets
(e) the base period from which progress is measured;	Metrics and Targets
(f) milestones or interim targets (if any);	The Group currently monitors progress against its climate-related targets at the overall target level and has not established specific interim targets or milestones. The Group will continue to review its target-setting approach as its climate management practices evolve.
(g) if the target is quantitative, whether the target is an absolute target or an intensity target; and	Metrics and Targets
(h) how the latest international agreement on climate change, including jurisdictional commitments that arise from that agreement, has informed the target.	The Group's climate-related target was developed based on its operational profile and business objectives. We will continue to monitor relevant developments and review its target-setting approach as appropriate.

References to HKEX ESG Reporting Code (continued)

Disclosure Description	Sections/Remarks
(38) An issuer shall disclose information about its approach to setting and reviewing each target, and how it monitors progress against each target, including:	
(a) whether the target and the methodology for setting the target has been validated by a third party;	The Group's climate-related target was developed based on its operational profile and business objectives. We will continue to monitor relevant developments and review its target-setting approach as appropriate.
(b) the issuer's processes for reviewing the target;	Metrics and Targets
(c) the metrics used to monitor progress towards reaching the target; and	
(d) any revisions to the target and an explanation for those revisions.	
(39) An issuer shall disclose information about its performance against each climate-related target and an analysis of trends or changes in the issuer's performance.	Metrics and Targets
(40) For each greenhouse gas emissions target disclosed in accordance with paragraphs 37 to 39, an issuer shall disclose:	
(a) which greenhouse gases are covered by the target;	Our GHG emissions include CO_2, methane ("**CH_4**") and nitrous oxide ("**N_2O**") and are converted to reflect the CO_2 equivalent.
(b) whether Scope 1, Scope 2 or Scope 3 greenhouse gas emissions are covered by the target;	Our target covers Scope 1 and Scope 2 GHG emissions.
(c) whether the target is a gross greenhouse gas emissions target or a net greenhouse gas emissions target. If the issuer discloses a net greenhouse gas emissions target, the issuer is also required to separately disclose its associated gross greenhouse gas emissions target;	Our target is a gross GHG emissions target.
(d) whether the target was derived using a sectoral decarbonisation approach; and	Currently we have not considered sectoral decarbonisation approach.
(e) the issuer's planned use of carbon credits to offset greenhouse gas emissions to achieve any net greenhouse gas emissions target. In explaining its planned use of carbon credits, the issuer shall disclose:	
(i) the extent to which, and how, achieving any net greenhouse gas emissions target relies on the use of carbon credits;	Currently we have no plan in using carbon credits to help realise our decarbonisation targets.
(ii) which third-party scheme(s) will verify or certify the carbon credits;	
(iii) the type of carbon credit, including whether the underlying offset will be nature-based or based on technological carbon removals, and whether the underlying offset is achieved through carbon reduction or removal; and	
(iv) any other factors necessary to enable an understanding of the credibility and integrity of the carbon credits the issuer plans to use (for example, assumptions regarding the permanence of the carbon offset).	

References to HKEX ESG Reporting Code (continued)

Disclosure Description	Sections/Remarks
Applicability of cross-industry metrics and industry-based metrics	
(41) In preparing disclosures to meet the requirements in paragraphs 21 to 26 and 37 to 38, an issuer shall refer to and consider the applicability of cross-industry metrics (see paragraphs 28 to 35) and (ii) industry-based metrics (see paragraph 36).	We will consider disclosing industry-based metrics in the future when our internal capabilities are sufficiently developed to ensure accurate and reliable disclosures.

Corporate Governance Report

The Company is committed to achieving and maintaining high standards of corporate governance and has established policies and procedures for compliance with the principles and code provisions set out from time to time in the Corporate Governance Code ("**CG Code**") contained in Part 2 of Appendix C1 to the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited ("**Listing Rules**" and "**Stock Exchange**", respectively).

(1) Corporate Governance Practices

The Company has complied with all the code provisions set out in the CG Code throughout the year ended 31 July 2026 ("**Year**") save for the deviation from code provision F.1.3.

Under code provision F.1.3, the chairman of the board should attend the annual general meeting.

Due to other pre-arranged business commitments which must be attended to by Dr. Lam Kin Ngok, Peter, the Chairman, he was not present at the annual general meeting of the Company ("**AGM**") held on 19 December 2025. Mr. Cheung Sum, Sam, an executive director of the Company ("**ED**") and the Group Chief Financial Officer, who was present at that AGM, was elected chairman of the AGM pursuant to Article 78 of the second amended and restated articles of association of the Company ("**Articles of Association**"), to ensure effective communication with the shareholders of the Company ("**Shareholders**") thereat.

(2) Corporate Culture and Strategy

The Company (together with its subsidiaries, "**Group**") is a member of the Lai Sun Group and serves as its property development and investment arm in Chinese Mainland. The principal activities of the Group include the investment and development of serviced apartments, residential, office and commercial properties and development and operation of and investment in cultural, leisure, entertainment and related facilities.

(2.1) The Board's Role

The board of directors of the Company ("**Board**" and "**Directors**", respectively) believes that sound corporate governance is the cornerstone of the Group's sustainable development and long-term success. The Board is responsible for establishing the Group's purpose, values and strategy, and for satisfying itself that these are aligned with the Group's culture. All Directors act with integrity, lead by example, and promote the desired culture, ensuring that values of acting lawfully, ethically and responsibly are instilled and continuously reinforced throughout the Group.

Through setting and overseeing the Group's long-term strategic objectives, risk management framework and corporate governance policies, the Board ensures that the Group's business operations are consistent with its core values and culture, thereby creating sustainable long-term value for the Shareholders and other stakeholders.

(2) Corporate Culture and Strategy (continued)

(2.2) Corporate Culture and Values

As a diversified group, Lai Sun Group's businesses encompass property investment, property development, investment in and operation of hotels and restaurants, production and distribution of films and TV programs, music production and publishing, management and production of concerts, artiste management, cinema operation, development and operation of and investment in cultural, leisure, entertainment and related facilities, and investment holding. The Group recognises the importance of stakeholders at the Board level and throughout the organisation, and strives to provide high-quality and reliable products and services, creating value for stakeholders through sustainable growth and continuous development.

The Board has established the following core values to guide employees' conduct and behaviour, as well as business activities, and to ensure that these values are embedded throughout the Company's vision, mission, policies and business strategies:

Value	What we expect in practice
Integrity	We strive to do what is right. We comply with the law and applicable regulations, act honestly and fairly with those we deal with, and speak up when something is wrong.
Excellence	We aim to deliver excellence. We set high standards for the quality of our properties, our guest experience and our productions, and we seek to improve on them.
Collaboration	We are always better together. We work across business units and with our partners, share knowledge and expertise, and resist working in silos.
Accountability	We are accountable for delivering on our commitments. We take ownership of decisions and their consequences, and are transparent about outcomes, including where we fall short.
Empathy	We care about our stakeholders — employees, customers, supply chain partners and the communities in which we operate. We listen to their concerns and respond to them.
Sustainability	We are committed to a sustainable future. We weigh the environmental and social consequences of our decisions and take a long-term view of the interests of the Group.

(2) Corporate Culture and Strategy (continued)

(2.2) Corporate Culture and Values (continued)

These core values form the foundation of the Group's corporate culture. The Board ensures that such values are reinforced and embedded across all levels of the Group through the following mechanisms:

- **Tone from the Top** — The Board and senior management of the Company ("**Senior Management**") lead by example, demonstrating the desired culture and values through their own conduct and decision-making.

- **Effective Communication and Engagement** — The Group regularly communicates its corporate culture and core values to all employees through meetings, internal communications and training activities, ensuring a consistent understanding of the Group's expectations at all levels.

- **Accountability Mechanisms** — The Group maintains a clear accountability framework, whereby employees at every level are held responsible for their actions. The Board regularly reviews the implementation of the culture to ensure that it remains aligned with the Group's strategy and operational practices.

- **Incentive Alignment** — The Group's performance management and reward systems incorporate cultural elements, with behavioural performance (e.g., leadership, teamwork and professionalism) evaluated alongside business results, incentivising employees to embody the Group's core values in their daily work.

- **Ongoing Monitoring and Assessment** — The Board assesses whether the corporate culture remains aligned with the Group's purpose, values and strategy. Monitoring indicators include staff turnover rates, whistleblowing data, breaches of the code of conduct, and regulatory compliance records, helping to identify potential cultural weaknesses.

(2) Corporate Culture and Strategy (continued)

(2.3) Business Model and Value Creation

The Lai Sun Group's core business is property investment and development, while its diversified portfolio (including hotel and restaurant operations, cultural and leisure facilities, cinema operations, and film and music production) generates synergies and creates long-term value.

The basis on which the Lai Sun Group generates or preserves value over the longer term is underpinned by the following business model:

(i) Property Investment and Development — derives stable rental income and capital appreciation through holding and managing a high-quality property portfolio. It continuously reviews market conditions and adjusts its investment strategy and asset mix in a timely manner to maintain the competitiveness and resilience of its portfolio.

(ii) Synergies from Diversified Businesses — diversified operations (including hotels, restaurants, cinemas, cultural and leisure facilities, and film and music production) complement each other, creating synergies that broaden revenue sources and enhance the Lai Sun Group's ability to withstand market volatility.

(iii) Brand and Intangible Assets — having built competitive advantages through its long-standing brand reputation, industry networks and professional expertise. Investments in the cultural, entertainment and film production sectors help enhance brand value and market influence.

(iv) Prudent Capital Management — adheres to prudent financial management principles, optimising its capital structure and exercising rigorous cost control to safeguard financial health and long-term sustainability.

The Board believes that long-term financial performance, rather than short-term gains, is a core corporate governance objective. The Group should not take undue risks to make short-term profits at the expense of its long-term objectives.

The discussion and analysis of the Group's performance for the Year is set out in the Chairman's Statement and the Management Discussion and Analysis sections of this Annual Report.

(2) Corporate Culture and Strategy (continued)

(2.4) Strategic Priorities

To achieve sustainable growth and long-term goals, the Lai Sun Group has established the following strategic priorities:

(i) Continuous Optimisation of Core Business — continuously enhances its property investment portfolio through asset enhancement initiatives, tenant mix optimisation and operational efficiency improvements, reinforcing the competitiveness and profitability of its core businesses.

(ii) Synergistic Development of Diversified Businesses — actively drives synergies between its cultural, entertainment, food and beverage, film production and other businesses with its core property operations, creating cross-sector value and strengthening overall competitiveness.

(iii) Timely Capture of Market Opportunities — closely monitors changes in the market environment (including consumer trends, technological developments and regulatory policies) and adjusts its business strategies promptly, taking proactive measures to respond to changes and meet market demands.

(iv) Long-term Commitment to Sustainability — integrates sustainability principles into its business strategy and daily operations, striving to achieve a balance among economic, social and environmental objectives, thereby creating long-term value for stakeholders.

The Board will continue to review and, where necessary, adjust the Group's business strategies to ensure they remain aligned with the Group's purpose, values and culture, and to maintain agility in a rapidly changing market environment, fostering the sustainability of the Group.

(3) Board of Directors

(3.1) Responsibilities and Delegation

The Board oversees the overall management of the Company's business and affairs. The Board's primary duty is to ensure the viability of the Company and to ascertain that it is managed in the best interests of the Shareholders as a whole while taking into account the interests of other stakeholders.

The Board has established specific committees with written terms of reference to assist in the efficient implementation of its functions, namely the Executive Committee, the Audit Committee, the Nomination Committee, and the Remuneration Committee. Specific responsibilities have been delegated to the above Committees.

(3) Board of Directors (continued)

(3.1) Responsibilities and Delegation (continued)

The Board has delegated the day-to-day management of the Company's business to the Senior Management and the Executive Committee, and focuses its attention on matters affecting the Company's long-term objectives and plans for achieving these objectives, the Group's overall business and commercial strategy as well as overall policies and guidelines. The Board has also delegated the environmental, social and governance ("**ESG**") management to the Executive Committee.

The independent non-executive directors of the Company ("**INEDs**") have made invaluable contributions to the development of the Company's strategies and policies by providing the Board with independent, constructive, and well-informed advice. They possess diverse academic and professional qualifications, financial and management expertise, and have given the Board and its committees (including the Audit Committee, Nomination Committee, and Remuneration Committee) on which they serve, the benefit of their skills, expertise, and diversified backgrounds and qualifications through regular attendance and active participation. They also attend AGMs to understand Shareholders' view.

All Directors are required to disclose to the Company any offices they held in public companies or organisations, as well as other significant external time commitments. Each Director ensures that he/she devotes sufficient time and attention to the affairs of the Company during the Year.

All Directors have been provided, on a monthly basis, with the Group's management information updates, giving a balanced and understandable assessment of the Group's performance, position, recent developments and prospects in sufficient detail to keep them abreast of the Group's affairs and facilitate them to discharge their duties under the relevant requirements of the Listing Rules.

(3) Board of Directors (continued)

(3.2) Composition of the Board

The Board currently comprises 13 members, of whom seven are EDs and the remaining six are INEDs, exceeding the minimum number of INEDs required under Rule 3.10(1) of the Listing Rules. The Company has also complied with Rule 3.10A of the Listing Rules, with INEDs representing at least one-third of the Board.

The Directors who served on the Board during the Year and up to the date of this Annual Report, together with their respective length of tenure and current period of appointment since their last re-election, are set out below:

Directors	Length of Tenure (Year)	Current Period of Appointment since Last Re-election (Year)
Executive Directors		
Lam Kin Ngok, Peter *(Chairman)*	3	3
Lam Kin Hong, Matthew *(Executive Deputy Chairman)*	25	1
Lam Hau Yin, Lester *(Chief Executive Officer)* *(also alternate director to U Po Chu)*	22	3
Cheng Shin How	19	1
Cheung Sum, Sam *(Group Chief Financial Officer)*	3	3
Lee Tze Yan, Ernest	12	2
U Po Chu	24	2
Independent Non-executive Directors		
Au Hoi Fung	3	3
Ku Moon Lun	20	2
Lam Bing Kwan	25	1
Law Kin Ho	18	2
Mak Wing Sum, Alvin	14	2
Shek Lai Him, Abraham	14	1

The brief biographical particulars of the Directors are set out in the section headed "Biographical Details of Directors" of this Annual Report on pages 127 to 133.

Dr. Lam Kin Ngok, Peter is the son of Madam U Po Chu, the elder brother of Mr. Lam Kin Hong, Matthew and the father of Mr. Lam Hau Yin, Lester. Save as aforesaid and as disclosed in the "Biographical Details of Directors" section of this Annual Report, none of the Directors has any financial, business, family or other material/relevant relationships with one another.

(3) Board of Directors (continued)

(3.3) Board Performance

A formal board performance review was conducted during the reporting period. An external consultant firm which is independent of the Company and its Directors was engaged to evaluate the performance of the Board and Board Committees of the Company. The evaluation focused on the following areas:

- Board composition and skills
- Board culture and dynamics
- Board practices
- Information to the board
- Board meetings
- Compliance and training
- Risk management and internal controls
- Stakeholder engagement

The board evaluation was performed through questionnaires completed by the Directors, review of Board and Board Committees' documentation, discussions with selected Directors and Senior Management, and presentation of the evaluation results to the Board.

The evaluation report concluded that the Board is effective with the following action plans to further strengthen its performance:

- Enhance training by external experts on the latest Hong Kong and Chinese Mainland market, industry updates and trends;
- Strengthen the Board and management succession planning considering the skills and experiences; and
- Enhance the interaction between Board members and the management by arranging site-visits and presentation by the middle management to the Board.

The Board will monitor the implementation of the above measures and will report on progress achieved in the next annual report.

(3) Board of Directors (continued)

(3.4) Board Skills Matrix

The skills matrix below sets out the skills and expertise of the Board that are most relevant to the Company's strategy, governance and business and to enabling the Board to effectively discharge its duties and responsibilities:

Skills area	Description	Importance	Adequacy	Plans to address gaps/expand skills
Business Strategy	Ability to identify strategic opportunities and threats, whilst developing and implementing plans to achieve corporate objectives	E	Adequate	Provide market updates and trainings, including seminars, webcasts, and relevant reading materials to the Directors.
Industry knowledge and experience	An understanding of the Company's business daily operations, market development, competitors, technology and innovation	E	Adequate	Attend industry events and participate in industry organisations to acquire industry knowledge and connections.
Financial literacy/ business acumen	Ability to read and comprehend corporate accounts, financial materials and financial reporting requirements	E	Adequate	Arrange external consultants to provide regular updates and distribute materials on financial reporting requirements.
Legal and regulatory	Ability and experience in overseeing risk management and internal control systems for legal and regulatory compliance	E	Adequate	Engage external legal advisor to provide regular training and sharing of insights to the Board on insights on latest regulatory requirements and enforcement cases.
Diversity	Contribution to Board diversity in terms of age, gender, and cultural background, etc.	E	Adequate	Identify suitable candidates to enhance the Board's diversity on a continuous basis.

- *"E" = essential skills that should currently be in the Board's possession*

(3) Board of Directors (continued)

(3.5) Board Independence

The Board has established mechanisms to ensure independent views and input are available to the Board and such mechanisms will be reviewed annually by the Board. On 20 October 2026, the Board reviewed the implementation and effectiveness of the following mechanisms at its meeting:

(a) Six out of the 13 Directors are INEDs, exceeding the Listing Rules requirement that at least one-third of the Board must be independent non-executive directors.

(b) The Nomination Committee will assess the independence of a candidate who is nominated to be a new INED before appointment and the continued independence of the existing INEDs on an annual basis. All INEDs have provided a written annual confirmation to the Company to confirm the independence of each of them and their immediate family members, and their compliance with the requirements as set out in Rule 3.13 of the Listing Rules.

(c) All Directors are entitled to retain independent professional advisors as and when required.

(d) All Directors are encouraged to express their views in an open and candid manner during the Board/Board Committees meetings.

(e) The Chairman of the Board will meet with the INEDs at least annually without the presence of the EDs.

(f) A Director (including INED) who has material interest in any contract, transaction or arrangement shall abstain from voting and not be counted in the quorum on any Board resolution approving the same.

(g) No equity-based remuneration with performance-related elements will be granted to INEDs.

In compliance with Rule 3.13A of the Listing Rules, the Company will commence succession planning to ensure the orderly transition and phased retirement of long-serving INEDs. This proactive approach aims to prevent abrupt changes to the Board's composition while maintaining continuity, experience, and sound governance.

(3) Board of Directors (continued)

(3.6) Attendance Record at Board Meetings

The attendance record of individual Directors at the Board meetings held during the Year is set out below:

Directors	Number of Meetings Attended/ Number of Meetings Held
Executive Directors	
Lam Kin Ngok, Peter	4/4
Lam Kin Hong, Matthew	4/4
Lam Hau Yin, Lester *(also alternate director to U Po Chu)*	4/4
Cheng Shin How	4/4
Cheung Sum, Sam	4/4
Lee Tze Yan, Ernest	4/4
U Po Chu	4/4
Independent Non-executive Directors	
Au Hoi Fung	4/4
Ku Moon Lun	4/4
Lam Bing Kwan	4/4
Law Kin Ho	4/4
Mak Wing Sum, Alvin	4/4
Shek Lai Him, Abraham	4/4

During the Year, the Chairman of the Board met all INEDs without the presence of the EDs.

(3.7) INEDs

The Company has complied with the requirements under Rules 3.10(1) and (2) of the Listing Rules. The former Rule requires that every board of directors of a listed issuer must include at least three independent non-executive directors and the latter Rule requires that at least one of the independent non-executive directors must have appropriate professional qualifications or accounting or related financial management expertise. The Company has received a written annual confirmation from each INED regarding their independence. Both the Nomination Committee and the Board have assessed the independence of all INEDs in accordance with the guidelines set out in Rule 3.13 of the Listing Rules and are of the view that all of them are independent.

(3) Board of Directors (continued)

(3.7) INEDs (continued)

Messrs. Ku Moon Lun, Lam Bing Kwan, Law Kin Ho, Mak Wing Sum, Alvin, and Shek Lai Him, Abraham have served on the Board as INEDs for more than nine years. Notwithstanding their long term services, given their extensive experience as professional accountant or seasoned business leader would significantly contribute to the strategy development and continuous improvement on internal controls and other relevant financial and corporate governance matters of the Company, the Nomination Committee is satisfied that they demonstrate complete independence in character and judgement to fulfil their designated roles, and the Board is of the opinion that they continue to bring independent and objective perspectives to the Company's affairs.

Mr. Au Hoi Fung, being an INED, will retire by rotation as Director at the forthcoming AGM and, being eligible, offer himself for re-election. The Board has received from Mr. Au a written annual confirmation of his independence every year and taking into account the various factors as set out in Rule 3.13 of the Listing Rules and his actual contributions, his impartiality and independent judgement on various issues that he brings to the discussions during Board and Board Committees meetings, both the Nomination Committee and the Board are satisfied that Mr. Au will continue to have the required character and experience to fulfill the role of an INED and consider that the re-election of Mr. Au as an INED at the forthcoming AGM is in the best interest of the Company and its Shareholders as a whole. The appointment of Mr. Au will be subject to a separate resolution to be approved by Shareholders.

(3.8) Appointment and Re-election of Directors

The Articles of Association provides that any director appointed to fill a casual vacancy or as an addition to the Board shall hold office only until the first annual general meeting of the Company after his/her appointment and shall then be eligible for re-election at that meeting.

In accordance with code provision B.2.2 of the CG Code, and the retirement provisions in the Articles of Association, all Directors (including INEDs) are required to retire from office by rotation once every three years since their last election. Retiring Directors shall be eligible for re-election.

Dr. Lam Kin Ngok, Peter and Messrs. Lam Hau Yin, Lester, Cheung Sum, Sam and Au Hoi Fung will retire from office as Directors by rotation at the forthcoming AGM to be held on Friday, 18 December 2026 ("**2026 AGM**") and, being eligible, will offer themselves for re-election. Details of the above retiring Directors proposed for re-election at the 2026 AGM, as required to be disclosed under Rule 13.51(2) of the Listing Rules, are set out in the Company's circular dated 19 November 2026.

(3) Board of Directors (continued)

(3.9) Non-executive Directors

None of the existing non-executive Directors (including the INEDs) is appointed for a specific term. Every Director is subject to retirement by rotation at least once every three years.

(3.10) Directors' and Officers' Liabilities Insurance

The Company has arranged appropriate directors' and officers' liabilities insurance coverage for the Directors and officers of the Company.

(4) Directors' Induction and Continuous Professional Development

On appointment to the Board, each Director receives a comprehensive induction package covering business operations, policy and procedures of the Company as well as the general, statutory and regulatory obligations of being a Director to ensure that he/she is sufficiently aware of his/her responsibilities under the Listing Rules and other relevant regulatory requirements.

The Directors update their skills and knowledge and familiarise themselves with the Group through participation in meetings of the Board and Board Committees. The Directors are regularly briefed on the amendments to, and updates on, relevant laws, rules and regulations. In addition, the Company has been encouraging the Directors and Senior Management to enrol in a wide range of professional development courses and seminars relating to the Listing Rules, companies ordinance/act and corporate governance practices organised by professional bodies, the independent auditor and/or law firms in Hong Kong, so that they can continuously update and further enhance their relevant knowledge and skills.

From time to time, Directors are provided with written training materials by the Company to develop and refresh their knowledge and professional skills; seminars/webinars on the latest development of applicable laws, rules and regulations will be organised and arranged for the Directors to assist them in discharging their duties.

(4) Directors' Induction and Continuous Professional Development (continued)

All Directors are required to provide the company secretary of the Company ("**Company Secretary**") with records of their training. Based on the details so provided, the Directors participated in continuous professional development ("**CPD**") during the Year covering all five topics prescribed under Rule 3.09G of the Listing Rules and thereby satisfied the requirements of Rule 3.09F of the Listing Rules. Details of the CPD undertaken by the Directors during the Year are summarised as follows:

Directors	Modes of Participation *(Note 1)*	Topics Covered *(Note 2)*	Hours Completed	Total Training Hours
Executive Directors				
Lam Kin Ngok, Peter	Internal Training	T1, T2, T3, T4, T5	8 hours)	20 hours
	Self-study	T1, T2, T3, T4, T5	12 hours)	
Lam Kin Hong, Matthew	Internal Training	T1, T2, T3, T4, T5	8 hours)	20 hours
	Self-study	T1, T2, T3, T4, T5	12 hours)	
Lam Hau Yin, Lester *(also alternate director to U Po Chu)*	Internal Training	T1, T2, T3, T4, T5	8 hours)	20 hours
	Self-study	T1, T2, T3, T4, T5	12 hours)	
Cheng Shin How	Internal Training	T1, T2, T3, T4, T5	8 hours)	20 hours
	Self-study	T1, T2, T3, T4, T5	12 hours)	
Cheung Sum, Sam	External Training	T1, T2, T3, T4	21 hours)	41 hours
	Internal Training	T1, T2, T3, T4, T5	8 hours)	
	Self-study	T1, T2, T3, T4, T5	12 hours)	
Lee Tze Yan, Ernest	External Training	T1, T3, T4, T5	24.5 hours)	32.5 hours
	Internal Training	T2	4 hours)	
	Self-study	T2	4 hours)	
U Po Chu	Internal Training	T1, T2, T3, T4, T5	8 hours)	20 hours
	Self-study	T1, T2, T3, T4, T5	12 hours)	

(4) Directors' Induction and Continuous Professional Development (continued)

Directors	Modes of Participation *(Note 1)*	Topics Covered *(Note 2)*	Hours Completed	Total Training Hours
Independent Non-executive Directors				
Au Hoi Fung	External Training	T1, T2, T3, T4, T5	12 hours)	32 hours
	Internal Training	T1, T2, T3, T4, T5	8 hours)	
	Self-study	T1, T2, T3, T4, T5	12 hours)	
Ku Moon Lun	Internal Training	T1, T2, T3, T4, T5	8 hours)	20 hours
	Self-study	T1, T2, T3, T4, T5	12 hours)	
Lam Bing Kwan	Internal Training	T1, T2, T3, T4, T5	8 hours)	20 hours
	Self-study	T1, T2, T3, T4, T5	12 hours)	
Law Kin Ho	External Training	T1, T2, T3, T4	20 hours)	40 hours
	Internal Training	T1, T2, T3, T4, T5	8 hours)	
	Self-study	T1, T2, T3, T4, T5	12 hours)	
Mak Wing Sum, Alvin	External Training	T1, T2, T3, T4, T5	29.5 hours)	49.5 hours
	Internal Training	T1, T2, T3, T4, T5	8 hours)	
	Self-study	T1, T2, T3, T4, T5	12 hours)	
Shek Lai Him, Abraham	External Training	T1, T2, T3, T4	3.5 hours)	57.5 hours
	Internal Training	T1, T2, T3, T4, T5	8 hours)	
	Self-study	T1, T2, T3, T4, T5	46 hours)	

Notes:

1. *Modes of participation*

   External Training: *Training courses, seminars, workshops and other similar activities organised by external parties, such as regulatory bodies, industry associations and professional bodies.*

   Internal Training: *Training sessions, briefings, workshops and other similar activities delivered by the Group.*

   Self-study: *Self-directed learning, including the reading of relevant publications, online materials and industry and market updates.*

2. *Topics*

   T1: *The roles, functions and responsibilities of the Board, its Committees and its Directors, and Board effectiveness.*

   T2: *The 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 environmental, social, and governance 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.*

(5) Board Committees

The Executive Committee, comprising members appointed by the Board amongst the EDs, was established on 18 November 2005 with written terms of reference to assist the Board in monitoring the ongoing management of the Company's business and in implementing the Company's objectives in accordance with the strategy and policies approved by the Board. The Executive Committee is also responsible for overseeing the Company's ESG matters. The Board has also delegated its authority to the following Committees to assist it in the implementation of its functions:

(5.1) Audit Committee

The Board established an Audit Committee on 31 March 2000. The Audit Committee comprises four members, all of whom are INEDs, namely Messrs. Law Kin Ho (Chairman), Ku Moon Lun, Lam Bing Kwan, and Mak Wing Sum, Alvin during the Year and up to the date of this Annual Report.

The Company has complied with Rule 3.21 of the Listing Rules, which requires that the Audit Committee must comprise a minimum of three members, the majority of whom must be independent non-executive directors, and be chaired by an independent non-executive director. In addition, at least one member must be an independent non-executive director who possesses appropriate professional qualifications or accounting or related financial management expertise.

(a) Duties of the Audit Committee (including corporate governance functions)

The Audit Committee is principally responsible for the monitoring of the integrity of periodical financial statements of the Company, the review of significant financial reporting judgments contained in them before submission to the Board for approval, and the review and monitoring of the auditor's independence and objectivity as well as the effectiveness of the audit process. The Audit Committee is also responsible for performing the corporate governance functions and overseeing the Company's risk management and internal control systems, and arrangements under the Company's Whistleblowing Policy.

While recognising corporate governance is the collective responsibility of all of its members, the Board has delegated the corporate governance functions to the members of the Audit Committee who are considered to be better positioned to provide an objective and independent guidance on governance-related matters.

On 29 March 2012, the Board formalised the governance-related policies and procedures, established on the foundations of accountability, transparency, fairness and integrity and adopted by the Group for years, into a set of corporate governance policy ("**CG Policy**"). The terms of reference of the Audit Committee were then revised in line with the CG Policy and had incorporated the corporate governance-related functions which include the responsibilities to develop, review, monitor, and make recommendations to the Board (as appropriate) in respect of the Company's policies and practices of corporate governance (including the compliance with the CG Code and the relevant disclosures in the Company's interim and annual reports), the practices in compliance with legal and regulatory requirements, and the training and continuous professional development of the Directors and Senior Management.

The terms of reference setting out the Audit Committee's authority, duties and responsibilities are available on the respective websites of Hong Kong Exchanges and Clearing Limited ("**HKEX**") and the Company.

(5) Board Committees (continued)

(5.1) Audit Committee (continued)

(b) Work performed by the Audit Committee

The Audit Committee held three meetings during the Year. It has reviewed (i) the audited results of the Company for the year ended 31 July 2025 and the unaudited interim results of the Company for the six months ended 31 January 2026 and other matters related to the financial and accounting policies and practices of the Company as well as the nature and scope of the audit for the Year; (ii) the Company's compliance with the CG Code and disclosure in the Corporate Governance Report; (iii) the budget for the ensuing year; (iv) the Company's internal control review reports and put forward relevant recommendations to the Board for approval; and (v) pre-concurrence letter regarding the provision of non-assurance services by the independent auditor of the Company ("**Independent Auditor**"). In addition, the Audit Committee held private session with the Independent Auditor separately without the presence of management.

On 20 October 2026, the Audit Committee reviewed the draft audited consolidated financial statements of the Company as well as the accounting principles and policies for the Year with the Company's management in the presence of the representatives of the Independent Auditor. The Audit Committee also reviewed (i) this Corporate Governance Report; (ii) enterprise risk management report and internal control review report on the Company prepared by the independent professional advisor; (iii) usage of annual caps on certain continuing connected transactions of the Company; (iv) the effectiveness of the Group's systems of risk management and internal control; and (v) the implementation and effectiveness of the Company's Shareholders' Communication Policy during the Year. Further, it has reviewed and approved the proposal for internal audit services for the three financial years ending 31 July 2029.

(c) Attendance record at the Audit Committee meetings

The attendance record of individual members at the Audit Committee meetings held during the Year is set out below:

Committee Members	Number of Meetings Attended/ Number of Meetings Held
Independent Non-executive Directors	
Law Kin Ho *(Chairman)*	3/3
Ku Moon Lun	3/3
Lam Bing Kwan	3/3
Mak Wing Sum, Alvin	3/3

(5) Board Committees (continued)

(5.2) Nomination Committee

The Board established a Nomination Committee on 21 January 2022. The Nomination Committee comprises five members, including two EDs, namely Dr. Lam Kin Ngok, Peter (Chairman) (alternate: Mr. Cheng Shin How) and Madam U Po Chu, and three INEDs, namely Messrs. Au Hoi Fung, Mak Wing Sum, Alvin, and Shek Lai Him, Abraham during the Year and up to the date of this Annual Report.

The Company has complied with Rule 3.27A of the Listing Rules, which requires the establishment of a Nomination Committee chaired by either the chairman of the board of directors or an independent non-executive director, and comprising a majority of independent non-executive directors. The Company has also complied with code provision B.3.5 of the CG Code, which provides that the Nomination Committee should include at least one member of a different gender.

The terms of reference setting out the Nomination Committee's authority, duties and responsibilities are available on the respective websites of the HKEX and the Company.

(a) Duties of the Nomination Committee

The Nomination Committee is responsible for reviewing the structure, size and composition (including the skills, knowledge and experience) of the Board at least annually, assisting the Board in maintaining a board skills matrix, and making recommendations on any proposed changes to the Board to complement the Board to achieve the Company's corporate strategy as well as promote shareholder value. It is in charge of identifying suitable director candidates and selecting or making recommendations to the Board on the selection of individuals to be nominated for directorships. It also assesses the independence of INEDs and makes recommendations to the Board on the appointment or reappointment of Directors and succession planning for Directors. Furthermore, the Nomination Committee also supports the Company's regular evaluation of the performance of the Board, and reviews and assesses regularly the time commitment of and contribution to the Board by each Director, as well as the Director's ability to discharge his/her responsibilities effectively.

