



1957 & Co. (Hospitality) Limited

(Incorporated in the Cayman Islands with limited liability)

Stock Code: 8495

Annual Report 2024



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This report, for which the directors (the “**Directors**”) of 1957 & Co. (Hospitality) Limited (the “**Company**”, together with its subsidiaries, the “**Group**” or “**we**”) collectively and individually accept full responsibility, includes particulars given in compliance with the Rules Governing the Listing of Securities on GEM of the Stock Exchange (the “**GEM Listing Rules**”) for the purpose of giving information with regard to the Company. The Directors, having made all reasonable enquiries, confirm that, to the best of their knowledge and belief the information contained in this report is accurate and complete in all material respects and not misleading or deceptive, and there are no other matters the omission of which would make any statement herein or this report misleading.

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Corporate Information

BOARD OF DIRECTORS

Executive Directors

Mr. Wong Chi Wing Kinson (*Chairman*)
Mr. Lau Ming Fai (re-designated from Chief Operating Officer to Deputy Chief Executive Officer on 1 November 2024)
Ms. Tsui Ngan Fun
Ms. Lin Huiqin
Mr. Kwok Chi Po (*Former Chief Executive Officer*) (resigned on 1 November 2024)

Non-executive Director

Mr. Chan Wai Fung

Independent Non-executive Directors

Mr. Yim Hong Cheuk Foster
Mr. Huen, Felix Ting Cheung
Ms. Lung Pui Ying Amy (appointed on 31 August 2024)
Ms. Cheang Ana (resigned on 31 August 2024)

AUDIT COMMITTEE

Mr. Huen, Felix Ting Cheung (*Chairman*)
Mr. Yim Hong Cheuk Foster
Ms. Lung Pui Ying Amy (appointed on 31 August 2024)
Ms. Cheang Ana (resigned on 31 August 2024)

REMUNERATION COMMITTEE

Mr. Yim Hong Cheuk Foster (*Chairman*)
Mr. Huen, Felix Ting Cheung
Mr. Wong Chi Wing Kinson

NOMINATION COMMITTEE

Mr. Wong Chi Wing Kinson (*Chairman*)
Mr. Yim Hong Cheuk Foster
Ms. Lung Pui Ying Amy (appointed on 31 August 2024)
Ms. Cheang Ana (resigned on 31 August 2024)

STRATEGIC DEVELOPMENT COMMITTEE

Mr. Wong Chi Wing Kinson (*Chairman*)
Mr. Lau Ming Fai
Ms. Tsui Ngan Fun
Ms. Lin Huiqin
Mr. Chan Wai Fung
Mr. Kwok Chi Po (resigned on 1 November 2024)

AUTHORISED REPRESENTATIVES

Ms. Tsui Ngan Fun
Mr. Tsang Ho Yin

ALTERNATE AUTHORISED REPRESENTATIVE

Mr. Chan Wai Fung

COMPANY SECRETARY

Mr. Tsang Ho Yin

COMPLIANCE OFFICER

Mr. Kwok Chi Po (resigned on 1 November 2024)

LEGAL ADVISERS

as to Hong Kong law
Stevenson, Wong & Co.
39/F, Gloucester Tower
The Landmark
15 Queen's Road Central
Hong Kong

as to Cayman Islands and BVI law
Conyers Dill & Pearman
Cricket Square
Hutchins Drive
P.O. Box 2681
Grand Cayman KY1-1111
Cayman Islands

AUDITOR

PricewaterhouseCoopers
Certified Public Accountants
Registered Public Interest Entity Auditor
22/F, Prince's Building
Central, Hong Kong

REGISTERED OFFICE

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

HEADQUARTERS AND PRINCIPAL PLACE OF BUSINESS IN HONG KONG

33/F, Times Tower
391–407 Jaffe Road
Hong Kong

PRINCIPAL SHARE REGISTRAR AND TRANSFER OFFICE

Conyers Trust Company (Cayman) Limited

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

HONG KONG BRANCH SHARE REGISTRAR AND TRANSFER OFFICE

Tricor Investor Services Limited

17/F, Far East Finance Centre
16 Harcourt Road
Hong Kong

PRINCIPAL BANKERS

The Hongkong and Shanghai Banking Corporation Limited

1 Queen's Road Central
Hong Kong

DBS Bank (Hong Kong) Limited

11/F, the Center
99 Queen's Road Central
Hong Kong

COMPANY'S WEBSITE

www.1957.com.hk

STOCK CODE

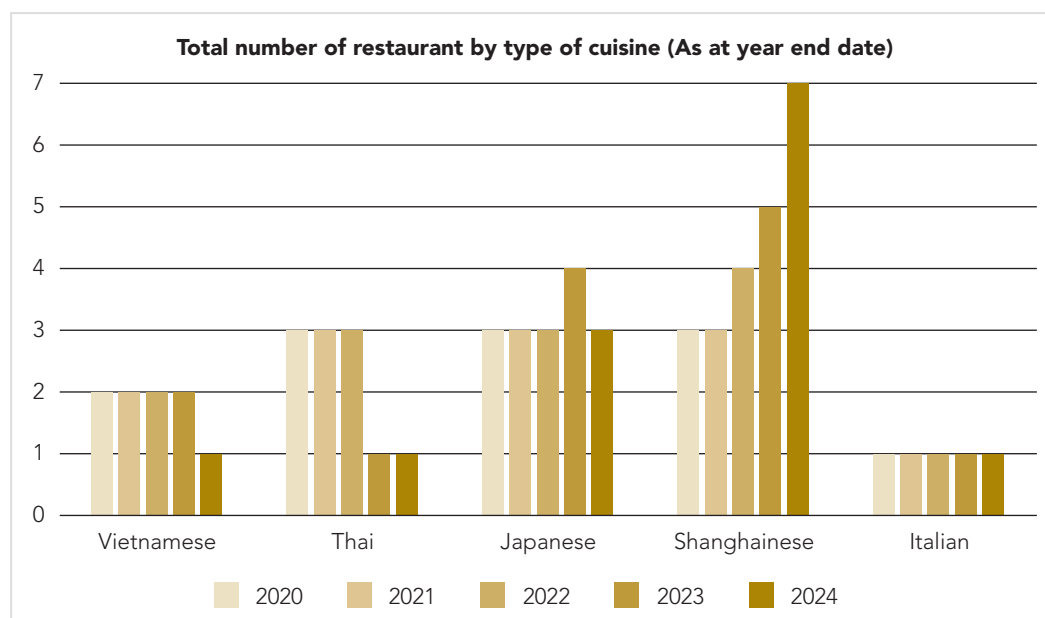
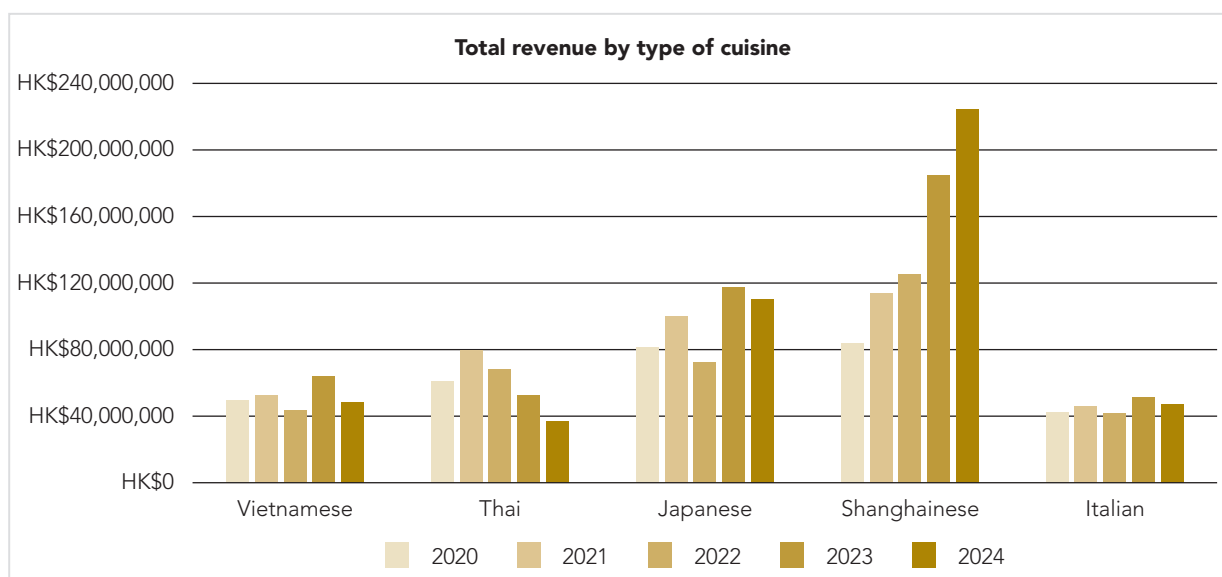
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DATE OF LISTING

5 December 2017

Financial Highlights

	2024 HK\$'000	2023 HK\$'000	2022 HK\$'000	2021 HK\$'000	2020 HK\$'000
Revenue	470,350	471,849	352,877	394,185	320,452
Profits/(loss) before tax, (reversal) of/ impairment loss on property, plant and equipment and right-of-use assets, impairment loss on trade receivables and government grants	4,976	2,891	(11,577)	24,012	(24,220)
Profits/(loss) before tax	2,831	(474)	4,371	22,737	(19,280)
Net (loss)/profit attributable to owners of the Company	(1,165)	(6,246)	(533)	13,165	(12,909)
Total assets	305,038	333,035	251,523	205,980	221,629
Total liabilities	234,194	261,691	175,742	133,113	165,255
Net assets	70,844	71,344	75,781	72,867	56,374



Chairman's Statement

Dear Shareholders,

On behalf of the board of Directors of the Company (the “**Board**”), I am pleased to announce the Group’s annual results for the year ended 31 December 2024.

For the year ended 31 December 2024, the total revenue of the Group was approximately HK\$470.4 million (2023: HK\$471.8 million), representing a year-over-year decrease of approximately 0.3%. Profit for the year of approximately HK\$2.4 million was incurred (2023: loss for the year of HK\$0.9 million). The turnaround from loss to profit was mainly attributable to the decrease in the cost of inventories sold and other operating expenses during the year.

Currently, the Group’s subsidiaries are operating thirteen restaurants in Hong Kong, comprising nine under our own brands and four under franchise or sub-license arrangements. The Group has decided to lessen the numbers of wholly owned restaurants and focused more on offering catering management and franchise services, such as two restaurants at M8 in Macau and one restaurant at Festival Walk in Kowloon Tong, Hong Kong, which incurred additional revenue to the Group. This is an effective way to improve profits and lessen overall capital investment.

To achieve sustainable growth, we aim to find a balance between cost management and the quality of our offerings. By optimizing supply chain processes and adopting innovative cooking techniques, we will maintain high standards while controlling costs. This approach ensures profitability without compromising on excellence. Automation is our next step to further lessen our manpower resources, which can improve cost performance ratio.

To diversify revenue streams while enhancing our market presence and reduce reliance on traditional restaurant operations, we are developing a range new quality food products under the brand of “Homee Gourmet” (家嘗菜). Simultaneously, we are working to develop products under our existing restaurant brands and other upcoming new brands. We aim to leverage our expertise in managing food quality and defining recipes, building a resilient and market leading business model. By expanding into the retail and online markets, we position ourselves for sustained growth and increased profitability, while also adapting to changing consumer preferences.

In addition, as mentioned above, we offer consultancy services and sub-franchise opportunities to entrepreneurs by providing them with a proven business model and operational support, ensuring a guaranteed return on investment for our Company. As these franchisee operations thrive, it enhances our overall brand strength and market reputation, fostering a network of successful businesses.

Despite the uncertain and challenging business environment, the Group remains optimistic about the future and is confident in the ongoing success of our business. It is essential that we continually assess our market competitiveness. By leveraging our solid fundamentals, we strive best to enhance our B2B2C platform under the new platform “Saveur” (尚薈). With a commitment to quality and customer satisfaction, we are set to expand our footprint in the industry, driving both profitability and brand loyalty.

Chairman's Statement

On behalf of the Board, I would like to express my sincerest gratitude to our valued customers, business partners, and the shareholders of the Company (the “**Shareholders**”) for their persistent support, while also expressing my appreciation to the management team and employees for their valuable contribution to the development of the Group.

Wong Chi Wing Kinson

Chairman

Management Discussion and Analysis

The Group is a Hong Kong-based restaurant operation and management group that offers a variety of specialty cuisines in restaurants designed by award-winning interior and lighting designers.

During the year ended 31 December 2024, the Group had been principally engaged in operating full service restaurants under various brands and was dedicated to serving quality Japanese, Thai, Vietnamese, Shanghainese and Italian cuisines to different customers. In addition to the restaurant operation business, the Group also provided catering management and consultancy services in Hong Kong and the People's Republic of China (the "PRC").

BUSINESS REVIEW

During the year ended 31 December 2024, we (1) opened two new restaurants in Hong Kong, namely Modern Shanghai Imperial restaurants at The LOHAS in Tseung Kwan O and V Walk in Sham Shui Po; and (2) closed two restaurants upon expiration of the leases, namely Hokkaidon at Cityplaza in Taikoo Shing and An Nam restaurant at Festival Walk in Kowloon Tong. None of our restaurants had undergone any significant renovation.

As at 31 December 2024, the Group had a total of thirteen restaurants under five self-owned brands in Hong Kong, namely, Akanoshou, An Nam, Modern Shanghai, Modern Shanghai Imperial and 10 Shanghai and three franchised or sub-licensed brands, namely, Mango Tree, Gonpachi and Paper Moon.