(5) Board Committees (continued)

(5.2) Nomination Committee (continued)

(a) Duties of the Nomination Committee (continued)

The Company has adopted the Nomination Policy, Board Diversity Policy and the Workforce Diversity Policy, and the Nomination Committee is responsible for reviewing the implementation and effectiveness of these policies annually and making recommendations on any proposed revisions to the Board:

(i) Nomination Policy for the Directors

The Company has adopted a Nomination Policy in January 2019 with updates last made on 21 January 2022, which sets out the criteria, process and procedures by which the Company selects candidates for possible inclusion on the Board. The Nomination Policy contains a number of factors in assessing the suitability of a proposed candidate which include the candidate's skills and experience, diversity perspectives set out in the Board Diversity Policy, the candidate's time and commitment and integrity, and the independence criteria under Rule 3.13 of the Listing Rules if the candidate is proposed to be appointed as an INED. Nomination of new Directors will normally be proposed by the Nomination Committee subject to the Board's approval. Shareholders may also nominate a person to stand for election as a Director at a general meeting in accordance with the Articles of Association and applicable laws and regulations. The procedures for such proposal are posted on the website of the Company. During the Year, the Nomination Committee regularly reviewed the structure, size and composition of the Board to ensure that it has a balance of expertise, skills and experience appropriate for the requirements of the business of the Company. The independence of the INEDs was assessed according to the relevant rules and requirements under the Listing Rules. The Nomination Committee will review the Nomination Policy, as appropriate, to ensure its continued effectiveness.

The Nomination Policy was last reviewed by the Nomination Committee on 20 October 2026.

(ii) Board Diversity Policy

A Board Diversity Policy was first adopted by the Company in July 2013 and has been revised on 22 March 2022. It sets out its approach to achieve and maintain diversity on the Board in order to enhance the effectiveness of the Board.

The Company recognises that Board diversity strengthens the Company's strategic objectives in driving business results, enhancing good corporate governance and reputation, and attracting and retaining talent for the Board.

(5) Board Committees (continued)

(5.2) Nomination Committee (continued)

(a) Duties of the Nomination Committee (continued)

(ii) Board Diversity Policy (continued)

Board diversity ensures the Board has the appropriate balance and level of skills, experience and perspectives required to support the execution of the Company's business strategies. The Company seeks to achieve Board diversity through the consideration of a number of factors, including professional qualifications and experience, cultural and educational background, race and ethnicity, gender, age and length of service. The Company will also take into consideration factors based on its own business model and specific needs from time to time in determining the optimum composition of the Board.

On recommendation from the Nomination Committee, the Board will set measurable objectives (in terms of gender, skills and experience) to implement the Board Diversity Policy and review such objectives from time to time to ensure their appropriateness and ascertain the progress made towards achieving those objectives. The Nomination Committee will review the Board Diversity Policy annually to ensure its continued effectiveness and compliance with regulatory requirements and good corporate governance practice.

A copy of the Board Diversity Policy has been published on the Company's website for public information.

Currently, the Board comprises 13 members, of whom seven are EDs and the remaining six are INEDs. The Company has one female Director, achieving gender diversity at the Board level. The current Board comprises individuals who are professionals with real estate, investment, capital markets, banking, accounting, financial, general management and legal backgrounds. The Board believes that its current composition has the appropriate balance of diversity in terms of gender, nationality, professional background and skills.

On this basis, the Board has not set any target or timeline for enhancing gender diversity on the Board but may adjust the proportion of female directors over time as and when appropriate. The Board places emphasis on diversity (including gender diversity) across all levels of the Group.

The Board Diversity Policy was last reviewed by the Nomination Committee on 20 October 2026 and considered effective.

(5) Board Committees (continued)

(5.2) Nomination Committee (continued)

(a) Duties of the Nomination Committee (continued)

(iii) Workforce Diversity Policy

The Company adopted a Workforce Diversity Policy on 15 July 2025, which outlines its approach to embedding diversity and inclusion across all levels of the Group, from the Board to all employees.

The Company recognises that diversity encompasses both visible and invisible characteristics, including but not limited to gender, age, ethnicity, disability, religion, sexual orientation, family status, educational background, professional experience, and cognitive approaches. Our commitment extends beyond representation to creating an environment where all individuals feel valued, respected and empowered to contribute fully.

The Company adheres to the Workforce Diversity Policy in the workplace and integrates diversity and inclusion throughout the employee lifecycle. Recruitment processes employ structured interviews and diverse hiring panels to ensure equitable opportunities. Career development programs include targeted mentorship initiatives and leadership training designed to support underrepresented groups. The Company offers flexible work arrangements to accommodate diverse needs and maintain Employee Resource Groups that foster inclusive communities.

The following action plan/initiative and measurable objectives have been set by the Company for achieving gender diversity, and progress tracking against them will be monitored on an ongoing basis:

Focus Areas	Plan/Initiative	Measurable Objectives	Timeline	Progress Tracking
Workforce Gender Balance	Strengthen hiring practices to ensure balance gender representation across functions and levels	Ensure at least one qualified female candidate is shortlisted for every management or professional role	For the financial year ending 31 July 2027	Quarterly hiring analytics
Recruitment Processes	Eliminate the bias during hiring assessment	Train hiring managers on inclusive recruitment practices	For the financial year ending 31 July 2027	Human resources training completion rate
Pay Equity and Fair Compensation	Review salary structures during annual compensation cycles	Ensure all pay decisions are supported by objective and documented rationale	Annual	Human resources compensation review documentation

(5) Board Committees (continued)

(5.2) Nomination Committee (continued)

(a) Duties of the Nomination Committee (continued)

(iii) Workforce Diversity Policy (Continued)

A copy of the Workforce Diversity Policy has been published on the Company's website for public information.

The Board places emphasis on diversity (including gender diversity) across all levels of the Company. As at 31 July 2026, we had 8% female representation on the Board and a 0.7:1 female-to-male ratio in the overall workforce (excluding Senior Management). Details on the gender ratio of the Group together with relevant data can be found in the ESG Report on pages 60 and 75 of this Annual Report.

The Workforce Diversity Policy was last reviewed by the Nomination Committee on 20 October 2026.

(b) Work performed by the Nomination Committee

The Nomination Committee held one meeting during the Year. It has reviewed the Nomination Policy and the Board Diversity Policy, and the structure, size and composition of the Board in accordance with the Listing Rules (including the gender, skills, knowledge and experience). In addition, it assessed the independence of all INEDs taking into account their written annual confirmation as well as the factors relevant to assessing independence as set out in Rule 3.13 of the Listing Rules and was of the view that the long service of the INEDs would not affect their exercise of independent judgement and would remain committed to their role as an INED. Further, it recommended to the Board for considering the re-election of the retiring Directors, namely Messrs. Lam Kin Hong, Matthew, Cheng Shin How, Lam Bing Kwan, and Shek Lai Him, Abraham at the AGM held on 19 December 2025, after considering their respective experience, contributions and devoted efforts as well as the continued independence of the retiring INEDs.

On 20 October 2026, the Nomination Committee reviewed the Nomination Policy, the Board Diversity Policy and the Workforce Diversity Policy, and considered that the said policies were appropriate and effective. Apart from the review on the structure, size and composition of the Board (including the gender, skills, knowledge and experience), it also reviewed and assessed the time commitment and contribution of the Directors for performance of their responsibilities and was satisfied that each Director has devoted sufficient time to the Company and discharges his/her responsibilities effectively during the Year. Further, it reviewed the Board Performance Review Report, biographies of the Directors, assessed the continued independence of each INED and recommended Dr. Lam Kin Ngok, Peter and Messrs. Lam Hau Yin, Lester, Cheung Sum, Sam, and Au Hoi Fung (collectively, "**Retiring Directors**") to the Board for considering their re-election at the forthcoming AGM based on the Nomination Policy and the Board Diversity Policy. The Nomination Committee believed that the Retiring Directors will continue to contribute to the Board with their skills, experience and knowledge.

(5) Board Committees (continued)

(5.2) Nomination Committee (continued)

(c) Attendance record at the Nomination Committee meeting

The attendance record of individual members at the Nomination Committee meeting held during the Year is set out below:

Committee Members	Number of Meetings Attended/ Number of Meetings Held
Executive Directors	
Lam Kin Ngok, Peter *(Chairman)*	1/1
Cheng Shin How *(alternate to Lam Kin Ngok, Peter)*	1/1
U Po Chu	1/1
Independent Non-executive Directors	
Au Hoi Fung	1/1
Mak Wing Sum, Alvin	1/1
Shek Lai Him, Abraham	1/1

(5.3) Remuneration Committee

The Board established a Remuneration Committee on 18 November 2005. The Remuneration Committee comprises four members, including three INEDs, namely Messrs. Lam Bing Kwan (Chairman), Ku Moon Lun and Law Kin Ho, and an ED, Mr. Cheng Shin How during the Year and up to the date of this Annual Report.

The Company has complied with Rule 3.25 of the Listing Rules, which requires that the Remuneration Committee must comprise a majority of independent non-executive directors, and be chaired by an independent non-executive director.

The Remuneration Committee has adopted the operation model where it performs an advisory role to the Board, with the Board retaining the final authority to approve the remuneration packages of the Directors and Senior Management.

The remuneration packages of EDs are determined with reference to the Company's performance and profitability, the prevailing market condition and performance or contribution of each Director. The emolument policy for INEDs is to ensure that they are adequately compensated for their efforts and time dedicated to the Company's affairs. Individual Directors and Senior Management have not been involved in deciding their own remuneration.

(5) Board Committees (continued)

(5.3) Remuneration Committee (continued)

(a) Duties of the Remuneration Committee

The Remuneration Committee has been provided with sufficient resources to perform its duties. It has been charged with the responsibility of making recommendations to the Board, in consultation with the Chairman of the Board and/or the Chief Executive Officer, on an appropriate policy and framework for all aspects of remuneration of all Directors and Senior Management, including but not limited to Directors' fees, salaries, allowances, bonuses, share options, benefits in kind and pension rights, to ensure that the level of remuneration offered by the Company is competitive and sufficient to attract, retain and motivate personnel of the required quality to manage the Company successfully.

Further, it reviews and makes recommendations to the Board the management's remuneration proposals with reference to the Board's corporate goals and objectives, and the remuneration of INEDs. All aspects of the specific remuneration packages of EDs and Senior Management, and the duration of their service contract will be formulated and recommended to the Board for endorsement, in consultation with the Chairman of the Board and/or the Chief Executive Officer, by taking factors such as performance of the Directors and Senior Management as well as salaries and remuneration within the industry into consideration. During the discussion and consultation, the Remuneration Committee will ensure no Director or any of his/her associates will be involved in deciding his/her own remuneration.

The terms of reference setting out the Remuneration Committee's authority, duties and responsibilities are available on the respective websites of the HKEX and the Company.

(b) Work performed by the Remuneration Committee

The Remuneration Committee held one meeting during the Year to consider the payment of discretionary bonuses to, and review of remuneration packages of, EDs, and discuss other remuneration-related matters.

No Director was involved in deciding his remuneration at the meeting of the Remuneration Committee. Details of the Directors' remuneration are set out in note 8 to the financial statements.

(5) Board Committees (continued)

(5.3) Remuneration Committee (continued)

(c) Attendance record at the Remuneration Committee meeting

The attendance record of individual members at the Remuneration Committee meeting held during the Year is set out below:

Committee Members	Number of Meetings Attended/ Number of Meetings Held
Executive Director	
Cheng Shin How	1/1
Independent Non-executive Directors	
Lam Bing Kwan *(Chairman)*	1/1
Ku Moon Lun	1/1
Law Kin Ho	1/1

(6) Chairman and Chief Executive

The CG Code provides that the roles of the chairman and the chief executive should be separate and performed by different individuals.

During the Year and up to the date of this Annual Report, Dr. Lam Kin Ngok, Peter served as the Chairman of the Board, while Mr. Lam Hau Yin, Lester acted as the Chief Executive Officer of the Company. This segregation of roles ensures a clear distinction between the Chairman's responsibilities to manage the Board and the Chief Executive Officer's responsibilities to manage the Company's business. The division of responsibilities between the Chairman of the Board and the Chief Executive Officer is clearly established and set out in writing.

(7) Securities Transactions by Directors and Designated Employees

The Company has adopted a Code of Practice for Securities Transactions by Directors and Designated Employees ("**Securities Code**") on terms no less exacting than the required standard set out in the Model Code for Securities Transactions by Directors of Listed Issuers contained in Appendix C3 to the Listing Rules. The Company has made specific enquiry of all Directors and they have confirmed in writing their compliance with the required standard set out in the Securities Code during the Year.

(8) Whistleblowing Policy

In compliance with code provision D.2.3 of the CG Code, a Whistleblowing Policy was first adopted by the Board on 19 July 2022 and has been revised on 3 October 2023. It provides employees and the relevant third parties who deal with the Group (e.g., customers, suppliers, creditors and debtors) with guidance and reporting channels on reporting any suspected improprieties in any matters related to the Group directly addressed to the designated ED and the designated person as well as Head of Group Human Resources and Administration Department. An email account (whistleblowing@laisun.com) has been set up for this purpose. All reported matters will be investigated independently and, in the meantime, all information received from a whistleblower and its identity will be kept confidential.

The Board and the Audit Committee will regularly review the Whistleblowing Policy and mechanism to improve its effectiveness.

A copy of the Whistleblowing Policy has been published on the Company's website for public information.

(9) Anti-Fraud and Anti-Corruption Policy

In compliance with code provision D.2.4 of the CG Code, the Board adopted an Anti-Fraud and Anti-Corruption Policy on 19 July 2022. It outlines guidelines and the minimum standards of conduct, all applicable laws and regulations in relation to the anti-corruption and anti-bribery, the responsibilities of employees to resist fraud, to help the Group defend against corrupt practices and to report any reasonably suspected case of fraud and corruption or any attempts thereof, to the management or through an appropriate reporting channel. The Group would not tolerate all forms of fraud and corruption among all employees and those acting in an agency or fiduciary capacity on behalf of the Group, and in its business dealing with third parties.

The Board and the Audit Committee will review the Anti-Fraud and Anti-Corruption Policy and mechanism periodically to ensure its effectiveness and enforce the commitment of the Group to prevent all forms of fraud and corruption.

A copy of the Anti-Fraud and Anti-Corruption Policy has been published on the Company's website for public information.

(10) Independent Auditor's Remuneration

For the Year, the fees in respect of the audit and non-audit services provided to the Group by the Independent Auditor, Ernst & Young, Certified Public Accountants, Hong Kong amounted to HK$3,374,000 and HK$548,000, respectively. The non-audit services mainly consist of tax advisory, review and other reporting services.

(11) Directors' Responsibility for Preparing Financial Statements

The Directors acknowledge that they are responsible for overseeing the preparation of the financial statements which give a true and fair view of the financial position of the Group and of the financial performance and cash flows for such reporting period. In doing so, the Directors select suitable accounting policies and apply them consistently and make accounting estimates that are appropriate in the circumstances. With the assistance of the accounting and finance staff, the Directors ensure that the financial statements of the Group are prepared in accordance with statutory requirements and appropriate financial reporting standards.

(12) Independent Auditor's Reporting Responsibility

The statement by the Independent Auditor about its reporting and auditing responsibilities for the financial statements is set out in the Independent Auditor's Report contained in this Annual Report.

(13) Risk Management and Internal Control

The main features of the risk management and internal control systems of the Group are to provide a clear governance structure, policies and procedures, as well as reporting mechanism to facilitate the Group to manage its risks across business operations.

The Group has established a risk management framework, which consists of the Board, the Audit Committee, and the Risk Management Taskforce. The Board determines the nature and extent of risks that shall be taken in achieving the Group's strategic objectives, and has the overall responsibility for monitoring the design, implementation and the overall effectiveness of risk management and internal control systems. The Board confirms that the Group's risk management and internal control systems are appropriate and effective for the purposes set out in Principle D.2 of the CG Code.

The Group has formulated and adopted Risk Management Policy in providing direction in identifying, evaluating and managing significant risks. At least on an annual basis, the Risk Management Taskforce identifies risks that would adversely affect the achievement of the Group's objectives, and assesses and prioritises the identified risks according to a set of standard criteria. In addition, the procedures on disclosure of inside information were in place to ensure that all relevant facts and circumstances that may have material effect on the share price of the Company are promptly assessed and that any material information which comes to the knowledge of any officers of the Group is promptly identified, assessed and escalated for the attention of the Senior Management and the Board to determine whether a disclosure is required. These procedures are designed to ensure the timely, accurate and complete disclosure of inside information and any other information required to prevent a false market in the Company's securities. During the Year, a risk management framework has been implemented that provides a structured basis in which all key risks (including but not limited to governance and strategy, regulatory compliance, operations, financial, legal and ESG) are identified, analysed and evaluated. Risk mitigation plans and risk owners are then established for those risks considered to be significant. There were no significant changes to the Group's risk management and internal control systems or to the risks (including ESG-related risks) faced by the Group during the Year.

(13) Risk Management and Internal Control (continued)

With a view to manage the Group's business and operational risks and to ensure smooth operation, the Group has outsourced the internal audit function to an independent professional advisor during the Year to assist the Board and the Audit Committee in ongoing monitoring of the risk management and internal control systems of the Group. The design and implementation of internal controls are to identify weakness for improvement. The scope of the annual review covered the significant business processes of the Group on a rotational basis, in accordance with the relative significance of risks. The independent professional advisor reports to the Audit Committee for identified weakness and proposed recommendation on an annual basis to ensure prompt remediation actions are taken. The independent professional advisor identified no high-risk findings nor significant control failings or weaknesses for the Year; and no unresolved issues and no remedial steps are required.

The enterprise risk management report and internal control review report are prepared by the independent professional advisor and submitted to the Audit Committee and the Board at least once a year. The Board had performed an annual review of the effectiveness of the Group's risk management and internal control systems, including but not limited to the Group's ability to cope with its business transformation and changing external environment; the scope and quality of management's review of the risk management and internal control systems; results of internal audit work; the extent and frequency of communication with the Board in relation to result of risk and internal control review; significant failures or weaknesses identified and their related implications; and the status of compliance with the Listing Rules. The Board and the Audit Committee considered that the Group's risk management and internal control systems in place for the Year and up to the date of this Annual Report are effective and adequate for the purposes set out in Principle D.2 of the CG Code. In reaching this conclusion, the Board received confirmations from the management, the Audit Committee and the independent professional advisor.

The risk management and internal control systems are designed to manage rather than eliminate the risk of failure to achieve business objectives, and can only provide reasonable and not absolute assurance against material misstatement or loss.

Procedures and Internal Controls for the Handling and Dissemination of Inside Information

The Group complies with requirements of Securities and Futures Ordinance, Chapter 571 of the Laws of Hong Kong ("**SFO**") and the Listing Rules. The Group discloses inside information to the public as soon as reasonably practicable unless the information falls within any of the Safe Harbours as provided in the SFO. Before the information is fully disclosed to the public, the Group ensures that the information is kept strictly confidential. If the Group believes that the necessary degree of confidentiality cannot be maintained or that confidentiality may have been breached, the Group would immediately disclose the information to the public. The Group is committed to ensuring that information contained in the Company's announcements are not false or misleading as to a material fact, or false or misleading through the omission of a material fact in view of presenting information in a clear and balanced way, which requires equal disclosure of both positive and negative facts. These procedures form part of the Group's risk management and internal control systems.

(13) Risk Management and Internal Control (continued)

Procedures and Internal Controls for the Handling and Dissemination of Inside Information (continued)

Based on the Company's Internal Controls Review Report and Enterprise Risk Management Report prepared by the independent professional advisor for the Year and the subsequent assessment of the Audit Committee, no significant irregularity or deficiency in the risk management and internal control systems has drawn to the attention of the Audit Committee. The Board acknowledges its responsibility for these systems and is satisfied that the Group has maintained appropriate and effective risk management and internal control systems for the Year.

(14) Company Secretary

During the Year, the Company Secretary has complied with the relevant training requirement under Rule 3.29 of the Listing Rules.

(15) Shareholders' Rights

(15.1) Procedures for Shareholders to Convene an Extraordinary General Meeting ("EGM(s)")

Pursuant to the Articles of Association, registered Shareholders holding not less than one-tenth (10%) of the paid-up capital of the Company carrying the right of voting at general meetings of the Company ("**EGM Requisitionists**") can deposit a written request to convene an EGM at the Company's principal place of business in Hong Kong ("**Principal Office**"), which is presently situated at 11th Floor, Lai Sun Commercial Centre, 680 Cheung Sha Wan Road, Kowloon, Hong Kong for the attention of the Company Secretary.

The EGM Requisitionists must state in their request(s) the objects of the EGM, and such request(s) must be signed by all the EGM Requisitionists, and may consist of several documents in like form, each signed by one or more of the EGM Requisitionists.

The Company's branch share registrar in Hong Kong ("**Registrar**") will verify the EGM Requisitionists' particulars in the EGM Requisitionists' request. Promptly after confirmation from the Registrar that the EGM Requisitionists' request is in order, the Company Secretary will arrange with the Board to convene an EGM by serving sufficient notice to all the registered Shareholders in accordance with all the relevant statutory and regulatory requirements. On the contrary, if the EGM Requisitionists' request is verified not in order, the EGM Requisitionists will be advised of this outcome and accordingly, an EGM will not be convened as requested.

The EGM Requisitionists, or any of them representing more than one-half of the total voting rights of all of them, may themselves convene an EGM if within twenty-one (21) days of the deposit of the EGM Requisitionists' request, the Board does not proceed duly to convene an EGM provided that any EGM so convened is held within three (3) months from the date of the original EGM Requisitionists' request. All reasonable expenses incurred by the EGM Requisitionists by reason of the Board's failure to duly convene an EGM shall be reimbursed to the EGM Requisitionists by the Company.

(15) Shareholders' Rights (continued)

(15.2) Procedures for Putting Forward Proposals at a General Meeting

There are no provisions under the Articles of Association or the Companies Act of the Cayman Islands regarding procedures for Shareholders to put forward proposals at a general meeting other than a proposal of a person for election as a Director. Shareholders may follow the procedures set out in Paragraph (15.1) to convene an EGM for any business specified in such written request.

(15.3) Procedures for Proposing a Person for Election as a Director

As regards the procedures for proposing a person for election as a Director, please refer to the procedures made available under the Corporate Governance section (Shareholders' Rights sub-section) of the Company's website at www.laifung.com.

(15.4) Procedures for Directing Shareholders' Enquiries to the Board

Shareholders may at any time send their enquiries and concerns to the Board in writing through the Company Secretary whose contact details are as follows:

11th Floor, Lai Sun Commercial Centre
680 Cheung Sha Wan Road
Kowloon, Hong Kong

Fax: (852) 2743 8459
Email: lscomsec@laisun.com

Shareholders may also make enquiries with the Board at the general meetings of the Company.

(16) Communication with Shareholders

(16.1) Shareholders' Communication Policy

The Board recognises the importance of maintaining clear, timely and effective communication with Shareholders and fostering constructive engagement with the investment community. The Shareholders' Communication Policy, which was adopted on 29 March 2012 and last updated on 19 July 2022, establishes a framework for facilitating effective communication between the Company and its Shareholders through various channels, with a view to enhancing investor relations and investors' understanding of the Company. The Policy seeks to ensure that Shareholders and potential investors are provided with ready, equal and timely access to balanced and understandable information about the Company, enabling them to exercise their rights in an informed manner and engage actively with the Company.

The Board reviews the Policy regularly to ensure its effectiveness and compliance with applicable regulatory requirements. A Copy of the Policy has been published on the Company's website for public information.

(16) Communication with Shareholders (continued)

(16.1) Shareholders' Communication Policy (continued)

During the Year, the Company communicated and engaged effectively with Shareholders and potential investors through various channels, including but not limited to the following:

Channels	Highlights for the Year
Corporate Communications	• Shareholders could elect their preferred language (either English and Chinese, or both) or means of receipt of corporate communications (either in printed form or in electronic form). • Approximately 39 corporate communications (including the 2025 annual report, the 2026 interim report, and various circulars, announcements and notices) were published on the respective websites of HKEX and the Company.
General Meeting	• The 2025 AGM provided a forum for Shareholders to speak and exchange views with the Directors and Senior Management on the Company's affairs. • Shareholders could attend the 2025 AGM in person. • Directors (including chairman of various Board Committees), Senior Management and the external auditor attended the 2025 AGM and were available to answer questions from Shareholders.
Media and Analyst Briefings	• Financial highlights, press releases and results presentations were posted on the Company's website.
Investor Meetings	• The Group's executive directors and Investor Relations Department communicate with research analysts and institutional investors regularly. • Communicated with over 200 stakeholders via physical/online meetings and conference calls. • Attended seminars organised by the investment community.
Company's Website	• The Company's website was updated regularly, enabling Shareholders to access timely and updated information about the Company, including but not limited to all corporate communications (e.g. financial reports and circulars); and other corporate information (e.g. announcements, key corporate governance policies, terms of reference of the Board Committees, constitutional document and press release).

(16) Communication with Shareholders (continued)

(16.1) Shareholders' Communication Policy (continued)

Channels	Highlights for the Year
Dedicated Contacts	• Dedicated communication channels remained available for Shareholders to submit enquiries and concerns to the Company Secretary by writing to the Company's principal place of business in Hong Kong, by fax at (852) 2743 8459, or by email at lscomsec@laisun.com. • Shareholders were provided with assistance in contacting the Registrar regarding share registration, change of Shareholders' particulars and related matters. • Dedicated communication channels remained available for institutional investors and stakeholders to contact the Investor Relations Department by phone on (852) 2853 6106, by fax at (852) 2853 6651, or by email at ir@laifung.com.

Having considered the multiple communication and engagement channels in place, the Board is satisfied that the Shareholders' Communication Policy was properly implemented and remained effective during the Year. The Company will continue to review and enhance its communication and engagement practices with a view to promoting effective dialogue with Shareholders and investors and facilitating their understanding of the Group's mission, strategy, business development and performance.

(16) Communication with Shareholders (continued)

(16.2) Attendance Record at General Meeting

During the Year, the Company held an AGM and the attendance record of individual Directors at this meeting is set out below:

Directors	Number of Meetings Attended/ Number of Meetings Held
Executive Directors	
Lam Kin Ngok, Peter	0/1
Lam Kin Hong, Matthew	0/1
Lam Hau Yin, Lester *(also alternate director to U Po Chu)*	0/1
Cheng Shin How	1/1
Cheung Sum, Sam	1/1
Lee Tze Yan, Ernest	1/1
U Po Chu	0/1
Independent Non-executive Directors	
Au Hoi Fung	1/1
Ku Moon Lun	1/1
Lam Bing Kwan	1/1
Law Kin Ho	1/1
Mak Wing Sum, Alvin	1/1
Shek Lai Him, Abraham	1/1

(16.3) Details of the Last General Meeting

The last general meeting of the Company, being the AGM for 2025, was held at 8:30 a.m. on 19 December 2025 at Grand Ballrooms 1 and 2, Level B, Hong Kong Ocean Park Marriott Hotel, 180 Wong Chuk Hang Road, Aberdeen, Hong Kong ("**2025 AGM**"). At the 2025 AGM, Shareholders approved by a vast majority of votes (i) the adoption of the audited financial statements of the Company for the year ended 31 July 2025 and the reports of the directors and the independent auditor thereon; (ii) the re-election of Mr. Lam Kin Hong, Matthew and Mr. Cheng Shin How as EDs, and Mr. Lam Bing Kwan and Mr. Shek Lai Him, Abraham as INEDs, and the authorisation for the Board to fix the remuneration of the Directors; (iii) the re-appointment of Ernst & Young as the Independent Auditor for the Year and the authorisation for the Board to fix their remuneration; (iv) the granting to the Directors a general mandate to buy back the shares of the Company ("**Shares**") not exceeding 10% of the total number of issued Shares; (v) the granting to the Directors a general mandate to issue, allot and deal with additional Shares not exceeding 20% of the total number of issued Shares; and (vi) the extension of the general mandate under (v) above by adding the total number of Shares to be bought back by the Company pursuant to (iv) above. The notice of the 2025 AGM and the poll results announcement in respect of the 2025 AGM were published on the websites of both the HKEX and the Company on 19 November 2025 and 19 December 2025, respectively.

(17) Dividend Policy

The Board has adopted a Dividend Policy with effect from 22 January 2019 to set out the approach on declaring and recommending the dividend payment to the Shareholders. The Company will depend on, among others, the financial performance, retained earnings and distributable reserve, working capital requirements, capital expenditure requirements and future expansion plans, liquidity position, general economic condition and other factors as the Board may consider relevant to decide the dividend distribution. The declaration of dividends shall be determined at the decision of the Board and shall be subject to any restriction under the Companies Act (As Revised) (Cap. 22) of the Cayman Islands and the Articles of Association. It is confirmed that all dividend decisions made by the Board were made in accordance with the Dividend Policy.

In view of the Company's performance for the Year and its financial position as at 31 July 2026, no interim dividend for the six months ended 31 January 2026 was declared and the Directors do not recommend the payment of a final dividend for the Year. The Company will actively explore new business opportunities and optimise cost control measures with an aim to enhance investors' returns.

The Board will review the Dividend Policy from time to time and may adopt changes as appropriate at the relevant time to ensure the effectiveness of the Dividend Policy.

(18) Investor Relations

To ensure our investors have a better understanding of the Company, our management engages with investors on a regular basis. Our Executive Directors and Investor Relations Department communicate with research analysts and institutional investors throughout the year.

The Group maintains dialogues with the investment community and provides them with updates on the Group's operations, financial performance and outlook. During the year under review, the Company has engaged with a range of stakeholders via physical/online meetings and conference calls.

The Company welcomes suggestions from investors, stakeholders and the public who may contact the Investor Relations Department by phone on (852) 2853 6106, by fax at (852) 2853 6651 or by email at ir@laifung.com.

(19) Constitutional Documents

An up-to-date consolidated version of the Company's constitutional documents has been posted on the respective websites of the HKEX and the Company. No changes were made to the Company's constitutional documents during the Year and up to the date of this Annual Report.

Subsequent to the financial year end and as announced in the Company's announcement dated 20 October 2026, the Company proposed to seek the approval of the Shareholders at the forthcoming AGM for certain amendments to the existing second amended and restated memorandum and articles of association of the Company ("**Existing M&A**") by adopting the third amended and restated memorandum and articles of association of the Company for the purposes of, among other things, (i) allowing the Company to hold repurchased Shares in treasury; (ii) facilitating the implementation of the uncertificated securities market regime; (iii) bringing the Existing M&A in line with the amendments made to the Listing Rules with regard to the expanded paperless listing regime, including the electronic dissemination of corporate communications to Shareholders, and the provision of options for Shareholders to receive electronic payment of corporate action proceeds; and (iv) making certain housekeeping amendments to the Existing M&A, details of which are set out in the Company's circular dated 19 November 2026.

Biographical Details of Directors

Executive Directors

Each of the Executive Directors of the Company named below holds directorship in a number of subsidiaries of the Company and all of them (except Mr. Cheng Shin How) hold directorship in all or certain of the Company's listed affiliates, namely Lai Sun Garment (International) Limited ("**LSG**"), Lai Sun Development Company Limited ("**LSD**") and eSun Holdings Limited ("**eSun**"). The issued shares of LSG, LSD and eSun are listed and traded on the Main Board of The Stock Exchange of Hong Kong Limited ("**Stock Exchange**"). LSG is the ultimate holding company of the Company while LSD is a subsidiary of LSG and the intermediate holding company of the Company and eSun.

Dr. Lam Kin Ngok, Peter, Chairman, aged 69, was appointed an Executive Director of the Company and elected as the Chairman of the board of directors of the Company in June 2023. He is currently a member of the Executive Committee of the Company and the chairman of the Nomination Committee of the Company. Dr. Lam is also the chairman and an executive director of each of LSG and LSD, and the chairman and a director of Media Asia Group Holdings Limited (a wholly-owned subsidiary of eSun). He was an Executive Director of the Company from 28 November 1997 to 31 October 2012 and an executive director of eSun from 15 October 1996 to 13 February 2014. Dr. Lam was an executive director of Crocodile Garments Limited (a company listed on the Main Board of the Stock Exchange).

Dr. Lam has extensive experience in the property development and investment business, hospitality as well as media and entertainment business. He was conferred an Honorary Doctorate by The Hong Kong Academy for Performing Arts in June 2011. Dr. Lam received the Gold Bauhinia Star and the Grand Bauhinia Medal awarded from the Government of the Hong Kong Special Administrative Region ("**HKSAR**") on 1 July 2015 and 27 July 2022, respectively.

Currently, Dr. Lam is the chairman of the Hong Kong Tourism Board. He is also a standing committee member of the 14th National Committee of the Chinese People's Political Consultative Conference. In addition, Dr. Lam is the chairman of Hong Kong Chamber of Films Limited, a life honorable president of Hong Kong Motion Picture Industry Association Limited, a vice president of The Real Estate Developers Association of Hong Kong, a vice chairman of Friends of Hong Kong Association Limited, a director of Hong Kong-Vietnam Chamber of Commerce Limited, an honorary chairman of Federation of HK Jiangsu Community Organisations, the president of Hong Kong Association of Cultural Industries Limited, the chairman of Hong Kong Cultural Development Research Institute Limited, and a member under the group of regional and global collaborations of the Chief Executive's Council of Advisers. Dr. Lam is also the deputy chairman of the general committee of the Hong Kong General Chamber of Commerce. He was a trustee of The Better Hong Kong Foundation, a member of the board of West Kowloon Cultural District Foundation Limited (a wholly-owned subsidiary of West Kowloon Cultural District Authority), the chairman of the Hong Kong Trade Development Council, and a non-official member of the Trade and Industry Advisory Board.

Dr. Lam is the son of Madam U Po Chu (an Executive Director of the Company), the elder brother of Mr. Lam Kin Hong, Matthew (the Executive Deputy Chairman and an Executive Director of the Company) and the father of Mr. Lam Hau Yin, Lester (an Executive Director and the Chief Executive Officer of the Company). Dr. Lam is a substantial shareholder (within the meaning of Part XV of the Securities and Futures Ordinance, Chapter 571 of the Laws of Hong Kong ("**SFO**")) of the Company.

Biographical Details of Directors

Executive Directors (continued)

Mr. Lam Kin Hong, Matthew, Executive Deputy Chairman, aged 58, was appointed an Executive Director of the Company in December 2001. He is also an executive director of LSG.

Mr. Lam graduated from University College London in the United Kingdom with a Bachelor of Science Degree and underwent training as a lawyer with Reed Smith Richards Butler, an international law firm. He is a Co-founding Partner and Managing Partner of Nixon Peabody CWL in Hong Kong and a member of The Law Society of Hong Kong and The Law Society of England and Wales.

Mr. Lam is the president of the Federation of Hong Kong-Shanghai Associations and a standing committee member of the Chinese People's Political Consultative Conference in Shanghai. He was appointed a Justice of the Peace in July 2021 and he received the Bronze Bauhinia Star awarded by the Government of the HKSAR on 1 July 2023. Mr. Lam was elected to be a member of The Sixth Election Committee of the HKSAR in September 2025. He serves as an Honorary Consul of the Republic of Estonia in Hong Kong, the chairman of the Appeal Tribunal Panel (Buildings), the chairman of the Protection of Wages on Insolvency Fund Board, a member of the Competition Commission, a member of the Independent Police Complaints Council, and a Racing Steward at the Hong Kong Jockey Club. Mr. Lam was a member of the Consumer Council and the Advisory Committee on Admission of Quality Migrants and Professionals, as well as a council member of the Better Hong Kong Foundation.

Mr. Lam is the younger brother of Dr. Lam Kin Ngok, Peter (the Chairman, an Executive Director, and a substantial shareholder (within the meaning of Part XV of the SFO) of the Company) and an uncle of Mr. Lam Hau Yin, Lester (an Executive Director and the Chief Executive Officer of the Company).

Mr. Lam Hau Yin, Lester, Chief Executive Officer, aged 45, was appointed an Executive Director of the Company in April 2005 and is currently a member of the Executive Committee of the Company. He is also the alternate director to Madam U Po Chu, an Executive Director of the Company. Mr. Lam is an executive director of LSG, LSD and eSun. He is also the alternate director to Madam U Po Chu in her capacity as an executive director of LSG as well as a non-executive director of each of LSD and eSun. Mr. Lam is presently the chief executive officer of Media Asia Group Holdings Limited (a wholly-owned subsidiary of eSun). He is also the founder and chairman of Por Yen Charitable Foundation Limited.

Mr. Lam holds a Bachelor of Science in Business Administration degree from the Northeastern University in Boston of the United States of America. He completed the Kellogg-HKUST Executive MBA program in 2016. Mr. Lam has acquired working experience since 1999 in various companies engaged in securities investment, hotel operations, environmental products, entertainment and property development and investment. He is a member of the general committee of The Chamber of Hong Kong Listed Companies.

Mr. Lam is a son of Dr. Lam Kin Ngok, Peter (the Chairman, an Executive Director, and a substantial shareholder (within the meaning of Part XV of the SFO) of the Company), a nephew of Mr. Lam Kin Hong, Matthew (the Executive Deputy Chairman and an Executive Director of the Company) and a grandson of Madam U Po Chu (an Executive Director of the Company).

Executive Directors (continued)

Mr. Cheng Shin How, aged 60, was appointed an Executive Director of the Company in June 2007. He is currently a member of both the Executive Committee and the Remuneration Committee of the Company, and the alternate to Dr. Lam Kin Ngok, Peter, the chairman of the Nomination Committee of the Company.

Prior to joining the Company, Mr. Cheng was the Regional Director of the Hong Kong and Macau office of CapitaLand Limited (now known as CapitaLand Group Pte. Ltd.) ("**CapitaLand**"). He joined CapitaLand in 1999 and has been involved in its real estate investment in Hong Kong, Macau and Chinese Mainland. Prior to joining CapitaLand, Mr. Cheng worked with CB Richard Ellis, an international property consultancy firm where he was involved in property valuation, development and investment consultancy. He has been involved in business in the People's Republic of China ("**PRC**") since 1993. Mr. Cheng graduated with an Honours Degree in Land Management from the University of Reading, United Kingdom.

Mr. Cheung Sum, Sam, aged 62, was appointed an Executive Director of the Company in August 2023. He is currently a member of the Executive Committee of the Company. Mr. Cheung joined the Company as Group Chief Financial Officer in July 2023. He is also an executive director of each of LSG, LSD and eSun.

Mr. Cheung was the chief financial officer of FTLife Insurance Company Limited (now known as Chow Tai Fook Life Insurance Company Limited), a wholly-owned subsidiary of CTF Services Limited, from September 2019 to November 2020, the chief financial officer and vice president of Agile Group Holdings Limited from July 2013 to May 2019, an executive director of eSun from March 2011 to August 2012, and an executive director of each of the Company and LSD from March 2011 to August 2012 and from June 2007 to October 2009.

Prior to joining the Lai Sun Group in 2006, Mr. Cheung worked for a number of other listed companies and international investment banks in Hong Kong. He has extensive experience in capital markets and financial management. Mr. Cheung graduated from the London School of Economics and Political Science, University of London with a Bachelor of Science (Economics) degree in Accounting and Finance. He is a fellow member of the Association of Chartered Certified Accountants in the United Kingdom and the Hong Kong Institute of Certified Public Accountants.

Biographical Details of Directors

Executive Directors (continued)

Mr. Lee Tze Yan, Ernest, aged 62, was appointed an Executive Director of the Company in January 2015 and is currently a member of the Executive Committee of the Company. He is also an executive director of LSD.

Mr. Lee joined the Lai Sun Group as Group Director — Project Development in June 2012. He has over 30 years of experience in the architectural and property development industries, holding senior positions. Prior to joining the Lai Sun Group, he was a senior project management executive of the Henderson Land Group for 18 years, supervising the execution and completion of numerous large-scale quality developments in both Hong Kong and the PRC.

Mr. Lee graduated from the Faculty of Architecture, the University of Hong Kong, with a Bachelor of Architecture degree and a Bachelor of Arts in Architectural Studies degree. He also holds a post-graduate degree in Master of Business Administration from the Southern Illinois University at Carbondale in the United States of America. Mr. Lee has been a member of both the Hong Kong Institute of Architects (HKIA) and the Royal Institute of British Architects (RIBA), as well as an Authorized Person (List of Architects) and a Registered Architect in Hong Kong for over 30 years. He attained the qualifications of PRC Class 1 Registered Architect Qualification and BEAM Pro.

Madam U Po Chu, aged 101, was appointed an Executive Director of the Company in February 2003 and is currently a member of the Nomination Committee of the Company. She is also an executive director of LSG and a non-executive director of each of LSD and eSun.

Madam U has over 55 years of experience in the garment manufacturing business and had been involved in the printing business in the mid-1960s. She started to expand the business to fabric bleaching and dyeing in the early 1970s and became involved in property development and investment in the late 1980s.

Madam U is the mother of Dr. Lam Kin Ngok, Peter (the Chairman, an Executive Director, and a substantial shareholder (within the meaning of Part XV of the SFO) of the Company), and the grandmother of Mr. Lam Hau Yin, Lester (an Executive Director and the Chief Executive Officer of the Company).

Independent Non-executive Directors

Mr. Au Hoi Fung, aged 71, was appointed an Independent Non-executive Director of the Company in August 2023 and is currently a member of the Nomination Committee of the Company.

Mr. Au has more than 45 years of accounting and financial management work experiences gained in various corporations in Hong Kong. Currently, he is the vice president (Finance and Administration) and a director of F.O.B. Garments Limited, a sizeable garments trading entity in Hong Kong which he has joined since January 1994.

Mr. Au graduated from the Hong Kong Polytechnic (now known as the Hong Kong Polytechnic University) with a Higher Diploma in Accountancy. He is an associate of the Chartered Institute of Management Accountants and a fellow member of the Hong Kong Institute of Certified Public Accountants.

Mr. Ku Moon Lun, aged 75, was appointed an Independent Non-executive Director of the Company in June 2006 and is currently a member of both the Audit Committee and the Remuneration Committee of the Company.

Mr. Ku has over 35 years of experience in the real estate industry. He is a fellow member of the Hong Kong Institute of Surveyors.

Mr. Ku was an executive director of Davis Langdon & Seah International ("**DLSI**"), a property consultant firm, until the end of 2005 where he was responsible for formulating the policies and steering the direction of the DLSI group of companies. He was also the chairman of the board of directors of Davis Langdon & Seah Hong Kong Limited from 1995 to 2004. Mr. Ku was previously the chairman of Premas Hong Kong Limited, a facilities management company, from 2000 to 2002 and icFox International, an information technology company, from 2000 to 2003. He was an independent non-executive director of Ascott Residence Trust Management Limited in Singapore from 2006 to 2016, an independent non-executive director of Kerry Properties Limited (a company listed on the Main Board of the Stock Exchange) from 2007 to 2020, a non-executive director of Surbana Jurong Pte Ltd. in Singapore from 2015 to June 2023 and a member of the Hospital Governing Committee of Queen Elizabeth Hospital, Hong Kong Hospital Authority from 2015 to March 2023.

Mr. Lam Bing Kwan, aged 76, was appointed an Independent Non-executive Director of the Company in July 2001 and is currently the chairman of the Remuneration Committee and a member of the Audit Committee of the Company.

Mr. Lam graduated from the University of Oregon in the United States of America with a Bachelor of Business Administration Degree in 1974. Having been actively involved in property development and investment in the People's Republic of China since the mid-1980s, he has substantial experience in this industry. Mr. Lam has served on the boards of directors of a number of listed companies in Hong Kong for over 20 years and is currently an independent non-executive director of LSG and LSD. LSG is the ultimate holding company of the Company while LSD is a subsidiary of LSG and the intermediate holding company of the Company.

Biographical Details of Directors

Independent Non-executive Directors (continued)

Mr. Law Kin Ho, aged 59, was appointed an Independent Non-executive Director of the Company in March 2009 and is currently the chairman of the Audit Committee and a member of the Remuneration Committee of the Company.

Mr. Law is a fellow member of the Hong Kong Institute of Certified Public Accountants and the Association of Chartered Certified Accountants, United Kingdom. He has extensive experience in the auditing and accounting fields in Hong Kong and is currently a practicing certified public accountant in Hong Kong. Mr. Law is currently a director of Kenswick CPA Limited in Hong Kong. He worked with Yuanta Securities (Hong Kong) Company Limited, the Stock Exchange and Ernst & Young.

Mr. Mak Wing Sum, Alvin, aged 74, was appointed an Independent Non-executive Director of the Company in November 2012 and is currently a member of both the Audit Committee and the Nomination Committee of the Company.

Mr. Mak is a Chartered Accountant and is a member of the Canadian Institute of Chartered Accountants as well as a member of the Hong Kong Institute of Certified Public Accountants. He is currently an independent non-executive director of Luk Fook Holdings (International) Limited, Hong Kong Technology Venture Company Limited ("**HK Tech Venture**"), Crystal International Group Limited, and K Cash Corporation Limited. The issued shares of all the aforesaid companies are listed and traded on the Main Board of the Stock Exchange. Mr. Mak was appointed chairman of HK Tech Venture on 1 September 2025. Moreover, Mr. Mak retired from the Supervisory Board of Hong Kong Housing Society on 12 September 2025 but remains as a member of its Finance Committee.

After working in Citibank for over 26 years, Mr. Mak retired on 1 May 2012. He last served as the Head of Markets and Banking for Citibank Hong Kong, being the country business manager for corporate and investment banking business. In Citibank, he had held various senior positions including Head of Global Banking responsible for managing all the coverage bankers. Prior to that, he managed the Hong Kong's corporate finance business, regional asset management business and was the Chief Financial Officer of North Asia. Before joining Citibank in 1985, Mr. Mak was an audit group manager at Coopers & Lybrand (now known as PricewaterhouseCoopers). He worked for Coopers & Lybrand for eight years, five of which were in Toronto, Canada. He graduated from the University of Toronto with a Bachelor of Commerce degree in 1976.

Independent Non-executive Directors (continued)

Mr. Shek Lai Him, Abraham, aged 81, was appointed an Independent Non-executive Director of the Company in December 2012 and is currently a member of the Nomination Committee of the Company. He was appointed as Justice of the Peace in 1995 and awarded the Gold Bauhinia Star in July 2013.

Mr. Shek acts as an independent non-executive director of a number of companies listed on the Main Board of the Stock Exchange, including Paliburg Holdings Limited, Chuang's Consortium International Limited, CTF Services Limited, Cosmopolitan International Holdings Limited, Eagle Asset Management (CP) Limited acting as the manager of Champion Real Estate Investment Trust, Everbright Grand China Assets Limited, CSI Properties Limited, Far East Consortium International Limited, Shin Hwa World Limited, and Hao Tian International Construction Investment Group Limited.

Moreover, Mr. Shek is the honorary chairman and an independent non-executive director of Chuang's China Investments Limited, and the chairman and a non-executive director of JY Grandmark Holdings Limited, both of which are listed on the Main Board of the Stock Exchange. He was an independent non-executive director of China Resources Building Materials Technology Holdings Limited (resigned on 24 October 2025), Alliance International Education Leasing Holdings Limited (resigned on 30 April 2026), Regal Portfolio Management Limited acting as the manager of Regal Real Estate Investment Trust (retired on 19 May 2026), and the vice chairman and an independent non-executive director of ITC Properties Group Limited (now known as ITC Neocloud Group Limited) (retired on 21 August 2026). The issued shares of all the aforesaid companies, and the units of Regal Real Estate Investment Trust, are listed and traded on the Main Board of the Stock Exchange.

Mr. Shek is an Honorary Member of the Court of The Hong Kong University of Science and Technology, a Court Member of City University of Hong Kong, and a Court Member of Metropolitan University. He was a member of the Legislative Council for the Hong Kong Special Administrative Region of the PRC, representing the real estate and construction functional constituency from 2000 to 2021. He was the Vice-Chairman of the Independent Police Complaints Council in Hong Kong, a director of The Hong Kong Mortgage Corporation Limited, a non-executive director of the Mandatory Provident Fund Schemes Authority, a member of the Advisory Committee on Corruption of the Independent Commission Against Corruption, and a court member and council member of The University of Hong Kong. He graduated from the University of Sydney, Australia with a Bachelor of Arts Degree and a Diploma in Education. Mr. Shek attained a Juris Doctor degree at The City University of Hong Kong in 2022.

Report of the Directors

The directors of the Company ("**Directors**") present their report and the audited consolidated financial statements of the Company and its subsidiaries (together, "**Group**") for the year ended 31 July 2026 ("**Year**").

Principal Activities

During the Year, the Company acted as an investment holding company.

The Group's principal activities consisted of property development for sale, property investment, and development and operation of and investment in cultural, leisure, entertainment and related facilities in the People's Republic of China.

Business Review

A review of the business of the Group during the Year and a discussion on the Group's future business development, possible risks and uncertainties that the Group may be facing are provided in the Chairman's Statement as well as the Management Discussion and Analysis on pages 6 to 17 and pages 18 to 36 of this Annual Report, respectively. An analysis of the Group's performance during the Year using financial key performance indicators is provided in the Financial Highlights on page 4 of this Annual Report. The financial risk management objectives and policies of the Group are set out in note 36 to the consolidated financial statements. In addition, discussions on the Group's environmental policies, relationships with its key stakeholders and compliance with relevant laws and regulations which have a significant impact on the Group are contained in the Environmental, Social and Governance Report and Corporate Governance Report on pages 44 to 91 and pages 92 to 126 of this Annual Report, respectively.

Results and Dividends

Details of the results of the Group for the Year and the Group's financial position as at 31 July 2026 are set out in the consolidated financial statements and their accompanying notes on pages 162 to 260.

No interim dividend was paid or declared in respect of the Year (2025: Nil).

The board of Directors ("**Board**") does not recommend the payment of a final dividend for the Year (2025: Nil).

Permitted Indemnity and Directors and Officers Liability Insurance

Pursuant to Article 179(a) of the second amended and restated articles of association of the Company ("**Articles of Association**"), every Director or other officer of the Company shall be entitled to be indemnified out of the assets of the Company against all losses or liabilities which he may sustain or incur in or about the execution of the duties of his/her office or otherwise in relation thereto, and no Director or other officer shall be liable for any loss, damages or misfortune which may happen to or be incurred by the Company in the execution of the duties of his/her office all in relation thereto, provided that such Article shall only have effect in so far as its provisions are not avoided by the Companies Act (As Revised) (Cap. 22) of the Cayman Islands. The Company has arranged directors' and officers' liability insurance policy of the Company during the Year.

Directors

The Directors who were in office during the Year and as at the date of this Report ("**Report Date**") are as follows:

Executive Directors ("EDs")
Lam Kin Ngok, Peter *(Chairman)*
Lam Kin Hong, Matthew *(Executive Deputy Chairman)*
Lam Hau Yin, Lester *(Chief Executive Officer)*
(also alternate director to U Po Chu)
Cheng Shin How
Cheung Sum, Sam *(Group Chief Financial Officer)*
Lee Tze Yan, Ernest
U Po Chu

Independent Non-executive Directors ("INEDs")
Au Hoi Fung
Ku Moon Lun
Lam Bing Kwan
Law Kin Ho
Mak Wing Sum, Alvin
Shek Lai Him, Abraham

In accordance with Article 116 of the Articles of Association, Dr. Lam Kin Ngok, Peter and Messrs. Lam Hau Yin, Lester, Cheung Sum, Sam and Au Hoi Fung (collectively, "**Retiring Directors**") will retire from office by rotation at the forthcoming annual general meeting of the Company ("**AGM**") and, being eligible, will offer themselves for re-election.

Details of the Retiring Directors proposed for re-election at the forthcoming AGM, required to be disclosed under Rule 13.51(2) of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited ("**Listing Rules**" and "**Stock Exchange**", respectively) are set out in the Company's circular dated 19 November 2026.

Biographical Details of Directors

Brief biographical particulars of the current Directors are set out on pages 127 to 133 of this Annual Report. Directors' other particulars are contained elsewhere in this Report and this Annual Report.

Directors' Service Contracts

No Director proposed for re-election at the forthcoming AGM has an unexpired service contract with the Company and/or any of its subsidiaries, which is not determinable by the employing company within one year without payment of compensation, other than statutory compensation.

Directors' Interests in Transactions, Arrangements or Contracts

Save as disclosed in note 33(a) to the financial statements and the section headed "Continuing Connected Transactions" of this Report, no Director had a material interest, either directly or indirectly, in any transaction, arrangement or contract of significance to the business of the Group to which the Company or any of its subsidiaries was a party during the Year.

Directors' Interests in Competing Businesses

During the Year and up to the Report Date, the following Directors are considered to have interests in businesses which compete or are likely to compete, either directly or indirectly, with the businesses of the Group pursuant to the Listing Rules:

Dr. Lam Kin Ngok, Peter, Mr. Lam Kin Hong, Matthew, Mr. Lam Hau Yin, Lester, Madam U Po Chu, Mr. Cheung Sum, Sam and Mr. Lee Tze Yan, Ernest (collectively, "**Interested Directors**") held shareholding or other interests and/or directorships in companies/entities engaged in the businesses of property investment and development in Chinese Mainland.

However, the Board is independent from the boards of directors/governing committees of the aforesaid companies/entities and none of the Interested Directors can personally control the Board. Further, each of the Interested Directors is fully aware of, and has been discharging, his/her fiduciary duty to the Company and has acted and will continue to act in the best interest of the Company and its shareholders as a whole. Therefore, the Group is capable of carrying on its businesses independently of, and at arm's length from, the businesses of such companies/entities.

Arrangement for Directors to Acquire Shares or Debentures

Other than the share option schemes adopted by the Company as disclosed in the sections headed "Share Option Schemes" and "Directors' Interests" of this Report and in note 27 to the financial statements as well as the respective share option schemes adopted by Lai Sun Development Company Limited ("**LSD**") and Lai Sun Garment (International) Limited ("**LSG**"), at no time during the Year was the Company or any of its holding companies and its subsidiaries a party to any arrangement to enable a Director to acquire benefits by means of the acquisition of shares in, or debentures of, the Company or any other body corporate.

Directors' Remuneration

The Directors' fees and other emoluments are supervised by the Remuneration Committee of the Company ("**Remuneration Committee**") and determined by the Board upon the recommendation of the Remuneration Committee with reference to Directors' duties, responsibilities and performance and the results of the Company as well as the prevailing market conditions. Details of the Directors' remuneration are set out in note 8 to the financial statements.

Share Option Schemes

The share option scheme adopted by the Company on 18 December 2012 ("**2012 Share Option Scheme**") expired on 17 December 2022 ("**Expiration Date**"). Following the Expiration Date, no further share options shall be granted under the 2012 Share Option Scheme but the outstanding share options granted thereunder shall continue to be valid and exercisable in accordance with its terms. A total of 470,000 underlying shares comprised in share options granted under the 2012 Share Option Scheme lapsed during the Year. As at 31 July 2026, share options comprising a total of 60,000 underlying shares granted under the 2012 Share Option Scheme were outstanding.

At the AGM held on 16 December 2022, a new share option scheme ("**2022 Share Option Scheme**") was adopted for the purpose of recognising the contribution or future contribution of the Eligible Participants (as defined in the 2022 Share Option Scheme) to the Group by granting options to them as incentives or rewards and to attract, retain and motivate high-calibre Eligible Participants in line with performance goals of the Group and the related entities. Eligible Participants include, but are not limited to, the directors, chief executive and employees of the Group and related entities, and service providers of the Group. The 2022 Share Option Scheme was also approved by the shareholders of LSG and LSD at their respective annual general meetings and became effective on 19 December 2022 ("**Effective Date**"). Unless otherwise cancelled or amended, the 2022 Share Option Scheme will remain in force for 10 years from the Effective Date. The principal terms of the 2022 Share Option Scheme are set out in the circular of the Company dated 17 November 2022. The number of shares available for grant under the 2022 Share Option Scheme at the beginning and the end of the financial year ended 31 July 2026 was 33,103,344 shares, representing 10% of the Company's issued shares (excluding treasury shares, if any) as at 31 July 2026. The service provider sublimit at the beginning and the end of the financial year ended 31 July 2026 was 3,310,334 shares, representing 1% of the Company's issued shares (excluding treasury shares, if any) as at 31 July 2026.

During the Year, no share options were granted under the 2022 Share Option Scheme. Accordingly, no shares of the Company may be issued in respect of share options granted under the 2022 Share Option Scheme during the Year.

Share Option Schemes (continued)

The following table sets out the movement of the share options granted under the 2012 Share Option Scheme during the Year:

Category of grantees	Date of grant *(Note 1)*	Number of underlying shares comprised in share options: As at 1 August 2025	Granted during the Year	Exercised during the Year	Lapsed during the Year	As at 31 July 2026	Exercise period	Exercise price per share (HK$) *(Note 2)*
Employee participants								
	19/01/2018	150,000	—	—	(150,000)	—	19/01/2018 – 18/01/2028	13.52
	22/01/2019	260,000	—	—	(260,000)	—	22/01/2019 – 21/01/2029	10.18
	22/01/2021	60,000	—	—	(60,000)	—	22/01/2021 – 21/01/2031	7.364
	21/01/2022	60,000	—	—	—	60,000	21/01/2022 – 20/01/2032	5.75
Total		**530,000**	**—**	**—**	**(470,000)**	**60,000**		

Notes:

1. *The share options vested on the date of grant.*

2. *The exercise price of the share options is subject to adjustment in the case of rights or bonus issues, or other similar changes in the Company's share capital.*

Save as disclosed above, no share options were granted, vested, exercised, cancelled, or lapsed in accordance with the terms of the 2012 Share Option Scheme and the 2022 Share Option Scheme during the Year.

As at the Report Date, (i) no further options could be granted under the 2012 Share Option Scheme, and a maximum number of 60,000 shares of the Company are available for issue in relation to the underlying shares comprised in the subsisting options granted under the 2012 Share Option Scheme and remained outstanding, representing approximately 0.02% of the shares in issue (excluding treasury shares, if any) as at the Report Date; and (ii) options to subscribe for a maximum of 33,103,344 shares in the Company could be granted under the 2022 Share Option Scheme, representing approximately 10% of the shares of the Company in issue (excluding treasury shares, if any) as at the Report Date.

Further details of the 2012 Share Option Scheme and the 2022 Share Option Scheme are set out in note 27 to the financial statements.

Directors' Interests

The following Directors and chief executive of the Company who held office on 31 July 2026 and their respective close associates (as defined in the Listing Rules) were interested or were deemed to be interested in the following interests or short positions in the shares, underlying shares and debentures of the Company or any of its associated corporations (within the meaning of the Securities and Futures Ordinance, Chapter 571 of the Laws of Hong Kong ("**SFO**")) on that date (a) as required to be notified to the Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including interests and short positions, if any, which they were taken or deemed to have under such provisions of the SFO); or (b) as recorded in the register required to be kept by the Company pursuant to section 352 of the SFO ("**Register of Directors and Chief Executive**"); or (c) as otherwise notified to the Company and the Stock Exchange pursuant to the Code of Practice for Securities Transactions by Directors and Designated Employees adopted by the Company ("**Securities Code**"); or (d) as known to the Directors:

(1) The Company

Long positions in the ordinary shares of HK$5.00 each of the Company ("**Shares**") and underlying Shares

Name of Director	Capacity	Number of Shares		Number of underlying Shares	Total	Approximate percentage of total issued Shares *(Note 1)*
		Personal interests	Corporate interests	Personal interests		
Lam Kin Ngok, Peter	Owner of controlled corporations	Nil	182,318,266 *(Note 2)*	Nil	182,318,266	55.08%

Directors' Interests (continued)

(2) Associated corporations of the Company

(i) Lai Sun Garment (International) Limited ("LSG")

Long positions in the ordinary shares of LSG ("**LSG Shares**") and underlying LSG Shares

Name of Director	Capacity	Number of LSG Shares		Number of underlying LSG Shares	Total	Approximate percentage of total issued LSG Shares *(Note 4)*
		Personal interests	Corporate interests	Personal interests *(Note 3)*		
Lam Kin Ngok, Peter	Beneficial owner/ Owner of controlled corporation	129,149,733	258,168,186 *(Note 5)*	1,832,017	389,149,936	44.05%
Lam Hau Yin, Lester	Beneficial owner	28,033,218	Nil	6,519,095	34,552,313	3.91%
U Po Chu	Beneficial owner	1,857,430	Nil	Nil	1,857,430	0.21%

(ii) Lai Sun Development Company Limited ("LSD")

Long positions in the ordinary shares of LSD ("**LSD Shares**") and underlying LSD Shares

Name of Director	Capacity	Number of LSD Shares		Number of underlying LSD Shares	Total	Approximate percentage of total issued LSD Shares *(Note 6)*
		Personal interests	Corporate interests	Personal interests		
Lam Kin Ngok, Peter	Beneficial owner/ Owner of controlled corporations	975,907	808,084,296 *(Note 7)*	Nil	809,060,203	55.67%
U Po Chu	Beneficial owner	60,567	Nil	Nil	60,567	≈0. 00%

(2) Associated corporations of the Company (continued)

(iii) eSun Holdings Limited ("eSun")

Long positions in the ordinary shares of HK$0.50 each of eSun ("**eSun Shares**") and underlying eSun Shares

Name of Director	Capacity	Number of eSun Shares		Number of underlying eSun Shares	Total	Approximate percentage of total issued eSun Shares *(Note 8)*
		Personal interests	Corporate interests	Personal interests		
Lam Kin Ngok, Peter	Beneficial owner/ Owner of controlled corporations	2,794,443	1,113,260,072 *(Note 9)*	Nil	1,116,054,515	63.56%
Lam Hau Yin, Lester	Beneficial owner	2,794,443	Nil	Nil	2,794,443	0.16%

(iv) Lai Sun (2026) Limited

Long position in the 8% guaranteed notes due 2029

Name of Director	Capacity	Nature of interests	Principal amount
Lam Kin Ngok, Peter	Beneficial owner	Personal	US$9,450,000

Directors' Interests (continued)

Notes:

1. *The percentage has been compiled based on the total number of issued Shares as at 31 July 2026 (i.e., 331,033,443 Shares).*

2. *These interests in the Company represented all the Shares beneficially owned by Holy Unicorn Limited (180,600,756 Shares or approximately 54.56% of the total issued Shares) and Transtrend Holdings Limited (1,717,510 Shares or approximately 0.52% of the total issued Shares), both being wholly-owned subsidiaries of LSD. LSD was approximately 55.60% directly and indirectly owned by LSG. LSG was approximately 14.62% (excluding share options) owned by Dr. Lam Kin Ngok, Peter and approximately 29.23% owned by Wisdoman Limited ("**Wisdoman**") which was in turn 100% beneficially owned by Dr. Lam Kin Ngok, Peter. Therefore, Dr. Lam Kin Ngok, Peter was deemed to be interested in the Shares owned indirectly by LSD as shown in the section headed "Substantial Shareholders' and Other Person's Interests" below pursuant to Part XV of the SFO.*

3. *These interests in underlying LSG Shares represented interests in share options granted to the Directors under the share option schemes of LSG, particulars of which are as follows:*

Name of Director	***Date of grant***	***Number of underlying LSG Shares comprised in share options***	***Exercise period***	***Exercise price per LSG Share*** *(HK$)*
Lam Kin Ngok, Peter	*19/06/2017*	*448,197*	*19/06/2017 – 18/06/2027*	*11.155*
Lam Kin Ngok, Peter	*25/01/2022*	*1,383,820*	*25/01/2022 – 24/01/2032*	*3.673*
Lam Hau Yin, Lester	*19/06/2017*	*5,135,275*	*19/06/2017 – 18/06/2027*	*11.155*
Lam Hau Yin, Lester	*25/01/2022*	*1,383,820*	*25/01/2022 – 24/01/2032*	*3.673*

4. *The percentage has been compiled based on the total number of issued LSG Shares as at 31 July 2026 (i.e., 883,373,901 LSG Shares).*

5. *By virtue of his interests in Wisdoman as described in Note 2 above, Dr. Lam Kin Ngok, Peter was deemed to be interested in such LSG Shares owned directly by Wisdoman.*

6. *The percentage has been compiled based on the total number of issued LSD Shares as at 31 July 2026 (i.e., 1,453,328,830 LSD Shares).*

7. *By virtue of his deemed controlling shareholding interests in LSG as described in Note 2 above, Dr. Lam Kin Ngok, Peter was deemed to be interested in such LSD Shares owned directly and indirectly by LSG.*

8. *The percentage has been compiled based on the total number of issued eSun Shares as at 31 July 2026 (i.e., 1,755,876,866 eSun Shares).*

9. *By virtue of his deemed controlling shareholding interests in LSD as described in Note 2 above, Dr. Lam Kin Ngok, Peter was deemed to be interested in such eSun Shares held by Transtrend Holdings Limited, a wholly-owned subsidiary of LSD.*

Save as disclosed above, as at 31 July 2026, none of the Directors and chief executive of the Company and their respective close associates was interested or was deemed to be interested in the long and short positions in the shares, underlying shares and debentures of the Company or any of its associated corporations, which were required to be notified to the Company and the Stock Exchange, recorded in the Register of Directors and Chief Executive, notified under the Securities Code, or otherwise known to the Directors.

Substantial Shareholders' and Other Person's Interests

As at 31 July 2026, so far as is known or otherwise notified to any Director or the chief executive of the Company, the particulars of the corporations or individuals who had 5% or more interests in the following long positions in the Shares and underlying Shares as recorded, other than a Director or the chief executive of the Company, in the register required to be kept under section 336 of the SFO ("**Register of Shareholders**") or were entitled to exercise, or control the exercise of, 10% or more of the voting power at any general meeting of the Company ("**Voting Entitlements**") (i.e., within the meaning of substantial shareholders of the Listing Rules) were as follows:

Long positions in the Shares of the Company

Name	Capacity and nature of interests	Number of Shares	Approximate percentage of total issued Shares *(Note 1)*
Substantial Shareholders			
Lai Sun Development Company Limited ("**LSD**")	Owner of controlled corporations	182,318,266 *(Note 2)*	55.08%
Lai Sun Garment (International) Limited ("**LSG**")	Owner of controlled corporations	182,318,266 *(Note 3)*	55.08%
Lam Kin Ngok, Peter	Owner of controlled corporations	182,318,266 *(Note 4)*	55.08%
Holy Unicorn Limited ("**Holy Unicorn**")	Beneficial owner	180,600,756 *(Note 2)*	54.56%
Transtrend Holdings Limited ("**Transtrend**")	Beneficial owner	1,717,510 *(Note 2)*	0.52%
CapitaLand China Holdings Pte Ltd ("**CapitaLand China**")	Owner of controlled corporation	64,400,000 *(Note 5)*	19.45%
CapitaLand China Investments Limited ("**CapitaLand China Investments**")	Owner of controlled corporations	64,400,000 *(Note 5)*	19.45%
CapitaLand LF (Cayman) Holdings Co., Ltd. ("**CapitaLand Cayman**")	Beneficial owner	64,400,000	19.45%
CapitaLand Group Pte. Ltd. ("**CapitaLand**")	Owner of controlled corporations	64,400,000 *(Note 5)*	19.45%
Temasek Holdings (Private) Limited ("**Temasek**")	Owner of controlled corporations	64,400,000 *(Note 5)*	19.45%
Yu Cheuk Yi	Beneficial owner	33,161,037 *(Note 6)*	10.02%
Yu Siu Yuk	Beneficial owner	33,161,037 *(Note 6)*	10.02%
Other Person			
Moerus Capital Management LLC	Investment manager	24,969,825	7.54%

Substantial Shareholders' and Other Person's Interests (continued)

Long positions in the Shares of the Company (continued)

Notes:

1. *The percentage has been compiled based on the total number of issued Shares as at 31 July 2026 (i.e., 331,033,443 Shares).*

2. *These interests in the Company represented all the Shares beneficially owned by Holy Unicorn (180,600,756 Shares or approximately 54.56% of the total issued Shares) and Transtrend (1,717,510 Shares or approximately 0.52% of the total issued Shares), both being wholly-owned subsidiaries of LSD.*

3. *LSG owned approximately 55.60% shareholding interests in LSD. As such, LSG was deemed to be interested in the same 182,318,266 Shares in which LSD had interests.*

4. *Dr. Lam Kin Ngok, Peter was deemed to be interested in 182,318,266 Shares by virtue of his personal and deemed shareholding interests in approximately 43.85% (excluding share options) in LSG which in turn owned approximately 55.60% shareholding interests in LSD.*

5. *These interests in the Company represented the Shares beneficially owned by CapitaLand Cayman which is wholly owned by CapitaLand China which in turn is wholly owned by CapitaLand China Investments while CapitaLand China Investments is wholly owned by CapitaLand. CapitaLand is in turn a wholly-owned subsidiary of CLA Real Estate Holdings Pte. Ltd. Temasek is deemed to be interested in the same 64,400,000 Shares held by CapitaLand Cayman as CLA Real Estate Holdings Pte. Ltd. is an indirect wholly-owned subsidiary of Temasek.*

6. *Mr. Yu Cheuk Yi and Ms. Yu Siu Yuk were both taken to be interested in the same 33,161,037 Shares which were held jointly by them.*

Save as disclosed above, the Directors are not aware of any other corporation or individual who, as at 31 July 2026, had the Voting Entitlements or 5% or more interests or short positions in the Shares or underlying Shares as recorded in the Register of Shareholders.