During the year ended 31 December 2024, two tenancy agreements have been signed for the renewal of:

- (a) an existing Shanghainese cuisine restaurant (where our Modern Shanghai restaurant is located) at Olympian City in Kowloon, the expiry of lease had been extended from 16 July 2024 to 15 July 2027; and
- (b) an existing Thai cuisine restaurant (where our Mango Tree restaurant is located) at Elements in Kowloon, the expiry of lease had been extended from 1 September 2024 to 31 August 2027.

FINANCIAL REVIEW

Revenue

During the year ended 31 December 2024, approximately 99.3% of the Group's revenue was generated from the operation of restaurants in Hong Kong and approximately 0.7% of the Group's revenue was generated from restaurant management services. As at 31 December 2024, the Group was operating thirteen (2023: thirteen) restaurants, of which two (2023: two) restaurants were newly opened and two (2023: two) restaurants were closed down during the year.

The revenue decreased by approximately 0.3% from approximately HK\$471.8 million for the year ended 31 December 2023 to approximately HK\$470.4 million for the year ended 31 December 2024.

Management Discussion and Analysis

FINANCIAL REVIEW (CONTINUED)

Revenue (Continued)

The Group's restaurants served mainly five different cuisines during the year. The table below sets forth a breakdown of the Group's revenue generated by operation of restaurants by type of cuisine and as a percentage of total revenue generated by operation of restaurants for the years indicated:

	For the year ended 31 December			
	2024		2023	
	Revenue HK\$'000	% of total revenue from operation of restaurant approximately (%)	Revenue HK\$'000	% of total revenue from operation of restaurant approximately (%)
Shanghainese	224,496	48.1	184,943	39.2
Japanese	110,254	23.6	117,681	25.0
Vietnamese	48,195	10.3	64,030	13.6
Thai	36,901	7.9	52,793	11.2
Italian	47,180	10.1	51,658	11.0
Total revenue from operation of restaurants in Hong Kong	467,026	100.0	471,105	100.0

Shanghainese-style restaurants

The revenue generated from operation of Shanghainese-style restaurants increased by approximately HK\$39.6 million, or approximately 21.4%, from approximately HK\$184.9 million for the year ended 31 December 2023 to approximately HK\$224.5 million for the year ended 31 December 2024. The increase in revenue was mainly due to the revenue generated from two newly opened Modern Shanghai Imperial restaurants at The LOHAS in Tseung Kwan O in June 2024 and V Walk in Shum Shui Po in December 2024.

Japanese-style restaurants

The revenue generated from operation of Japanese-style restaurants decreased by approximately HK\$7.4 million, or approximately 6.3%, from approximately HK\$117.7 million for the year ended 31 December 2023 to approximately HK\$110.3 million for the year ended 31 December 2024. The decrease was mainly due to the closure of Hokkaidon restaurant at Cityplaza in Taikoo Shing upon expiration of the lease.

Vietnamese-style restaurants

The revenue generated from operation of Vietnamese-style restaurants decreased by approximately HK\$15.8 million, or approximately 24.7%, from approximately HK\$64.0 million for the year ended 31 December 2023 to approximately HK\$48.2 million for the year ended 31 December 2024. The decrease was mainly due to the closure of An Nam restaurant at Festival Walk in Kowloon Tong in September 2024.

Thai-style restaurants

The revenue generated from operation of Thai-style restaurants decreased by approximately HK\$15.9 million, or approximately 30.1%, from approximately HK\$52.8 million for the year ended 31 December 2023 to approximately HK\$36.9 million for the year ended 31 December 2024. The decrease was mainly due to the drop of number of restaurants operated in 2024 compared to that of the corresponding period in 2023.

Management Discussion and Analysis

FINANCIAL REVIEW (CONTINUED)

Revenue (Continued)

Italian-style restaurant

The revenue generated from operation of Italian-style restaurant decreased by approximately HK\$4.5 million, or approximately 8.7%, from approximately HK\$51.7 million for the year ended 31 December 2023 to approximately HK\$47.2 million for the year ended 31 December 2024. The decrease was contributed by the drop in sales of Papermoon restaurant at Ocean Terminal in Tsimshatsui.

Major components of consolidated income statement

	For the year ended 31 December			
	2024		2023	
	HK\$'000	% of revenue	HK\$'000	% of revenue
Cost of inventories sold	119,664	25.4%	125,782	26.7%
Employee benefit expenses	171,462	36.5%	167,713	35.5%
Depreciation and amortisation	89,237	19.0%	85,610	18.1%
Impairment loss on trade receivables	–	0.0%	1,256	0.3%
Impairment loss on property, plant and equipment and right-of-use assets	2,145	0.5%	2,157	0.5%
Rental expenses	11,684	2.5%	9,847	2.1%
Utilities	13,309	2.8%	12,337	2.6%
Finance costs, net	8,486	1.8%	8,834	1.9%

Cost of inventories sold

The cost of inventories consumed mainly represents the cost of food ingredients and beverages for the operation of the Group's restaurants. The major food ingredients purchased by the Group include, but not limited to, meat, seafood, frozen food, vegetables and beverages. Cost of inventories consumed is one of the major components of the Group's operating expenses which amounted to approximately HK\$125.8 million and HK\$119.7 million for the years ended 31 December 2023 and 2024, respectively, representing approximately 26.7% and 25.6% of the Group's total revenue generated from operation of restaurants for the corresponding year. The cost of inventories sold as a percentage of revenue decreased mainly due to the consolidation and expansion of supply chain advantages in the food and beverage industry.

Employee benefit expenses

Employee benefit expenses primarily consist of salaries, wages and allowances, pension costs and other employee benefits, and were one of the largest components of the operating expenses of the Group. The employee benefit expenses increased from approximately HK\$167.7 million for the year ended 31 December 2023 to approximately HK\$171.5 million for the year ended 31 December 2024, representing an increase of approximately 2.3%. The increase in employee benefit expenses was to maintain sufficient staff level for our restaurants during the year.

The Directors recognise the importance of retaining quality staff while believing that the resulting upward pressure on the total employee benefit expenses as a percentage of total revenue could be mitigated by (i) prioritising internal transfers and re-allocations of employees from existing restaurants; (ii) increasing productivity of the staff by providing training; and (iii) minimising attrition levels by continuing to implement various employee retention initiatives to promote employee loyalty and motivate the employees.

Management Discussion and Analysis

FINANCIAL REVIEW (CONTINUED)

Depreciation and amortisation

The Group recorded depreciation and amortisation of approximately HK\$85.6 million and HK\$89.2 million for the years ended 31 December 2023 and 2024, respectively for its right-of-use assets, leasehold improvements, furniture and fixtures, catering services and other equipment, motor vehicle and intangible asset. Such increase was contributed by the new leases and depreciation charges incurred for new restaurants outweighing the decrease in depreciation for closed restaurants during the year after lease expiration.

The depreciation charged on the right-of-use assets amounted to approximately HK\$66.6 million and HK\$68.9 million for the years ended 31 December 2023 and 2024, respectively. The depreciation of the right-of-use assets was charged on a straight-line basis over the lease term. The lease terms of the leased premises are generally between one to six years, with some lease agreements providing an option for the Group to renew such lease terms, exercisable at our discretion.

The depreciation charged for the leasehold improvements amounted to approximately HK\$14.2 million and HK\$14.8 million for the years ended 31 December 2023 and 2024, respectively. The depreciation of the leasehold improvements was charged on a straight-line basis over the shorter of five years or the remaining lease term.

Impairment loss on trade receivables

The Group did not record any impairment loss on trade receivables for the year ended 31 December 2024 (2023: HK\$1.3 million). The impairment loss on trade receivables was based on the expected credit loss rate on the trade receivables due from associates.

Impairment loss on property, plant and equipment and right-of-use assets

The Group recorded an impairment loss on property, plant and equipment and right-of-use assets of approximately HK\$2.1 million for the year ended 31 December 2024 (2023: HK\$2.2 million), where the management of the Group determined that the recoverable amounts of certain cash generating units were lower than the carrying amounts.

Rental expenses

The rental expenses, which mainly represent turnover rent, building management fee and government rates, for the year ended 31 December 2024 amounted to approximately HK\$11.7 million, representing an increase of approximately 19.4% as compared with that for the year ended 31 December 2023 which amounted to approximately HK\$9.8 million. The increase was due to the increase in building management fees charged by landlords.

Utilities

Utilities primarily consist of electricity, gas and water supplies of the Group. For the years ended 31 December 2023 and 2024, the total utilities amounted to approximately HK\$12.3 million and HK\$13.3 million, respectively.

Income tax expenses

The Group recorded income tax expenses of approximately HK\$0.4 million for the year ended 31 December 2024 (2023: HK\$0.5 million). Such decrease was mainly due to the drop in revenue and less profit recorded for certain restaurants for the year.

Management Discussion and Analysis

FINANCIAL REVIEW (CONTINUED)

Profit/(loss) for the year

The Group recorded a profit of approximately HK\$2.4 million for the year ended 31 December 2024 as compared to a loss of approximately HK\$0.9 million for the corresponding period in 2023. The turnaround from loss to profit for the year was mainly attributable to the following reasons:

1. a decrease in the cost of inventories sold for the year ended 31 December 2024, as compared to that of the corresponding period in 2023, due to the consolidation and expansion of supply chain advantages in the food and beverage industry; and
2. a decrease in other operating expenses for the year ended 31 December 2024, as compared to that of the corresponding period in 2023, primarily due to:
 - (i) lower reinstatement expenses incurred from closing and relocating restaurants; and
 - (ii) reduced marketing expenses for promoting new restaurants.

The Company will continue to closely monitor the performances of its restaurants, formulate adequate strategies and strike a balance between improving the financial performance of the restaurants and providing decent dining experiences at reasonable prices.

PRINCIPAL RISKS AND UNCERTAINTIES

The followings are the principal risks and uncertainties faced by the Group, which may materially and adversely affect its business, financial condition or results of operations:

1. During the year ended 31 December 2024, the Group generated 99.3% of our revenue in Hong Kong. If Hong Kong experiences any adverse economic condition due to events beyond our control, such as natural disasters, contagious disease outbreaks, terrorist attacks, a local economic downturn, mass civil disobedience movements or if the local authorities place additional restrictions or burdens on us or on our industry in general, our overall business and results of operations may be materially and adversely affected.
2. Cost of inventories sold, employee benefit expenses and depreciation contributed a majority of the Group's operating costs. The following factors are uncertain and may affect the cost control measures of the Group:
 - a. The Group's business depends on reliable sources of large quantities of food ingredients such as vegetable and meat. The price of food ingredients may continue to rise or fluctuate.
 - b. Minimum wage requirements in Hong Kong which will be reviewed and adjusted periodically.
 - c. As at 31 December 2024, the Group leased all the properties for its restaurants operating in Hong Kong. Therefore, the Group is exposed to risks relating to the commercial real estate rental market, including unpredictable and potentially high occupancy costs.

Management Discussion and Analysis

LIQUIDITY AND FINANCIAL RESOURCES

Capital structure

There was no change in the capital structure of the Group during the year ended 31 December 2024.

Cash position

As at 31 December 2024, the cash and cash equivalents of the Group amounted to approximately HK\$53.1 million (2023: HK\$64.8 million), which were mainly denominated in Hong Kong dollar, representing a decrease of approximately 18.1% as compared to that as at 31 December 2023. The decrease was mainly due to the increase in net cash used in financing activities and the decrease in net cash generated from operating activities outweighing the decrease in net cash used in investing activities during the year.

Borrowings

As at 31 December 2024, the total bank borrowings of the Group, all of which were denominated in Hong Kong dollar, amounted to approximately HK\$34.9 million (2023: HK\$43.4 million) that bore floating interest rates from 3.8% to 7.6% per annum (2023: 4.4% to 8.0%). No financial instrument was being used for interest rate hedging purpose by the Group. Details of the maturity profile of the bank borrowings are set out in note 23 to the consolidated financial statements.

As at 31 December 2024, the total loans from non-controlling shareholders, which were denominated in Hong Kong dollar, amounted to approximately HK\$4.6 million (2023: HK\$7.6 million) that were interest-free and repayable when the respective restaurants have achieved net profit/net cash inflow.

Save as disclosed, the Group did not have other borrowings for the years ended 31 December 2024 and 2023.

Pledge

As at 31 December 2024, a total of HK\$3.0 million pledged deposits provided by the Group were held at banks as securities for the bank borrowings (2023: HK\$5.1 million).

Gearing ratio

As at 31 December 2024, the gearing ratio of the Group was approximately 55.7% (2023: 71.5%). The decrease was mainly attributable to the repayment of bank borrowings and loans from non-controlling shareholders during the year. The gearing ratio is calculated based on the total borrowings, which include bank borrowings and loans from non-controlling shareholders, divided by the total equity of the Company at the end of the respective period.

OPERATING LEASE COMMITMENTS

The Group was committed to making future minimum lease payments in respect of staff quarters under non-cancellable operating lease. The Group did not have any operating lease commitments not yet commenced as at 31 December 2024 (2023: nil).

MATERIAL ACQUISITIONS AND DISPOSALS OF SUBSIDIARIES AND ASSOCIATES

The Group did not have any material acquisition or disposal of subsidiaries and associates during the year ended 31 December 2024.

CONTINGENT LIABILITIES

As at 31 December 2024, the Group had no significant contingent liabilities.

SIGNIFICANT INVESTMENTS HELD

During the year ended 31 December 2024, there was no any significant investments held by the Group.

Management Discussion and Analysis

FUTURE PLANS FOR MATERIAL INVESTMENTS AND CAPITAL ASSETS

Save as disclosed in the prospectus of the Company dated 23 November 2017 (the “**Prospectus**”), the subsequent published annual reports and interim reports, the Group did not have other plans for material investments and capital assets as at the date of this report. The sources of funding are the internal resources and contribution from associates/joint ventures partners. However, the Group will continue be cautious in further expanding our business by exercising due care and examining adequate opportunities and planning for the opening and investing in new restaurants.

CAPITAL COMMITMENTS

As at 31 December 2024, the Group did not have any capital expenditure contracted for but not recognised as liabilities (2023: nil).

DIVIDEND

The Board did not recommend the payment of final dividend for the year ended 31 December 2024 (2023: nil).

FOREIGN EXCHANGE EXPOSURE

The Group operates in Hong Kong with majority of the transactions being settled in Hong Kong dollars. Foreign exchange risk arises from future commercial transactions, recognised assets and liabilities, which are denominated in a currency that is not the functional currency of the Group.

The transactions and monetary assets denominated in Renminbi (“**RMB**”) are minimal for the years ended 31 December 2023 and 2024, the Group considers there were no significant foreign exchange risks in respect of RMB for both years.

FUNDING AND TREASURY POLICIES AND RISK MANAGEMENT

The Group finances its operation and capital expenditures through a combination of internal resources, bank borrowing and/or equity fund raising with an aim to maintain a healthy financial position and sustainable capital structure. The Group closely monitors its cash level, borrowing portfolio and market interest rates in order to arrive at an adequate borrowing portfolio. In view of the daily liquidity need of the catering business, the Group mainly maintains its cash and cash equivalents in saving and current accounts or short term fixed deposits. The Group also reviews, from time to time, the need of entering into hedging activities, while during the year ended 31 December 2024, no hedging financial instrument had been acquired or disposed of by the Group. As at 31 December 2024, the Group’s credit risk is primarily attributable to trade receivables, pledged bank deposit and cash and cash equivalents.

The Group deposits its fixed deposits and cash and cash equivalents with approved and reputable banks. Bankruptcy or insolvency of the banks may cause the Group’s right with respect to cash and cash equivalents held to be delayed or limited. Management monitors the credit rating of these banks on an ongoing basis, and considers that the Group’s exposure to credit risk is minimal.

As at 31 December 2024, the Group has no significant concentrations of credit risk due to the customers’ base being large and unrelated. For trade receivables, the management considers the credit risk on long aged balances and make adequate provision by assessing the expected credit loss rate for those amount. The Group seeks to maintain strict management and control over its outstanding receivables to minimise credit risk.

In relation to the management of liquidity risk, the Group’s policy is to regularly monitor the liquidity requirements in order to maintain sufficient reserves of cash and adequate committed lines of funding from major banks to meet the liquidity requirements in short and long term.

Management Discussion and Analysis

EMPLOYEES AND REMUNERATION POLICIES

As at 31 December 2024, the total number of full-time and part-time employees of the Group was 539 (2023: 529). Total employee benefit expenses (including Directors' emoluments) were approximately HK\$171.5 million for the year ended 31 December 2024 (2023: HK\$167.7 million).

Employees' remuneration is commensurate with their job nature, qualifications and experience. Salaries and wages are normally reviewed annually based on performance appraisals and other relevant factors.

The Group continues to offer competitive remuneration packages and bonus to eligible staff, based on the performance of the Group and the individual employee.

SHARE OPTION SCHEME

The Company adopted a share option scheme (the **"Share Option Scheme"**) on 6 November 2017. As at the date of this report, no share option has been granted.

LITIGATIONS

As at 31 December 2024, the Group is not engaged in any litigation or arbitration of material importance and no litigation or claim of material importance is pending or threatened by or against any member of the Group.

PROSPECT

Currently, the Group's subsidiaries are operating thirteen restaurants in Hong Kong, comprising nine under our own brands and four under franchise or sub-license arrangements. The Group has decided to lessen the numbers of wholly owned restaurants and focused more on offering catering management and franchise services, such as two restaurants at M8 in Macau and one restaurant at Festival Walk in Kowloon Tong, Hong Kong, which incurred additional revenue to the Group. This is an effective way to improve profits and lessen overall capital investment.

To achieve sustainable growth, we aim to find a balance between cost management and the quality of our offerings. By optimizing supply chain processes and adopting innovative cooking techniques, we will maintain high standards while controlling costs. This approach ensures profitability without compromising on excellence. Automation is our next step to further lessen our manpower resources, which can improve cost performance ratio.

To diversify revenue streams while enhancing our market presence and reduce reliance on traditional restaurant operations, we are developing a range of new quality food products under the brand of "Homee Gourmet" (家嘗菜). Simultaneously, we are working to develop products under our existing restaurant brands and other upcoming new brands. We aim to leverage our expertise in managing food quality and defining recipes, building a resilient and market leading business model. By expanding into the retail and online markets, we position ourselves for sustained growth and increased profitability, while also adapting to changing consumer preferences.

In addition, as mentioned above, we offer consultancy services and sub-franchise opportunities to entrepreneurs by providing them with a proven business model and operational support, ensuring a guaranteed return on investment for our Company. As these franchisee operations thrive, it enhances our overall brand strength and market reputation, fostering a network of successful businesses.

Despite the uncertain and challenging business environment, the Group remains optimistic about the future and is confident in the ongoing success of our business. It is essential that we continually assess our market competitiveness. By leveraging our solid fundamentals, we strive best to enhance our B2B2C platform under the new platform "Saveur" (尚薈). With a commitment to quality and customer satisfaction, we are set to expand our footprint in the industry, driving both profitability and brand loyalty.

Directors and Senior Management

EXECUTIVE DIRECTORS

Mr. Wong Chi Wing Kinson (王志榮), aged 51, is our executive Director, the chairman of the Board (the “**Chairman**”), the chairman of the nomination committee, the chairman of the strategic development committee and a member of the remuneration committee. Mr. Wong joined our Group in August 2022. Mr. Wong is primarily responsible for corporate strategies, business development and oversees the general management of our Group. Mr. Wong is also a director of three of our subsidiaries, namely 1957 & Co. (Management) Limited, 1957 Food Supply Chain Company Limited and 1957 & Co. (Overseas) Limited.

Mr. Wong serves as a director in M&F Asset Management Limited since December 2022. Mr. Wong also serves as a director in AGW Facility Management Co. Limited since October 2023 and Smart Safe Limited since December 2024.

Mr. Wong possess 20 years of banking experience and held various senior management positions in both Hong Kong and China. Mr. Wong was a general manager and the head of small and medium-sized enterprises (“**SME**”) and equipment finance in Dah Sing Bank Ltd from October 2015 to August 2020. Mr. Wong served as a deputy general manager and the head of commercial banking from October 2014 to October 2015 and a deputy general manager and the head of SME and equipment finance from April 2012 to October 2014, respectively in Dah Sing Bank (China) Ltd, a subsidiary of Dah Sing Bank Ltd.

Mr. Wong obtained his degree of Bachelor of Arts (Honors) from the Hong Kong Polytechnic University in 1997 and the degree of Master of Commerce in Finance from the University of New South Wales, Australia, in 1999.

Mr. Lau Ming Fai (劉明輝), aged 52, is our executive Director, deputy chief executive officer, acting chief executive officer and a member of the strategic development committee. Mr. Lau joined our Group as chief operating officer in April 2014. He was appointed as an executive Director on 16 February 2017, a member of the strategic development committee on 18 November 2022, re-designated from the chief operating officer to the deputy chief executive officer and also serves as the acting chief executive officer since 1 November 2024. Mr. Lau is responsible for overseeing the Group’s operations, including recruitment, business development and formulating operating strategies and policies. Mr. Lau is also a director of each of the other members of our Group except 1957 Food Supply Chain Company Limited and 1957 & Co. (Overseas) Limited.

Mr. Lau has over 20 years of experience in the hospitality, catering, food and beverage industries.

Mr. Lau obtained his postgraduate certificate in management in September 2002, postgraduate diploma in management in October 2003 and master of management in September 2004, each from the Macquarie University in Australia. He also attained a Level 3 Award in Hazard Analysis Critical Control Point (HACCP) in Catering by the Chartered Institute of Environmental Health, Australia in August 2012.

Ms. Tsui Ngan Fun (徐雁芬), aged 66, is our executive Director and a member of the strategic development committee. Ms. Tsui joined our Group in December 2022. Ms. Tsui is primarily responsible for supervising corporate management and development of our Group.

Ms. Tsui has over 40 years of experience in banking sector and joined M&F Capital Limited since 2020 as chief operating officer and is involved in investment and acquisition projects of the company to ensure smooth transition and overall co-ordination of the projects. Ms. Tsui worked for Citibank Group from 1978 to 2003 and she left the bank as a vice president and the operations department head of the Citicorp commercial finance operations department in Citibank. Ms. Tsui joined the DBS Bank in 2004 as head of Business Support, Enterprise Banking, Greater China and extended her role to Corporate and Investment Bank (CIB), Greater China in 2006. From 2008 to 2019, Ms. Tsui served as deputy chief executive officer and chief operating officer of DBS Bank (China) Limited.

Directors and Senior Management

EXECUTIVE DIRECTORS (CONTINUED)

Ms. Lin Huiqin (林慧芹), aged 31, is our executive Director and a member of the strategic development committee. Ms. Lin joined our Group in December 2022. Ms. Lin is primarily responsible for supervising corporate management and development of our Group. Ms. Lin is also a director of three of our subsidiaries, namely 1957 & Co. (Management) Limited, 1957 Food Supply Chain Company Limited and 1957 & Co. (Overseas) Limited.

Ms. Lin joined M&F International Development Company Limited since 2022 as business development manager and is involved in promoting the company's products and services to customers, building long-term relationship with existing and new customers, and helping the company develop the mainland China market. Ms. Lin also serves as a director in AGW Facility Management Co. Limited since October 2023. Prior to that, Ms. Lin was an assistant general manager in a technology company from 2017 to 2021 and a finance assistant in a retail company from 2015 to 2017.

Ms. Lin obtained a Master of Business Administration from Hong Kong Metropolitan University in 2022.

NON-EXECUTIVE DIRECTOR

Mr. Chan Wai Fung (陳偉峰), aged 39, is our non-executive Director and a member of the strategic development committee. Mr. Chan was appointed as a non-executive Director on 19 August 2022.

Mr. Chan has extensive experience in the areas of business management, financial market, corporate governance and corporate finance. Mr. Chan serves as an executive director and chief executive officer of Zhong Jia Guo Xin Holdings Company Limited (stock code: 899) since March 2025. Mr. Chan served as the responsible officer and vice president in Silverbricks Securities Company Limited from February 2022 to March 2025 and from July 2020 to January 2022 respectively. Mr. Chan was a co-founder and director of Draco Capital Limited from October 2018 to June 2020. Mr. Chan held various positions in Haitong International Securities Group Limited starting from November 2010 as an assistant business manager until April 2012, worked as an officer in chief executive officer office from April 2012 to July 2014, became assistant manager in the investment and product team from August 2014 to July 2017, and was a vice president from July 2017 to October 2018. Mr. Chan worked at Chief Securities Group Limited from May 2008 to August 2010 as dealing officer.

Mr. Chan received his Bachelor of Social Science degree in Economics from the Chinese University of Hong Kong in 2007 and his Master of Business Administration from the Shanghai University of Finance and Economics in 2016. Mr. Chan has been awarded the qualification of a certified Financial Risk Manager (FRM) in 2010, Chartered Financial Analyst (CFA) in 2012 and Chartered Surveyor (MRICS) in 2023. Mr. Chan is a fellow member of Chartered Institute of Management Accountants (CIMA), a Chartered Global Management Accountant (CGMA) and a member of CPA Australia.

Directors and Senior Management

INDEPENDENT NON-EXECUTIVE DIRECTORS

Mr. Yim Hong Cheuk Foster (嚴康焯), aged 45, is our independent non-executive Director, the chairman of the remuneration committee, a member of the audit committee and a member of the nomination committee. Mr. Yim was appointed as an independent non-executive Director on 19 August 2022.

Mr. Yim has over seven years of experience in public service, professional and education institutions. Mr. Yim is currently the chairman of the Appeal Tribunal Panel established under section 45 of the Buildings Ordinance (Chapter 123 of the Laws of Hong Kong), a member of the Guardianship Board and a member of the Mental Health Review Tribunal of the Mental Health Ordinance (Chapter 136 of the Laws of Hong Kong), the legal consultant of the Junior Police Officers' Association of the Hong Kong Police Force, the honorary legal consultant of the H.K.S.A.R. Government Traffic Wardens General Union and the vice president of Legal Profession Advancement Association Limited. Additionally, Mr. Yim is a director of Hong Kong Securities and Investment Institute, a director of Hong Kong Education City Limited, a member of the Advisory Committee of the Master Programmes offered by the School of Translation of The Hang Seng University of Hong Kong, a director of the Lingnan Education Organisation, a member of the Advisory Board for the Master of Science in International Banking and Finance Program of Lingnan University and a member of the Council of Lingnan University.

Mr. Yim has held the directorships in the following companies listed on the Stock Exchange in the past three years:

Company Name	Listing on the Stock Exchange	Stock code	Period	Role(s)
Yincheng International Holding Co., Limited	Main Board	1902	Since June 2022	Independent non-executive director
Summi (Group) Holdings Limited	Main Board	756	From July 2022 to September 2022	Independent non-executive director

Mr. Yim received his Bachelor of Arts in Translation at Lingnan University in November 2002, the Master of Arts in Philosophy at the University of Nottingham, UK, in December 2003 and Master of Science in Marketing at the Chinese University of Hong Kong in December 2006. He was then admitted to the J.D. degree at the Chinese University of Hong Kong in December 2009 and obtained the Postgraduate Certificate in Laws from the same university in July 2010. Mr. Yim was admitted and enrolled as a barrister of the High Court of Hong Kong in June 2011, and is currently a counsel at Liberty Chambers with over 10 years of experience in the legal profession. Mr. Yim is a fellow of both Hong Kong Institute of Arbitrators and Hong Kong Securities and Investment Institute. He is also in the panel of arbitrators for the Shenzhen Court of International Arbitration (SCIA) and South China International Arbitration Center (Hong Kong) (SCIA(HK)).