Controlling Shareholder's Interests in Significant Contracts

Save as disclosed in note 33 to the financial statements headed "Related Party Transactions" and the section headed "Continuing Connected Transactions" of this Report below, at no time during the Year had the Company or any of its subsidiaries, and the controlling shareholder (as defined under the Listing Rules) or any of its subsidiaries entered into any contract of significance or any contract of significance for the provision of services by the controlling shareholder or any of its subsidiaries to the Company or any of its subsidiaries.

Continuing Connected Transactions

The Company had certain continuing connected transactions (as defined under the Listing Rules) during the Year, brief particulars of which are as follows:

1. Ascott Management Agreement

On 23 January 2020, the Company announced that Shanghai Li Xing Real Estate Development Co., Ltd. ("**Li Xing**", a wholly-owned subsidiary of the Company) and Ascott Property Management (Shanghai) Co., Ltd. (now known as Ascott Hotel Management (Shanghai) Co., Ltd.) ("**Ascott**") entered into a serviced residence management agreement ("**Ascott Management Agreement**") in relation to the management of the units of serviced apartment owned by the Group and situated in Huangpu District, Shanghai, the People's Republic of China ("**Serviced Residence**" and "**PRC**", respectively) to renew the previous management agreement for a period of 10 years commencing on 1 May 2020 and renewable for two successive terms of five years at the option of Ascott and subject to the agreement of Li Xing.

Pursuant to the Ascott Management Agreement,

(i) Ascott shall be entitled to receive, for each fiscal year during and throughout the term of the Ascott Management Agreement, a base management fee; and

(ii) Ascott will provide (a) computer modular programs for use in connection with the management and operation of the Serviced Residence at a fee of RMB150 per unit per month; (b) centralised reservation services at a fee of RMB24,000 per month; and (c) other services including, but not limited to, educational and training programmes and facilities, cluster advertising and promotion services, and central purchasing and procurement services at a fee of RMB2,000,000 per annum.

Ascott is a subsidiary of CapitaLand Group Pte. Ltd. ("**CapitaLand**"), which is a substantial shareholder of the Company. Accordingly, Ascott is an associate of CapitaLand for the purposes of the Listing Rules and a connected person of the Company under Rule 14A.07. The transactions contemplated under the Ascott Management Agreement therefore constitute continuing connected transactions for the Company under the Listing Rules.

The maximum amount of total fees payable by Li Xing to Ascott during the term of the Ascott Management Agreement will not exceed RMB15,000,000 per annum.

Details of the Ascott Management Agreement are set out in an announcement dated 23 January 2020 jointly published by the Company, Lai Sun Garment (International) Limited ("**LSG**"), Lai Sun Development Company Limited ("**LSD**"), and eSun Holdings Limited ("**eSun**").

For the Year, such fees paid or payable to Ascott amounted to RMB5,289,000 (equivalent to approximately HK$5,936,000).

Continuing Connected Transactions (continued)

2. Commercial Letting Framework Agreement

On 31 July 2023, the Company, LSG, LSD and eSun (collectively, "**Lai Sun Group**") entered into a commercial letting framework agreement ("**2023 Commercial Letting Framework Agreement**") for the transactions with regard to the letting and/or licensing of premises for office space, warehouse, commercial properties, car parking spaces, advertising spaces and other premises within members of the Lai Sun Group ("**Transactions**") for a period of three years commencing on 1 August 2023 and expiring on 31 July 2026.

Pursuant to the 2023 Commercial Letting Framework Agreement,

(i) each Transaction shall be governed by a written agreement on normal commercial terms;

(ii) the rental or fees (including property management fees) payable under each Transaction and their payment terms shall be determined by reference to the prevailing market or comparable rental or fees; and

(iii) each of LSG, LSD, the Company and eSun may, in accordance with the requirements of the Listing Rules, determine the annual cap amounts in respect of the Transactions constituting its continuing connected transactions for each of the financial years ended 31 July 2024, 2025 and 2026.

Pursuant to Hong Kong Financial Reporting Standard 16 Leases ("**HKFRS 16**"), lessees are required to recognise a right-of-use asset in respect of fixed rental payments. Moreover, licensing fees payable by lessees other than fixed rental payments are recorded as expenses incurred by the lessees over the term of that lease. As a result, the Company has set the following cap amounts:

As lessee:

(i) the annual cap amounts for the total value of the right-of-use assets in respect of the Transactions are HK$6,000,000 for each of the financial years ended 31 July 2024 and 2025, and HK$7,000,000 for the financial year ended 31 July 2026; and

(ii) the annual cap amount for licensing and other fees in respect of the Transactions is HK$1,000,000 for each of the financial years ended 31 July 2024, 2025 and 2026.

2. Commercial Letting Framework Agreement (continued)

As lessor:

The annual cap amounts for the annual rental, licensing fees, and/or other fees receivable by the Group in respect of the Transactions are HK$7,000,000 for each of the financial years ended 31 July 2024, 2025 and 2026.

LSG and LSD are holding companies of the Company and hence connected persons of the Company under the Listing Rules. Accordingly, Transactions between the Group and each of the LSG group (excluding the LSD group) and the LSD group (including the eSun group) constitute continuing connected transactions of the Company.

Details of the 2023 Commercial Letting Framework Agreement are set out in the joint announcement dated 31 July 2023 published by the Lai Sun Group.

For the Year, in respect of the Transactions:

(i) total value of the right-of-use assets amounted to HK$2,630,000;

(ii) licensing and other fees paid or payable by the Group amounted to HK$477,000; and

(iii) rental, licensing fees, and/or other fees received or receivable by the Group amounted to HK$843,000.

The 2023 Commercial Letting Framework Agreement expired on 31 July 2026.

Continuing Connected Transactions (continued)

3. Property Management Services Agreements

Zhuhai Hengqin Novotown Business Management Co., Ltd. ("**Novotown Business Management**", an indirect wholly-owned subsidiary of the Company) entered into the following agreements with each of the relevant connected subsidiaries of the Company, namely Zhuhai Hengqin Laisun Creative Culture City Co., Ltd. ("**Laisun Creative Culture**") and Zhuhai Hengqin Novotown Creative Culture Co., Ltd. ("**Novotown Creative Culture**"), to renew their respective previous property management services agreements:

(i) ***Laisun Creative Culture Property Management Services Agreement***

On 31 July 2025, Novotown Business Management and Laisun Creative Culture entered into the Laisun Creative Culture Property Management Services Agreement to renew the previous property management services agreement. Pursuant to such renewed agreement, Novotown Business Management will provide property management services to Laisun Creative Culture from 1 August 2025 to 31 July 2026, subject to the annual cap not exceeding HK$2.0 million for the financial year ended 31 July 2026.

(ii) ***Novotown Creative Culture Property Management Services Agreement***

On 31 July 2025, Novotown Business Management and Novotown Creative Culture entered into the Novotown Creative Culture Property Management Services Agreement to renew the previous property management services agreement. Pursuant to such renewed agreement, Novotown Business Management will provide property management services to Novotown Creative Culture from 1 August 2025 to 31 July 2026, subject to the annual cap not exceeding HK$2.0 million for the financial year ended 31 July 2026.

Details of the Laisun Creative Culture Property Management Services Agreement and the Novotown Creative Culture Property Management Services Agreement (collectively, "**Property Management Services Agreements**") are set out in the Company's announcement dated 31 July 2025.

Each of Laisun Creative Culture and Novotown Creative Culture is a connected subsidiary of the Company pursuant to Rule 14A.16(2) of the Listing Rules. Accordingly, the transactions contemplated under the Laisun Creative Culture Property Management Services Agreement and the Novotown Creative Culture Property Management Services Agreement constituted continuing connected transactions of the Company under Chapter 14A of the Listing Rules.

3. Property Management Services Agreements (continued)

For the Year, the property management fees paid or payable by the relevant connected subsidiaries to Novotown Business Management were as follows:

Laisun Creative Culture	RMB1,319,000 (equivalent to approximately HK$1,481,000)
Novotown Creative Culture	RMB1,295,000 (equivalent to approximately HK$1,454,000)

The Property Management Services Agreements expired on 31 July 2026. The Property Management Services Agreements were renewed for a term of one year commencing on 1 August 2026 and expiring on 31 July 2027. As the proposed aggregate annual caps are less than HK$3 million and below the de minimis threshold, the renewed agreements are exempt from the announcement, reporting and shareholders' approval requirements pursuant to Rule 14A.76 of the Listing Rules.

The continuing connected transactions listed above have been reviewed by the INEDs 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 or better; and

(c) according to the relevant agreements governing them on terms that are fair and reasonable and in the interests of the Company's shareholders as a whole.

Ernst & Young, Certified Public Accountants of Hong Kong ("**Ernst & Young**"), the Company's independent auditor, was engaged to report on the Group's continuing connected transactions in accordance with Hong Kong Standard on Assurance Engagements 3000 (Revised) "*Assurance Engagements Other Than Audits or Reviews of Historical Financial Information*" and with reference to Practice Note 740 (Revised) "*Auditor's Letter on Continuing Connected Transactions under the Hong Kong Listing Rules*" issued by the Hong Kong Institute of Certified Public Accountants. Ernst & Young have issued their unqualified letter containing their findings and conclusions in respect of the continuing connected transactions disclosed under paragraphs 1 to 3 above to the Board in accordance with Rule 14A.56 of the Listing Rules.

In addition, during the Year, there were sharing of corporate salaries and administrative expenses on a cost basis allocated from and to the LSG group (excluding the Group). These continuing connected transactions are exempt from the announcement, reporting and shareholders' approval requirements pursuant to Rule 14A.98 of the Listing Rules.

Renewal of Continuing Connected Transactions

As disclosed in paragraph 2 under the section headed "Continuing Connected Transactions" in this Report, the 2023 Commercial Letting Framework Agreement expired on 31 July 2026. On 7 July 2026, the Lai Sun Group entered into a new commercial letting framework agreement ("**2026 Commercial Letting Framework Agreement**") for a term of three years commencing on 1 August 2026 and expiring on 31 July 2029. The 2026 Commercial Letting Framework Agreement governs the letting and/or licensing of premises for office space, warehouse, commercial properties, car parking spaces, advertising spaces and other premises (excluding, for the avoidance of doubt, cinema premises) among members of the Lai Sun Group. The principal terms of the 2026 Commercial Letting Framework Agreement are substantially the same as those of the 2023 Commercial Letting Framework Agreement.

Having regard to the HKFRS 16 implications described above, the Company has set the following annual cap amounts for the transactions contemplated under the 2026 Commercial Letting Framework Agreement:

As lessee:

(i) the annual cap amounts for the total value of the right-of-use assets in respect of the transactions are HK$5,000,000 for each of the financial years ending 31 July 2027 and 2028, and HK$6,000,000 for the financial year ending 31 July 2029; and

(ii) the annual cap amount for licensing and other fees in respect of the transactions is HK$1,000,000 for each of the financial years ending 31 July 2027, 2028 and 2029.

As lessor:

The annual cap amounts for the annual rental, licensing fees, and/or other fees receivable by the Group in respect of the transactions are HK$6,000,000 for the financial year ending 31 July 2027, and HK$7,000,000 for each of the financial years ending 31 July 2028 and 2029.

As described in paragraph 2 under the section headed "Continuing Connected Transactions" in this Report, LSG and LSD are connected persons of the Company under the Listing Rules. Accordingly, the transactions contemplated under the 2026 Commercial Letting Framework Agreement constitute continuing connected transactions of the Company.

Details of the 2026 Commercial Letting Framework Agreement are set out in the joint announcements of the Lai Sun Group dated 7 July 2026 and 20 July 2026.

Share Capital

Details of the movements in the Company's share capital during the Year are set out in note 26 to the financial statements.

Distributable Reserves

As at 31 July 2026, the Company's reserves available for distribution amounted to HK$302,454,000 which comprised retained earnings and exchange fluctuation reserve.

Under the Companies Act (As Revised) (Cap. 22) of the Cayman Islands, the share premium account of the Company in the amount of HK$4,105,466,000 may be applied for paying distributions or dividends to members provided that immediately following the date on which the distribution or dividend is proposed to be paid, the Company will be able to pay its debts as they fall due in the ordinary course of business.

Principal Subsidiaries

Particulars of the Company's principal subsidiaries as at 31 July 2026 are set out in note 38 to the financial statements.

Donations for Charitable or Other Purposes

During the Year, the Group made donations for charitable or other purposes totaling HK$550,500.

Pre-Emptive Rights

There are no provisions for pre-emptive rights under the Articles of Association or the Companies Act (As Revised) (Cap. 22) of the Cayman Islands, which would oblige the Company to offer new shares on a pro rata basis to existing shareholders of the Company ("**Shareholders**").

Summary of Financial Information

A summary of the results and assets, liabilities and non-controlling interests of the Group for the last five financial years is set out in the Financial Summary of this Annual Report on pages 37 and 38.

Major Customers and Suppliers

During the Year, turnover or sales attributable to the Group's five largest customers accounted for less than 30% of the Group's total turnover. During the Year, the Group's purchases from its five largest suppliers accounted for approximately 62% of the Group's total purchases, while the largest supplier accounted for approximately 23% of the Group's total purchases for the Year.

None of the Directors, their close associates or any Shareholder who, to the knowledge of the Directors, owns more than 5% of the Company's issued shares (excluding treasury shares, if any) had any interest in the Group's five largest suppliers during the Year.

Purchase, Sale or Redemption of Listed Securities

During the Year, neither the Company nor any of its subsidiaries has purchased, sold or redeemed any of the Company's listed securities (including sale of treasury shares, if any).

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 shares of the Company (excluding treasury shares, if any) held by the public ("**Initial Prescribed Threshold**").

As at 31 July 2026, the total issued share capital of the Company amounted to HK$1,655,167,215, comprising 331,033,443 ordinary shares of HK$5.00 each. The Company has one class of shares in issue, which rank *pari passu* in all respects.

Based on information that is publicly available to the Company and within the knowledge of the Directors as at the Report Date, the Company's public float was below the Initial Prescribed Threshold under Rule 13.32B(1) of the Listing Rules as at 31 July 2026. For the purposes of the disclosure in this section, the terms "public", "core connected persons", "substantial shareholders" and "close associates" shall have the meanings ascribed to them under the Listing Rules.

As at 31 July 2026, the public float of the Company was 14.76%, and the table below sets out the Company's share ownership composition as at that date:

Group of shareholders		Names	Number of shares held	Approximate percentage of shareholding *(Note 1)*
(a)	**Non-public shareholders**			
	(i) Substantial shareholders of the Company and their close associates	Lai Sun Development Company Limited	182,318,266 *(Note 2)*	55.08%
		CapitaLand LF (Cayman) Holdings Co., Ltd.	64,400,000 *(Note 2)*	19.45%
		Yu Cheuk Yi and Yu Siu Yuk	33,161,037 *(Note 3)*	10.02%
	(ii) Any other persons excluded from the definition of the public	Estate of the late Lim Por Yen	2,303,120	0.70%
(b)	**Public shareholders**			
	(i) Persons who have disclosed their interests pursuant to Part XV of the SFO	Moerus Capital Management LLC	24,969,825	7.54%
	(ii) Other members of the public		23,881,195	7.22%
Total			**331,033,443**	**100%**

Sufficiency of Public Float (continued)

Notes:

1. *The breakdown of shareholding information has been compiled based on the relevant Disclosure of Interests filings made pursuant to the SFO and information received by the Company. The Company has not independently verified such information.*

2. *For further details, please refer to the section headed "Substantial Shareholders' and Other Person's Interests — Long Positions in the Shares of the Company".*

3. *Based on the disclosure of interests notices received by the Company, as at 30 May 2022, Mr. Yu Cheuk Yi and Ms. Yu Siu Yuk were both taken to be interested in the same 33,161,037 Shares (approximately 10.02% of the total issued Shares), which were held jointly by them.*

4. *Numbers may not add up to 100% due to rounding.*

As at the Report Date, the public float of the Company remained below the Initial Prescribed Threshold. The Company will continue to engage in discussions with its controlling shareholders, core connected persons and financial advisors to seek to restore the public float as soon as reasonably practicable.

For more details of the status of the public float, please refer to the Company's announcement dated 10 November 2022 and the subsequent announcements published since 10 February 2023 relating to updates on the status of the public float of the Company.

Corporate Governance

Particulars of the Company's corporate governance practices are set out in the Corporate Governance Report on pages 92 to 126 of this Annual Report.

Independence of Independent Non-Executive Directors

The Company has received from each of the INEDs in writing an annual confirmation of his independence pursuant to Rule 3.13 of the Listing Rules, and both the Nomination Committee and the Board consider all the INEDs to be independent.

Equity-Linked Agreement

For the Year, the Company has not entered into any equity-linked agreement, save for options to be granted under the above section of "Share Option Schemes" of this Report.

Review by Audit Committee

The Audit Committee of the Company ("**Audit Committee**") comprises four INEDs, namely Messrs. Law Kin Ho, Lam Bing Kwan, Ku Moon Lun, and Mak Wing Sum, Alvin. The Audit Committee has reviewed with the management the audited consolidated financial statements of the Company for the Year.

Independent Auditor

The consolidated financial statements of the Company for the Year have been audited by Ernst & Young, who will retire and, being eligible, offer themselves for re-appointment at the forthcoming AGM. Having been approved by the Board upon the recommendation of the Audit Committee, a resolution for the re-appointment of Ernst & Young as the independent auditor of the Company for the ensuing year will be put to the forthcoming AGM for Shareholders' approval.

On behalf of the Board

Lam Kin Ngok, Peter
Chairman
Hong Kong
20 October 2026

Shareholders' Information

Taxation of Holders of Shares

(a) Hong Kong

The purchase, sale and transfer of shares registered in the Company's Hong Kong branch register of members will be subject to Hong Kong stamp duty. The current rate charged on each of the purchaser and seller (or transferee and transferor) is 0.1% of the consideration or, if higher, the fair value of the shares being bought/sold or transferred (rounded up to the nearest HK$'000). In addition, a fixed duty of HK$5.00 is currently payable on an instrument of transfer of shares.

Profits from dealings in the shares arising in or derived from Hong Kong may also be subject to Hong Kong profits tax.

(b) Cayman Islands

Under the present Cayman Islands acts, transfers and other dispositions of shares in the Company are exempt from Cayman Islands stamp duty.

(c) Consultation with professional advisers

Intending holders and investors of the Company's shares are recommended to consult their professional advisers if they are in any doubt as to the taxation implications (including tax relief) of subscribing for, purchasing, holding, disposing of or dealing in shares. It is emphasised that none of the Company or its Directors or officers will accept any responsibility for any tax effect on, or liabilities of, holders of shares in the Company resulting from their subscription for, purchase, holding, disposal of or dealing in such shares.

Key Dates

Shareholders and investors are advised to note the following key dates of the Company and take appropriate action:

	For Financial Year 2025/2026
Annual results announcement	20 October 2026
Latest time and date for lodging transfer documents with the Hong Kong branch share registrar to ascertain entitlement to attend, speak and vote at the 2026 Annual General Meeting ("**AGM**")	4:30 p.m. on 14 December 2026
Record date for entitlement to attend, speak and vote at the 2026 AGM	14 December 2026
2026 AGM	18 December 2026

	For Financial Year 2026/2027
Interim results announcement	on or before 31 March 2027
Annual results announcement	on or before 31 October 2027

Independent Auditor's Report

To the shareholders of Lai Fung Holdings Limited
(Incorporated in the Cayman Islands with limited liability)

Opinion

We have audited the consolidated financial statements of Lai Fung Holdings Limited (the "**Company**") and its subsidiaries (the "**Group**") set out on pages 162 to 260, which comprise the consolidated statement of financial position as at 31 July 2026, and the consolidated income statement, the consolidated statement of comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information.

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

Basis For Opinion

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

Key Audit Matters

Key audit matters are those matters that, in our professional 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. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled the responsibilities described in the *Auditor's responsibilities for the audit of the consolidated financial statements* section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the consolidated financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying consolidated financial statements.

Key Audit Matters (continued)

Key audit matter	How our audit addressed the key audit matter
Estimation of fair value of investment properties	
The Group's investment properties measured at fair value amounted to approximately HK$21,442,700,000 as at 31 July 2026. Significant estimates and judgements are required by management to determine the fair value of the investment properties. To support management's determination of the fair value, the Group engaged an external valuer to perform valuations on the investment properties at the end of the reporting period. The related disclosures for the estimation of fair value of investment properties are included in notes 3 and 15 to the financial statements.	We evaluated the objectivity, independence and competency of the external valuer. We involved our internal valuation specialists to assist us in evaluating the assumptions and methodologies used in the valuations, on a sample basis. We then assessed the relevant disclosures of investment properties in the notes to the financial statements.
Net realisable value assessment of properties under development and completed properties for sale	
The Group's properties under development and completed properties for sale are stated at the lower of cost and net realisable value. As at 31 July 2026, the carrying amounts of these properties under development and completed properties for sale were approximately HK$1,400,645,000 and HK$1,781,924,000, respectively. During the year, write-down of approximately HK$87,588,000 and HK$42,246,000 were recognised in income statement against properties under development and completed properties for sale, respectively. Management's assessment of the net realisable value of these properties is based on the estimated selling prices and costs necessary to complete the development, if any, and to sell these properties. The assessment of certain properties has also made reference to the valuations carried out by the external valuers engaged by the Group. Significant judgements and assumptions are required to determine the net realisable value of the properties under development and completed properties for sale. The related disclosures are included in notes 3 and 14 to the financial statements.	We evaluated the objectivity, independence and competency of the external valuer. We obtained and reviewed management's assessments and/or the valuation reports prepared by the external valuers on which the management's assessment of the net realisable value of properties under development and completed properties for sale was based, on a sample basis. We involved our internal valuation specialists to assist us in the assessment of the valuation methodologies applied and the key assumptions adopted in the valuations, including the estimated selling prices by comparing with market available data, on a sample basis. We assessed the reasonableness of the estimated costs necessary to complete the development by comparing with management's latest development budget, on a sample basis. We then assessed the relevant disclosures in the notes to the financial statements.

Other Information Included in the Annual Report

The directors of the Company are responsible for the other information. The other information comprises 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 the Directors 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 of the Company 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 of the Company either intend to liquidate the Group or to cease operations or have no realistic alternative but to do so.

The directors of the Company are assisted by the Audit Committee in discharging their responsibilities 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. Our report is made 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 Hui Kin Fai, Stephen (practicing certificate number: P04796).

Ernst & Young
Certified Public Accountants
27/F, One Taikoo Place
979 King's Road
Quarry Bay
Hong Kong

20 October 2026

Consolidated Income Statement

Year ended 31 July 2026

	Notes	2026 HK$'000	2025 HK$'000
TURNOVER	5	**1,508,345**	1,291,326
Cost of sales		**(1,154,969)**	(766,155)
Gross profit		**353,376**	525,171
Other income and gains	5	**91,322**	94,454
Selling and marketing expenses		**(49,134)**	(65,572)
Administrative expenses		**(170,701)**	(202,993)
Other operating expenses, net		**(194,920)**	(86,189)
Fair value losses on investment properties	15	**(5,271)**	(37,819)
PROFIT FROM OPERATING ACTIVITIES	7	**24,672**	227,052
Finance costs	6	**(511,969)**	(521,860)
Share of profits/(losses) of joint ventures		**(35)**	868
Share of loss of an associate		**(9)**	(9)
LOSS BEFORE TAX		**(487,341)**	(293,949)
Tax	10	**(122,636)**	(187,538)
LOSS FOR THE YEAR		**(609,977)**	(481,487)
ATTRIBUTABLE TO:			
Owners of the Company		**(591,630)**	(419,422)
Non-controlling interests		**(18,347)**	(62,065)
		(609,977)	(481,487)
LOSS PER SHARE ATTRIBUTABLE TO OWNERS OF THE COMPANY:	12		
Basic and diluted		**(HK$1.787)**	(HK$1.267)

Consolidated Statement of Comprehensive Income

Year ended 31 July 2026

	2026 HK$'000	2025 HK$'000
LOSS FOR THE YEAR	**(609,977)**	(481,487)
OTHER COMPREHENSIVE INCOME		
Other comprehensive income that may be reclassified to the income statement in subsequent periods, net of tax		
Exchange differences:		
Exchange differences arising on translation to the presentation currency	**1,059,596**	132,472
Reclassification of reserve upon winding-up of joint ventures	**1,953**	—
	1,061,549	132,472
Share of other comprehensive income of an associate	**1**	1
	1,061,550	132,473
Other comprehensive income that will not be reclassified to the income statement in subsequent periods, net of tax		
Surplus on revaluation of properties upon reclassification to investment properties	**26,417**	—
OTHER COMPREHENSIVE INCOME FOR THE YEAR	**1,087,967**	132,473
TOTAL COMPREHENSIVE INCOME/(EXPENSES) FOR THE YEAR	**477,990**	(349,014)
ATTRIBUTABLE TO:		
Owners of the Company	**463,445**	(290,173)
Non-controlling interests	**14,545**	(58,841)
	477,990	(349,014)

Consolidated Statement of Financial Position

31 July 2026

	Notes	2026 HK$'000	2025 HK$'000
NON-CURRENT ASSETS			
Property, plant and equipment	13	**1,767,775**	2,060,344
Right-of-use assets	16	**422,587**	453,018
Investment properties	15	**21,442,700**	19,573,700
Investments in joint ventures		**—**	35
Investment in an associate		**69**	77
Debtors, deposits and prepayments	17	**556,577**	507,744
Total non-current assets		**24,189,708**	22,594,918
CURRENT ASSETS			
Properties under development	14	**1,400,645**	1,295,261
Completed properties for sale		**1,781,924**	2,310,650
Inventories		**633**	2,327
Debtors, deposits and prepayments	17	**457,955**	481,705
Prepaid tax		**85,229**	67,951
Pledged and restricted time deposits and bank balances	18	**714,404**	799,211
Cash and cash equivalents	18	**762,164**	1,041,635
Total current assets		**5,202,954**	5,998,740
CURRENT LIABILITIES			
Creditors, accruals and other payables	19	**609,832**	929,427
Contract liabilities and deposits received	20	**160,110**	148,137
Interest-bearing bank loans	21	**4,059,669**	4,266,276
Loans from a fellow subsidiary	24	**915,877**	565,000
Advances from a former substantial shareholder	23	**54,269**	50,859
Lease liabilities	16	**1,451**	753
Tax payable		**727,845**	671,349
Total current liabilities		**6,529,053**	6,631,801
NET CURRENT LIABILITIES		**(1,326,099)**	(633,061)
TOTAL ASSETS LESS CURRENT LIABILITIES		**22,863,609**	21,961,857

	Notes	2026 HK$'000	2025 HK$'000
TOTAL ASSETS LESS CURRENT LIABILITIES		**22,863,609**	21,961,857
NON-CURRENT LIABILITIES			
Lease liabilities	16	**571**	131
Other payables	19	**959,337**	899,059
Long-term deposits received	20	**147,823**	154,330
Interest-bearing bank loans	21	**5,426,739**	5,379,375
Loans from a fellow subsidiary	24	**—**	47,660
Deferred tax liabilities	25	**3,387,839**	3,127,092
Total non-current liabilities		**9,922,309**	9,607,647
		12,941,300	12,354,210
EQUITY			
Equity attributable to owners of the Company			
Issued capital	26	**1,655,167**	1,655,167
Reserves	28	**10,837,261**	10,373,816
		12,492,428	12,028,983
Non-controlling interests		**448,872**	325,227
		12,941,300	12,354,210

Lam Hau Yin, Lester
Director

Cheung Sum, Sam
Director

Consolidated Statement of Changes in Equity

Year ended 31 July 2026

	Attributable to owners of the Company										
	Issued capital HK$'000	Share premium account HK$'000	Share option reserve HK$'000	Exchange fluctuation reserve HK$'000	Capital reserve HK$'000	Property revaluation reserve HK$'000	Statutory reserve HK$'000	Retained earnings HK$'000	Sub-total HK$'000	Non-controlling interests HK$'000	Total HK$'000
As at 31 July 2024 and 1 August 2024	1,655,167	4,105,466	2,665	(743,635)	137,165	–	414,408	6,747,920	12,319,156	384,068	12,703,224
Loss for the year	–	–	–	–	–	–	–	(419,422)	(419,422)	(62,065)	(481,487)
Other comprehensive income for the year, net of tax:											
Exchange differences arising on translation to the presentation currency	–	–	–	129,248	–	–	–	–	129,248	3,224	132,472
Share of other comprehensive income of an associate	–	–	–	1	–	–	–	–	1	–	1
Total comprehensive income/(expenses) for the year, net of tax	–	–	–	129,249	–	–	–	(419,422)	(290,173)	(58,841)	(349,014)
Transfer to statutory reserve	–	–	–	–	–	–	34,292	(34,292)	–	–	–
Release of reserve upon lapse of share options	–	–	(585)	–	–	–	–	585	–	–	–
As at 31 July 2025 and 1 August 2025	**1,655,167**	**4,105,466***	**2,080***	**(614,386)***	**137,165***	**–**	**448,700***	**6,294,791***	**12,028,983**	**325,227**	**12,354,210**
Loss for the year	–	–	–	–	–	–	–	**(591,630)**	**(591,630)**	**(18,347)**	**(609,977)**
Other comprehensive income/(expenses) for the year, net of tax:											
Exchange differences arising on translation to the presentation currency	–	–	–	**1,036,528**	–	–	–	–	**1,036,528**	**23,068**	**1,059,596**
Share of other comprehensive income of an associate	–	–	–	1	–	–	–	–	1	–	1
Reclassification of reserve upon winding-up of joint ventures	–	–	–	**1,953**	**(31,419)**	–	–	**31,419**	**1,953**	–	**1,953**
Surplus on revaluation of properties upon reclassification to investment properties	–	–	–	–	–	**16,593**	–	–	**16,593**	**9,824**	**26,417**
Total comprehensive income/(expenses) for the year, net of tax	–	–	–	**1,038,482**	**(31,419)**	**16,593**	–	**(560,211)**	**463,445**	**14,545**	**477,990**
Capital injection to a subsidiary from a non-controlling shareholder	–	–	–	–	–	–	–	–	–	**109,100**	**109,100**
Transfer to statutory reserve	–	–	–	–	–	–	**46,645**	**(46,645)**	–	–	–
Release of reserve upon lapse of share options	–	–	**(1,933)**	–	–	–	–	**1,933**	–	–	–
As at 31 July 2026	**1,655,167**	**4,105,466***	**147***	**424,096***	**105,746***	**16,593***	**495,345***	**5,689,868***	**12,492,428**	**448,872**	**12,941,300**

* *These reserve accounts comprise the consolidated reserves of HK$10,837,261,000 (2025: HK$10,373,816,000) in the consolidated statement of financial position.*

Consolidated Statement of Cash Flows

Year ended 31 July 2026

	Notes	2026 HK$'000	2025 HK$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Loss before tax		**(487,341)**	(293,949)
Adjustments for:			
Fair value losses on investment properties	15	**5,271**	37,819
Finance costs	6	**511,969**	521,860
Share of losses/(profits) of joint ventures		**35**	(868)
Share of loss of an associate		**9**	9
Interest income from bank deposits	5	**(11,535)**	(22,856)
Interest income from a finance lease contract	5	**(18,658)**	(19,848)
Depreciation of property, plant and equipment	7	**65,719**	92,338
Depreciation of right-of-use assets	7	**17,764**	17,468
Foreign exchange differences, net	7	**75,326**	13,196
Loss/(gain) on disposal of investment properties	7	**1,394**	(3,434)
Loss on disposal of items of property, plant and equipment	7	**320**	99
Write-down of properties under development to net realisable value	7	**87,588**	—
Write-down of completed properties for sale to net realisable value	7	**42,246**	40,740
Impairment of property, plant and equipment	7	**27,362**	—
Write-back of other payables	7	**—**	(24,905)
Trade receivables written off as uncollectible	7	**15,200**	—
Loss on disposal of a joint venture		**—**	370
		332,669	358,039
Decrease in completed properties for sale		**532,619**	251,279
Increase in properties under development		**(69,600)**	(228,812)
Decrease/(increase) in debtors, deposits and prepayments		**(26,239)**	4,545
Decrease in inventories		**1,694**	180
Increase/(decrease) in creditors, accruals and other payables, and contract liabilities and short-term deposits received		**(243,225)**	58,696
Decrease in long-term deposits received		**(6,359)**	(1,835)
Cash generated from operations		**521,559**	442,092
Chinese Mainland taxes paid, net		**(85,354)**	(121,189)
Net cash flows from operating activities		**436,205**	320,903
CASH FLOWS FROM INVESTING ACTIVITIES			
Interest received		**11,535**	22,856
Additions to property, plant and equipment		**(27,903)**	(28,736)
Additions to investment properties		**(118,398)**	(124,588)
Proceeds from disposal of investment properties		**2,523**	44,081
Return of capital from a joint venture		**—**	14,950
Dividend from a joint venture		**—**	954
Decrease in pledged and restricted time deposits and bank balances		**117,311**	48,411
Net cash flows used in investing activities		**(14,932)**	(22,072)

Consolidated Statement of Cash Flows (Continued)

Year ended 31 July 2026

	Notes	2026 HK$'000	2025 HK$'000
CASH FLOWS FROM FINANCING ACTIVITIES			
New bank loans, net of direct costs		**3,711,709**	1,726,985
Repayment of bank loans		**(4,336,872)**	(1,944,867)
Loans from fellow subsidiaries		**418,437**	630,940
Repayment of loans from a fellow subsidiary		**(6,120)**	(36,480)
Decrease in other borrowings		**—**	(34,304)
Payments of lease liabilities	16(a)(ii)	**(1,582)**	(1,632)
Interest and bank financing charges paid		**(547,239)**	(621,888)
Net cash flows used in financing activities		**(761,667)**	(281,246)
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS		**(340,394)**	17,585
Cash and cash equivalents at beginning of year		**1,041,635**	1,014,250
Effect of foreign exchange rate changes, net		**60,923**	9,800
CASH AND CASH EQUIVALENTS AT END OF YEAR		**762,164**	1,041,635
ANALYSIS OF BALANCES OF CASH AND CASH EQUIVALENTS			
Non-pledged and non-restricted cash and bank balances	18	**620,520**	816,032
Non-pledged and non-restricted time deposits	18	**141,644**	225,603
Cash and cash equivalents as stated in the consolidated statement of financial position	18	**762,164**	1,041,635

Notes to Financial Statements

31 July 2026

1. Corporate and Group Information

Lai Fung Holdings Limited (the "**Company**") is a limited liability company incorporated in the Cayman Islands.