Directors and Senior Management

INDEPENDENT NON-EXECUTIVE DIRECTORS (CONTINUED)

Mr. Huen, Felix Ting Cheung (禰廷彰), aged 38, is our independent non-executive Director, the chairman of the audit committee and a member of the remuneration committee. Mr. Huen was appointed as an independent non-executive Director on 19 August 2022.

Mr. Huen is a licensed person registered under the Securities and Futures Ordinance (Chapter 571 of the Laws of Hong Kong) (the “SFO”) to carry out Type 6 (advising on corporate finance) regulated activity. Mr. Huen has extensive experience in the areas of accounting and corporate finance. Mr. Huen is currently the director and responsible officer of Diligent Capital Limited, a licensed corporation registered under the SFO to carry out Type 6 (advising on corporate finance) regulated activity.

Mr. Huen has held the following position of the following companies listed on the Stock Exchange in the past three years:

Company Name	Listing on the Stock Exchange	Stock code	Period	Role(s)
Orient Securities International Holdings Limited	GEM	8001	Since November 2021	Company secretary
Oriental Payment Group Holdings Limited	GEM	8613	Since March 2022	Joint company secretary

Mr. Huen obtained a bachelor’s degree in arts (Accounting) from Edinburgh Napier University in United Kingdom in January 2010 and is a member of the Hong Kong Institute of Certified Public Accountants.

Ms. Lung Pui Ying Amy (龍佩英), aged 66, is our independent non-executive Director, a member of the audit committee and a member of the nomination committee. Ms. Lung was appointed as an independent non-executive Director on 31 August 2024.

Ms. Lung is one of the board members of Give2Asia Foundation Limited, a Hong Kong-based charitable institution with an objective to strengthen communities throughout Asia by making cross-border giving easier and more effective. Ms. Lung is also a board member of the CityU Enterprises Limited and a court member of The Hong Kong Polytechnic University.

Ms. Lung has over 30 years of global management experience in telecommunications and digital services. Ms. Lung joined Hutchison Telecommunications Hong Kong Holdings Limited (stock code: 215) and its affiliates (collectively, the “Hutchison Telecom Group”) since 2001. Prior to her retirement in 2019, she worked at Hutchison Telecommunications Group Holdings Limited, where her last position was a director of global device, service development and programme management. Before joining the Hutchison Telecom Group, Ms. Lung held various management positions at a number of mobile communications operators in Hong Kong, dealing with local and international projects. Ms. Lung holds a Master’s degree in Business Administration from Newport University.

Directors and Senior Management

SENIOR MANAGEMENT

Mr. Wong Wing Tak Hugo (黃永德), aged 32, is the chief financial officer of the Company. Mr. Wong was appointed as our chief financial officer on 5 June 2023. He is primarily responsible for overseeing the financial management of our Group.

Mr. Wong has over 8 years of experience in accounting, auditing and business advisory work. Prior to joining the Company, Mr. Wong worked as assurance manager in PricewaterhouseCoopers and supervised a team of subordinates to provide assurance service for over 20 listed and private companies in Hong Kong and various initial public offering projects.

Mr. Wong was graduated from University of East Anglia in United Kingdom in June 2014 with a Bachelor's Degree in Accounting and Finance. He is a member of the Hong Kong Institute of Certified Public Accountants.

Ms. Chan Hang Ming Florence (陳杏明), aged 49, is the director of marketing and communications of the Company. Ms. Chan joined our Group on 1 September 2012 as a marketing manager and was promoted to director of marketing and communications on 1 February 2016. She is primarily responsible for overseeing marketing, communications and public relations of all brands of our Group.

Ms. Chan has over 20 years of industry experience and prior to joining us, she served in the marketing and public relations departments of various hospitality groups and public relations firm in Hong Kong, including The Royal Garden, Hotel Nikko, Eaton Hotel, Langham Hospitality Group, JC Group, Furama Hotel and PR Concepts Company Limited and Miramar Group, where she planned and managed the opening of many renowned restaurants, including Inakaya, Teppanyaki Kaika and Dong Lai Shun.

Ms. Chan completed her higher diploma in hotel management from The Hong Kong Polytechnic University in 1997 and received her master of arts in communication from Hong Kong Baptist University in 2006.

COMPANY SECRETARY

Mr. Tsang Ho Yin (曾浩賢), was appointed as the joint company secretary of the Company on 19 August 2022 and serves as the company secretary of the Company since 5 June 2023. Mr. Tsang is currently a partner of Stevenson, Wong & Co., specialising in corporate finance and commercial law. Mr. Tsang has extensive experience in corporate and business affairs, including pre-listing reorganisations and investments, initial public offerings, merger and acquisitions, loan and financing transactions, investments in China, corporate governance and general compliance affairs of listed companies and private enterprises.

Mr. Tsang obtained a bachelor's degree in laws and a bachelor's degree in commerce in 2008 and subsequently a master's degree in laws in 2010 from the University of Melbourne, Australia. He also obtained the postgraduate certificate in laws from the City University of Hong Kong in 2011.

Mr. Tsang was admitted as a solicitor in Australia in 2012 and in Hong Kong in 2013 respectively.

Directors and Senior Management

COMPANY SECRETARY (CONTINUED)

Mr. Tsang has held the directorships in the following companies listed on the Stock Exchange in the past three years:

Company Name	Listing on the Stock Exchange	Stock code	Period	Role(s)
China Regenerative Medicine International Limited	GEM	8158	From January 2020 to August 2024	Non-executive director
CROSSTEC Group Holdings Limited	Main Board	3893	From September 2021 to January 2023	Independent non-executive director
			From January 2023 to December 2024	Non-executive director
Sterling Group Holdings Limited	Main Board	1825	From September 2021 to June 2024	Independent non-executive director
Zijing International Financial Holdings Limited	GEM	8340	From August 2023 to November 2024	Independent non-executive director
Skymission Group Holdings Limited	Main Board	1429	From September 2023 to November 2024	Independent non-executive director
Summi (Group) Holdings Limited	Main Board	756	From July 2022 to September 2022	Non-executive director

Mr. Tsang has also held the following position of the following companies listed on the Stock Exchange in the past three years:

Company Name	Listing on the Stock Exchange	Stock code	Period	Role(s)
Mabpharm Limited	Main Board	2181	Since May 2019	Joint company secretary and authorised representative
Sunshine 100 China Holdings Limited	Main Board	2608	From November 2019 to September 2024	Company secretary and authorised representative
Sundy Service Group Co. Ltd	Main Board	9608	Since January 2021	Joint company secretary and authorised representative

Report of Directors

The Board is pleased to present its report together with the audited consolidated financial statements of the Group for the year ended 31 December 2024.

PRINCIPAL ACTIVITIES

The Company principally operates full-service restaurants under our self-owned brands and franchised/sub-licensed brands in Hong Kong. We also provide restaurant pre-opening and management consultancy services in Hong Kong and the PRC. Analysis of the principal activities of the Group during the year ended 31 December 2024 is set out in note 1 to the consolidated financial statements.

BUSINESS REVIEW

Details of business review are set out in the section headed “Management Discussion and Analysis” on page 7 of this report. An analysis using financial key performance indicators can be found in the “Management Discussion and Analysis” on pages 7 to 11 of this report.

SEGMENT INFORMATION

The Company is an investment holding company and its subsidiaries are principally engaged in operation of restaurants and catering management and consultancy services. Information reported to the chief operating decision-maker for the purpose of resources allocation and performance assessment focuses on the operation results of the Group as a whole as the Group’s resources are integrated.

The Group’s revenue is mainly derived from customers in Hong Kong. The principal assets of the Group were also located in Hong Kong. Accordingly, no analysis by geographical segment is provided.

RESULTS

The results of the Group for the year ended 31 December 2024 are set out in the consolidated income statement and the consolidated statement of comprehensive income on pages 103 to 104 of this report.

FINAL DIVIDEND

The Board did not recommend the payment of final dividend for the year ended 31 December 2024 (2023: nil).

FINANCIAL SUMMARY

A summary of the Group’s results, assets and liabilities for the last five financial years is set out on page 4 of this report. This summary does not form part of the audited consolidated financial statements.

Report of Directors

MAJOR CUSTOMERS AND SUPPLIERS

Major customers

Due to the nature of our business, the majority of our customers consist of retail customers from the general public. As such, our Directors consider that it is not practicable to identify the five largest customers of our Group for the year ended 31 December 2024 and we did not rely on any single customer during the year. For instance, none of our customers accounted for 5% or more of our revenue for the year ended 31 December 2024.

Major Suppliers

For the year ended 31 December 2024, the Group's five largest suppliers accounted for 31.9% (2023: 29.3%) of the Group's total purchases and our single largest supplier accounted for 9.9% (2023: 8.6%) of the Group's total purchases.

During the year ended 31 December 2024, none of the Directors or any of their close associates or any Shareholders (which, to the best knowledge of the Directors, own more than 5% of the number of issued shares of the Company) had any interest in the Group's five largest suppliers as identified above.

PROPERTY, PLANT AND EQUIPMENT

Details of movements in the property, plant and equipment of the Company and the Group during the year ended 31 December 2024 are set out in note 13(a) to the consolidated financial statements.

SHARE CAPITAL

Details of movements in the share capital of the Company during the year ended 31 December 2024 are set out in note 20 to the consolidated financial statements.

RESERVES

Details of movements in the reserves of the Company and the Group during the year ended 31 December 2024 are set out in the consolidated statement of changes in equity on page 107 of this report.

DISTRIBUTABLE RESERVES

As at 31 December 2024, the Company's reserves available for distribution amounted to approximately HK\$60.7 million (2023: HK\$61.8 million) as calculated based on the Company's share premium less accumulated losses.

BANK LOANS AND OTHER BORROWINGS

Particulars of bank loans and other borrowings of the Group as at 31 December 2024 are set out in notes 23 and 28(b) to the consolidated financial statements.

Report of Directors

DIRECTORS

The Directors during the year ended 31 December 2024 and up to the date of this report were:

Executive Directors

Mr. Wong Chi Wing Kinson (*Chairman*)

Mr. Lau Ming Fai (re-designated from Chief Operating Officer to Deputy Chief Executive Officer on 1 November 2024)

Ms. Tsui Ngan Fun

Ms. Lin Huiqin

Mr. Kwok Chi Po (*Former Chief Executive Officer*) (resigned on 1 November 2024)

Non-executive Director

Mr. Chan Wai Fung

Independent Non-executive Directors

Mr. Yim Hong Cheuk Foster

Mr. Huen, Felix Ting Cheung

Ms. Lung Pui Ying Amy (appointed on 31 August 2024)

Ms. Cheang Ana (resigned on 31 August 2024)

In accordance with article 83(3) of the articles of association of the Company (the “**Articles of Association**”), any Director appointed by the Board to either fill a casual vacancy on the Board or as an addition to the existing Board shall hold office only until the next following annual general meeting of the Company and shall then be eligible for re-election.

Accordingly, Ms. Lung Pui Ying Amy will hold the office until the forthcoming annual general meeting of the Company to be held on 30 May 2025 (the “**AGM**”) and, being eligible, offer herself for re-election at the AGM.

In accordance with article 84 of the Articles of Association, one-third of the Directors for the time being shall retire from office by rotation and will be eligible for re-election and re-appointment at every annual general meeting, provided that (1) every Director shall be subject to retirement at an annual general meeting at least once every three years and (2) any Director appointed by the Board pursuant to article 83(3) of the Articles of Association shall not be taken into account in determining which particular Directors or the number of Directors who are to retire by rotation.

Accordingly, Mr. Wong Chi Wing Kinson, Ms. Tsui Ngan Fun and Ms. Lin Huiqin shall hold office until the AGM. All of the above retiring Directors and, being eligible, offer themselves for re-election at the AGM.

Details of the Directors to be re-elected at the AGM are set out in the circular to the Shareholders dated 28 April 2025.

DIRECTORS AND SENIOR MANAGEMENT

Biographical details of the Directors and senior management of the Company are set out on pages 15 to 20 of this report.

CHANGES TO INFORMATION IN RESPECT OF DIRECTORS

Upon specific enquiry by the Company, save as disclosed in the sections headed “Corporate Information” and “Directors and Senior Management” in this report, since the Company’s last published interim report and up to the date of this report as set out below, there was no change in the information of the Directors required to be disclosed pursuant to paragraphs (a) to (e) and (g) of Rule 17.50(2) of the GEM Listing Rules.

Report of Directors

CONFIRMATION OF INDEPENDENCE OF INDEPENDENT NON-EXECUTIVE DIRECTORS

The Company has received an annual confirmation of independence pursuant to Rule 5.09 of the GEM Listing Rules from each of the independent non-executive Directors and the Company considers such Directors to be independent during the year and remain so as of the date of this report.

DIRECTORS' SERVICE CONTRACTS AND LETTERS OF APPOINTMENT

One executive Director has signed a service contract with the Company for a term of three years commencing from 5 December 2017 (the "**Listing Date**"), and a supplemental service contract with the Company for his position as the deputy chief executive officer on 1 November 2024, which may be renewable subject to both parties' agreement.

One executive Director was appointed on 19 August 2022 and two executive Directors were appointed on 19 December 2022, each of whom has signed a service contract with the Company for a term of three years commencing from their respective appointment dates, which may be renewable subject to both parties' agreement.

The non-executive Director and two independent non-executive Directors were appointed on 19 August 2022 and each of them has signed a letter of appointment with the Company for a term of three years commencing from their respective appointment dates, which may be renewable subject to both parties' agreement.

One independent non-executive Director was appointed on 31 August 2024 and has signed a letter of appointment with the Company for a term of three years commencing from the appointment date, which may be renewable subject to both parties' agreement.

None of the Directors has a service contract or letter of appointment which is not determinable by the Group within one year without payment of compensation (other than statutory compensation).