The principal place of business of the Company is located at 11th Floor, Lai Sun Commercial Centre, 680 Cheung Sha Wan Road, Kowloon, Hong Kong.

The principal activities of the Company and its subsidiaries (collectively referred to as the "**Group**") consisted of property development for sale, property investment, and development and operation of and investment in cultural, leisure, entertainment and related facilities.

Details of the principal subsidiaries are set out in note 38 to the financial statements.

In the opinion of the directors, the ultimate holding company of the Company as at 31 July 2026 was Lai Sun Garment (International) Limited ("**LSG**"), which was incorporated in Hong Kong and is listed in Hong Kong.

2.1 Basis of Preparation

These financial statements have been prepared in accordance with HKFRS Accounting Standards (which include all Hong Kong Financial Reporting Standards, Hong Kong Accounting Standards ("**HKASs**") and Interpretations) as issued by the Hong Kong Institute of Certified Public Accountants and the disclosure requirements of the Hong Kong Companies Ordinance. They have been prepared under the historical cost convention, except for investment properties, which have been measured at fair value. These financial statements are presented in Hong Kong dollars ("**HK$**") and all values are rounded to the nearest thousand except when otherwise indicated.

Going concern basis

The Group incurred a net loss of HK$609,977,000 during the year ended 31 July 2026 and as at 31 July 2026, the Group's current liabilities exceeded its current assets by HK$1,326,099,000. The Group had cash and bank balances (including pledged and restricted time deposits and bank balances) of HK$1,476,568,000 under current assets, while bank and other borrowings amounted to HK$5,029,815,000 have been classified as current liabilities.

In view of the abovementioned circumstances, the directors of the Company have given careful consideration to the future liquidity and performance of the Group and its available sources of financing resources to continue as a going concern for at least twelve months from 31 July 2026, taking into account the following plans and measures:

(i) The Group will accelerate the sale of properties and continue to actively execute its assets disposal plan including identifying potential buyers or seeking other opportunities for the realisation of assets to reduce its debts and finance costs;

(ii) The Group will, despite the challenging economic environment, continue to effectively manage its rental and hotel portfolios which could generate a steady and reliable income stream to the Group;

2.1 Basis of Preparation (continued)

Going concern basis (continued)

(iii) The Group will continue to seek for other alternative financing sources and have active dialogues with existing lending banks and/or potential new lending banks for re-financing of the existing bank loans at costs acceptable to the Group to finance the settlement of its existing financial obligations and future operating and capital expenditures;

(iv) The Group will continue to implement/contemplate various cost control strategies and resources improvement plans and measures; and

(v) The Group will continue to be supported by advances from its holding companies as and when necessary if they are in such capacity to do so and in compliance with the Listing Rules.

The directors of the Company have reviewed the Group's cash flow projections which cover a period of not less than twelve months from 31 July 2026 and are of the opinion that, in the absence of unforeseeable circumstances, taking into account the successful implementation of the abovementioned plans and measures as well as the reasonably possible downside changes to the cash flow assumptions in the cash flow projections, the Group will have sufficient working capital to finance its operation and to meet its financial obligations as and when they fall due within the next twelve months from 31 July 2026. Accordingly, the directors of the Company are satisfied that it is appropriate to prepare the consolidated financial statements on a going concern basis.

Basis of consolidation

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

Generally, there is a presumption that a majority of voting rights results in control. When the Company has, directly or indirectly, less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

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

(b) rights arising from other contractual arrangements; and

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

2.1 Basis of Preparation (continued)

Basis of consolidation (continued)

The financial statements of the subsidiaries are prepared for the same reporting period as the Company, using consistent accounting policies. The results of subsidiaries are consolidated from the date on which the Group obtains control, and continue to be consolidated until the date that such control ceases.

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

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

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

2.2 Changes in Accounting Policies and Disclosures

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

The adoption of this amended HKFRS Accounting Standards has had no significant financial effect on the financial statements.

2.3 Issued but not Yet Effective HKFRS Accounting Standards

The Group has not applied the following new and amened HKFRS Accounting Standards, that have been issued but are not yet effective, in these financial statements. The Group intends to apply these new and amended HKFRS Accounting Standards, if applicable, when they become effective.

HKFRS 18	*Presentation and Disclosure in Financial Statements*[2]
HKFRS 19 and its amendments	*Subsidiaries without Public Accountability: Disclosures*[2]
HKFRS 20	*Regulatory Assets and Regulatory Liabilities*[3]
Amendments to HKFRS 9 and HKFRS 7	*Amendments to the Classification and Measurement of Financial Instruments*[1]
Amendments to HKFRS 9 and HKFRS 7	*Contracts Referencing Nature-dependent Electricity*[1]
Amendments to HKFRS 10 and HKAS 28	*Sale or Contribution of Assets between an Investor and its Associate or Joint Venture*[4]
Amendments to HKAS 21	*Translation to a Hyperinflationary Presentation Currency*[2]
Amendments to HKAS 28	*Amendments to the Fair Value Option for Investments in Associates and Joint Ventures*[5]
Annual Improvements to HKFRS Accounting Standards — Volume 11	Amendments to HKFRS 1, HKFRS 7, HKFRS 9, HKFRS 10 and HKAS 7[1]

1 *Effective for annual periods beginning on or after 1 January 2026*
2 *Effective for annual/reporting periods beginning on or after 1 January 2027*
3 *Effective for annual periods beginning on or after 1 January 2029*
4 *No mandatory effective date yet determined but available for adoption*
5 *Effective when an entity first applies HKFRS 18*

The Group is in the process of making an assessment of the impact of the new and amended HKFRS Accounting Standards upon initial application. The Group is not yet in a position to state whether they would have a significant impact on the Group's results of operations and financial position.

2.4 Material Accounting Policies

Investments in associates and joint ventures

An associate is an entity in which the Group has a long-term interest of generally not less than 20% of the equity voting rights and over which it has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee, but is not control or joint control over those policies.

A joint venture is a type of joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the joint venture. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control.

The Group's investments in associates and joint ventures are stated in the consolidated statement of financial position at the Group's share of net assets under the equity method of accounting, less any impairment losses. Adjustments are made to bring into line any dissimilar accounting policies that may exist. The Group's share of the post-acquisition results and other comprehensive income of associates and joint ventures is included in the consolidated income statement and consolidated statement of other comprehensive income, respectively. In addition, when there has been a change recognised directly in the equity of the associate or joint venture, the Group recognises its share of any changes, when applicable, in the consolidated statement of changes in equity. Unrealised gains and losses resulting from transactions between the Group and its associates or joint ventures are eliminated to the extent of the Group's investments in the associates or joint ventures, except where unrealised losses provide evidence of an impairment of the asset transferred. Goodwill arising from the acquisition of associates or joint ventures is included as part of the Group's investments in associates or joint ventures.

If an investment in an associate becomes an investment in a joint venture or vice versa, the retained interest is not remeasured. Instead, the investment continues to be accounted for under the equity method. In all other cases, upon loss of significant influence over the associate or joint control over the joint venture, the Group measures and recognises any retained investment at its fair value. Any difference between the carrying amount of the associate or joint venture upon loss of significant influence or joint control and the fair value of the retained investment and proceeds from disposal is recognised in the income statement.

When an investment in an associate or a joint venture is classified as held for sale, it is accounted for in accordance with HKFRS 5 *Non-current Assets Held for Sale and Discontinued Operations*.

2.4 Material Accounting Policies (continued)

Business combinations and goodwill

Business combinations are accounted for using the acquisition method. The consideration transferred is measured at the acquisition date fair value which is the sum of the acquisition date fair values of assets transferred by the Group, liabilities assumed by the Group to the former owners of the acquiree and the equity interests issued by the Group in exchange for control of the acquiree. For each business combination, the Group elects whether to measure the non-controlling interests in the acquiree that are present ownership interests and entitle their holders to a proportionate share of net assets in the event of liquidation at fair value or at the proportionate share of the acquiree's identifiable net assets. All other components of non-controlling interests are measured at fair value. Acquisition-related costs are expensed as incurred.

The Group determines that it has acquired a business when the acquired set of activities and assets includes an input and a substantive process that together significantly contribute to the ability to create outputs.

When the Group acquires a business, it assesses the financial assets and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date. This includes the separation of embedded derivatives in host contracts by the acquiree.

If the business combination is achieved in stages, the previously held equity interest is remeasured at its acquisition date fair value and any resulting gain or loss is recognised in the income statement.

Any contingent consideration to be transferred by the acquirer is recognised at fair value at the acquisition date. Contingent consideration classified as an asset or liability is measured at fair value with changes in fair value recognised in the income statement. Contingent consideration that is classified as equity is not remeasured and subsequent settlement is accounted for within equity.

Goodwill is initially measured at cost, being the excess of the aggregate of the consideration transferred, the amount recognised for non-controlling interests and any fair value of the Group's previously held equity interests in the acquiree over the identifiable net assets acquired and liabilities assumed. If the sum of this consideration and other items is lower than the fair value of the net assets acquired, the difference is, after reassessment, recognised in the income statement as a gain on bargain purchase.

2.4 Material Accounting Policies (continued)

Business combinations and goodwill (continued)

After initial recognition, goodwill is measured at cost less any accumulated impairment losses. Goodwill is tested for impairment annually or more frequently if events or changes in circumstances indicate that the carrying value may be impaired. The Group performs its annual impairment test of goodwill as at 31 July. For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to each of the Group's cash-generating units, or groups of cash-generating units, that are expected to benefit from the synergies of the combination, irrespective of whether other assets or liabilities of the Group are assigned to those units or groups of units.

Impairment is determined by assessing the recoverable amount of the cash-generating unit (group of cash-generating units) to which the goodwill relates. Where the recoverable amount of the cash-generating unit (group of cash-generating units) is less than the carrying amount, an impairment loss is recognised. An impairment loss recognised for goodwill is not reversed in a subsequent period.

Where goodwill has been allocated to a cash-generating unit (or group of cash-generating units) and part of the operation within that unit is disposed of, the goodwill associated with the operation disposed of is included in the carrying amount of the operation when determining the gain or loss on the disposal. Goodwill disposed of in these circumstances is measured based on the relative value of the operation disposed of and the portion of the cash-generating unit retained.

2.4 Material Accounting Policies (continued)

Fair value measurement

The Group measures its investment properties at fair value at the end of each reporting period. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either in the principal market for the asset or liability, or in the absence of a principal market, in the most advantageous market for the asset or liability. The principal or the most advantageous market must be accessible by the Group. The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — based on quoted prices (unadjusted) in active markets for identical assets or liabilities

Level 2 — based on valuation techniques for which the lowest level input that is significant to the fair value measurement is observable, either directly or indirectly

Level 3 — based on valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable

For assets and liabilities that are recognised in the financial statements on a recurring basis, the Group determines whether transfers have occurred between levels in the hierarchy by reassessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

2.4 Material Accounting Policies (continued)

Impairment of non-financial assets

Where an indication of impairment exists, or when annual impairment testing for an asset is required (other than completed properties for sale, properties under development, inventories, deferred tax assets, financial assets, investment properties and goodwill), the asset's recoverable amount is estimated. An asset's recoverable amount is the higher of the asset's or cash-generating unit's value in use and its fair value less costs of disposal, and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets, in which case the recoverable amount is determined for the cash-generating unit to which the asset belongs.

In testing a cash-generating unit for impairment, a portion of the carrying amount of a corporate assets is allocated to an individual cash-generating unit if can be allocated on a reasonable and consistent basis or, otherwise, to the smallest group of cash-generating units.

An impairment loss is recognised only if the carrying amount of an asset exceeds its recoverable amount. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. An impairment loss is charged to the income statement in the period in which it arises, unless the asset is carried at a revalued amount, in which case the impairment loss is accounted for in accordance with the relevant accounting policy for that revalued asset.

An assessment is made at the end of each reporting period as to whether there is an indication that previously recognised impairment losses may no longer exist or may have decreased. If such an indication exists, the recoverable amount is estimated. A previously recognised impairment loss of an asset other than goodwill is reversed only if there has been a change in the estimates used to determine the recoverable amount of that asset, but not to an amount higher than the carrying amount that would have been determined (net of any depreciation/amortisation) had no impairment loss been recognised for the asset in prior years. A reversal of such an impairment loss is credited to the income statement in the period in which it arises.

2.4 Material Accounting Policies (continued)

Related parties

A party is considered to be related to the Group if:

(a) the party is a person or a close member of that person's family and that person

(i) has control or joint control over the Group;

(ii) has significant influence over the Group; or

(iii) is a member of the key management personnel of the Group or of a parent of the Group;

or

(b) the party is an entity where any of the following conditions applies:

(i) the entity and the Group are members of the same group;

(ii) one entity is an associate or joint venture of the other entity (or of a parent, subsidiary or fellow subsidiary of the other entity);

(iii) the entity and the Group are joint ventures of the same third party;

(iv) one entity is a joint venture of a third entity and the other entity is an associate of the third entity;

(v) the entity is a post-employment benefit plan for the benefit of employees of either the Group or an entity related to the Group;

(vi) the entity is controlled or jointly controlled by a person identified in (a);

(vii) a person identified in (a)(i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity); and

(viii) the entity, or any member of a group of which it is a part, provides key management personnel services to the Group or to the parent of the Group.

2.4 Material Accounting Policies (continued)

Property, plant and equipment and depreciation

Property, plant and equipment including owner-operated hotels, serviced apartments and theme parks, other than investment properties, properties under development and construction in progress, are stated at cost less accumulated depreciation and any impairment losses. When an item of property, plant and equipment is classified as held for sale or when it is part of a disposal group classified as held for sale, it is not depreciated and is accounted for in accordance with HKFRS 5. The cost of an item of property, plant and equipment comprises its purchase price and any directly attributable costs of bringing the asset to its working condition and location for its intended use.

Expenditure incurred after items of property, plant and equipment have been put into operation, such as repairs and maintenance, is normally charged to the income statement in the period in which it is incurred. In situations where the recognition criteria are satisfied, the expenditure for a major inspection is capitalised in the carrying amount of the asset as a replacement. Where significant parts of property, plant and equipment are required to be replaced at intervals, the Group recognises such parts as individual assets with specific useful lives and depreciates them accordingly.

Depreciation is calculated on the straight-line basis to write off the cost of each item of property, plant and equipment to its residual value over its estimated useful life. The principal annual rates used for this purpose are as follows:

Leasehold buildings	Over the remaining lease terms of the land
Hotels and serviced apartments	Over the remaining lease terms of the land
Leasehold improvements	10% — 20%
Theme parks, excluding land and buildings	10% — 20%
Furniture, fixtures and equipment	20%
Motor vehicles	20% — 25%
Computers	20% — 25%

Where parts of an item of property, plant and equipment have different useful lives, the cost of that item is allocated on a reasonable basis among the parts and each part is depreciated separately. Residual values, useful lives and the depreciation method are reviewed, and adjusted if appropriate, at least at each financial year end.

An item of property, plant and equipment including any significant part initially recognised is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss on disposal or retirement recognised in the income statement in the year the asset is derecognised is the difference between the net sales proceeds and the carrying amount of the relevant asset.

Construction in progress is stated at cost less any impairment losses, and is not depreciated. It is reclassified to the appropriate category of property, plant and equipment when completed and ready for use.

2.4 Material Accounting Policies (continued)

Investment properties

Investment properties are interests in land and buildings (including right-of-use assets) held to earn rental income and/or for capital appreciation. These include land held for a currently undetermined future use and properties which are constructed for future use as investment properties.

Investment properties are measured initially at cost, including transaction costs. Subsequent to initial recognition, investment properties are stated at fair value, which reflects market conditions as at the end of the reporting period. Gains or losses arising from changes in the fair values of investment properties are included in the income statement in the period in which they arise. Any gains or losses on the retirement or disposal of an investment property are recognised in the income statement in the period of the retirement or disposal.

Properties under construction for future use as investment properties are accounted for in the same way as completed investment properties. Specifically, construction costs incurred for investment properties under construction are capitalised as part of the carrying amounts of the investment properties under construction. Investment properties under construction are measured at fair value as at the end of the reporting period. Any difference between the fair values of the investment properties under construction and their carrying amounts is recognised in the income statement in the period in which it arises.

For a transfer from investment properties to owner-occupied properties, the deemed cost of a property for subsequent accounting is its fair value at the date of change in use. If a property occupied by the Group as an owner-occupied property becomes an investment property, the Group accounts for such property in accordance with the policy stated under "Property, plant and equipment and depreciation" for owned property and/or accounts for such property in accordance with the policy stated under "Right-of-use assets" for property held as a right-of-use asset up to the date of change in use, and any difference at that date between the carrying amount and the fair value of the property is accounted for as a revaluation in accordance with HKAS 16 *Property, Plant and Equipment*.

A transfer from investment property under construction to property under development/construction in progress shall be made when, and only when, there is a change in use, evidenced by commencement of development with a view to sale/owner-occupation.

2.4 Material Accounting Policies (continued)

Properties under development

Properties under development represent properties being developed for sale and are stated the lower of cost and net realisable value. Cost comprises the prepaid land lease payments or cost of land together with any other direct costs attributable to the development of the properties and other related expenses capitalised during the development period. Net realisable value is determined by the directors based on the prevailing market prices on an individual property basis less estimated costs of completion and costs to be incurred in selling the property.

Once the development of these properties is completed, these properties are transferred to completed properties for sale.

If a property under development is intended to be redeveloped into an owner-occupied property, it is transferred to construction in progress at carrying amount.

Completed properties for sale

Completed properties for sale are stated at the lower of cost and net realisable value. Cost includes all development expenditure, applicable borrowing costs and other direct costs attributable to such properties. Cost is determined by an apportionment of the total costs of land and buildings attributable to unsold properties. Net realisable value is determined by the directors based on the prevailing market prices on an individual property basis less costs to be incurred in selling the property.

If an item of completed properties for sale becomes owner-occupied, it is transferred to property, plant and equipment at carrying amount.

For a transfer from an item of completed properties for sale to investment properties that will be carried at fair value as its use has changed as evidenced by commencement of an operating lease, any difference between the fair value of the property at that date and its previous carrying amount shall be recognised in the income statement.

2.4 Material Accounting Policies (continued)

Leases

The Group assesses at contract inception whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

Group as a lessee

The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

Right-of-use assets

Right-of-use assets are recognised at the commencement date of the lease. Right-of-use assets are measured at cost, less accumulated depreciation and any impairment losses, and adjusted for any remeasurement of lease liabilities. When the right-of-use assets relate to interests in leasehold land held as inventories, they are subsequently measured at the lower of cost and net realisable value in accordance with the Group's policy for "Properties under development" and "Completed properties for sale". The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Unless the Group is reasonably certain to obtain ownership of the leased asset at the end of the lease term, the recognised right-of-use assets are depreciated on a straight-line basis over the shorter of the estimated useful life and the lease term. When a right-of-use asset meets the definition of investment property, it is included in investment properties. The corresponding right-of-use asset is initially measured at cost, and subsequently measured at fair value, in accordance with the Group's policy for "Investment properties".

Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease terms and the estimated useful lives of the assets as follows:

Leasehold land	Over the remaining lease terms of the land
Office and warehouse premises	2 to 3 years

Lease liabilities

Lease liabilities are recognised at the commencement date of the lease at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for termination of a lease, if the lease term reflects the Group exercising the option to terminate the lease. The variable lease payments that do not depend on an index or a rate are recognised as an expense in the period in which the event or condition that triggers the payment occurs.

2.4 Material Accounting Policies (continued)

Leases (continued)

Group as a lessee (continued)

Lease liabilities (continued)

In calculating the present value of lease payments, the Group uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in lease payments (e.g., a change to future lease payments resulting from a change in an index or rate) or a change in assessment of an option to purchase the underlying asset.

Short-term leases and leases of low-value assets

The Group applies the short-term lease recognition exemption to its short-term leases (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). When the Group enters into a lease in respect of a low-value asset, the Group decides whether to capitalise the lease on a lease-by-lease basis. Lease payments on short-term leases and leases of low-value assets are recognised as an expense on a straight-line basis over the lease term.

Group as a lessor

When the Group acts as a lessor, it classifies at lease inception (or when there is a lease modification) each of its leases as either an operating lease or a finance lease.

Leases in which the Group does not transfer substantially all the risks and rewards incidental to ownership of an asset are classified as operating leases. Rental income is accounted for on a straight-line basis over the lease term and is included in revenue in the consolidated income statement due to its operating nature. Contingent rents are recognised as revenue in the period in which they are earned.

Leases that transfer substantially all the risks and rewards incidental to ownership of an underlying asset to the lessee are accounted for as finance leases.

At the commencement date, as the Group acts as a manufacturer or dealer lessor, the following for each of its finance leases should be recognised:

a) revenue being the fair value of the underlying asset, or, if lower, the present value of the lease payments accruing to the lessor, discounted using a market rate of interest;

b) the cost of sale being the cost, or carrying amount if different, of the underlying asset less the present value of the unguaranteed residual value; and

c) selling profit or loss (being the difference between revenue and the cost of sale) in accordance with its policy for outright sales to which HKFRS 15 applies at the commencement date.

2.4 Material Accounting Policies (continued)

Investments and other financial assets

Initial recognition and measurement

At initial recognition, financial assets are classified as subsequently measured at amortised cost and fair value through profit or loss.

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Group's business model for managing them. With the exception of trade receivables that do not contain a significant financing component or for which the Group has applied the practical expedient of not adjusting the effect of a significant financing component, the Group initially measures a financial asset at its fair value, plus in the case of a financial asset not at fair value through profit or loss, transaction costs. Trade receivables that do not contain a significant financing component or for which the Group has applied the practical expedient are measured at the transaction price determined under HKFRS 15 in accordance with the policies set out for "Revenue recognition" below.

In order for a financial asset to be classified and measured at amortised cost or fair value through other comprehensive income, it needs to give rise to cash flows that are solely payments of principal and interest ("**SPPI**") on the principal amount outstanding. Financial assets with cash flows that are not SPPI are classified and measured at fair value through profit or loss, irrespective of the business model.

The Group's business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both. Financial assets classified and measured at amortised cost are held within a business model with the objective to hold financial assets in order to collect contractual cash flows, while financial assets classified and measured at fair value through other comprehensive income are held within a business model with the objective of both holding to collect contractual cash flows and selling. Financial assets which are not held within the aforementioned business models are classified and measured at fair value through profit or loss.

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

Subsequent measurement

The subsequent measurement of financial assets depends on their classification as follows:

Financial assets at amortised cost (debt instruments)

Financial assets at amortised cost are subsequently measured using the effective interest method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

2.4 Material Accounting Policies (continued)

Derecognition of financial assets

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognised (i.e., removed from the Group's consolidated statement of financial position) when:

- the rights to receive cash flows from the asset have expired; or
- the Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a "pass-through" arrangement; and either (a) the Group has transferred substantially all the risks and rewards of the asset, or (b) the Group has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

When the Group has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if, and to what extent, it has retained the risk and rewards of ownership of the asset. When it has neither transferred nor retained substantially all the risks and rewards of the asset nor transferred control of the asset, the Group continues to recognise the transferred asset to the extent of the Group's continuing involvement. In that case, the Group also recognises an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Group has retained.

Continuing involvement that takes the forms of a guarantee over the transferred assets is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration the Group could be required to repay.

Impairment of financial assets

The Group recognises an allowance for expected credit losses ("**ECLs** ") for all debt instruments not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

General approach

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12 months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECL).

2.4 Material Accounting Policies (continued)

Impairment of financial assets (continued)

General approach (continued)

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

The Group considers a financial asset in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

Financial assets at amortised cost are subject to impairment under the general approach and they are classified within the following stages for measurement of ECLs except for trade receivables and contract assets which apply the simplified approach as detailed below.

Stage 1 — Financial instruments for which credit risk has not increased significantly since initial recognition and for which the loss allowance is measured at an amount equal to 12-month ECLs

Stage 2 — Financial instruments for which credit risk has increased significantly since initial recognition but that are not credit-impaired financial assets and for which the loss allowance is measured at an amount equal to lifetime ECLs

Stage 3 — Financial assets that are credit-impaired at the reporting date (but that are not purchased or originated credit-impaired) and for which the loss allowance is measured at an amount equal to lifetime ECLs

Simplified approach

For trade receivables that do not contain a significant financing component or when the Group applies the practical expedient of not adjusting the effect of a significant financing component, the Group applies the simplified approach in calculating ECLs. Under the simplified approach, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Group has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

For trade receivables that contain a significant financing component and lease receivables, the Group chooses as its accounting policy to adopt the simplified approach in calculating ECLs with policies as described above.

2.4 Material Accounting Policies (continued)

Financial liabilities

Initial recognition and measurement

Financial liabilities are classified, at initial recognition, as financial liabilities at fair value through profit or loss, loans and borrowings, payables or as derivatives designated as hedging instruments in an effective hedge, as appropriate.

All financial liabilities are recognised initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

The Group's financial liabilities include creditors, accruals and other payables, deposits received, interest-bearing bank loans, lease liabilities, advances from a former substantial shareholder, loans from a fellow subsidiary and other borrowings.

Subsequent measurement

The subsequent measurement of financial liabilities depends on their classification as follows:

Financial liabilities at amortised cost (trade and other payables, and borrowings)

After initial recognition, trade and other payables, and interest-bearing borrowings are subsequently measured at amortised cost, using the effective interest rate method unless the effect of discounting would be immaterial, in which case they are stated at cost. Gains and losses are recognised in the income statement when the liabilities are derecognised as well as through the effective interest rate amortisation process.

Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the effective interest rate. The effective interest rate amortisation is included in finance costs in the income statement.

Put option liabilities

Put options are financial instruments granted by the Group whereby counterparties may have the rights to request the Group to purchase their equity interests in the Group's subsidiaries for cash when certain conditions are met. If the Group does not have the unconditional right to avoid delivering cash under the put option, the Group has to recognise a financial liability at the present value of the estimated future cash outflows under the put potion. The financial liability is initially recognised at fair value.

Subsequently, if the Group revises its estimates of the payments, the Group adjusts the carrying amount of the financial liability to reflect actual and revised estimated cash outflows. At the end of each reporting period, the Group recalculates the carrying amount by computing the present value of the revised estimated future cash outflows at the financial instrument's original effective interest rate and adjustment to its carrying amount is to be recognised as income or expenses in the income statement.

2.4 Material Accounting Policies (continued)

Financial liabilities (continued)

Subsequent measurement (continued)

Financial guarantee contracts

Financial guarantee contracts issued by the Group are those contracts that require a payment to be made to reimburse the holder for a loss it incurs because the specified debtor fails to make a payment when due in accordance with the terms of a debt instrument. A financial guarantee contract is recognised initially as a liability at its fair value, adjusted for transaction costs that are directly attributable to the issuance of the guarantee. Subsequent to initial recognition, the Group measures the financial guarantee contracts at the higher of: (i) the ECL allowance determined in accordance with the policy as set out in "Impairment of financial assets"; and (ii) the amount initially recognised less, when appropriate, the cumulative amount of income recognised.

Derecognition of financial liabilities

A financial liability is derecognised when the obligation under the liability is discharged or cancelled, or expires.

When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and a recognition of a new liability, and the difference between the respective carrying amounts is recognised in the income statement.

Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the statement of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, or to realise the assets and settle the liabilities simultaneously.

Inventories

Inventories are stated at the lower of cost and net realisable value. Cost for merchandise, food, beverages and supplies used in theme parks is determined on the weighted average cost basis. Net realisable value is based on estimated selling prices less any estimated costs to be incurred to completion and disposal.

2.4 Material Accounting Policies (continued)

Cash and cash equivalents

Cash and cash equivalents in the statement of financial position comprise cash on hand and at banks, and short-term highly liquid deposits with a maturity of generally within three months that are readily convertible into known amounts of cash, subject to an insignificant risk of changes in value and held for the purpose of meeting short-term cash commitments.

For the purpose of the consolidated statement of cash flows, cash and cash equivalents comprise cash on hand and at banks, and short-term deposits as defined above, less bank overdrafts which are repayable on demand and form an integral part of the Group's cash management .

Provisions

A provision is recognised when a present obligation (legal or constructive) has arisen as a result of a past event and it is probable that a future outflow of resources will be required to settle the obligation, provided that a reliable estimate can be made of the amount of the obligation.

When the Group expects some or all of a provision to be reimbursed, the reimbursement is recognised as a separate asset, but only when the reimbursement is virtually certain. The expense relating to a provision is presented in the statement of profit or loss net of any reimbursement.

When the effect of discounting is material, the amount recognised for a provision is the present value as at the end of the reporting period of the future expenditures expected to be required to settle the obligation. The increase in the discounted present value amount arising from the passage of time is included in finance costs in the income statement.

Income tax

Income tax comprises current and deferred tax. Income tax relating to items recognised outside profit or loss is recognised outside profit or loss, either in other comprehensive income or directly in equity.

Current tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period, taking into consideration interpretations and practices prevailing in the countries in which the Group operates.

Deferred tax is provided, using the liability method, on all temporary differences as at the end of the reporting period between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes.

2.4 Material Accounting Policies (continued)

Income tax (continued)

Deferred tax liabilities are recognised for all taxable temporary differences, except:

- when the deferred tax liability arises from initial recognition of goodwill or an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss and does not give rise to equal taxable and deductible temporary differences; and

- in respect of taxable temporary differences associated with investments in subsidiaries, associates and joint ventures, when the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred tax assets are recognised for all deductible temporary differences, and the carryforward of unused tax credits and unused tax losses. Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carryforward of unused tax credits and unused tax losses can be utilised, except:

- when the deferred tax asset relating to the deductible temporary differences arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss and does not give rise to equal taxable and deductible temporary differences; and

- in respect of deductible temporary differences associated with investments in subsidiaries, associates and joint ventures, deferred tax assets are only recognised to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilised.

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

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the period when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

2.4 Material Accounting Policies (continued)

Income tax (continued)

Deferred tax assets and deferred tax liabilities are offset if and only if the Group has a legally enforceable right to set off current tax assets and current tax liabilities and the deferred tax assets and deferred tax liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities which intend either to settle current tax liabilities and assets on a net basis, or to realise the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

Dividend income derived from the Company's subsidiaries in Chinese Mainland is subject to a withholding tax under the prevailing tax rules and regulations of the People's Republic of China (the "**PRC**").

Chinese Mainland land appreciation tax ("LAT")

LAT is levied at prevailing progressive rates on the appreciation of land value, being the proceeds from the sale of properties less deductible costs.

Government grants

Government grants are recognised at their fair value where there is reasonable assurance that the grant will be received and all attaching conditions will be complied with. When the grant relates to an expense item, it is recognised as income on a systematic basis over the periods that the costs, for which it is intended to compensate, are expensed.

Revenue recognition

Revenue from contracts with customers

Revenue from contracts with customers is recognised when control of goods or services is transferred to the customers at an amount that reflects the consideration to which the Group expects to be entitled in exchange for those goods or services.