DIRECTORS' INTERESTS IN TRANSACTIONS, ARRANGEMENTS OR CONTRACTS OF SIGNIFICANCE

Save as those interests set out in note 29 to the consolidated financial statements, no other Directors 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 or fellow subsidiaries was a party during the year and up to the date of this report.

MANAGEMENT CONTRACTS

No contracts concerning the management and administration of the whole or any substantial part of the business of the Company were entered into or existed during the year and up to the date of this report.

EMPLOYEES AND REMUNERATION POLICY

A remuneration committee was set up for reviewing the Group's emolument policy and structure for all remuneration of the Directors and senior management of the Group, having regard to the Group's operating results, individual performance of the Directors and senior management and comparable market practices.

Details of the emoluments of the Director and five highest paid individuals of the Group during the year ended 31 December 2024 are set out in notes 10 and 29 to the consolidated financial statements.

EMPLOYEES AND REMUNERATION POLICY (CONTINUED)

As at 31 December 2024, the Group had 441 full-time and 98 part-time employees. The Directors and senior management receive compensation in the form of salaries, benefits in kind and discretionary bonuses determined based on the relevant Director's or staff's duties, responsibilities, experience and skills. The Company also reimburses them for expenses which are necessarily and reasonably incurred for the provision of services to the Group or executing their functions in relation to the operations of the Group. In order to retain quality employees, the Group offers competitive remuneration and incentive schemes. We have also operated a staff bonus scheme and contributed to such scheme since December 2014. The Company regularly reviews and determines the remuneration and compensation package of the Directors and senior management, by reference to, among other things, market level of salaries paid by comparable companies, the respective responsibilities of the Directors and the performance of the Group.

RETIREMENT AND EMPLOYEE BENEFITS SCHEME

The Group joined the Mandatory Provident Fund Scheme (the “**MPF Scheme**”) for all of its employees employed under the Hong Kong Employment Ordinance. The MPF Scheme is registered with the Mandatory Provident Fund Authority under the Mandatory Provident Fund Schemes Ordinance (Chapter 485 of the Laws of Hong Kong) in Hong Kong. The assets of the MPF Scheme are held separately from those of the Group in funds under the control of an independent trustee. Currently, the Group and its employees are each required to make contributions to the MPF Scheme at 5% of the employees' relevant income, subject to a cap of monthly relevant income of HK\$30,000.

The retirement benefit scheme cost charged to the consolidated income statement represents contributions payable by the Group to the funds and is expensed as incurred. During the year, the retirement benefit scheme contributions borne by the Group amounted to HK\$6,933,000 (2023: HK\$6,752,000). No forfeited contribution for the Group is available to reduce the contribution payable in the future years. Contributions to the scheme vest immediately.

The Group has also adopted other employee benefit including a provident fund scheme for its employees in Hong Kong, as required under the Mandatory Provident Fund Schemes Ordinance. Details of such scheme are set out in note 10 to the consolidated financial statements.

Report of Directors

DIRECTORS' AND CHIEF EXECUTIVE'S INTERESTS AND SHORT POSITIONS IN SHARES, UNDERLYING SHARES AND DEBENTURES

As at 31 December 2024, the interests and short positions of the Directors and the chief executive of the Company in the shares, underlying shares and debentures of the Company or any of its associated corporations (within the meaning of Part XV of the SFO) which have been 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 which they were taken or deemed to have under such provisions of the SFO), or which were recorded in the register required to be kept by the Company pursuant to section 352 of the SFO or as otherwise notified to the Company and the Stock Exchange pursuant to Rules 5.46 to 5.67 of the GEM Listing Rules were as follows:

Interest in the Company:

Name	Capacity/Nature of Interest	Number of Shares	Long/Short Position	Approximate Percentage of Shareholding in the Company
Wong Chi Wing Kinson ("Mr. Wong")	Interest in controlled corporation (Note 1)	72,000	Long	0.02%

Note:

- (1) 72,000 shares were held by Win Prosper Investments Limited ("Win Prosper") which is wholly and beneficially owned by Mr. Wong. Accordingly, Mr. Wong was deemed to be interested in all the shares held by Win Prosper pursuant to the SFO.

Save as disclosed above, as at 31 December 2024, none of the Directors or the chief executive of the Company had or was deemed to have any interest or short position in the shares, underlying shares or debentures of the Company or its associated corporations (within the meaning of Part XV of the SFO) that was 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 which they were taken or deemed to have under such provisions of the SFO), or required to be recorded in the register required to be kept by the Company under section 352 of the SFO, or as otherwise notified to the Company and the Stock Exchange pursuant to Rules 5.46 to 5.67 of the GEM Listing Rules.

DIRECTORS' RIGHTS TO ACQUIRE SHARES OR DEBENTURES

Save as otherwise disclosed in this report, at no time during the year was the Company or any of its subsidiaries a party to any arrangement that would enable the Directors to acquire benefits by means of acquisition of shares in, or debentures of, the Company or any other body corporate, and none of the Directors or any of their spouses or children under the age of 18 were granted any right to subscribe for the equity or debt securities of the Company or any other body corporate or had exercised any such right.

Report of Directors

SUBSTANTIAL SHAREHOLDERS' INTERESTS AND SHORT POSITIONS IN SHARES AND UNDERLYING SHARES

As at 31 December 2024, to the best knowledge of the Directors, the following persons (not being a Director or chief executive of the Company) had interests or short positions in the shares or underlying shares of the Company which would fall to be disclosed to the Company and the Stock Exchange under the provisions of Divisions 2 and 3 of Part XV of the SFO, or which were recorded in the register required to be kept by the Company pursuant to section 336 of the SFO:

Name	Capacity/Nature of Interest	Number of Shares	Long/Short Position	Approximate Percentage of Shareholding in the Company
Real Hero Ventures Limited ("Real Hero")	Beneficial owner (Note 1)	274,350,000	Long	71.45%
Cai Weike ("Mr. Cai")	Interest in controlled corporation (Note 1)	274,350,000	Long	71.45%
Zhang Meiyun ("Ms. Zhang")	Interest of spouse (Note 2)	274,350,000	Long	71.45%

Notes:

- (1) Real Hero is an investment holding company incorporated in the British Virgin Islands, which is wholly and beneficially owned by Mr. Cai. Accordingly, Mr. Cai was deemed to be interested in all the shares held by Real Hero by virtue of the SFO.
- (2) Ms. Zhang is the spouse of Mr. Cai and was deemed to be interested in all the shares Mr. Cai was interested in by virtue of the SFO.

Save as disclosed above, as at 31 December 2024, the Directors were not aware of any persons (who were not Directors or chief executive of the Company) who had an interest or short position in the shares or underlying shares of the Company which would fall to be disclosed to the Company or the Stock Exchange under the provisions of Divisions 2 and 3 of Part XV of the SFO, or which would be required, pursuant to section 336 of the SFO, to be entered in the register referred to therein.

SHARE OPTION SCHEME

The Share Option Scheme was approved by the Shareholders on 6 November 2017 for the purpose of enabling the Group to grant options to selected participants as incentives or rewards for their contribution to our Group. The Directors consider the Share Option Scheme, with its broadened basis of participation, will enable our Group to reward the employees, the Directors and other selected participants for their contributions to our Group.

The Share Option Scheme will be valid and effective for a period as the Board may determine which shall not exceed ten years from the date of grant.

The aggregate number of shares of the Company which may be issued upon exercise of all outstanding share options granted and yet to be exercised under the Share Option Scheme and any other share option schemes of the Company must not exceed 30% of the shares of the Company in issue from time to time. No options may be granted under the Share Option Scheme or any other share option schemes of the Company if this will result in the limit being exceeded.

Report of Directors

SHARE OPTION SCHEME (CONTINUED)

The total number of shares of the Company which may be issued upon the exercise of all share options to be granted under the Share Option Scheme and other share option schemes must not, in aggregate, exceed 10% of the shares of the Company in issue as at the Listing Date (the “**Scheme Mandate Limit**”) provided that options lapsed in accordance with the terms of the Share Option Scheme or other share option schemes will not be counted for the purpose of calculating the Scheme Mandate Limit.

As at 31 December 2024, the total number of shares of the Company in respect of which share options may be granted under the Share Option Scheme shall not exceed 32,000,000 ordinary shares, being 10% of the total number of ordinary shares of the Company in issue as at the Listing Date and approximately 8.33% of the number of shares of the Company in issue (excluding treasury shares) as at the date of this report. The total number of shares issued and which may fall to be issued upon the exercise of the options granted under the Share Option Scheme and any other share option scheme of the Group (including both exercised or outstanding options) to each grantee in any 12-month period shall not exceed 1% of the issued share capital of our Company for the time being. The number of share options available for grant under the Scheme Mandate Limit at the beginning and the end of the financial year ended 31 December 2024 was 32,000,000 ordinary shares.

Eligible persons under the Share Option Scheme include (a) any employee (whether full-time or part-time including any executive director but excluding any non-executive director) of our Company, any of our subsidiaries or any entity (the “**Invested Entity**”) in which any member of the Group holds an equity interest; (b) any non-executive directors (including independent non-executive directors) of our Company, any of our subsidiaries or any Invested Entity; (c) any supplier of goods or services to any member of the Group or any Invested Entity; (d) any customer of any member of the Group or any Invested Entity; (e) any person or entity that provides research, development or other technological support to any member of the Group or any Invested Entity; (f) any shareholder of any member of the Group or any Invested Entity or any holder of any securities issued by any member of the Group or any Invested Entity; (g) any adviser (professional or otherwise) or consultant to any area of business or business development of any member of the Group or any Invested Entity; and (h) any other group or classes of participants who have contributed or may contribute by way of joint venture, business alliance or other business arrangement to the development and growth of the Group.

An option may be accepted by a participant within 21 days from the date of the offer of grant of the option. An option may be exercised in accordance with the terms of the Share Option Scheme at any time during a period to be determined and notified by the Directors to each grantee, which period may commence from the date of the offer for the grant of options is made, but shall end in any event not later than 10 years from the date of grant of the option subject to the provisions for early termination thereof. Unless otherwise determined by the Directors and stated in the offer for the grant of options to a grantee, there is no minimum period required under the Share Option Scheme for the holding of an option before it can be exercised. Despite the terms of the Share Option Scheme, any grant of the options by the Company will comply with the GEM Listing Rules as amended from time to time.

A nominal consideration of HK\$1 is payable by the grantee on acceptance of the grant of an option. The option may be exercised in whole or in part by the grantee giving notice in writing to the Company in such form as the Board may from time to time determine stating that the option is thereby exercised and the number of shares in respect of which it is exercised. Each such notice must be accompanied by a remittance for the full amount of the aggregate subscription price of the shares in respect of which the notice is given together with the reasonable administration fee specified by the Company from time to time. Within 28 days after receipt of the notice and the remittance, the Company shall allot and issue the relevant shares, credited as fully paid, and a share certificate for the relevant shares so allotted to the grantee.

SHARE OPTION SCHEME (CONTINUED)

The subscription price for the shares of the Company under the Share Option Scheme shall be a price determined by the Directors, but shall not be less than the highest of (i) the closing price of the shares of the Company as stated in the Stock Exchange's daily quotations sheet for trade in one or more board lots of the shares on the date of the offer for the grant, which must be a business day; (ii) the average closing price of shares of the Company as stated in the Stock Exchange's daily quotations for the five business days immediately preceding the date of the offer for the grant; and (iii) the nominal value of a share of the Company.

The Share Option Scheme remains in force for a period of ten years commencing on 6 November 2017. For more details, please refer to the section headed "Statutory and General Information — Share Option Scheme" in Appendix IV of the Prospectus. The remaining life of the Share Option Scheme is approximately 2 years and 8 months.

Up to 31 December 2024, no share option has been granted under the Share Option Scheme.

EQUITY-LINKED AGREEMENTS

Save for the Share Option Scheme as set out in this report, no equity-linked agreement that would or might result in the Company issuing shares, or that requiring the Company to enter into an agreement that would or might result in the Company issuing shares, was entered into by the Company during the year or subsisted at the end of the year.

PURCHASE, SALE OR REDEMPTION OF LISTED SECURITIES

During the year ended 31 December 2024, neither the Company nor any of its subsidiaries had purchased, sold or redeemed any of the Company's listed securities, including sale of treasury shares (as defined under the GEM Listing Rules), if any.

The Company did not have any treasury shares as at 31 December 2024 and up to the date of this report.

PRE-EMPTIVE RIGHTS

There is no provision for pre-emptive rights under the Articles of Association or the relevant laws of the Cayman Islands that would oblige the Company to offer new shares on a pro-rata basis to existing Shareholders.

TAX RELIEF

The Company is not aware of any relief from taxation available to Shareholders by reason of their holdings in the shares.

DIRECTORS' INTEREST IN COMPETING BUSINESS

During the year ended 31 December 2024, none of the Directors or their respective associates had engaged in or had any interest in any business which competes or is likely to compete, either directly or indirectly, with the businesses of the Group.

Report of Directors

CONNECTED TRANSACTION

Connected relationship

The Group has entered into two joint venture agreements with, among others, two indirectly wholly-owned subsidiaries of Hysan Development Company Limited ("**Hysan**") in respect of the formation of two joint venture companies to open and operate two restaurants offering Japanese and Shanghainese cuisine in Lee Garden Two, Causeway Bay in 2017. The two joint venture companies have been incorporated and are subsidiaries of the Company, of which 29% equity interest are owned by Hysan (through its relevant indirectly wholly-owned subsidiary). Therefore, Hysan and its subsidiary (the "**Hysan Group**") (including the various landlords and licensor under the lease and licence agreement and the existing connected leases and licence agreements) is a connected person of the Company at the subsidiary level.

Connected transaction and connected lease and licence agreement

References are made to the announcements of the Company dated 9 September 2022 and 1 March 2023 and the circular of the Company dated 29 September 2022.

On 29 August 2022, the landlord of certain premises in Lee Garden One, leased and licensed by a wholly-owned subsidiary of the Company, as tenant, for operating Gonpachi Restaurant and An Nam Restaurant (the "**Lee Garden One Lease**"), served a written notice to the Group to early terminate the Lee Garden One Lease on 31 January 2023, due to its plan to carry out renovation works at Lee Garden One.

Subsequently, on 9 September 2022, a wholly-owned subsidiary of the Company, Gonpachi Restaurant Limited, as tenant, signed the lease and licence agreements with a group company of Hysan Group, as landlord, to lease/license certain premises in Lee Garden Two for the relocation of our Gonpachi Restaurant and An Nam Restaurant. Pursuant to the lease and licence agreements, the term will be from 8 October 2022 to 31 January 2029 (the "**Lee Garden Two Lease**").

References are made to the announcements of the Company dated 30 August 2022 and 28 October 2022, the Group signed a lease agreement with a group company of Hysan Group to renew the lease of certain premises in Lee Garden Two to operate our restaurant under 10 Shanghai brand (the "**10-Shanghai Lease**").

The Group operates two restaurants offering Japanese and Shanghainese cuisines in Lee Garden Two in joint venture with Hysan Group. The two joint venture companies that operate the two restaurants are subsidiaries of the Company and each of them is owned as to 29% by Hysan Group. Accordingly, Hysan Group (including the landlord) is a connected person of the Company at the subsidiary level and the acquisition of right-of-use assets by the Group pursuant to Hong Kong Financial Reporting Standards ("**HKFRS**") 16 under the above leases also constitutes connected transactions for the Company under Chapter 20 of the GEM Listing Rules.

CONNECTED TRANSACTION (CONTINUED)

Summary of terms for the Lee Garden Two Lease

Agreement Date	:	9 September 2022 (Note 1)
Parties		
— Tenant/Licensee	:	Gonpachi Restaurant Limited, a wholly-owned subsidiary of the Company
— Landlord/Licensor	:	Barrowgate Limited, a wholly-owned subsidiary of Hysan
Location	:	<i>in respect of the lease agreement:</i> Shop Nos. 301–306 and 307–308 & 311 on the Third Floor of Lee Garden Two, 28 Yun Ping Road, Causeway Bay, Hong Kong <i>in respect of the licence agreement for Roof Garden No. 1:</i> All that Roof Garden No. 1 on the Third Floor of Lee Garden Two, 28 Yun Ping Road, Causeway Bay, Hong Kong <i>in respect of the licence agreement for Shop No. 310:</i> Shop No. 310 on the Third Floor, Lee Garden Two of 28 Yun Ping Road, Causeway Bay, Hong Kong
Term of lease/licence	:	approximately six years and four months, from 8 October 2022 to 31 January 2029 (both days inclusive)
Monthly rent/licence fee and other charges (exclusive of other outgoings)	:	— a fixed basic rent — turnover rent of a fixed percentage of monthly gross sales exceeding basic rent set out above — fixed operating charges, promotional levy and rates (other charges include extra operating charges of air-conditioning and/or chilled water as requested beyond the standard provision) — a fixed license fee inclusive of operating charges and promotional levy
Total consideration less fitting out subsidy	:	Approximately HK\$59.0 million

Summary of terms for the 10-Shanghai Lease

Agreement Date	:	29 September 2022
Parties		
— Tenant	:	1957 and Partners Limited, a subsidiary owned as to 51% by of the Company
— Landlord	:	Barrowgate Limited, a wholly-owned subsidiary of Hysan
Location	:	Shop No. 101 on the First Floor of Lee Garden Two, 28 Yun Ping Road, Causeway Bay, Hong Kong
Term of lease	:	2 years commencing from 1 October 2022 to 30 September 2024 (both days inclusive)
Monthly rent fee and other charges (exclusive of other outgoings)	:	— a fixed basic rent — turnover rent of a fixed percentage of monthly gross sales exceeding basic rent set out above — fixed operating charges, promotion levy and rates (other charges include extra operating charges of air-conditioning and/or chilled water as requested beyond the standard provision)
Total consideration	:	Approximately HK\$15.8 million

Note:

- (1) The date represented the date when the Group signed the Lee Garden Two Lease for six years and four months from 8 October 2022 to 31 January 2029. The lease and licence agreements were executed by the landlord on 27 January 2023 and 9 February 2023 respectively.

Report of Directors

CONNECTED TRANSACTION (CONTINUED)

Reasons for and benefit of the Lee Garden Two Lease

Since the landlord of the Lee Garden One Lease served a written notice to the Group to early terminate the Lee Garden One Lease on 31 January 2023, due to its plan to carry out renovation works at Lee Garden One, the Group had to identify appropriate locations for the relocation and considered that the premises to be an appropriate location taking into account factors such as the area of premises, its proximity to current location of the two restaurants, the environment and terms of the lease, etc.

Given that the term of the Lee Garden Two Lease commenced on 8 October 2022, the Group expected to have sufficient time to complete the fitting out works for the relocation prior to the termination of the Lee Garden One Lease. The Group planned to operate An Nam Restaurant and Gonachi Restaurant in its current locations until 31 January 2023, and the relocation was expected to take place in early February 2023. Such relocation did not cause material disruption to the Group's business operations or financial conditions. The Board believes that, taking into account the historical performance of Gonpachi Restaurant and An Nam Restaurant, entering into of the Lee Garden Two Lease would have a positive impact on the future development of the Company.

Reasons for and benefit of the 10-Shanghai Lease

One of our currently operating restaurants, 10 Shanghai, has been situated at the premises in Causeway Bay since 2017. The Board believes that, taking into account the historical performance of the 10 Shanghai Restaurant, the renewal of 10-Shanghai Lease would have a positive impact on the future development of the Company. The renewal of the lease agreement for the premises would enable the Company to secure the location for our 10 Shanghai Restaurant.

FULLY EXEMPTED CONTINUING CONNECTED TRANSACTIONS

During the year ended 31 December 2024, two tenancy agreements were entered into regarding the renewal of the 10-Shanghai Lease. The expiry date of the lease was initially extended from 1 October 2024 to 28 February 2025, and subsequently further extended from 1 March 2025 to 31 March 2025. Since the applicable percentage ratios for the annual caps under each renewal of the 10-Shanghai Lease are less than 5% and the amounts involved are less than HK\$3,000,000, these transactions fall within the exemption under Rule 20.74(1) of the GEM Listing Rules. Accordingly, these transactions are fully exempted from the independent Shareholders' approval, annual review and all disclosure requirements under Chapter 20 of the GEM Listing Rules.

NON-FULLY EXEMPTED CONTINUING CONNECTED TRANSACTIONS

During the year ended 31 December 2024, the Company has also entered into certain continuing connected transactions with connected persons (as defined under the GEM Listing Rules) which were not fully-exempted from reporting, announcement, independent Shareholders' approval and annual review requirements under Chapter 20 of the GEM Listing Rules (the "**Non-fully Exempted Continuing Connected Transactions**"), details of which are set out below. The independent non-executive Directors have reviewed these transactions and confirmed that the continuing connected 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

NON-FULLY EXEMPTED CONTINUING CONNECTED TRANSACTIONS (CONTINUED)

- (c) in accordance with the relevant agreements governing them on terms that are fair and reasonable and in the interests of the Shareholders as a whole.

The Non-fully Exempted Continuing Connected Transactions with the Group were as follows:

Leases and licence of premises from substantial shareholder of our subsidiaries

We have entered into three leases and one licence with Hysan Group in respect of the lease or licence of certain properties or area from Hysan Group to our Group for our restaurant operations (the “**Connected Leases and Licence Agreements**”). These premises and licensed area are located in Lee Garden Two, which is a shopping mall in Causeway Bay.

These Connected Leases and Licence Agreements were entered into by our Group in the ordinary course of business after having considered, among others, the location of these properties and the terms offered by Hysan Group.

Leasing of properties — operating lease rental/license fee paid

Name of counterparty (Note 1)	Date of signing by the Company/ agreement	Leased premises	Terms	Amount for the year (HK\$'000)	Annual cap (HK\$'000) (Note 2)
(1) Barrowgate Limited	9 September 2022	Shop Nos. 301–306 and 307–308 & 311 on the Third Floor of Lee Garden Two, 28 Yun Ping Road, Causeway Bay, Hong Kong	From 8 October 2022 to 31 January 2029	2,424	2,900
(2) Barrowgate Limited	29 September 2022	Shop No. 101, on the First Floor of Lee Garden Two, 28 Yun Ping Road, Causeway Bay, Hong Kong	From 1 October 2022 to 30 September 2024	–	2,200
Total				2,424	5,100

Notes:

- (1) This company is a member of the Hysan Group, which is a connected person of the Company by virtue of being a substantial shareholder of certain subsidiaries of the Group.

The basis for determination of the annual cap for the leased premises of Shop No. 101 in Lee Garden Two is based on the turnover rent and other charges while excluding the base rent (which has been separately taken into account as a connected transaction) according to the relevant requirements under the GEM Listing Rules.

The basis for determination of the annual cap for the leased premises of Shop Nos. 301–306 and 307–308 & 311 in Lee Garden Two is based on the turnover rent and other charges while excluding the base rent (which has been separately taken into account as a connected transaction) according to the relevant requirements under the GEM Listing Rules.

Report of Directors

NON-FULLY EXEMPTED CONTINUING CONNECTED TRANSACTIONS (CONTINUED)

Pursuant to Rule 20.54 of the GEM Listing Rules, the Directors engaged the auditor of the Company to perform certain work on the above 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 "Auditor's Letter on Continuing Connected Transactions under the Hong Kong Listing Rules" issued by the Hong Kong Institute of Certified Public Accountants. The auditor has provided a letter to the Directors and confirmed that, for the year ended 31 December 2024:

- a. nothing has come to their attention that causes us to believe that the disclosed continuing connected transactions have not been approved by the Board;
- b. nothing has come to their attention that causes us to believe that the transactions were not entered into, in all material respects, in accordance with the relevant agreements governing such transactions; and
- c. with respect to the aggregate amount of each of the continuing connected transactions set out the continuing connected transactions, nothing has come to our attention that causes us to believe that the disclosed continuing connected transactions have exceeded the annual cap as set by the Company.

The related party transactions as disclosed in note 28 to the consolidated financial statements constituted connected transactions or continuing connected transactions of the Company as defined in Chapter 20 of the GEM Listing Rules and are in compliance with the disclosure requirements under Chapter 20 of the GEM Listing Rules.

Save as disclosed in this report, during the year ended 31 December 2024, the Company had no connected transactions or continuing connected transactions which fell to be disclosed in accordance with the provisions under Chapter 20 of the GEM Listing Rules in relation to the disclosure of connected transactions and continuing connected transactions.

DONATIONS

The Group did not make any charitable and other donations during the year (2023: nil).

SIGNIFICANT LEGAL PROCEEDINGS

During the year, the Company was not engaged in any litigation or arbitration of material importance and no litigation or claim of material importance is known to the Directors to be pending or threatening against the Company.

COMPLIANCE WITH THE RELEVANT LAWS AND REGULATIONS

As far as the Directors are aware, the Group has complied in all material respects with the relevant laws and regulations that have a significant impact on the business and operation of the Group. During the year, there was no material breach of or non-compliance with the applicable laws and regulations by the Group.

ENVIRONMENTAL POLICIES AND PERFORMANCE

The Group is committed to providing an environmental friendly culture and atmosphere within the Group. Details of such are set out in the "Environmental, Social and Governance Report" contained in this report.

RELATIONSHIP WITH EMPLOYEES, SUPPLIERS, CUSTOMERS AND OTHER STAKEHOLDERS

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

PERMITTED INDEMNITY PROVISION

A permitted indemnity provision for the benefit of the Directors is currently in force and has been in force since 5 December 2017. The Company has taken on and maintained appropriate insurance cover in respect of potential legal actions against the Directors.

AUDIT COMMITTEE

The audit committee of the Company (the "**Audit Committee**") had, together with the management and external auditor of the Company (the "**Auditor**"), reviewed the accounting principles and policies adopted by the Group and the consolidated financial statements for the year ended 31 December 2024.

CORPORATE GOVERNANCE

The Company is committed to maintaining high standards of corporate governance practices. Information on the corporate governance practices adopted by the Company is set out in the "Corporate Governance Report" on pages 37 to 56 of this report.

Compliance Officer

Mr. Kwok Chi Po resigned as the compliance officer of the Company on 1 November 2024. After the amendments to the GEM Listing Rules which took effect from 1 January 2024, the Company is no longer required to appoint a compliance officer under the GEM Listing Rules. As such, the Board has resolved to cancel the position of compliance officer from 1 November 2024 onwards.

Company Secretary

The company secretary of the Company is Mr. Tsang Ho Yin. His biographical details are set out on pages 19 to 20 of this report.

SUFFICIENCY OF PUBLIC FLOAT

Based on information publicly available to the Company and to the best knowledge of the Directors, at least 25% of the Company's total issued shares, the prescribed minimum percentage of public float approved by the Stock Exchange and permitted under the GEM Listing Rules, was held by the public at all times during the year and as of the date of this report.

Report of Directors

AUDITOR

PricewaterhouseCoopers was appointed as the Auditor for the year ended 31 December 2024. There was no change in auditor in the preceding three years. The accompanying financial statements prepared in accordance with HKFRSs have been audited by PricewaterhouseCoopers.

PricewaterhouseCoopers shall retire at the AGM and, being eligible, will offer itself for re-appointment. A resolution for the re-appointment of PricewaterhouseCoopers as the Auditor for the year ending 31 December 2025 will be proposed at the AGM.