When the consideration in a contract includes a variable amount, the amount of consideration is estimated to which the Group will be entitled in exchange for transferring the goods or services to the customer. The variable consideration is estimated at contract inception and constrained until it is highly probable that a significant revenue reversal in the amount of cumulative revenue recognised will not occur when the associated uncertainty with the variable consideration is subsequently resolved.

2.4 Material Accounting Policies (continued)

Revenue recognition (continued)

Revenue from contracts with customers (continued)

When the contract contains a financing component which provides the customer with a significant benefit of financing the transfer of goods or services to the customer for more than one year, revenue is measured at the present value of the amount receivable, discounted using the discount rate that would be reflected in a separate financing transaction between the Group and the customer at contract inception. When the contract contains a financing component which provides the Group with a significant financial benefit for more than one year, revenue recognised under the contract includes the interest expense accreted on the contract liability under the effective interest method. For a contract where the period between the payment by the customer and the transfer of the promised goods or services is one year or less, the transaction price is not adjusted for the effects of a significant financing component, using the practical expedient in HKFRS 15.

(a) *Sale of completed properties*

Revenue from the sale of completed properties is recognised upon the signing of the property handover letter, which is taken to be the point in time when the control of the property is transferred to the purchaser.

(b) *Revenue from hotel and serviced apartment operation and building management operation*

Revenue from hotel and serviced apartment operation and building management operation is recognised over the scheduled period on a straight-line basis because the customer simultaneously receives and consumes the benefits provided by the Group.

(c) *Revenue from theme park operation*

Revenue from admission tickets sold is recognised over time when the theme park service is provided to the customer or at a point in time when tickets are expired; and sale of goods are recognised when the goods are delivered to the customer.

Revenue from other sources

Rental income is recognised on a time proportion basis over the lease terms. Variable lease payments that do not depend on an index or a rate are recognised as income in the accounting period in which they are incurred.

Other income

Interest income is recognised on an accrual basis using the effective interest method by applying the rate that exactly discounts the estimated future cash receipts over the expected life of the financial instrument or a shorter period, when appropriate, to the net carrying amount of the financial asset.

Dividend income is recognised when the shareholders' right to receive payment has been established, it is probable that the economic benefits associated with the dividend will flow to the Group and the amount of the dividend can be measured reliably.

2.4 Material Accounting Policies (continued)

Contract liabilities

A contract liability is recognised when a payment is received or a payment is due (whichever is earlier) from a customer before the Group transfers the related goods or services. Contract liabilities are recognised as revenue when the Group performs under the contract (i.e., transfers control of the related goods or services to the customer).

Contract costs

Other than the costs which are capitalised as inventories, property, plant and equipment and intangible assets, costs incurred to fulfil a contract with a customer are capitalised as an asset if all of the following criteria are met:

(a) The costs relate directly to a contract or to an anticipated contract that the entity can specifically identify;

(b) The costs generate or enhance resources of the entity that will be used in satisfying (or in continuing to satisfy) performance obligations in the future; and

(c) The costs are expected to be recovered.

The capitalised contract costs are amortised and charged to the income statement on a systematic basis that is consistent with the transfer to the customer of the goods or services to which the asset relates. Other contract costs are expensed as incurred.

Employee benefits

Share-based payments

The Company operates share option schemes for the purposes as detailed in note 27 to the financial statements. Employees (including directors) of the Group receive remuneration in the form of share-based payments, whereby employees render services in exchange for equity instruments ("**equity-settled transactions**").

The cost of equity-settled transactions with employees is measured by reference to the fair value at the date at which they are granted. The fair value is determined using a binomial model. In valuing equity-settled transactions, no account is taken of any performance conditions, other than conditions linked to the price of the shares of the Company ("**market conditions**"), if applicable.

2.4 Material Accounting Policies (continued)

Employee benefits (continued)

Share-based payments (continued)

The cost of equity-settled transactions is recognised in employee benefit expense, together with a corresponding increase in equity, over the period in which the performance and/or service conditions are fulfilled. The cumulative expense recognised for equity-settled transactions at the end of each reporting period until the vesting date reflects the extent to which the vesting period has expired and the Group's best estimate of the number of equity instruments that will ultimately vest. The charge or credit to the income statement for a period represents the movement in the cumulative expense recognised as at the beginning and end of that period.

No expense is recognised for awards that do not ultimately vest, except for equity-settled transactions where vesting is conditional upon a market or non-vesting condition, which are treated as vesting irrespective of whether or not the market or non-vesting condition is satisfied, provided that all other performance and/or service conditions are satisfied.

Service and non-market performance are not taken into account when determining the grant date fair value of awards, but the likelihood of the conditions being met is assessed as part of the Group's best estimate of the number of equity instruments that will ultimately vest. Market performance conditions are reflected within the grant date fair value. Any other conditions attached to an award, but without an associated service requirement, are considered to be non-vesting conditions. Non-vesting conditions are reflected in the fair value of an award and lead to an immediate expensing of an award unless there are also service and/or performance conditions.

For awards that do not ultimately vest because non-market performance and/or service conditions have not been met, no expense is recognised. Where awards include a market or non-vesting condition, the transactions are treated as vesting irrespective of whether the market or non-vesting condition is satisfied, provided that all other performance and/or service conditions are satisfied.

Where the terms of an equity-settled award are modified, as a minimum an expense is recognised as if the terms had not been modified, if the original terms of the award are met. In addition, an expense is recognised for any modification that increases the total fair value of the share-based payments, or is otherwise beneficial to the employee as measured at the date of modification.

Where an equity-settled award is cancelled, it is treated as if it had vested on the date of cancellation, and any expense not yet recognised for the award is recognised immediately. This includes any award where non-vesting conditions within the control of either the Group or the employee are not met. However, if a new award is substituted for the cancelled award, and is designated as a replacement award on the date that it is granted, the cancelled and new awards are treated as if they were a modification of the original award, as described in the previous paragraph.

The dilutive effect of outstanding options is reflected as additional share dilution in the computation of earnings per share.

2.4 Material Accounting Policies (continued)

Other employee benefits

Pension schemes

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

The employees of the Group's subsidiaries which operate in the Chinese Mainland are required to participate in a central pension scheme operated by the local municipal government. Those subsidiaries are required to contribute a certain percentage of their payroll costs to the central pension scheme. The contributions are charged to the income statement as they become payable in accordance with the rules of the central pension scheme.

Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, i.e., assets that necessarily take a substantial period of time to get ready for their intended use or sale, are capitalised as part of the cost of those assets. The capitalisation of such borrowing costs ceases when the assets are substantially ready for their intended use or sale. All other borrowing costs are expensed in the period in which they are incurred. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds.

Where funds have been borrowed generally, and used for the purpose of obtaining qualifying assets, a capitalisation rate of 6.4% has been applied to the expenditure on the individual assets.

Dividends

Final dividends are recognised as a liability when they are approved by the shareholders in a general meeting. Proposed final dividends are disclosed in the note 11 to the financial statements.

2.4 Material Accounting Policies (continued)

Foreign currencies

These financial statements are presented in Hong Kong dollars, which is the Company's functional currency. Each entity in the Group determines its own functional currency and items included in the financial statements of each entity are measured using that functional currency. Foreign currency transactions recorded by the entities in the Group are initially recorded using their respective functional currency rates prevailing at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies are translated at the functional currency rates of exchange ruling as at the end of the reporting period. Differences arising on settlement or translation of monetary items are recognised in the income statement.

Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates at the dates of the initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was measured. The gain or loss arising on translation of a non-monetary item measured at fair value is treated in line with the recognition of the gain or loss on change in fair value of the item (i.e., translation difference on the item whose fair value gain or loss is recognised in other comprehensive income or the income statement is also recognised in other comprehensive income or the income statement, respectively).

In determining the exchange rate on initial recognition of the related asset, expense or income on the derecognition of a non-monetary asset or non-monetary liability relating to an advance consideration, the date of initial transaction is the date on which the Group initially recognises the non-monetary asset or non-monetary liability arising from the advance consideration. If there are multiple payments or receipts in advance, the Group determines the transaction date for each payment or receipt of the advance consideration.

The functional currencies of certain subsidiaries, associates and joint ventures operating overseas/in Chinese Mainland are currencies other than Hong Kong dollars. As at the end of the reporting period, the assets and liabilities of these entities are translated into Hong Kong dollars at the exchange rates prevailing at the end of the reporting period and their income statements are translated into Hong Kong dollars at the weighted average exchange rates for the year. The resulting exchange differences are recognised in other comprehensive income and accumulated in the exchange fluctuation reserve, except to the extent that the differences are attributable to non-controlling interests. On disposal of a foreign operation, the cumulative amount in the reserve relating to that particular foreign operation is recognised in the income statement.

Any goodwill arising on the acquisition of a foreign operation and any fair value adjustments to the carrying amounts of assets and liabilities arising on acquisition are treated as assets and liabilities of the foreign operation and translated at the closing rate.

2.4 Material Accounting Policies (continued)

Foreign currencies (continued)

For the purpose of the consolidated statement of cash flows, the cash flows of subsidiaries, associates and joint ventures operating overseas/in Chinese Mainland are translated into Hong Kong dollars at the exchange rates ruling at the dates of the cash flows. Frequently recurring cash flows of subsidiaries, associates and joint ventures operating overseas/in Chinese Mainland which arise throughout the year are translated into Hong Kong dollars at the weighted average exchange rates for the year.

3. Significant Accounting Judgements and Estimates

The preparation of the Group's financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and their accompanying disclosures, and the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could result in outcomes that could require a material adjustment to the carrying amounts of the assets or liabilities affected in the future.

Judgements

In the process of applying the Group's accounting policies, management has made the following judgements, apart from those involving estimations, which have the most significant effect on the amounts recognised in the financial statements:

(i) ***Classification between investment properties and owner-occupied properties***

The Group determines whether a property qualifies as an investment property, and has developed criteria in making that judgement. Investment property is a property held to earn rentals or for capital appreciation or for both. Therefore, the Group considers whether a property generates cash flows largely independently of the other assets held by the Group.

Some properties comprise a portion that is held to earn rentals or for capital appreciation and another portion that is held for use in the production or supply of goods or services or for administrative purposes. If these portions could be sold separately or leased out separately under a finance lease, the Group accounts for the portions separately. If the portions could not be sold separately, the property is an investment property only if an insignificant portion is held for use in the production or supply of goods or services or for administrative purposes. Judgement is made on an individual property basis to determine whether ancillary services are so significant that a property does not qualify as an investment property.

3. Significant Accounting Judgements and Estimates (continued)

Judgements (continued)

(ii) Income tax

Deferred tax is provided using the liability method, on all temporary differences as at the end of the reporting period between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes.

As explained in note 25 to the financial statements, withholding tax is levied on dividends to be distributed by subsidiaries established in Chinese Mainland in respect of earnings generated from 1 January 2008. Deferred tax is provided, at the applicable withholding tax rate, on the undistributed earnings of the Group's PRC subsidiaries that would be distributed to their respective holding companies outside Chinese Mainland in the foreseeable future.

The Group's investment properties at fair value in Chinese Mainland are held to earn rental income and/or for capital appreciation and they are considered to be held within a business model whose objective is to consume substantially all of the economic benefits embodied in the investment properties over time, rather than through sale. Accordingly, deferred tax on these investment properties at fair value is measured to reflect the tax consequences of recovering the carrying amounts of the investment properties through use.

(iii) Put option liabilities

As explained in note 22 to the financial statements, put option liabilities arising from the buy-back upon the occurrence of certain triggering events are recognised as financial liabilities. When determining the classification and measurement of the put option liabilities, judgements are exercised, including determining whether the Group has the present ownership interest in the shares subject to the put options, the timing that the triggering events would occur and the possibility that the buy-back would be exercised.

3. Significant Accounting Judgements and Estimates (continued)

Estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty as at the end of the reporting period, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are described below.

(i) Estimation of fair value of investment properties

The best evidence of fair value is current prices in an active market for properties in the same location and condition and subject to similar lease and other contracts. In the absence of such information, the Group considers information from a variety of sources, including (i) by reference to independent valuations; (ii) current prices in an active market for properties of a different nature, condition and location (or subject to different leases or other contracts), adjusted to reflect those differences; (iii) recent prices of similar properties in less active markets, with adjustments to reflect any changes in economic conditions since the dates of transactions that occurred at those prices; and (iv) discounted cash flow projections, based on reliable estimates of future cash flows, derived from the terms of any existing lease and other contracts, and (where possible) from external evidence such as current market rates for similar properties in the same location and condition, and using discount rates that reflect current market assessments of the uncertainty in the amount and timing of cash flows.

The carrying amount of investment properties measured at fair value at 31 July 2026 was HK$21,442,700,000 (2025: HK$19,573,700,000). Further details, including the key assumptions used for fair value measurement and a sensitivity analysis, are given in note 15 to the financial statements.

(ii) Estimation of net realisable value of properties under development and completed properties for sale

In determining the net realisable value of properties under development and completed properties for sale, management takes into consideration of (i) independent valuations by professional valuers; (ii) current market conditions; (iii) estimated selling prices of properties of a similar nature, conditions and locations; and (iv) estimated costs of completion and the estimated costs necessary to make the sale, if any. Write-down on properties under development and/or completed properties for sale to net realisable value is made if the estimated or actual net realisable value of properties under development and completed properties for sale is less than their carrying amounts as a result of change in market condition.

The carrying amounts of properties under development and completed properties for sale as at 31 July 2026 were approximately HK$1,400,645,000 (2025: HK$1,295,261,000) (note 14) and HK$1,781,924,000 (2025: HK$2,310,650,000), respectively.

3. Significant Accounting Judgements and Estimates (continued)

Estimation uncertainty (continued)

(iii) Estimation of total budgeted costs and costs to completion for properties under development/ investment properties under construction

The total budgeted costs for properties under development/investment properties under construction comprise (i) prepaid land lease payments, (ii) building costs, and (iii) any other direct costs attributable to the development of the properties. In estimating the total budgeted costs for properties under development/investment properties under construction, management makes reference to information such as (i) current offers from contractors and suppliers, (ii) recent offers agreed with contractors and suppliers, and (iii) professional estimation on construction and material costs.

(iv) Useful lives and residual values of items of property, plant and equipment

In determining the useful lives and residual values of items of property, plant and equipment, the Group has to consider various factors, such as technical or commercial obsolescence arising from changes or improvements in production, or from a change in the market demand for the product or service output of the asset, expected usage of the asset, expected physical wear and tear, the care and maintenance of the asset, and legal or similar limits on the use of the asset. The estimation of the useful life of the asset is based on the experience of the Group with similar assets that is used in a similar way. Additional depreciation is made if the estimated useful lives and/or the residual values of items of property, plant and equipment are different from previous estimation. Useful lives and residual values are reviewed at each financial year end date based on changes in circumstances.

(v) Impairment of non-financial assets (other than goodwill)

In determining whether an asset is impaired or the events previously causing the impairment no longer exists, the Group has to exercise judgement in the area of asset impairment, particularly in assessing: (i) whether an event has occurred that may affect the asset value or such event affecting the asset value has not been in existence; (ii) whether the carrying value of an asset can be supported by the net present value of future cash flows which are estimated based upon the continued use of the asset or derecognition; and (iii) the appropriate key assumptions to be applied in preparing cash flow projections including whether these cash flow projections are discounted using an appropriate rate. Changing the assumptions selected by management to determine the level of impairment, including the discount rates or the growth rate assumptions in the cash flow projections, could materially affect the net present value used in the impairment test.

3. Significant Accounting Judgements and Estimates (continued)

Estimation uncertainty (continued)

(vi) Provision for LAT and corporate income tax ("CIT")

The Group is subject to LAT in the PRC. The provision for LAT is based on management's best estimates according to its understanding of the requirements set forth in the relevant PRC tax laws and regulations. The actual LAT liabilities are subject to the determination by the tax authorities upon the completion of the property development projects. The Group has not finalised its LAT calculations and payments with the tax authorities for certain property development projects. The final tax outcome could be different from the amounts that were initially recorded, and any differences will impact the LAT expenses and the related LAT provision in the period in which such taxes are finalised with the tax authorities.

The Group is mainly subject to CIT in the PRC. Subsequent to the financial year ends of the PRC subsidiaries, management shall make adjustments (and the relevant local tax authorities may raise further adjustments) to the accounting profit to arrive at the taxable income under the process known as annual tax assessment. Management's best estimates with reference to the currently enacted tax laws, regulations and other related policies are required in determining the provision for CIT. Where the final tax outcomes of tax adjustments are different from the amounts originally recorded, the differences will impact on the CIT and related CIT provision in the period in which such taxes are finalised with the tax authorities.

(vii) Deferred tax assets

As explained in note 25 to the financial statements, deferred tax assets in respect of unused tax losses are recognised to the extent that future taxable profits of the companies in which the losses arose are considered probable to be available for offsetting against the relevant tax losses. In determining the amount of deferred tax assets that can be recognised, the management have to exercise significant judgements including the timing and the level of future taxable profits.

As at 31 July 2026, the carrying amount of recognised deferred tax assets relating to the unused tax losses of the Group amounted to HK$43,930,000 (2025: HK$41,410,000), while the unrecognised deferred tax assets relating to unused tax losses amounted to HK$656,756,000 (2025: HK$591,459,000).

4. Operating Segment Information

For management purposes, the Group is organised into business units based on their products and services and has three reportable segments as follows:

(a) the property development segment engages in the development of properties for sale in Chinese Mainland;

(b) the property investment segment invests in commercial and office buildings for their rental income potential, provides building management services and engages in theme park operation in Chinese Mainland; and

(c) the hotel and serviced apartment operation segment engages in operation of the hotels and serviced apartments in Chinese Mainland.

Management monitors the results of the Group's operating segments for the purpose of making decisions about resources allocation and performance assessment. Segment performance is evaluated based on reportable segment profit/(loss), which is measured by means of adjusted profit/(loss) before tax. The adjusted profit/(loss) before tax is measured consistently with the Group's loss before tax except that interest income from bank deposits, finance costs and other unallocated gains and expenses are excluded from such measurement.

Segment assets exclude prepaid tax, pledged and restricted time deposits and bank balances, cash and cash equivalents and other unallocated corporate assets as these assets are managed on a group basis.

Segment liabilities exclude interest-bearing bank loans, tax payable, advances from a former substantial shareholder, loans from a fellow subsidiary, deferred tax liabilities, put option liabilities and other unallocated corporate liabilities as these liabilities are managed on a group basis.

No further geographic segment information is presented as over 90% of the Group's revenue was derived from Chinese Mainland and over 90% of the Group's non-current assets were located in Chinese Mainland.

The theme parks previously operated by the Group are under strategic review. The theme parks have been reclassified under property investment segment and are no longer presented as a separate operating segment for the year. The comparative segment information has been restated to conform with the current year's presentation.

4. Operating Segment Information (continued)

	Property development		Property investment		Hotel and serviced apartment operation		Consolidated	
	2026	2025	**2026**	2025	**2026**	2025	**2026**	2025
	HK$'000	HK$'000	**HK$'000**	HK$'000 (Restated)	**HK$'000**	HK$'000	**HK$'000**	HK$'000
Segment revenue/results:								
Segment revenue								
Sales to external customers	**505,033**	289,126	**727,329**	729,166	**275,983**	273,034	**1,508,345**	1,291,326
Other revenue	**41,143**	39,908	**27,176**	18,815	**—**	85	**68,319**	58,808
Total	**546,176**	329,034	**754,505**	747,981	**275,983**	273,119	**1,576,664**	1,350,134
Segment results	**(149,561)**	30,258	**276,556**	235,977	**36,003**	16,656	**162,998**	282,891
Interest income from bank deposits							**11,535**	22,856
Unallocated gains							**11,468**	12,790
Unallocated expenses, net							**(161,329)**	(91,485)
Profit from operating activities							**24,672**	227,052
Finance costs							**(511,969)**	(521,860)
Share of profits/(losses) of joint ventures	**—**	868	**(35)**	—	**—**	—	**(35)**	868
Share of loss of an associate	**—**	—	**(9)**	(9)	**—**	—	**(9)**	(9)
Loss before tax							**(487,341)**	(293,949)
Tax							**(122,636)**	(187,538)
Loss for the year							**(609,977)**	(481,487)

4. Operating Segment Information (continued)

	Property development		Property investment		Hotel and serviced apartment operation		Consolidated	
	2026	2025	**2026**	2025	**2026**	2025	**2026**	2025
	HK$'000	HK$'000	**HK$'000**	HK$'000 (Restated)	**HK$'000**	HK$'000	**HK$'000**	HK$'000
Segment assets/liabilities:								
Segment assets	**3,820,518**	4,194,513	**22,090,334**	20,600,916	**1,664,826**	1,628,214	**27,575,678**	26,423,643
Investments in joint ventures	**—**	1	**—**	34	**—**	—	**—**	35
Investment in an associate	**—**	—	**69**	77	**—**	—	**69**	77
Unallocated assets							**1,816,915**	2,169,903
Total assets							**29,392,662**	28,593,658
Segment liabilities	**258,726**	355,771	**436,343**	474,883	**41,514**	50,399	**736,583**	881,053
Unallocated liabilities							**15,714,779**	15,358,395
Total liabilities							**16,451,362**	16,239,448

During the year ended 31 July 2026, revenue of HK$300,490,000 from property development was derived from a single customer.

During the year ended 31 July 2025, no revenue from a single customer accounted for over 10% of the Group's total turnover.

4. Operating Segment Information (continued)

	Property development		Property investment		Hotel and serviced apartment operation		Consolidated	
	2026	2025	**2026**	2025	**2026**	2025	**2026**	2025
	HK$'000	HK$'000	**HK$'000**	HK$'000 (Restated)	**HK$'000**	HK$'000	**HK$'000**	HK$'000
Other segment information:								
Depreciation	**227**	280	**22,719**	23,065	**55,517**	81,310	**78,463**	104,655
Corporate and other unallocated depreciation							**5,020**	5,151
							83,483	109,806
Capital expenditure, net	**307**	209	**104,286**	47,664	**—**	—	**104,593**	47,873
Corporate and other unallocated capital expenditure							**2,868**	3,176
							107,461	51,049
Fair value losses on investment properties	**—**	—	**5,271**	37,819	**—**	—	**5,271**	37,819
Gain/(loss) on disposal of investment properties	**—**	—	**(1,394)**	3,434	**—**	—	**(1,394)**	3,434
Write-down of properties under development to net realisable value	**87,588**	—	**—**	—	**—**	—	**87,588**	—
Write-down of completed properties for sale to net realisable value	**42,246**	40,740	**—**	—	**—**	—	**42,246**	40,740
Impairment of property, plant and equipment	**—**	—	**27,362**	—	**—**	—	**27,362**	—
Trade receivables written off as uncollectible	**—**	—	**15,200**	—	**—**	—	**15,200**	—
Loss on disposal of items of property, plant and equipment	**47**	18	**135**	80	**—**	—	**182**	98
Corporate and other unallocated loss on disposal of items of property, plant and equipment							**138**	1

5. Turnover, Other Income and Gains

The Group's turnover represents revenue from the sale of properties, investment properties, hotel and serviced apartment operation, building management operation and theme park operation.

An analysis of the Group's turnover, other income and gains is as follows:

	2026 HK$'000	2025 HK$'000
Turnover	**1,508,345**	1,291,326
Other income and gains	**91,322**	94,454
Total turnover, other income and gains	**1,599,667**	1,385,780

	2026 HK$'000	2025 HK$'000
Turnover, other income and gains from contracts with customers		
Sale of properties	**505,033**	289,126
Hotel and serviced apartment operation	**275,983**	273,034
Building management operation	**173,930**	164,025
Theme park operation	**3,650**	7,422
	958,596	733,607
Turnover, other income and gains from other sources		
Rental income from investment properties	**549,749**	557,719
Interest income from bank deposits	**11,535**	22,856
Interest income from a finance lease contract	**18,658**	19,848
Government grant*	**7,097**	1,384
Others	**54,032**	50,366
	641,071	652,173
Total turnover, other income and gains	**1,599,667**	1,385,780
Timing of recognition of turnover, other income and gains from contracts with customers		
At a point in time	**505,033**	289,126
Over time	**453,563**	444,481
Total	**958,596**	733,607

* *There are no unfulfilled conditions or contingencies to this income.*

5. Turnover, Other Income and Gains (continued)

The following table shows the amount of revenue recognised in the current reporting period that was included in the contract liabilities at the beginning of respective reporting period:

	2026 HK$'000	2025 HK$'000
Revenue recognised that was included in contract liabilities at the beginning of the reporting period:		
Sale of properties	**31,570**	37,869

Information about the Group's performance obligations is summarised below:

Sale of properties

Revenue from the sale of properties is recognised at a point in time when the completed property is transferred to customers, being at the point that the customer obtains the control of the completed property. Payment in advance is normally required.

Hotel and serviced apartment operation and building management operation

The performance obligation is satisfied over time as services are rendered. Contracts for hotel and serviced apartment services and building management services are for certain periods and are billed based on the time incurred.

Theme park operation

Revenue from admission tickets sold for use at current or for use at a future date is recognised over time when the theme park service is provided to the customer or at a point in time when the tickets are expired; and sale of goods are recognised when the goods are delivered to the customer. Payment in advance is normally required.

Transaction price allocated to the remaining performance obligations

The Group elected to apply the practical expedient under HKFRS 15 and does not disclose the amount of the transaction price allocated to the remaining obligations for contracts with an original expected duration for one year or less as well as contracts for hotel and serviced apartment operation and building management operation for which the Group bills fixed amount for each month of service provided and recognises revenue in the amount to which the Group has right to invoice.

6. Finance Costs

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

	Notes	2026 HK$'000	2025 HK$'000
Interest on bank loans		**467,100**	531,731
Interest on loans from a fellow subsidiary		**40,058**	18,011
Interest on put option liabilities		**4,634**	4,466
Interest on other payables		**5,168**	8,056
Interest on lease liabilities	16(a)(ii)	**90**	71
Amortisation of transaction fees for bank loans		**19,032**	19,328
Bank financing charges and direct costs		**30,557**	37,781
		566,639	619,444
Less: Capitalised in properties under development	14	**(38,267)**	(66,803)
Capitalised in investment properties under construction	15	**(12,966)**	(26,572)
Capitalised in construction in progress	13	**(3,437)**	(4,209)
		(54,670)	(97,584)
Total finance costs		**511,969**	521,860

Where funds have been borrowed generally and used for the purpose of obtaining qualifying assets, a capitalisation rate of 6.4% (2025: 7.1%) has been applied to the expenditure on the individual assets for the year ended 31 July 2026.

7. Profit From Operating Activities

The Group's profit from operating activities is arrived at after charging/(crediting):

	Notes	2026 HK$'000	2025 HK$'000
Cost of completed properties sold		**531,607**	230,262
Outgoings in respect of rental income, hotel and serviced apartment operation, theme park operation and building management operation		**493,528**	495,153
Depreciation of property, plant and equipment#	13	**65,719**	92,338
Depreciation of right-of-use assets#	16(a)(i)	**17,764**	17,468
Amortisation of prepaid land lease payments		**9,550**	9,418
Capitalised in properties under development	14	**(9,550)**	(9,418)
		—	—
Employee benefit expense (including directors' remuneration — note 8):			
Salaries, wages and benefits		**280,366**	299,112
Pension scheme contributions*		**25,520**	26,552
		305,886	325,664
Capitalised in properties under development/ investment properties under construction/ construction in progress		**(36,098)**	(29,384)
		269,788	296,280
Auditor's remuneration to the auditor of the Company		**3,374**	3,374
Foreign exchange differences, net**		**75,326**	13,196
Loss/(gain) on disposal of investment properties**		**1,394**	(3,434)
Loss on disposal of items of property, plant and equipment**		**320**	99
Write-down of properties under development to net realisable value^	14	**87,588**	—
Write-down of completed properties for sale to net realisable value^		**42,246**	40,740
Impairment of property, plant and equipment**	13	**27,362**	—
Write-back of other payables**		**—**	(24,905)
Trade receivables written off as uncollectible**		**15,200**	—
Contingent rents##		**(1,512)**	(1,893)

7. Profit From Operating Activities (continued)

 # The depreciation charge for hotels and serviced apartments and related leasehold improvements is HK$55,517,000 (2025: HK$81,310,000). The depreciation charge for theme parks is HK$18,368,000 (2025: HK$17,751,000). These items are included in "Other operating expenses, net" on the face of the consolidated income statement.

The contingent rents are included in "Turnover" on the face of the consolidated income statement.

** As at 31 July 2026, the Group had no forfeited contributions available to reduce its contributions to the MPF Scheme in future years (2025: Nil).*

*** These items of expenses/(income) are included in "Other operating expenses, net" on the face of the consolidated income statement.*

^ These items of expenses are included in "Cost of sales" on the face of the consolidated income statement.

8. Directors' Remuneration

Directors' remuneration for the year, disclosed pursuant to the Listing Rules and section 383(1)(a), (b), (c) and (f) of the Hong Kong Companies Ordinance and Part 2 of the Companies (Disclosure of Information about Benefits of Directors) Regulation, is as follows:

	2026 HK$'000	2025 HK$'000
Fees	**2,100**	2,100
Other emoluments:		
Salaries, allowances and benefits in kind	**16,150**	16,414
Pension scheme contributions	**90**	90
	16,240	16,504
	18,340	18,604
Capitalised in properties under development/investment properties under construction/construction in progress	**(5,057)**	(5,468)
	13,283	13,136

For the years ended 31 July 2026 and 2025, no directors were granted share options.

8. Directors' Remuneration (continued)

The remuneration paid to executive directors and independent non-executive directors during the year are as follows:

	Fees HK$'000	Salaries, allowances, and benefits in kind HK$'000	Pension scheme contributions HK$'000	Total remuneration HK$'000
2026				
Executive directors:				
Lam Kin Ngok, Peter	—	**2,724**	—	**2,724**
Lam Kin Hong, Matthew	—	**350**	**18**	**368**
Lam Hau Yin, Lester	—	**1,608**	**18**	**1,626**
U Po Chu	—	**2,131**	—	**2,131**
Cheung Sum, Sam	—	**1,981**	**18**	**1,999**
Cheng Shin How	—	**6,137**	**18**	**6,155**
Lee Tze Yan, Ernest	—	**1,219**	**18**	**1,237**
	—	**16,150**	**90**	**16,240**
Independent non-executive directors:				
Au Hoi Fung	**350**	—	—	**350**
Lam Bing Kwan	**350**	—	—	**350**
Ku Moon Lun	**350**	—	—	**350**
Law Kin Ho	**350**	—	—	**350**
Mak Wing Sum, Alvin	**350**	—	—	**350**
Shek Lai Him, Abraham	**350**	—	—	**350**
	2,100	—	—	**2,100**
Total	**2,100**	**16,150**	**90**	**18,340**

8. Directors' Remuneration (continued)

	Fees HK$'000	Salaries, allowances, and benefits in kind HK$'000	Pension scheme contributions HK$'000	Total remuneration HK$'000
2025				
Executive directors:				
Lam Kin Ngok, Peter	—	2,724	—	2,724
Lam Kin Hong, Matthew	—	350	18	368
Lam Hau Yin, Lester	—	1,608	18	1,626
U Po Chu	—	2,115	—	2,115
Cheung Sum, Sam	—	2,520	18	2,538
Cheng Shin How	—	5,891	18	5,909
Lee Tze Yan, Ernest	—	1,206	18	1,224
	—	16,414	90	16,504
Independent non-executive directors:				
Au Hoi Fung	350	—	—	350
Lam Bing Kwan	350	—	—	350
Ku Moon Lun	350	—	—	350
Law Kin Ho	350	—	—	350
Mak Wing Sum, Alvin	350	—	—	350
Shek Lai Him, Abraham	350	—	—	350
	2,100	—	—	2,100
Total	2,100	16,414	90	18,604

There were no other emoluments payable to the independent non-executive directors during the year (2025: Nil).

There was no arrangement under which a director waived or agreed to waive any remuneration during the current and prior years.

9. Five Highest Paid Employees

The five highest paid employees during the year included one director (2025: one), details of whose remuneration are set out in note 8 above. Details of the remuneration for the year of the remaining four (2025: four) non-director highest paid employees are as follows:

	2026 **HK$'000**	2025 HK$'000
Salaries, allowances and benefits in kind	**14,599**	18,400
Pension scheme contributions	**242**	120
	14,841	18,520
Capitalised in properties under development/investment properties under construction/construction in progress	**—**	—
	14,841	18,520

The number of non-director highest paid employees whose remuneration fell within the following bands is as follows:

	Number of employee	
	2026	2025
HK$2,500,000 — HK$3,000,000	**1**	—
HK$3,000,001 — HK$3,500,000	**1**	1
HK$3,500,001 — HK$4,000,000	**—**	2
HK$4,000,001 — HK$4,500,000	**1**	—
HK$4,500,001 — HK$5,000,000	**1**	—
HK$5,000,001 — HK$5,500,000	**—**	—
HK$5,500,001 — HK$6,000,000	**—**	—
HK$6,000,001 — HK$6,500,000	**—**	—
HK$6,500,001 — HK$7,000,000	**—**	—
HK$7,000,001 — HK$7,500,000	**—**	1
	4	4

10. Tax

The statutory rate of Hong Kong profits tax is 16.5% (2025: 16.5%). No provision for Hong Kong profits tax had been made as the Group had no estimated assessable profits arising in Hong Kong during the year (2025: Nil). Taxes on profits assessable elsewhere had been calculated at the tax rates prevailing in the jurisdictions in which the Group operates.