PUBLICATION OF INFORMATION ON WEBSITES

This report is available for viewing on the website of the Stock Exchange at www.hkexnews.hk and on the website of the Company at www.1957.com.hk.

CLOSURE OF REGISTER OF MEMBERS

In order to establish entitlements to attend and vote at the AGM, the register of members of the Company will be closed from 27 May 2025 to 30 May 2025, both days inclusive, during which period no transfer of the shares will be registered. To be eligible to attend the AGM, Shareholders are reminded to ensure that all completed share transfer forms accompanied by the relevant share certificates must be lodged with the Company's branch share registrar in Hong Kong, Tricor Investor Services Limited, at 17/F, Far East Finance Centre, 16 Harcourt Road, Hong Kong not later than 4:30 p.m. on 26 May 2025.

On behalf of the Board

Lau Ming Fai

Executive Director

Hong Kong, 26 March 2025

Corporate Governance Report

The Board is pleased to present the corporate governance report of the Company for the year ended 31 December 2024.

CORPORATE GOVERNANCE CULTURE AND PRACTICES

The Group is committed to maintaining high standards of corporate governance to safeguard the interests of the Shareholders and to enhance corporate value and accountability.

The Company has adopted the Corporate Governance Code (the “**CG Code**”) as set out in Appendix C1 to the GEM Listing Rules as its own code of corporate governance. The Board is committed to complying with the code provisions as stated in the CG Code to the extent that the Directors consider it is applicable and practical to the Company.

Save for the deviation disclosed below, the Company has complied with all other applicable code provisions under the CG Code during the year ended 31 December 2024.

Pursuant to code provision C.5.1 of the CG Code, the board should meet regularly and board meeting should be held at least four times a year at approximately quarterly intervals. During the year ended 31 December 2024, only two regular Board meetings were held to review and discuss various matters, including the annual results for the year ended 31 December 2024 and the interim results for the Company's six months ended 30 June 2024. The Company did not announce its quarterly results and hence did not consider the holding of quarterly Board meetings as necessary.

The Company will continue to review and monitor its corporate governance practices to ensure compliance with the CG Code.

THE BOARD

Responsibilities

The Board is responsible for the overall leadership of the Group, oversees the Group's strategic decisions and monitors business and performance. The Board has delegated the authority and responsibility for day-to-day management and operation of the Group to the senior management of the Group. To oversee particular aspects of the Company's affairs, the Board has established four Board committees including the Audit Committee, the remuneration committee (the “**Remuneration Committee**”), the nomination committee (the “**Nomination Committee**”) and the strategic development committee (the “**Strategic Development Committee**”) (together, the “**Board Committees**”). The Board has delegated to the Board Committees responsibilities as set out in their respective terms of reference.

All Directors have carried out duties in good faith and in compliance with applicable laws and regulations, and have acted in the interests of the Company and the Shareholders at all times.

The Company has arranged appropriate liability insurance in respect of legal action against the Directors. The insurance coverage will be reviewed on an annual basis.

Corporate Governance Report

THE BOARD (CONTINUED)

Board Composition

As at the date of this report, the Board comprises four executive Directors, one non-executive Director and three independent non-executive Directors as follows:

Executive Directors:

Mr. Wong Chi Wing Kinson (*Chairman*)

Mr. Lau Ming Fai (re-designated from Chief Operating Officer to Deputy Chief Executive Officer on 1 November 2024)

Ms. Tsui Ngan Fun

Ms. Lin Huiqin

Mr. Kwok Chi Po (*Former Chief Executive Officer*) (resigned on 1 November 2024)

Non-executive Director:

Mr. Chan Wai Fung

Independent Non-executive Directors:

Mr. Yim Hong Cheuk Foster

Mr. Huen, Felix Ting Cheung

Ms. Lung Pui Ying Amy (appointed on 31 August 2024)

Ms. Cheang Ana (resigned on 31 August 2024)

In accordance with Rule 5.02D of the GEM Listing Rules, Ms. Lung Pui Ying Amy, who was appointed as an independent non-executive Director on 31 August 2024, obtained the legal advice referred to in Rule 5.02D from the legal advisor of the Company on 31 August 2024, and Ms. Lung has confirmed that she understood her obligations as a Director.

The biographies of the Directors are set out under the section headed “Directors and Senior Management” in this report.

During the year, the Board has met at all times the requirements under Rules 5.05(1) and 5.05(2) of the GEM Listing Rules relating to the appointment of at least three independent non-executive Directors with at least one independent non-executive Director possessing appropriate professional qualifications or accounting or related financial management expertise.

The Company has also complied with Rule 5.05A of the GEM Listing Rules relating to the appointment of independent non-executive Directors representing at least one-third of the Board.

The Company believes that the diversity of Board members will be immensely beneficial for the enhancement of the Company’s performance. Therefore, the Company has adopted a board diversity policy (the “**Board Diversity Policy**”) to ensure that the Company will, when determining the composition of the Board, consider Board diversity in terms of, among other things, gender, age, cultural and educational background, professional experience, skills and knowledge. All Board appointments will be based on merits, and candidates will be considered against objective criteria, having due regard for the benefits of diversity of the Board.

As each of the independent non-executive Directors has confirmed his/her independence pursuant to Rule 5.09 of the GEM Listing Rules, the Company considers all of them to be independent parties.

Save as disclosed in the Directors’ biographies set out in the section headed “Directors and Senior Management” in this report, none of the Directors have any personal relationship (including financial, business, family or other material or relevant relationship) with any other Director and chief executive of the Company.

Corporate Governance Report

THE BOARD (CONTINUED)

Board Composition (Continued)

All Directors, including independent non-executive Directors, have brought a wide spectrum of valuable business experience, knowledge and professionalism to the Board for its efficient and effective functioning. Independent non-executive Directors are invited to serve on the Audit Committee, the Remuneration Committee and the Nomination Committee.

As regards the CG Code provision requiring directors to disclose the number and nature of offices held in public companies or organisations and other significant commitments as well as the identity of the public companies or organisations and the time involved to the issuer, the Directors have agreed to disclose their commitments and any subsequent change to the Company in a timely manner.

Induction and Continuous Professional Development

Each newly appointed Director is provided with necessary induction and information to ensure that he/she has a proper understanding of the Company's operations and businesses as well as his/her responsibilities under relevant statutes, laws, rules and regulations. The Company also provides regular updates on the latest development and changes in the GEM Listing Rules and other relevant legal and regulatory requirements from time to time. The Directors are also provided with regular updates on the Company's performance, position and prospects to enable the Board as a whole and each Director to discharge their duties.

Directors are encouraged to participate in continuous professional development to develop and refresh their knowledge and skills. The Company will continue to arrange training to the Directors in accordance with code provision C.1.4 of the CG Code.

According to the information provided by the Directors, a summary of training received by the Directors throughout the year ended 31 December 2024 is as follows:

Directors	Nature of Continuous Professional Development (Notes)
Executive Directors	
Mr. Wong Chi Wing Kinson (<i>Chairman</i>)	A&B
Mr. Lau Ming Fai (re-designated from Chief Operating Officer to Deputy Chief Executive Officer on 1 November 2024)	A&B
Ms. Tsui Ngan Fun	A&B
Ms. Lin Huiqin	A&B
Mr. Kwok Chi Po (<i>Former Chief Executive Officer</i>) (resigned on 1 November 2024)	A&B
Non-executive Director	
Mr. Chan Wai Fung	A&B
Independent Non-executive Directors	
Mr. Yim Hong Cheuk Foster	A&B
Mr. Huen, Felix Ting Cheung	A&B
Ms. Lung Pui Ying Amy (appointed on 31 August 2024)	A&B
Ms. Cheang Ana (resigned on 31 August 2024)	A&B

Corporate Governance Report

THE BOARD (CONTINUED)

Induction and Continuous Professional Development (Continued)

Notes:

A: Attending seminars and/or meetings and/or forums and/or briefings

B: Reading materials relevant to corporate governance, director's duties and responsibilities, the GEM Listing Rules and other relevant ordinances

Chairman and Chief Executive Officer

Under code provision C.2.1 of the CG Code, the roles of chairman and chief executive officer should be separate and performed by different individuals. During the year ended 31 December 2024 and up to the date of this report, Mr. Wong Chi Wing Kinson is the Chairman and, since the resignation of Mr. Kwok Chi Po as the chief executive officer of the Company on 1 November 2024, Mr. Lau Ming Fai has been re-designated from the chief operating officer of the Company to the deputy chief executive officer of the Company, and he serves as the acting chief executive officer of the Company (the **"Acting Chief Executive Officer"**).

The Chairman and the Acting Chief Executive Officer are currently two separate positions held by Mr. Wong Chi Wing Kinson and Mr. Lau Ming Fai, respectively, with clear distinction in responsibilities. The Chairman is responsible for providing strategic advice and guidance on the business development of the Group, while the Acting Chief Executive Officer is responsible for the day-to-day operations of the Group.

Appointment, Resignation and Re-election of Directors

One executive Director has signed a service contract with the Company for a term of three years commencing from the Listing Date, and a supplemental service contract with the Company for his position as the deputy chief executive officer on 1 November 2024, which may be renewable subject to both parties' agreement.

One executive Director was appointed on 19 August 2022 and two executive Directors were appointed on 19 December 2022, each of whom has signed a service contract with the Company for a term of three years commencing from their respective appointment dates, which may be renewable subject to both parties' agreement.

The non-executive Director and two independent non-executive Directors were appointed on 19 August 2022 and each of them has signed a letter of appointment with the Company for a term of three years commencing from their respective appointment dates, which may be renewable subject to both parties' agreement.

One independent non-executive Director was appointed on 31 August 2024 and has signed a letter of appointment with the Company for a term of three years commencing from the appointment date, which may be renewable subject to both parties' agreement.

None of the Directors has a service contract or letter of appointment which is not determinable by the Group within one year without payment of compensation (other than statutory compensation).

The procedures and process of appointment, re-election and removal of Directors are set out in the Articles of Association. The Nomination Committee is responsible for reviewing the Board composition and making recommendations to the Board on the appointment or re-election of Directors and succession planning for Directors.

Mr. Wong Chi Wing Kinson, Ms. Tsui Ngan Fun, Ms. Lin Huiqin and Ms. Lung Pui Ying Amy will hold office until the forthcoming AGM and retire from office by rotation and will be eligible for re-election and re-appointment.

Corporate Governance Report

THE BOARD (CONTINUED)

Board Meetings

The Company adopts the practice of holding Board meetings regularly, at least four times a year, and at approximately quarterly intervals. Notices of not less than fourteen days are given for all regular Board meetings to provide all Directors with an opportunity to attend and include matters in the agenda for a regular meeting.

For other Board and Board Committee meetings, reasonable notice is generally given. The agenda and accompanying board papers are dispatched to the Directors or Board Committee members at least three days before the meetings to ensure that they have sufficient time to review the papers and are adequately prepared for the meetings. When Directors or Board Committee members are unable to attend a meeting, they will be advised of the matters to be discussed and given an opportunity to make their views known to the Chairman or the chairman of respective Board Committees prior to the meeting. Minutes of meetings are kept by the company secretary with copies circulated to all Directors for information and records.

Minutes of the Board meetings and Board Committee meetings are recorded in sufficient detail about the matters considered by the Board and the Board Committees and the decisions reached, including any concerns raised by the Directors. Draft minutes of each Board meeting and Board Committee meeting are sent to the Directors for comments within a reasonable time after the date on which the meeting is held. Minutes of the Board meetings are open for inspection by Directors.

During the year, two Board meetings and a general meeting were held by the Company and the attendance of each Director at these meetings is set out in the table below:

Directors	Board meeting(s)	Attended/ Eligible to attend the general meeting
Executive Directors		
Mr. Wong Chi Wing Kinson	2/2	1/1
Mr. Lau Ming Fai	2/2	1/1
Ms. Tsui Ngan Fun	2/2	1/1
Ms. Lin Huiqin	2/2	1/1
Mr. Kwok Chi Po (resigned on 1 November 2024)	2/2	1/1
Non-executive Director		
Mr. Chan Wai Fung	2/2	1/1
Independent Non-executive Directors		
Mr. Yim Hong Cheuk Foster	2/2	1/1
Mr. Huen, Felix Ting Cheung	2/2	1/1
Ms. Lung Pui Ying Amy (appointed on 31 August 2024)	N/A (Note 1)	N/A (Note 1)
Ms. Cheang Ana (resigned on 31 August 2024)	2/2	1/1

Note:

(1) There was no meeting held after the appointment of the relevant Director until 31 December 2024.

Corporate Governance Report

THE BOARD (CONTINUED)

Required Standard of Dealings for Securities Transactions

The Company has adopted the required standard of dealings set out in Rules 5.46 to 5.67 of the GEM Listing Rules as its own code of conduct regarding Directors' securities transactions. Having made specific enquiries of all Directors, each of the Directors has confirmed that he/she has complied with the required standard of dealings during the year ended 31 December 2024.

The Company has also adopted its own code of conduct regarding employees' securities transactions with reference to the required standard of dealings for the compliance by its relevant employees who are likely to be in possession of unpublished inside information of the Company in respect of their dealings in the Company's securities.

Delegation by the Board

The Board reserves for its decision for all major matters of the Company, including: approval and monitoring of all policy matters, overall strategies and budgets, internal control and risk management systems, material transactions (in particular those that may involve conflict of interests), financial information, appointment of Directors and other significant financial and operational matters. Directors could have recourse to seek independent professional advice in performing their duties at the Company's expense and are encouraged to access and to consult with the Company's senior management independently.

The daily management, administration and operation of the Group are delegated to the senior management. The delegated functions and responsibilities are periodically reviewed by the Board. Approval has to be obtained from the Board prior to any significant transactions entered into by the management.