	Note	**2026 HK$'000**	2025 HK$'000
Current — Chinese Mainland			
CIT		**44,057**	36,606
LAT		**26,482**	80,715
Deferred	25	**52,097**	70,217
Total tax charge for the year		**122,636**	187,538

A reconciliation of the tax expense applicable to loss before tax at the statutory rate for the jurisdiction in which the Company and the majority of its subsidiaries are domiciled to the tax expense at the effective tax rate is as follows:

	2026 HK$'000	2025 HK$'000
Loss before tax	**(487,341)**	(293,949)
Tax at the statutory tax rate of 25% (2025: 25%)	**(121,835)**	(73,487)
Adjustments for tax rates of other jurisdictions	**39,095**	20,967
Provision for LAT	**26,482**	80,715
Tax effect of provision for LAT	**(6,621)**	(20,179)
Losses/(profits) attributable to joint ventures	**9**	(217)
Income not subject to tax	**(292)**	(9,759)
Expenses not deductible for tax	**100,274**	57,942
Tax losses not recognised	**93,435**	107,490
Deferred tax assets written off	**—**	10,422
Withholding tax on the distributable earnings of the subsidiaries established in Chinese Mainland	**(7,911)**	13,644
Tax charge at the Group's effective tax rate	**122,636**	187,538

11. Dividend

No final dividend was declared for the years ended 31 July 2026 and 31 July 2025.

12. Loss Per Share Attributable to Owners of the Company

The calculation of the basic loss per share amount was based on the loss for the year attributable to owners of the Company of HK$591,630,000 (2025: HK$419,422,000), and the weighted average number of ordinary shares of 331,033,443 (2025: 331,033,443) outstanding during the year.

As the exercise prices of the share options are higher than the average market price of the shares during the year, the Group had no potentially dilutive ordinary shares outstanding during the years ended 31 July 2026 and 31 July 2025.

13. Property, Plant and Equipment

	Notes	Leasehold buildings HK$'000	Hotels and serviced apartments HK$'000	Leasehold improvements HK$'000	Furniture, fixtures and equipment HK$'000	Motor vehicles HK$'000	Computers HK$'000	Theme parks HK$'000	Construction in progress HK$'000	Total HK$'000
Cost:										
As at 1 August 2024		59,508	1,919,587	266,134	68,030	21,876	35,801	1,589,295	368,140	4,328,371
Finance costs capitalised	6	—	—	—	—	—	—	—	4,209	4,209
Additions		—	—	1,814	1,439	1,373	1,113	—	5,185	10,924
Disposals		—	—	—	(589)	(4,351)	(356)	—	—	(5,296)
Exchange realignment		511	15,897	2,558	552	108	305	14,928	2,740	37,599
As at 31 July 2025 and 1 August 2025		60,019	1,935,484	270,506	69,432	19,006	36,863	1,604,223	380,274	4,375,807
Finance costs capitalised	6	—	—	—	—	—	—	—	3,437	3,437
Additions		—	—	7,044	1,508	723	855	—	7,225	17,355
Disposals		—	—	—	(2,023)	(2,114)	(484)	—	—	(4,621)
Adjustments		—	941	—	—	—	—	115,126	—	116,067
Transfer to investment properties	15	—	—	—	—	—	—	(1,821,351)	—	(1,821,351)
Exchange realignment		3,490	108,619	17,480	3,786	677	2,136	102,002	18,851	257,041
As at 31 July 2026		**63,509**	**2,045,044**	**295,030**	**72,703**	**18,292**	**39,370**	**—**	**409,787**	**2,943,735**
Accumulated depreciation and impairment:										
As at 1 August 2024		36,958	525,998	264,728	59,365	19,912	30,995	1,215,128	55,157	2,208,241
Depreciation provided during the year	7	2,303	67,524	316	3,229	495	2,061	16,410	—	92,338
Disposals		—	—	—	(552)	(4,308)	(337)	—	—	(5,197)
Exchange realignment		324	4,289	2,556	490	91	273	11,794	264	20,081
As at 31 July 2025 and 1 August 2025		39,585	597,811	267,600	62,532	16,190	32,992	1,243,332	55,421	2,315,463
Depreciation provided during the year	7	2,117	41,449	1,044	2,358	510	1,302	16,939	—	65,719
Impairment during the year	7	—	—	—	—	—	—	27,362	—	27,362
Disposals		—	—	—	(1,882)	(1,957)	(462)	—	—	(4,301)
Transfer to investment properties	15	—	—	—	—	—	—	(1,370,058)	—	(1,370,058)
Exchange realignment		2,310	31,803	17,511	3,418	581	1,925	82,425	1,802	141,775
As at 31 July 2026		**44,012**	**671,063**	**286,155**	**66,426**	**15,324**	**35,757**	**—**	**57,223**	**1,175,960**
Net carrying amount:										
As at 31 July 2026		**19,497**	**1,373,981**	**8,875**	**6,277**	**2,968**	**3,613**	**—**	**352,564**	**1,767,775**
As at 31 July 2025		20,434	1,337,673	2,906	6,900	2,816	3,871	360,891	324,853	2,060,344

13. Property, Plant and Equipment (continued)

As at 31 July 2026, certain hotels and serviced apartments (including related leasehold improvements), theme parks and construction in progress which are classified as property, plant and equipment with an aggregate carrying amount of HK$1,726,546,000 (2025: HK$1,987,740,000) were pledged to banks to secure certain bank borrowings of the Group as further set out in note 21(i)(a) to the financial statements.

Theme parks under construction

The Group engaged an external valuer to perform valuation (the "**Valuation**") on the land and building portion of theme parks to determine the recoverable amount and no impairment was identified. The Valuation is based on market approach, with fair value measurement using significant unobservable inputs (Level 3).

Completed theme parks

During the year, the Group determined to cease the operation of certain completed theme parks. Provision for impairment of HK$27,362,000 (2025: Nil) in relation to the portion other than the land and building of the theme parks was charged to the consolidated income statement. The building portion classified as property, plant and equipment with carrying amount of HK$451,293,000 and the land portion classified as right-of-use assets with carrying amount of HK$74,285,000 (note 16(a)(i)) were revalued at HK$456,600,000 and HK$104,200,000, respectively and transferred to investment properties (note 15).

14. Properties under Development

	Notes	2026 HK$'000	2025 HK$'000
Carrying amount as at 1 August		**1,295,261**	1,169,737
Finance costs capitalised	6	**38,267**	66,803
Additions (including capitalisation of prepaid land lease payments of HK$9,550,000 (2025: HK$9,418,000))		**79,150**	238,230
Transfer from investment properties under construction	15	**—**	295,000
Transfer to completed properties for sale		**—**	(477,127)
Write-down of properties under development to net realisable value	7	**(87,588)**	—
Amortisation of prepaid land lease payments	7	**(9,550)**	(9,418)
Exchange realignment		**85,105**	12,036
Carrying amount as at 31 July		**1,400,645**	1,295,261

As at 31 July 2026, certain properties under development with an aggregate carrying amount of HK$1,377,802,000 (2025: HK$1,272,380,000) were pledged to banks to secure certain bank borrowings of the Group as further set out in note 21(i)(c) to the financial statements.

Included in properties under development were prepaid land lease payments, the movements of which during the year are as follows:

	Note	2026 HK$'000	2025 HK$'000
Carrying amount as at 1 August		**410,007**	405,882
Amortised during the year	7	**(9,550)**	(9,418)
Adjustments		**(7,644)**	—
Transfer to completed properties for sale		**—**	(59,659)
Transfer from investment properties under construction		**—**	69,242
Exchange realignment		**27,154**	3,960
Carrying amount as at 31 July		**419,967**	410,007

15. Investment Properties

	2026 HK$'000	2025 HK$'000
Completed investment properties	**20,933,700**	19,191,700
Investment properties under construction	**509,000**	382,000
Total	**21,442,700**	19,573,700

	Notes	2026 HK$'000	2025 HK$'000
Carrying amount as at 1 August		**19,573,700**	19,687,200
Finance costs capitalised	6	**12,966**	26,572
Other additions, net		**87,476**	39,633
Transfer to properties under development	14	**—**	(295,000)
Transfer from property, plant and equipment	13	**456,600**	—
Transfer from right-of-use assets	16(a)(i)	**104,200**	—
Transfer from completed properties for sale		**11,133**	—
Adjustments		**(98,122)**	—
Disposal of investment properties		**(3,917)**	(40,647)
Net loss from fair value adjustments		**(5,271)**	(37,819)
Exchange realignment		**1,303,935**	193,761
Carrying amount as at 31 July		**21,442,700**	19,573,700

The completed investment properties are leased to third parties under operating leases, further summary details of which are included in note 16(b) to the financial statements.

As at 31 July 2026, certain investment properties with an aggregate carrying amount of HK$19,726,100,000 (2025: HK$17,951,400,000) were pledged to banks to secure certain bank borrowings of the Group as further set out in note 21(i)(d) to the financial statements.

15. Investment Properties (continued)

Valuation processes of the Group

Each year, the Group's management appoints an external valuer to be responsible for the external valuations of the Group's properties (the "**Property Valuers**"). Selection criteria of an external valuer include market knowledge, reputation, independence and whether professional standards are maintained. The Group's management has discussions with the Property Valuers on the valuation assumptions and valuation results twice a year when the valuation is performed for interim and annual financial reporting.

The valuation techniques used in prior years have been consistently applied in current year. In estimating the fair value of the properties, the highest and best use of the properties is their current use.

The Group's completed investment properties and investment properties under construction stated at fair value were revalued by Knight Frank Petty Limited, an independent professionally qualified valuer.

Valuation techniques

Fair value measurements using significant unobservable inputs (Level 3)
The Group's investment properties mainly consist of commercial properties in Chinese Mainland.

For completed investment properties, valuations are based on income approach and market approach. The income approach is based on capitalisation of the net income and the reversionary income potential by adopting appropriate capitalisation rates, which are derived from analysis of sale transactions and valuers' interpretation of prevailing investor requirements or expectations. The prevailing market rents adopted in the valuations have reference to valuers' view of recent lettings, within the subject properties and other comparable properties. The market approach is based on market comparable transactions available in the market and adjustments of various factors would be made between the subject properties and comparable properties.

For investment properties under construction, the Group has valued such properties on the basis that they will be developed and completed in accordance with the Group's latest development plans. Valuations are based on residual method, which is essentially a means of valuing the land by reference to its development potential by deducting development costs together with developer's profit and risk associated with the estimated capital value of the proposed development assuming completed as at the date of valuation.

15. Investment Properties (continued)

Valuation techniques (continued)

Fair value measurements using significant unobservable inputs (Level 3) (continued)
Information about fair value measurement using significant unobservable inputs (Level 3)

2026

Description	Valuation techniques	Unobservable inputs	Range of unobservable inputs	Relationship of unobservable inputs to fair value
Completed investment properties				
Commercial properties	Income approach	Average unit market rent per month (HK$/sq.m)	29 — 344	note 1
		Capitalisation rate	3.75% — 6.5%	note 2
Commercial properties	Market approach	Average market unit rate (HK$/sq.m)	14,500	note 6
Residential property	Market approach	Average market unit rate (HK$/sq.m)	325,000	note 6
Investment properties under construction				
Commercial properties	Residual method	Gross development value (HK$/sq.m)	22,100	note 3
		Developer's profit margin	Nil	note 4
		Budgeted costs to completion (HK$)	105,000,000	note 5

15. Investment Properties (continued)

Valuation techniques (continued)

Fair value measurements using significant unobservable inputs (Level 3) (continued)
Information about fair value measurement using significant unobservable inputs (Level 3) (continued)

2025

Description	Valuation techniques	Unobservable inputs	Range of unobservable inputs	Relationship of unobservable inputs to fair value
Completed investment properties				
Commercial properties	Income approach	Average unit market rent per month (HK$/sq.m)	27 — 335	note 1
		Capitalisation rate	3.75% — 7.0%	note 2
Commercial properties	Market approach	Average market unit rate (HK$/sq.m)	13,600	note 6
Residential property	Market approach	Average market unit rate (HK$/sq.m)	305,000	note 6
Investment properties under construction				
Commercial properties	Residual method	Gross development value (HK$/sq.m)	22,000	note 3
		Developer's profit margin	8%	note 4
		Budgeted costs to completion (HK$)	174,000,000	note 5

Notes:

1. *The higher the market rent, the higher the fair value*
2. *The higher the capitalisation rate, the lower the fair value*
3. *The higher the gross development value, the higher the fair value*
4. *The higher the developer's profit margin, the lower the fair value*
5. *The higher the budgeted costs to completion, the lower the fair value*
6. *The higher the market unit rate, the higher the fair value*

During the year, there were no transfers of fair value measurements between Level 1 and Level 2 and no transfers into or out of Level 3 (2025: Nil).

16. Right-of-use Assets and Lease Liabilities

(a) The Group as a lessee

The Group has lease contracts for various items of land, office and warehouse premises. Under HKFRS 16, the Group applies a single approach to recognise and measure right-of-use assets and lease liabilities for all leases, except for two elective exemptions for leases of low-value assets (elected on a lease by lease basis) and short-term leases (elected by class of underlying asset). The Group has elected not to recognise right-of-use assets and lease liabilities for (i) leases of low-value assets; and (ii) leases, that at the commencement date, have a lease term of 12 months or less. Instead, the Group recognises the lease payments associated with those leases as an expense on a straight-line basis over the lease term.

(i) Right-of-use assets

The carrying amount of the Group's right-of-use assets and the movements during the year are as follows:

	Note	Prepaid land lease payments HK$'000	Office and warehouse premises HK$'000	Total HK$'000
Carrying amount as at 1 August 2024		464,904	2,243	467,147
Additions		—	492	492
Revision of lease term arising from a change on the non-cancellable period from a lease		—	(327)	(327)
Depreciation charges	7	(15,926)	(1,542)	(17,468)
Exchange realignment		3,174	—	3,174
Carrying amount as at 31 July 2025 and 1 August 2025		452,152	866	453,018
Additions		—	2,630	2,630
Transfer to investment properties*		(74,285)	—	(74,285)
Adjustments		37,379	—	37,379
Depreciation charges	7	(16,258)	(1,506)	(17,764)
Exchange realignment		21,609	—	21,609
Carrying amount as at 31 July 2026		**420,597**	**1,990**	**422,587**

* *The land portion in relation to completed theme parks with carrying amount of HK$74,285,000 was revalued at HK$104,200,000 as mentioned in note 13 and transferred to investment properties (note 15) upon the cease of operation of the relevant theme parks.*

As at 31 July 2026, certain right-of-use assets with an aggregate carrying amount of HK$396,480,000 (2025: HK$419,933,000) were pledged to banks to secured bank borrowings of the Group as further set out in 21(i)(b) to the financial statements.

16. Right-of-use Assets and Lease Liabilities (continued)

(a) The Group as a lessee (continued)

(ii) Lease liabilities

The carrying amount of lease liabilities and the movements during the year are as follows:

	Note	**2026 HK$'000**	2025 HK$'000
Carrying amount at 1 August		**884**	2,280
New leases		**2,630**	492
Revision of lease term arising from a change on the non-cancellable period from a lease		**—**	(327)
Accretion of interest recognised during the year	6	**90**	71
Payments		**(1,582)**	(1,632)
Carrying amount at 31 July		**2,022**	884
Amount classified as current liabilities		**(1,451)**	(753)
Non-current portion		**571**	131

The maturity analysis of lease liabilities is disclosed in note 36(c) to the financial statements.

(iii) For the year ended 31 July 2026, expenses relating to short-term lease amounting to HK$688,000 (2025: HK$1,318,000) was recognised in profit or loss.

16. Right-of-use Assets and Lease Liabilities (continued)

(b) The Group as a lessor

Certain properties of the Group were leased under operating lease arrangements with lease terms up to fifteen years (2025: fifteen years). The terms of the leases generally require the tenants to pay security deposits.

As at 31 July 2026, the Group had total future minimum lease receivables under non-cancellable operating leases falling due as follows:

	2026	2025
	HK$'000	HK$'000
Within one year	**486,700**	501,025
One to two years	**416,368**	408,374
Two to three years	**316,207**	334,095
Three to four years	**225,903**	249,324
Four to five years	**160,623**	167,700
After five years	**301,044**	331,494
	1,906,845	1,992,012

In addition, the operating lease arrangements for certain investment properties of the Group are contingent based on the turnover of the tenants pursuant to the terms and conditions as set out in the respective agreements. As the future turnover of the tenants could not be accurately determined, the relevant contingent rent has not been included above.

17. Debtors, Deposits and Prepayments

The Group maintains various credit policies for different business operations in accordance with business practices and market conditions in which the respective subsidiaries operate. Sales proceeds receivable from the sale of properties are settled in accordance with the terms of the respective contracts. Rent and related charges in respect of the leasing of properties are receivable from tenants, and are normally payable in advance with rental deposits received in accordance with the terms of the tenancy agreements. Hotel and serviced apartment charges are mainly settled by customers on a cash basis except for those corporate clients who maintain credit accounts with the Group, the settlement of which is in accordance with the respective agreements. The Group's trade receivables related to a large number of diversified customers and there is no significant concentration of credit risk. Trade receivables of the Group were interest-free. The Group's finance lease receivables related to a creditworthy third party.

The Group did not hold any collateral or other credit enhancements over these balances.

An ageing analysis of trade receivables as at the end of the reporting period, based on the payment due date, is as follows:

	2026	2025
	HK$'000	HK$'000
Trade receivables, net		
Within one month	**126,166**	128,879
One to three months	**9,164**	7,871
Over three months	**12,408**	24,095
	147,738	160,845
Finance lease receivables, not yet due (Note)	**562,226**	513,640
Other receivables, deposits and prepayments	**304,568**	314,964
	1,014,532	989,449
Amounts classified as current assets	**(457,955)**	(481,705)
Non-current portion	**556,577**	507,744

17. Debtors, Deposits and Prepayments (continued)

The Group has applied the simplified approach to provide for ECLs for trade receivables and finance lease receivables which permits the use of lifetime ECLs provision; and the general approach for financial assets included in other receivables, deposits and prepayments. To measure the ECLs, the Group considered the historical and forward-looking information. As at 31 July 2026 and 2025, the Group estimated that the ECLs for trade receivables, finance lease receivables and financial assets included in other receivables, deposits and prepayments were insignificant.

Note:

The breakdown of finance lease receivables:

	2026 **HK$'000**	2025 HK$'000
Lease payments receivables		
Not later than 1 year	**5,649**	5,896
Later than 1 year but not later than 2 years	**5,879**	6,681
Later than 2 years but not later than 3 years	**6,385**	11,338
Later than 3 years but not later than 4 years	**7,814**	29,433
Later than 4 years but not later than 5 years	**9,565**	35,175
Later than 5 years	**801,212**	646,697
	836,504	735,220
Less: Unearned finance lease income relating to lease payments receivables	**(274,278)**	(221,580)
Present value of lease payments receivables	**562,226**	513,640
Add: Present value of unguaranteed residual value	**—**	—
Net investment in the finance lease	**562,226**	513,640
Less: Accumulated expected credit losses	**—**	—
Total	**562,226**	513,640

18. Cash and Cash Equivalents and Pledged and Restricted Time Deposits and Bank Balances

	Note	2026 HK$'000	2025 HK$'000
Cash and bank balances		**1,118,190**	1,175,083
Less: Pledged and restricted bank balances			
Pledged for bank facilities*		**(500)**	(1,378)
Pledged for bank loans	21(i)(f)	**(15,470)**	(22,541)
Restricted**		**(481,700)**	(335,132)
Non-pledged and non-restricted cash and bank balances		**620,520**	816,032
Time deposits		**358,378**	665,763
Less: Pledged and restricted time deposits			
Pledged for bank loans	21(i)(f)	**(216,734)**	(291,115)
Restricted**		**—**	(149,045)
Non-pledged and non-restricted time deposits		**141,644**	225,603
Cash and cash equivalents		**762,164**	1,041,635

* *The balances were pledged to certain banks in respect of guarantees issued by such banks.*

** *In accordance with the terms and conditions set out in the relevant bank loan agreements, proceeds from the sale and lease of certain properties are required to be deposited into designated bank accounts and restricted to be used for the relevant projects. As at 31 July 2026, the balance was HK$456,469,000 (2025: HK$449,946,000) in aggregate.*

In accordance with the relevant laws and regulations imposed by the government authorities concerned, estimated resettlement costs of certain sites for development are required to be deposited into designated bank accounts. Such deposits are restricted to be used for the resettlement and such restriction will be uplifted upon completion of the resettlement. As at 31 July 2026, the balance was HK$24,678,000 (2025: HK$23,116,000) in aggregate.

In accordance with the relevant clauses of certain bank loan facilities, proceeds from the drawdown of bank loans are required to be deposited into designated bank accounts and restricted to be used for the relevant projects. As at 31 July 2026, the balance was HK$454,000 (2025: HK$11,022,000) in aggregate.

In accordance with the relevant laws and regulations imposed by the government authorities concerned, certain deposits are required to be placed into designated bank accounts restricted as to use. As at 31 July 2026, the balance was HK$99,000 (2025: HK$93,000) in aggregate.

18. Cash and Cash Equivalents and Pledged and Restricted Time Deposits and Bank Balances (continued)

The conversion of Renminbi ("**RMB**") denominated time deposits and cash and bank balances into foreign currencies and the remittance of such foreign currency denominated balances out of Chinese Mainland are subject to the relevant rules and regulations of foreign exchange control promulgated by the government authorities concerned. As at 31 July 2026, such RMB denominated time deposits and cash and bank balances of the Group amounted to HK$1,232,613,000 (2025: HK$1,363,611,000).

19. Creditors, Accruals and Other Payables

An ageing analysis of trade payables as at the end of the reporting period, based on the payment due date, is as follows:

	Note	**2026 HK$'000**	2025 HK$'000
Trade payables			
Within one month		**131,333**	118,694
One to three months		**5,145**	18,698
Over three months		**10,020**	49,463
		146,498	186,855
Accruals and other payables		**463,334**	742,572
Put option liabilities	22	**959,337**	899,059
		1,569,169	1,828,486
Amounts classified as current liabilities		**(609,832)**	(929,427)
Non-current portion		**959,337**	899,059

Trade payables of the Group were interest-free and were due for settlement pursuant to the terms of the relevant agreements.

Included in the Group's accruals and other payables are amounts due to LSG and its subsidiaries excluding the Group ("**LSG Group**") of HK$27,041,000 (2025: HK$5,108,000) with credit terms similar to these offered by LSG Group to their major customers.

20. Contract Liabilities and Deposits Received

An analysis of the contract liabilities and deposits received as at the end of the reporting period is as follows:

	2026	2025
	HK$'000	HK$'000
Contract liabilities (Note)	**33,781**	36,695
Deposits received	**274,152**	265,772
	307,933	302,467
Amounts classified as current liabilities	**(160,110)**	(148,137)
Non-current portion	**147,823**	154,330

Note: Contract liabilities as at 31 July 2026 and 31 July 2025 with amounts of HK$33,781,000 and HK$36,695,000, respectively, were both arising from the sale of properties. The change in contract liabilities in the years ended 31 July 2026 and 31 July 2025 was mainly due to the net effect of recognition of revenue and receipt of advance from customers.

21. Interest-Bearing Bank Loans

	2026 Effective interest rate (%)	2026 HK$'000	2025 Effective interest rate (%)	2025 HK$'000
Bank loans:				
Current — secured	**2.86 — 6.28**	**4,059,669**	2.86 — 8.03	4,266,276
Non-current — secured	**2.86 — 4.35**	**5,426,739**	2.86 — 5.10	5,379,375
		9,486,408		9,645,651
Maturity profile:				
Within one year		**4,059,669**		4,266,276
In the second year		**1,130,581**		937,365
In the third to fifth years, inclusive		**1,590,147**		1,524,408
Beyond five years		**2,706,011**		2,917,602
		9,486,408		9,645,651

21. Interest-Bearing Bank Loans (continued)

(i) Bank loans of the Group as at the end of the reporting period were secured by:

(a) mortgages over certain hotels and serviced apartments (including related leasehold improvements), theme parks and construction in progress which are classified as property, plant and equipment of the Group with an aggregate carrying amount of HK$1,726,546,000 (2025: HK$1,987,740,000) (note 13);

(b) mortgage over certain right-of-use assets of the Group with an aggregate carrying amount of HK$396,480,000 (2025: HK$419,933,000) (note 16);

(c) mortgages over certain properties under development of the Group with an aggregate carrying amount of HK$1,377,802,000 (2025: HK$1,272,380,000) (note 14);

(d) mortgages over certain investment properties of the Group with an aggregate carrying amount of HK$19,726,100,000 (2025: HK$17,951,400,000) (note 15);

(e) mortgages over certain completed properties for sale of the Group with an aggregate carrying amount of HK$1,150,706,000 (2025: HK$1,132,659,000);

(f) charges over time deposits and bank balances of the Group with an aggregate carrying amount of HK$232,204,000 (2025: HK$313,656,000) (note 18); and

(g) charges over the entire equity interest in certain subsidiaries of the Company.

(ii) As at 31 July 2026, the Group's non-current bank loans with an aggregate carrying amount of HK$2,160,036,000 (2025: HK$1,623,954,000) were subject to financial covenants including but not limited to consolidated tangible net worth, loan to value ratios and gearing ratios as tested annually or semi-annually until maturity. The Group has complied with the covenants under the relevant loan documents as at 31 July 2026 and 2025.

22. Put Option Liabilities

Transaction with Zhuhai Da Hengqin Real Estate Co., Ltd.

On 19 January 2020, Winfield Concept Limited ("**Winfield**"), an indirect 80%-owned subsidiary of the Company, together with its wholly-owned subsidiary, Zhuhai Hengqin Laisun Creative Culture City Co., Ltd. ("**Laisun Creative Culture**"), entered into an agreement (the "**Da Hengqin Agreement**") with an independent third-party, Zhuhai Da Hengqin Real Estate Co., Ltd. ("**Da Hengqin**"). Pursuant to the Da Hengqin Agreement, among others, Da Hengqin has agreed to make a total capital contribution of approximately RMB948,448,000 in Laisun Creative Culture (the "**Da Hengqin Transaction**"). The Da Hengqin Transaction was completed on 6 August 2020 and Da Hengqin became a holder of 16.68% equity interest in Laisun Creative Culture.

According to the Da Hengqin Agreement, Da Hengqin has been granted a put option pursuant to which Da Hengqin has the right (but not an obligation) to require Laisun Creative Culture and/or Winfield to acquire all equity interest held by Da Hengqin in Laisun Creative Culture upon occurrence of certain events. Accordingly, financial liabilities of approximately RMB825,606,000 (equivalent to approximately HK$959,337,000 (2025: HK$899,059,000)), equal to the amount of capital contribution made by Da Hengqin in cash to Laisun Creative Culture, were recorded as put option liabilities under long-term "other payables" of the consolidated statement of financial position.

Further details of the Da Hengqin Transaction are set out in a circular of the Company dated 30 April 2020.

23. Advances from a Former Substantial Shareholder

The advances represent amounts due to the late Mr. Lim Por Yen which were unsecured and interest-free.

As at 31 July 2026 and 2025, such advances were repayable on demand. The Group has not obtained a confirmation that no demand for the repayment of the advances would be made within one year from the end of the reporting period. However, the Group has obtained a legal opinion from an external solicitor that there is unlikely any demand for repayment of the advances for the period up to 31 October 2027 (2025: for the period up to 31 October 2026).

24. Loans from a Fellow Subsidiary

Loans from a fellow subsidiary represent:

(i) Interest-free loans from a fellow subsidiary (as a non-controlling shareholder of a subsidiary (the "**Subsidiary**") of the Company) according to its percentage of interest in the Subsidiary and the aforesaid loans have been fully capitalised during the year.

As at 31 July 2025, the aggregate amount of such loans was HK$47,660,000.

(ii) Interest-bearing loans of HK$915,877,000 (2025: HK$565,000,000) from a fellow subsidiary, which is a wholly-owned subsidiary of Lai Sun Development Company Limited ("**LSD**") (a subsidiary of LSG (the ultimate holding company of the Company)).

25. Deferred Tax

The movements in deferred tax liabilities during the year are as follows:

	Depreciation allowance in excess of related depreciation and development costs HK$'000	Fair value adjustments arising from acquisition of subsidiaries HK$'000	Revaluation of properties HK$'000	Withholding tax HK$'000	Losses available for offsetting against future taxable profits HK$'000	Other temporary differences HK$'000	Total HK$'000
As at 31 July 2024	872,867	97,238	2,122,284	38,477	(51,440)	(39,818)	3,039,608
Deferred tax charged/(credited) to the income statement during the year (note 10)	63,804	—	(14,228)	13,644	—	(3,425)	59,795
Deferred tax assets written off during the year (note 10)	—	—	—	—	10,422	—	10,422
Deferred tax utilised during the year	—	—	—	(13,121)	—	—	(13,121)
Exchange realignment	9,069	957	21,163	—	(392)	(409)	30,388
As at 31 July 2025 and 1 August 2025	945,740	98,195	2,129,219	39,000	(41,410)	(43,652)	3,127,092
Deferred tax charged/(credited) to the income statement during the year (note 10)	66,440	—	(1,317)	(7,911)	—	(5,115)	52,097
Deferred tax utilised during the year	—	—	—	(11,092)	—	—	(11,092)
Deferred tax of surplus on revaluation of properties upon reclassification to investment properties	—	—	8,805	—	—	—	8,805
Exchange realignment	65,716	6,538	144,192	—	(2,520)	(2,989)	210,937
As at 31 July 2026	**1,077,896**	**104,733**	**2,280,899**	**19,997**	**(43,930)**	**(51,756)**	**3,387,839**

As at 31 July 2026, the Group had tax losses arising in Chinese Mainland of HK$2,627,023,000 (2025: HK$2,365,836,000) that would expire in one to five years for offsetting against future taxable profits of the companies in which the losses arose. Deferred tax assets have not been recognised in respect of these losses as it may not be probable that taxable profits will be available against which the tax losses could be utilised.

Pursuant to the PRC Corporate Income Tax Law, a 10% withholding tax is levied on dividends declared to foreign investors from the foreign investment enterprises established in Chinese Mainland. The requirement is effective from 1 January 2008 and applies to earnings after 31 December 2007. A lower withholding tax rate may be applied if there is a tax treaty between Chinese Mainland and the jurisdiction of the foreign investors. For the Group, the applicable rate is 5% or 10% (2025: 5% or 10%). The Group is therefore liable to withholding taxes on dividends to be distributed by those subsidiaries established in Chinese Mainland in respect of earnings generated from 1 January 2008.

26. Share Capital

Shares

	2026 HK$'000	2025 HK$'000
Authorised: 400,000,000 ordinary shares of HK$5.0 each (2025: 400,000,000 ordinary shares of HK$5.0 each)	**2,000,000**	2,000,000
Issued and fully paid: 331,033,443 ordinary shares of HK$5.0 each (2025: 331,033,443 ordinary shares of HK$5.0 each)	**1,655,167**	1,655,167

The details in authorised and issued share capital of the Company during the year were as follows:

	Number of authorised shares	Number of issued shares	Issued capital HK$'000	Share premium account HK$'000	Total HK$'000
As at 1 August 2024, 31 July 2025, 1 August 2025 and 31 July 2026	**400,000,000**	**331,033,443**	**1,655,167**	**4,105,466**	**5,760,633**

Share options

Details of the Company's share option schemes are included in note 27 to the financial statements.

27. Share Option Schemes

(a) 2012 Share Option Scheme

On 18 December 2012 (the "**Adoption Date**"), the Company adopted a share option scheme (the "**2012 Share Option Scheme**"). Unless otherwise cancelled or amended, the 2012 Share Option Scheme will remain in force for 10 years from the Adoption Date. The purpose of the 2012 Share Option Scheme is to recognise the contribution or future contribution of the Eligible Participants (as defined in the 2012 Share Option Scheme) to the Group by granting share options to them as incentives or rewards and to attract, retain and motivate high-calibre Eligible Participants in line with the performance goals of the Relevant Companies (as defined in the 2012 Share Option Scheme). Eligible Participants include, but are not limited to, the directors and any employees of the Group. The 2012 Share Option Scheme expired on 17 December 2022. Upon expiration of the 2012 Share Option Scheme, no further share options shall be granted under the 2012 Share Option Scheme but the outstanding share options granted thereunder shall continue to be valid and exercisable in accordance with the terms of the 2012 Share Option Scheme.

27. Share Option Schemes (continued)

(a) 2012 Share Option Scheme (continued)

The maximum number of shares which may be issued upon the exercise of all options to be granted under the 2012 Share Option Scheme (i) shall not exceed 10% of the shares of the Company in issue (excluding treasury shares, if any) on the Adoption Date; (ii) shall not exceed 30% of the shares of the Company in issue (excluding treasury shares, if any) from time to time; and (iii) to each Eligible Participant and within any 12-month period, is limited to 1% of the shares of the Company in issue (excluding treasury shares, if any) at any time. Any further grant of share options in excess of the limits set out in (i) and (iii) is subject to the approval of shareholders of the Company and the shareholders of the holding company of the Company in the respective general meetings.

Share options granted to a director, chief executive or substantial shareholder of the Company, or to any of their associates, are subject to approval in advance by the independent non-executive directors of each of the Company and the holding company of the Company. In addition, any share options granted to a substantial shareholder or an independent non-executive director of the Company, or to any of their associates, in excess of 0.1% of the shares of the Company in issue (excluding treasury shares, if any) at any time or with an aggregate value (based on the closing price of the Company's shares at the date of grant) in excess of HK$5 million, within any 12-month period, are subject to the approval of shareholders of the Company and the shareholders of the holding company of the Company in the respective general meetings.

The offer of a grant of share options may be accepted within 30 days from the date of grant, upon payment of a nominal consideration of HK$1 in total by the grantee. The exercise period of the share options granted is determined by the directors of the Company, save that such period shall not be longer than 10 years from the date of grant of the share options.

The exercise price of the share options is determinable by the directors of the Company, which shall be at least the highest of (i) the Stock Exchange closing price of the Company's shares on the date of grant of the share options; (ii) the average Stock Exchange closing price of the Company's shares for the five trading days immediately preceding the date of grant; and (iii) the nominal value of the shares of the Company on the date of grant.

Share options do not confer rights on the holders to dividends or to vote at shareholders' meetings of the Company.

27. Share Option Schemes (continued)

(b) 2022 Share Option Scheme

On 16 December 2022 ("**the 2022 Scheme Adoption Date**"), the Company adopted a new share option scheme ("**the 2022 Share Option Scheme**") which became effective on 19 December 2022 ("**the Effective Date**"). The purpose of the 2022 Share Option Scheme is to recognise the contribution or future contribution of the Eligible Participants (as defined in the 2022 Share Option Scheme) to the Group by granting options to them as incentives or rewards and to attract, retain and motivate high-calibre Eligible Participants in line with performance goals of the Group and the related entities. Eligible Participants include, but are not limited to, the directors, chief executive and employees of the Group and related entities, and service providers of the Group. Unless otherwise cancelled or amended, the 2022 Share Option Scheme will remain in force for 10 years from the Effective Date.

The maximum number of shares which may be issued upon the exercise of all options to be granted under the 2022 Share Option Scheme (i) shall not (when aggregated with any other share option scheme(s) and share award scheme(s) of the Company) exceed 10% of the shares of the Company in issue (excluding treasury shares, if any) on the 2022 Scheme Adoption Date ("**the Scheme Mandate Limit**"); and (ii) shall not exceed 1% of the shares of the Company in issue (excluding treasury shares, if any) on the 2022 Scheme Adoption Date in respect of options that may be granted to service providers. The total number of shares issued and to be issued upon exercise of the options and awards granted to each Eligible Participant or grantee (including exercised and outstanding options but excluding any options and awards lapsed in accordance with the terms of such schemes) in any 12-month period up to the date of grant shall not exceed 1% of the number of total issued shares (excluding treasury shares, if any) of the Company at the date of grant.

The Company may seek separate approval by the shareholders in its general meeting for granting options beyond the Scheme Mandate Limit provided that the options in excess of the Scheme Mandate Limit are granted only to the Eligible Participants specifically identified by the Company before such approval is sought.

Any grant of options to an Eligible Participant who is a director, chief executive or substantial shareholder of the Company or their respective associates must be approved by the independent non-executive directors of the Company (excluding any independent non-executive director who is a proposed grantee of the relevant options) and the holding company of the Company shall comply with the requirements of Rule 17.04 of the Listing Rules. Where options are proposed to be granted to the Company's independent non-executive director or substantial shareholder, or any of their respective associates and if such grant would result in the total number of shares issued and to be issued in respect of all options and awards (excluding any options and awards lapsed in accordance with the terms of the 2022 Share Option Scheme) granted to such person in the 12-month period up to and including the date of grant to such person representing in aggregate over 0.1% of the relevant class of shares, then the proposed grant must be subject to the approval of shareholders taken on a poll in a general meeting.

27. Share Option Schemes (continued)

(b) 2022 Share Option Scheme (continued)

Save for the circumstances as set out in the 2022 Share Option Scheme that a shorter vesting period may be granted to the employee participants at the sole discretion of the board of directors of the Company, an option must be held by the option holder for at least 12 months before the option can be exercised.

The offer of a grant of share options may be accepted within 30 days from the date of grant, upon payment of a nominal consideration of HK$1 in total by the grantee. The exercise period of the share options granted is determined by the directors of the Company, save that such period shall not be longer than 10 years from the date of grant of the share options.

The exercise price of the share options is determinable by the directors of the Company, which shall be at least the highest of (i) the Stock Exchange closing price of the Company's shares on the date of grant of the share options; (ii) the average Stock Exchange closing price of the Company's shares for the five trading days immediately preceding the date of grant; and (iii) the nominal value of the shares of the Company on the date of grant.

Share options do not confer rights on the holders to dividends or to vote at shareholders' meetings of the Company.

During the year, no share options had been granted under the 2022 Share Option Scheme. The movements of the outstanding share options granted under the 2012 Share Option Scheme during the year are as follows:

	2026		2025	
	Number of underlying shares comprised in share options	**Weighted average exercise price per share* HK$**	Number of underlying shares comprised in share options	Weighted average exercise price per share* HK$
Outstanding as at 1 August	**530,000**	**10.305**	730,000	9.668
Lapsed during the year	**(470,000)**	**10.886**	(200,000)	7.979
Outstanding as at 31 July	**60,000**	**5.750**	530,000	10.305

27. Share Option Schemes (continued)

The exercise prices and exercise periods of the outstanding share options granted under the 2012 Share Option Scheme as at the end of the reporting period are as follows:

2026

Number of underlying shares comprised in share options	Exercise price per share* HK$	Exercise period
60,000	5.750	21/1/2022 — 20/1/2032

2025

Number of underlying shares comprised in share options	Exercise price per share* HK$	Exercise period
150,000	13.520	19/1/2018 — 18/1/2028
260,000	10.180	22/1/2019 — 21/1/2029
60,000	7.364	22/1/2021 — 21/1/2031
60,000	5.750	21/1/2022 — 20/1/2032
530,000		

* *The exercise price of the share options is subject to adjustment in the case of rights or bonus issues, or other similar changes in the Company's share capital.*

Other than the lapse of share options comprising 470,000 underlying shares granted under the 2012 Share Option Scheme, no share options were granted, vested, exercised, lapsed or cancelled in accordance with the terms of the 2012 Share Option Scheme and the 2022 Share Option Scheme during the year.

As at 31 July 2026, no share option had been granted under the 2022 Share Option Scheme and a total of 60,000 underlying shares relating to share options granted under the 2012 Share Option Scheme were outstanding, represented approximately 0.02% of the Company's shares in issue (excluding treasury shares, if any) as at that date.

28. Reserves

The amounts of the Group's reserves and the movements therein for the current and prior years are presented in the consolidated statement of changes in equity on page 166 of the financial statements.

Pursuant to the relevant laws and regulations in the PRC, the subsidiaries of the Company, which are registered in the PRC, are required to transfer a certain percentage of their net profit after tax (after offsetting any prior years' losses, if any) to statutory reserve funds which are restricted as to use, until the balance of the statutory reserve funds reaches 50% of their respective registered capital.

29. Notes to the Consolidated Statement of Cash Flows

(a) Changes in liabilities arising from financing activities

Changes in liabilities arising from financing activities during the year are as follows:

2026

	Bank loans HK$'000	Interest, bank financing charges and direct cost payable# HK$'000	Loans from a fellow subsidiary HK$'000	Put option liabilities# HK$'000	Lease liabilities HK$'000
As at 1 August 2025	9,645,651	46,823	612,660	899,059	884
Changes from financing cash flows	(625,163)	(547,239)	412,317	—	(1,582)
Finance costs	19,032	547,517	—	—	90
Capitalisation of loans from a fellow subsidiary	—	—	(109,100)	—	—
New leases	—	—	—	—	2,630
Foreign exchange movements	446,888	2,165	—	60,278	—
As at 31 July 2026	9,486,408	49,266	915,877	959,337	2,022

29. Notes to the Consolidated Statement of Cash Flows (continued)

(a) Changes in liabilities arising from financing activities (continued)

Changes in liabilities arising from financing activities during the year are as follows: (continued)

2025

	Bank loans HK$'000	Interest, bank financing charges and direct cost payable# HK$'000	Loans from a fellow subsidiary HK$'000	Other borrowings HK$'000	Put option liabilities# HK$'000	Lease liabilities HK$'000
As at 1 August 2024	9,750,144	68,024	18,200	34,485	1,104,043	2,280
Changes from financing cash flows	(217,882)	(621,888)	594,460	(34,304)	—	(1,632)
Finance costs	19,328	600,045	—	—	—	71
Reclassified to other payables	—	—	—	—	(213,806)	—
New leases	—	—	—	—	—	492
Revision of lease term	—	—	—	—	—	(327)
Foreign exchange movements	94,061	642	—	(181)	8,822	—
As at 31 July 2025	9,645,651	46,823	612,660	—	899,059	884

These amounts are included in creditors, accruals and other payables.

(b) Total cash outflow for leases

The total cash outflow for leases included in the consolidated statement of cash flows is as follows:

	2026 HK$'000	2025 HK$'000
Within operating activities	**688**	1,318
Within investing activities	**—**	—
Within financing activities	**1,582**	1,632
	2,270	2,950

30. Contingent Liabilities

The Group has provided guarantees to certain banks in respect of mortgage loan facilities granted by such banks to certain end-buyers of property units developed by the Group. Pursuant to the terms of the guarantees, upon default in mortgage payments by these end-buyers, the Group will be responsible to repay the outstanding mortgage loan principal amounts together with accrued interest owed by the end-buyers in default. The Group's obligation in relation to such guarantees has been gradually relinquished along with the settlement of the mortgage loans granted by the banks to the end-buyers. Such obligation will also be relinquished when the property ownership certificates for the relevant properties are issued and/or the end-buyers have fully repaid the mortgage loans. As at 31 July 2026, in respect of these guarantees, the contingent liabilities of the Group amounted to approximately HK$256,961,000 (2025: HK$375,901,000).

31. Commitments

The Group had the following capital commitments as at the end of the reporting period:

	2026	2025
	HK$'000	HK$'000
Contracted, but not provided for:		
Construction and development costs	**94,549**	83,503

32. Pledge of Assets

Details of the Group's bank loans which were secured by certain assets of the Group, are included in note 21(i) to the financial statements.

33. Related Party Transactions

In addition to the transactions and balances detailed elsewhere in the financial statements, the Group had the following material transactions with related parties during the year:

(a) Transactions with related parties

	Notes	**2026 HK$'000**	2025 HK$'000
LSG Group:			
Rental and management fee expenses paid or payable	(i)	**477**	479
Rental and management fee income received or receivable	(ii)	**843**	757
Advance of loans received	(iii)	**67,560**	65,940
Repayment of loans	(iii)	**6,120**	36,480
Capitalisation of loans	(iii)	**109,100**	—
Interest-bearing loans received	(iv)	**350,877**	565,000
Interest paid or payable	(iv)	**40,058**	18,011
Sharing of corporate salaries on a cost basis allocated from		**17,911**	16,843
Sharing of administrative expenses on a cost basis allocated from		**7,198**	6,211
Sharing of corporate salaries on a cost basis allocated to		**6,151**	7,827
Sharing of administrative expenses on a cost basis allocated to		**182**	202

33. Related Party Transactions (continued)

(a) Transactions with related parties (continued)

Notes:

(i) The related company is LSD which is a subsidiary of LSG (the ultimate holding company of the Company). The terms of the rental and management fee were determined based on the agreements entered into between the Group and the related company.

The Group leased properties from the related company for office use. The monthly lease payables were charged with reference to market rates. As at 31 July 2026, right-of-use assets and lease liabilities relating to such leases recognised in the consolidated statement of financial position amounting to HK$1,990,000 and HK$2,022,000 (2025: HK$866,000 and HK$884,000), respectively. During the year ended 31 July 2026, depreciation of right-of-use assets of HK$1,506,000 (2025: HK$1,536,000) and finance costs on lease liabilities of HK$90,000 (2025: HK$72,000) were recognised in the consolidated income statement.

(ii) The related companies are subsidiaries of LSD where the Company does not hold, directly or indirectly, any interest in the related companies. The terms of the rental and management fee were determined based on the agreements entered into between the Group and the related companies.

(iii) The related company (referred to as a fellow subsidiary of the Company in note 24 (i) to the consolidated financial statements) is a subsidiary of LSD where the Company does not hold, directly or indirectly, any equity interest in the related company. The related company is a non-controlling shareholder of the Subsidiary which advanced loans to the Subsidiary according to its percentage of interest in the Subsidiary. During the year, the related company advanced loans amounting to HK$67,560,000 and received repayment of loans amounting to HK$6,120,000 (2025: advanced loans amounting to HK$65,940,000 and received repayment of loans amounting to HK$36,480,000) according to its percentage of interest in the Subsidiary. The loans from this related company have been fully capitalised during the year.

(iv) The related company (referred to as a fellow subsidiary of the Company in note 24 (ii) to the consolidated financial statements) is a subsidiary of LSD where the Company does not hold, directly or indirectly, any equity interest in the related company. The terms of the interest-bearing loans were determined based on the agreement entered into between the Group and the related company. During the year, the related company advanced loans amounting to HK$350,877,000 (2025: HK$565,000,000) and charged interest amounting to HK$40,058,000 (2025: HK$18,011,000) to the Group.

Certain of the above related party transactions also constitute connected transactions or continuing connected transactions as defined in Chapter 14A of the Listing Rules and their details are disclosed in the Report of the Directors.

33. Related Party Transactions (continued)

(b) Outstanding balances with related parties

Details of the advances from a former substantial shareholder of the Company and loans from a fellow subsidiary are disclosed in notes 23 and 24 to the financial statements, respectively.

Details of the balances with LSG Group which are included in creditors, accruals and other payables are disclosed in note 19 to the financial statements.

(c) Guarantees provided by a related party

LSD, which is the Company's intermediate holding company, provided guarantees for 20% (being LSD's equity interest in a subsidiary of the Company excluding the portion indirectly held through the Company) of bank loan facility of up to HK$1,419,475,000 (2025: HK$1,385,713,000) granted to the subsidiary as a borrower under such facility as at 31 July 2026.

(d) Compensation of key management personnel of the Group

	2026	2025
	HK$'000	HK$'000
Short-term employee benefits	**18,250**	18,514
Pension scheme contributions	**90**	90
Total	**18,340**	18,604

Key management personnel of the Group mainly includes directors of the Company. Further details of directors' emoluments are included in note 8 to the financial statements.

34. Financial Instruments by Category

Financial assets

As at 31 July 2026 and 2025, the Group's financial assets were categorised as financial assets at amortised cost.

Financial liabilities

As at 31 July 2026 and 2025, the Group's financial liabilities were categorised as financial liabilities at amortised cost.

35. Fair Values and Fair Value Hierarchy of Financial Instruments

The carrying amounts of the Group's financial instruments carried at amortised cost are not materially different from their fair values as at 31 July 2026 and 31 July 2025.

The Group did not have any financial assets or liabilities measured at fair value as at 31 July 2026 and 31 July 2025.

36. Financial Risk Management Objectives and Policies

The principal financial assets held by the Group comprise pledged and restricted time deposits and bank balances and cash and cash equivalents. Management will, based on the Group's projected cash flow requirements, determine the types and the levels of these financial assets with a view to maintaining an appropriate level of fundings for the Group's operations and enhancing the returns generated from these financial assets.

The Group's principal financial liabilities are bank loans. The Group will procure various types and levels of such financial liabilities in order to maintain sufficient fundings for the Group's daily operations and to cope with expenditures incurred for various properties under development for sale or investment purposes. In addition, the Group has various other financial assets and liabilities such as debtors and creditors which arise directly from its daily operations.

The main risks arising from the Group's financial instruments are foreign currency risk, interest rate risk, liquidity risk and credit risk. Management of the Company meets periodically to analyse and formulate measures to manage the Group's exposure to these risks. Generally, the Group adopts relatively conservative strategies on its risk management. The Group does not hold or issue derivative financial instruments for trading purposes.

36. Financial Risk Management Objectives and Policies (continued)

The policies are summarised as follows:

(a) Foreign currency risk

The Group's monetary assets, liabilities and transactions are principally denominated in RMB and HKD (2025: RMB, USD and HKD). The Group, with HKD as its presentation currency, is exposed to foreign currency risk arising from the exposure of HKD against RMB (2025: HKD against USD and RMB, respectively). The Group has a net exchange exposure to RMB as the Group's assets are principally located in Chinese Mainland and the revenues are predominantly in RMB.

The Group will constantly review the economic situation and its foreign currency risk profile, and will consider appropriate hedging measures in future as may be necessary.

The following table demonstrates the sensitivity as at the end of the reporting period to a reasonably possible change in the RMB exchange rate, with all other variables held constant, of the post-tax profit and equity (due to changes in the translated value of monetary assets and liabilities) of the Group.

	Change in exchange rate	**Impact on post-tax profit** HK$'000	**Impact on equity*** HK$'000
2026			
If HKD weakens against RMB	**5%**	**(58,835)**	**(58,835)**
If HKD strengthens against RMB	**5%**	**58,835**	**58,835**
2025			
If USD/HKD weakens against RMB	5%	(49,203)	(56,186)
If USD/HKD strengthens against RMB	5%	50,090	56,407

* *excluding amounts attributable to non-controlling interests*

36. Financial Risk Management Objectives and Policies (continued)

(b) Interest rate risk

As the Group has some interest-bearing assets, the Group's income and operating cash flows will be affected by the changes of market interest rates.

The Group's interest rate risk also arises from long-term borrowings. Borrowings issued at variable rates expose the Group to cash flow interest rate risk. Borrowings issued at fixed rates expose the Group to fair value interest rate risk.

At present, the Group does not intend to hedge its exposure to interest rate fluctuations. However, the Group will constantly review the economic situation and its interest rate risk profile, and will consider appropriate hedging measures in future as may be necessary.

The following table demonstrates the sensitivity to a reasonably possible change in interest rates, with all other variables held constant, of the post-tax profit (through the impact on floating rate borrowings, net of amounts capitalised to properties under development, investment properties under construction and construction in progress) and the equity of the Group.

	Change in interest rate	Impact on post-tax profit HK$'000	Impact on equity* HK$'000
2026			
	+0.25%	**(21,794)**	**(21,085)**
	-0.25%	**21,794**	**21,085**
2025			
	+0.25%	(21,900)	(21,208)
	-0.25%	21,900	21,208

* *excluding amounts attributable to non-controlling interests*

36. Financial Risk Management Objectives and Policies (continued)

(c) Liquidity risk

The Group monitors its risk of a shortage of funds by regularly reviewing its cash flow forecast. The cash flow forecast considers the maturity of both its financial instruments and financial assets and projected cash flows from operations. The Group will consistently maintain a prudent financing policy and ensure that it maintains sufficient cash and credit lines to meet its liquidity requirements.

The maturity profile of the financial liabilities as at the end of the reporting period, based on the contractual undiscounted payments, is as follows:

	Less than 1 year HK$'000	1 to 5 years HK$'000	Over 5 years HK$'000	Total HK$'000
2026				
Creditors, accruals and other payables	**518,628**	**—**	**959,337**	**1,477,965**
Deposits received	**36,400**	**147,823**	**—**	**184,223**
Lease liabilities	**1,522**	**578**	**—**	**2,100**
Interest-bearing bank loans	**4,377,528**	**3,192,799**	**2,948,944**	**10,519,271**
Advances from a former substantial shareholder	**54,269**	**—**	**—**	**54,269**
Loans from a fellow subsidiary	**945,394**	**—**	**—**	**945,394**
	5,933,741	**3,341,200**	**3,908,281**	**13,183,222**
2025				
Creditors, accruals and other payables	835,819	—	899,059	1,734,878
Deposits received	30,383	154,330	—	184,713
Lease liabilities	894	134	—	1,028
Interest-bearing bank loans	4,598,634	3,036,093	3,163,827	10,798,554
Advances from a former substantial shareholder	50,859	—	—	50,859
Loans from a fellow subsidiary	583,837	47,660	—	631,497
	6,100,426	3,238,217	4,062,886	13,401,529

The Group is also exposed to liquidity risk through the granting of financial guarantees, further details of which are disclosed in note 30 to the financial statements. The earliest period in which the guarantees could be called is less than 12 months.

36. Financial Risk Management Objectives and Policies (continued)

(d) Credit risk

The Group maintains various credit policies for different business operations as described in note 17 to the financial statements. In addition, receivable balances are monitored on an ongoing basis and the Group's exposure to bad debts is not significant.

Maximum exposure and year-end staging

The table below shows the credit quality and the maximum exposure to credit risk based on the Group's credit policy, which is mainly based on past due information unless other information is available without undue cost or effort, and year-end staging classification. The amounts presented are gross carrying amounts for financial assets.

2026

	12-month ECLs Stage 1 HK$'000	Lifetime ECLs Simplified approach HK$'000	Total HK$'000
Trade receivables*	—	**147,738**	**147,738**
Finance lease receivables*	—	**562,226**	**562,226**
Other receivables and deposits**	**56,204**	—	**56,204**
Pledged and restricted time deposits and bank balances	**714,404**	—	**714,404**
Cash and cash equivalents	**762,164**	—	**762,164**
	1,532,772	**709,964**	**2,242,736**

36. Financial Risk Management Objectives and Policies (continued)

(d) Credit risk (continued)

2025

	12-month ECLs Stage 1 HK$'000	Lifetime ECLs Simplified approach HK$'000	Total HK$'000
Trade receivables*	—	160,845	160,845
Finance lease receivables*	—	513,640	513,640
Other receivables and deposits**	59,479	—	59,479
Pledged and restricted time deposits and bank balances	799,211	—	799,211
Cash and cash equivalents	1,041,635	—	1,041,635
	1,900,325	674,485	2,574,810

* *For trade receivables and finance lease receivables to which the Group applies the simplified approach for impairment, information is disclosed in note 17 to the financial statements.*

** *The credit quality of other receivables and deposits is considered to be "normal" as they are not past due and there is no information indicating that the financial assets had a significant increase in credit risk since initial recognition.*

(e) Capital management

The Group manages its capital structure to ensure that the Group will be able to continue to operate as a going concern while maximising the return to stakeholders through the setting up and maintenance of an optimal debt and equity capital structure. The Group's overall strategy remains unchanged from that of the prior year.

The capital structure of the Group mainly consists of bank and other borrowings and equity attributable to owners of the Company comprising issued share capital and reserves.

36. Financial Risk Management Objectives and Policies (continued)

(e) Capital management (continued)

The directors of the Company review the capital structure regularly. They will take into consideration the cost of capital and the risks associated with each class of capital prevailing in the market. Based on recommendations of the directors, the Group will balance its overall capital structure through various types of equity fund raising exercises as well as maintaining of appropriate types and levels of debts.

The Group monitors capital using, inter alia, a gearing ratio which is net debt divided by net assets attributable to owners of the Company. Net debt includes interest-bearing bank loans, advances from a former substantial shareholder and loans from a fellow subsidiary, less pledged and restricted time deposits and bank balances and cash and cash equivalents. The gearing ratio as at the end of the reporting period is as follows:

	2026	2025
	HK$'000	HK$'000
Interest-bearing bank loans	**9,486,408**	9,645,651
Advances from a former substantial shareholder	**54,269**	50,859
Loans from a fellow subsidiary	**915,877**	612,660
Less:		
Pledged and restricted time deposits and bank balances	**(714,404)**	(799,211)
Cash and cash equivalents	**(762,164)**	(1,041,635)
Net debt	**8,979,986**	8,468,324
Net assets attributable to owners of the Company	**12,492,428**	12,028,893
Gearing ratio	**72%**	70%

37. Statement of Financial Position of the Company

Information about the statement of financial position of the Company at the end of the reporting period is as follows:

	2026 HK$'000	2025 HK$'000
NON-CURRENT ASSETS		
Investments in subsidiaries	**14,191,987**	14,182,864
CURRENT ASSETS		
Deposits and prepayments	**1,777**	1,806
Pledged bank balances	**72,933**	222,637
Cash and cash equivalents	**29,960**	124,195
Total current assets	**104,670**	348,638
CURRENT LIABILITIES		
Creditors, accruals and other payables	**17,504**	8,473
Interest-bearing bank loan, secured	**2,226,114**	2,659,925
Loans from a fellow subsidiary	**915,877**	565,000
Total current liabilities	**3,159,495**	3,233,398
NET CURRENT LIABILITIES	**(3,054,825)**	(2,884,760)
TOTAL ASSETS LESS CURRENT LIABILITIES	**11,137,162**	11,298,104
NON-CURRENT LIABILITIES		
Due to subsidiaries	**5,073,928**	5,147,970
	6,063,234	6,150,134
EQUITY		
Issued capital	**1,655,167**	1,655,167
Reserves (Note)	**4,408,067**	4,494,967
	6,063,234	6,150,134

37. Statement of Financial Position of the Company (continued)

Note:

A summary of the Company's reserves is as follows:

	Share premium account HK$'000	Share option reserve HK$'000	Exchange fluctuation reserve HK$'000	Retained earnings HK$'000	Total HK$'000
As at 1 August 2024	4,105,466	2,665	(9,558)	416,198	4,514,771
Loss for the year	—	—	—	(19,804)	(19,804)
Release of reserve upon lapse of share options	—	(585)	—	585	—
As at 31 July 2025 and 1 August 2025	4,105,466	2,080	(9,558)	396,979	4,494,967
Loss for the year	—	—	—	(86,900)	(86,900)
Release of reserve upon lapse of share options	—	(1,933)	—	1,933	—
As at 31 July 2026	**4,105,466**	**147**	**(9,558)**	**312,012**	**4,408,067**

38. Particulars of the Company's Principal Subsidiaries

Particulars of the Company's principal subsidiaries are as follows:

Name	Place of incorporation/ registration and business	Issued ordinary share capital/ registered capital	Percentage of equity attributable to the Company		Principal activities
			Direct	Indirect	
Canvex Limited	Hong Kong	HK$2	—	100	Property investment
Eastern Power Limited	Hong Kong	HK$1	—	100	Investment holding
Eternal Medal Limited	Hong Kong	HK$1	—	100	Investment holding
Fore Bright Limited	Hong Kong	HK$1	—	100	Investment holding
Frank Light Development Limited	Hong Kong	HK$19,999,999	—	100	Investment holding
Gentle Holdings Limited	Hong Kong	HK$1	—	100	Investment holding
Goldthorpe Limited	British Virgin Islands/ Hong Kong	US$1	—	100	Investment holding
Good Strategy Limited	British Virgin Islands/ Chinese Mainland	US$1	—	100	Property investment
Grand Wealth Limited	Hong Kong	HK$2	—	100	Investment holding
Grosslink Investment Limited	Hong Kong	HK$2	—	100	Investment holding
Guangzhou Gentle Real Estate Company Limited[@]	PRC/Chinese Mainland	US$1,000,000[##]	—	100	Property development
Guangzhou Grand Wealth Properties Limited[@]	PRC/Chinese Mainland	HK$280,000,000[##]	—	100	Property investment
Guangzhou Guang Bird Property Development Limited ("**Guangzhou Guang Bird**")[@]	PRC/Chinese Mainland	US$79,600,000[##]	—	100	Property investment

38. Particulars of the Company's Principal Subsidiaries (continued)

Particulars of the Company's principal subsidiaries are as follows: (continued)

Name	Place of incorporation/ registration and business	Issued ordinary share capital/ registered capital	Percentage of equity attributable to the Company		Principal activities
			Direct	Indirect	
Guangzhou Honghui Real Estate Development Company Limited@	PRC/Chinese Mainland	RMB79,720,000##	—	100	Property investment
Guangzhou Jieli Real Estate Company Limited@	PRC/ Chinese Mainland	HK$168,000,000##	—	100	Property investment
Hankey Development Limited	Hong Kong	HK$10,000	—	100	Investment holding
Kingscord Investment Limited	Hong Kong	HK$2	—	100	Investment holding
Lai Fung Company Limited	Hong Kong	HK$20	100	—	Investment holding
Manful Concept Limited	Hong Kong	HK$2	—	100	Investment holding
Nicebird Company Limited	Hong Kong	HK$2	—	100	Investment holding
Rosy Commerce Holdings Limited ("**Rosy Commerce**") (Note)	British Virgin Islands/ Hong Kong	US$43,355	—	80	Investment holding
Shanghai Hankey Real Estate Development Company Limited@	PRC/ Chinese Mainland	US$47,600,000##	—	100	Property investment
Shanghai HKP Property Management Limited@	PRC/ Chinese Mainland	US$150,000##	—	100	Property management
Shanghai Hu Xin Real Estate Development Company Limited@	PRC/ Chinese Mainland	US$40,000,000##	—	100	Property investment
Shanghai Li Xing Real Estate Development Company Limited@	PRC/ Chinese Mainland	US$36,000,000##	—	100	Property investment

38. Particulars of the Company's Principal Subsidiaries (continued)

Particulars of the Company's principal subsidiaries are as follows: (continued)

Name	Place of incorporation/ registration and business	Issued ordinary share capital/ registered capital	Percentage of equity attributable to the Company		Principal activities
			Direct	Indirect	
Shanghai Wa Yee Real Estate Development Company Limited[#]	PRC/ Chinese Mainland	US$10,000,000[##]	70	25	Property development and investment
Shanghai Zhabei Plaza Real Estate Development Company Limited[@]	PRC/ Chinese Mainland	US$79,800,000[##]	—	100	Property investment
Sunlite Investment Limited	Hong Kong	HK$2	—	100	Investment holding
Supreme Motion Limited	Hong Kong	HK$1	—	100	Investment holding
Wide Angle Development Limited	Hong Kong	HK$2	—	100	Investment holding
Winfield Concept Limited	Hong Kong	HK$1	—	80	Investment holding
Zhongshan Bao Li Properties Development Company Limited ("**Zhongshan Bao Li**")[@]	PRC/Chinese Mainland	HK$539,611,000[##]	—	100	Property development and investment
廣州高樂物業管理有限公司[ø]	PRC/Chinese Mainland	RMB1,100,000[##]	—	100	Property management
上海麗港物業管理有限公司[ø]	PRC/Chinese Mainland	RMB500,000[##]	—	100	Property management
上海閘北廣場物業管理有限公司[@]	PRC/Chinese Mainland	RMB2,000,000[##]	—	100	Property management
上海麗星房地產發展有限公司[@]	PRC/Chinese Mainland	RMB10,000,000[##]	—	100	Property development
中山高樂物業管理有限公司[ø]	PRC/Chinese Mainland	RMB500,000[##]	—	100	Property management

38. Particulars of the Company's Principal Subsidiaries (continued)

Particulars of the Company's principal subsidiaries are as follows: (continued)

Name	Place of incorporation/ registration and business	Issued ordinary share capital/ registered capital	Percentage of equity attributable to the Company		Principal activities
			Direct	Indirect	
珠海橫琴創新方商業管理有限公司[@]	PRC/Chinese Mainland	RMB5,000,000[##]	—	100	Property management
珠海橫琴麗新文創天地有限公司(「**麗新文創**」)[#]	PRC/Chinese Mainland	RMB2,280,379,000[##]	—	80	Property development and investment
珠海橫琴麗新創新方發展有限公司(「**創新方發展**」)[@]	PRC/Chinese Mainland	RMB2,500,000,000[##]	—	100	Property development and investment

[#] *Registered as equity joint ventures under the laws of the PRC*

[##] *The registered capital of these subsidiaries were fully paid up, except for Guangzhou Guang Bird, 麗新文創, 創新方發展 which capital of approximately US$9,971,000 (equivalent to approximately HK$78,206,000), RMB736,443,000 (equivalent to approximately HK$855,732,000) and RMB1,005,610,000 (equivalent to approximately HK$1,168,499,000), respectively was unpaid as at 31 July 2026.*

During the year ended 31 July 2024, approvals from the relevant authority have been obtained to reduce the registered capital of Zhongshan Bao Li from HK$960,000,000 to HK$300,000,000 whereas the return of capital to its holding companies could take place by batches. As at 31 July 2026, the paid-up registered capital of Zhongshan Bao Li was HK$539,611,000.

[@] *Registered as wholly-foreign-owned enterprises under the laws of the PRC*

[Ø] *Registered as domestic enterprises under the laws of the PRC*

The above table lists the subsidiaries of the Company which, in the opinion of the directors, principally affected the results for the year or formed a substantial portion of the net assets of the Group. To give details of other subsidiaries would, in the opinion of the directors, result in particulars of excessive length.

38. Particulars of the Company's Principal Subsidiaries (continued)

Note:

*The Company, through its wholly-owned subsidiaries, held 80% equity interest in Rosy Commerce and its subsidiaries (collectively referred to as the "**Rosy Commerce Group**").*

The non-controlling interest, which held equity interest of 20% in the Rosy Commerce Group, was considered material to the Group. The loss of Rosy Commerce Group allocated to the non-controlling interest amounted to HK$18,742,000 (2025: HK$62,018,000) for the year ended 31 July 2026 and the accumulated non-controlling interest of Rosy Commerce Group amounted to HK$367,632,000 (2025: HK$246,180,000) in debit as at 31 July 2026.

The following tables illustrate the summarised financial information of the Rosy Commerce Group. The amounts disclosed are before any inter-company eliminations:

	2026 HK$'000	2025 HK$'000
Current assets	**1,475,013**	1,504,455
Non-current assets	**3,426,939**	3,115,904
Total assets	**4,901,952**	4,620,359
Current liabilities	**(322,407)**	(582,600)
Non-current liabilities	**(2,741,378)**	(2,806,857)
Total liabilities	**(3,063,785)**	(3,389,457)
Net assets	**1,838,167**	1,230,902
Turnover	**242,574**	283,781
Loss for the year	**(93,710)**	(310,088)
Other comprehensive income, net of tax	**155,472**	14,742
Total comprehensive income/(expenses) for the year	**61,762**	(295,346)
Dividends paid to non-controlling interests	**—**	—
Net cash flows from/(used in) operating activities	**(182,523)**	63,372
Net cash flows used in investing activities	**(11,335)**	(16,287)
Net cash flows from/(used in) financing activities	**162,052**	(97,114)
Net cash outflow	**(31,806)**	(50,029)

39. Approval of the Financial Statements

The financial statements were approved and authorised for issue by the board of directors on 20 October 2026.

LAI FUNG HOLDINGS LIMITED