Corporate Governance Function

The Board recognises that corporate governance should be the collective responsibility of the Directors which includes:

- (a) to review and monitor the Company's policies and practices on compliance with legal and regulatory requirements;
- (b) to review and monitor the training and continuous professional development of Directors and senior management;
- (c) to develop, review and monitor the code of conduct and compliance manual applicable to employees and Directors;
- (d) to develop and review the Company's policies and practices on corporate governance and make recommendations to the Board and report to the Board on such matters;
- (e) to review the Company's compliance with the CG Code and disclosure in the corporate governance report; and
- (f) to review and monitor the Company's compliance with the Company's whistleblowing policy.

Corporate Governance Report

BOARD COMMITTEES

The Board established four committees, namely, the Audit Committee, the Nomination Committee, the Remuneration Committee and the Strategic Development Committee. The Board Committees are provided with sufficient resources to discharge their duties.

Audit Committee

The Audit Committee comprises three members, namely Mr. Yim Hong Cheuk Foster, Mr. Huen, Felix Ting Cheung and Ms. Lung Pui Ying Amy, all of them are independent non-executive Directors. Mr. Huen, Felix Ting Cheung is the chairman of the Audit Committee.

The principal duties of the Audit Committee include the following:

1. to review the relationship with the Auditor by reference to the work performed by the Auditor, their fees and terms of engagement, and make recommendations to the Board on the appointment, re-appointment and removal of the Auditor;
2. to review the financial statements and reports and consider any significant or unusual items raised by the Company's staff responsible for the accounting and financial reporting function, compliance officer or the Auditor before submission to the Board; and
3. to review the adequacy and effectiveness of the Company's financial reporting system, internal control and risk management systems and associated procedures, including the adequacy of the resources, staff qualifications and experience, training programmes and budget of the Company's accounting and financial reporting function.

The written terms of reference of the Audit Committee are available on the websites of the Stock Exchange and the Company.

During the year, two Audit Committee meetings were held by the Company and the attendance of each Director at these meetings is set out in the table below:

Directors	Attended/ Eligible to attend the committee meeting(s)
Independent Non-executive Directors	
Mr. Yim Hong Cheuk Foster	2/2
Mr. Huen, Felix Ting Cheung (<i>Chairman</i>)	2/2
Ms. Lung Pui Ying Amy (appointed on 31 August 2024)	N/A (Note 1)
Ms. Cheang Ana (resigned on 31 August 2024)	2/2

Note:

- (1) There was no meeting held after the appointment of the relevant Director until 31 December 2024.

Corporate Governance Report

BOARD COMMITTEES (CONTINUED)

Audit Committee (Continued)

During the meetings, the Audit Committee:

- reviewed the interim results and report of the Group for the interim period during the year prepared by the finance and management team relating to accounting issues and major findings;
- reviewed the annual results of the Group for the year ended 31 December 2023 as well as the audit report prepared by the Auditor relating to accounting issues and major findings in course of audit; and
- reviewed the financial reporting system, compliance procedures, internal control (including the adequacy of resources, staff qualifications and experience, training programmes and budget of the Company's accounting and financial reporting function), risk management systems and processes and the re-appointment of the Auditor; the Board had not deviated from any recommendation given by the Audit Committee on the selection, appointment, resignation or dismissal of the Auditor.

Nomination Committee

The Nomination Committee currently comprises three members, namely Mr. Wong Chi Wing Kinson (Chairman and executive Director), Mr. Yim Hong Cheuk Foster (independent non-executive Director) and Ms. Lung Pui Ying Amy (independent non-executive Director). Mr. Wong Chi Wing Kinson is the chairman of the Nomination Committee.

The principal duties of the Nomination Committee include the following:

1. to review the structure, size and composition (including the skills, knowledge and experience) of the Board annually and make recommendations on any proposed changes to the Board to complement the Company's corporate strategy;
2. to identify individuals suitably qualified to become Directors and select or make recommendations to the Board on the selection of individuals nominated for directorships;
3. to assess the independence of independent non-executive Directors; and
4. to make recommendations to the Board on the appointment or re-appointment of Directors and the succession planning for Directors, in particular the Chairman and the executive Directors.

The Nomination Committee assesses the candidate or incumbent based on criteria such as integrity, experience, skill and ability to commit time and effort to carry out the duties and responsibilities. The recommendations of the Nomination Committee will then be put to the Board for decision.

The written terms of reference of the Nomination Committee are available on the websites of the Stock Exchange and the Company.

Corporate Governance Report

BOARD COMMITTEES (CONTINUED)

Nomination Committee (Continued)

During the year, one Nomination Committee meeting was held by the Company and the attendance of each Director at the meeting is set out in the table below:

Directors	Attended/ Eligible to attend the committee meeting
Executive Director	
Mr. Wong Chi Wing Kinson (<i>Chairman</i>)	1/1
Independent Non-executive Directors	
Mr. Yim Hong Cheuk Foster	1/1
Ms. Lung Pui Ying Amy (appointed on 31 August 2024)	N/A (Note 1)
Ms. Cheang Ana (resigned on 31 August 2024)	1/1

Note:

(1) There was no meeting held after the appointment of the relevant Director until 31 December 2024.

Board Diversity Policy

On 7 November 2017, the Board adopted the Board Diversity Policy and was revised on 1 January 2019, a summary of which is set out below:

1. In considering the composition of the Board, the Board is of the view that diversity can be considered from a number of perspectives, including gender, age, cultural and educational background, ethnicity, professional experience, skills, knowledge and length of service;
2. The above perspectives shall be taken into account in determining the optimal composition of the Board and where possible, should be balanced among one another as appropriate;
3. Appointments to the Board should be made based on merits and the contributions that the individual is expected to bring to the Board, with due regard to the benefits of diversity in the Board; and
4. The Nomination Committee shall review the Board Diversity Policy and make recommendations to the Board on amendments to the Board Diversity Policy (if any) as appropriate, which will include an assessment of the implementation and effectiveness of the Board Diversity Policy on an annual basis in accordance with code provision B.1.3 of the CG Code.

The Board Diversity Policy is available on the website of the Company for public information.

Corporate Governance Report

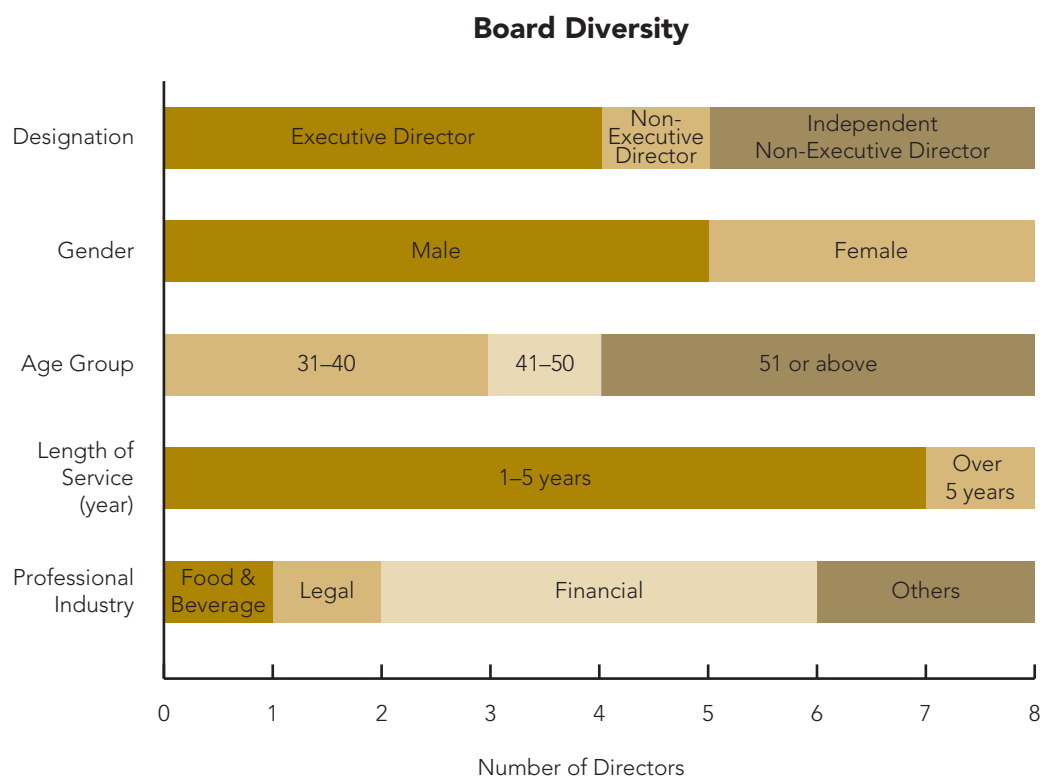
BOARD COMMITTEES (CONTINUED)

Gender Diversity

The Board currently has three female Directors and as such has achieved gender diversity in respect of the Board. We will continue to strive to enhance female representation and achieve an appropriate balance of gender diversity with reference to the Shareholders' expectation and international and local recommended best practices. We will also ensure that there is gender diversity when recruiting staff at mid to senior level and we are committed to providing career development opportunities for female staff so that we will have a pipeline of female senior management and potential successors to our Board in near future.

As at 31 December 2024, as set out in the section headed "7. Our Commitment to Our People — D. Employee Data" in the environmental, social and governance report contained in this report, among the 539 employees (including senior management) of the Group, the percentages of male employees and female employees are 55% and 45%, respectively. The Board considers that the Group's workforce (including senior management) is diverse in terms of gender.

As at the date of this report, the Board's composition under major diversified perspectives was summarised as follows:



During the year, the Nomination Committee conducted reviews and made corresponding recommendations to the Board in respect of the following matters:

1. the size, structure and composition of the Board and its list;
2. the re-election of members of the Board retiring at the 2024 annual general meeting of the Company; and
3. an annual assessment of the independence of each independent non-executive Director.

Corporate Governance Report

BOARD COMMITTEES (CONTINUED)

Remuneration Committee

The Remuneration Committee comprises three members, namely Mr. Yim Hong Cheuk Foster (independent non-executive Director), Mr. Wong Chi Wing Kinson (Chairman and executive Director) and Mr. Huen, Felix Ting Cheung (independent non-executive Director). Mr. Yim Hong Cheuk Foster is the chairman of the Remuneration Committee.

The Remuneration Committee has adopted model (ii) as set out in the code provision E.1.2(c) of the CG Code, under which the Remuneration Committee makes recommendations to the Board on the remuneration packages of individual executive Directors and senior management.

The principal duties of the Remuneration Committee include the following:

1. to make recommendations to the Board on the Company's overall policy and structure for the remuneration of the Directors and senior management and establish a formal and transparent procedure for developing remuneration policy;
2. to review and approve the management's remuneration proposals with reference to the corporate goals and objectives set by the Board;
3. as the Board shall direct, to make recommendations to the Board on the remuneration packages of individual executive Directors and senior management. These include benefits in kind, pension rights and compensation payments, including any compensation payable for loss or termination of their office or appointment;
4. to make recommendations to the Board on the remuneration of non-executive Directors;
5. to consider salaries paid by comparable companies in the industry in which the Company operates, time commitment and responsibilities and employment conditions elsewhere in the Group;
6. to review and approve compensation payable to Directors (executive, non-executive or independent non-executive Directors), executive officers and senior management for any loss or termination of office or appointment to ensure that it is consistent with contractual terms and is otherwise fair and in line with market practice;
7. to review and approve compensation arrangements relating to dismissal or removal of Directors (executive, non-executive or independent non-executive Directors) for misconduct to ensure that they are consistent with contractual terms and are otherwise reasonable and appropriate;
8. to ensure that no Director or any of his associates (as defined in the GEM Listing Rules) is involved in deciding his own remuneration; and
9. to review and/or approve matters relating to share schemes under Chapter 23 of the GEM Listing Rules.

The written terms of reference of the Remuneration Committee are available on the websites of the Stock Exchange and the Company.

Corporate Governance Report

BOARD COMMITTEES (CONTINUED)

Remuneration Committee (Continued)

During the year, one Remuneration Committee meeting was held by the Company and the attendance of each Director at the meeting is set out in the table below:

Directors	Attended/Eligible to attend the committee meeting
Executive Director	
Mr. Wong Chi Wing Kinson	1/1
Independent Non-executive Directors	
Mr. Yim Hong Cheuk Foster (<i>Chairman</i>)	1/1
Mr. Huen, Felix Ting Cheung	1/1

Remuneration of Directors and Senior Management

Details of the remuneration by band of the members of the Board and senior management of the Company, whose biographies are set out on pages 15 to 20 of this report, for the year ended 31 December 2024 are set out below:

Remuneration bands	Number of individuals
Nil to HK\$1,000,000	8
HK\$1,000,001 to HK\$2,000,000	3
HK\$2,000,001 to HK\$3,000,000	1

During the year, the Remuneration Committee reviewed the remuneration package and assessed the performance of executive Directors and senior management and the Directors' fees proposal and made recommendation to the Board.

Strategic Development Committee

The Strategic Development Committee currently comprises five members, including four executive Directors, namely Mr. Wong Chi Wing Kinson, Mr. Lau Ming Fai, Ms. Tsui Ngan Fun and Ms. Lin Huiqin and a non-executive Director, Mr. Chan Wai Fung. Mr. Wong Chi Wing Kinson is the chairman of the Strategic Development Committee.

The principal duties of the Strategic Development Committee include the following:

- (1) to research market trends, analyse competitive dynamics, and review and make recommendations to the Board on development strategies and plans;
- (2) to develop strategic plans and annual implementation plans, including but not limited to:
 - (i) shop opening and distribution;
 - (ii) brand strategies;
 - (iii) investment decisions;
 - (iv) personnel development;
 - (v) service quality standard; and
 - (vi) resource forecast;

Corporate Governance Report

BOARD COMMITTEES (CONTINUED)

Strategic Development Committee (Continued)

- (3) to monitor and review the implementation and execution of the plans;
- (4) to reshape the implementation direction and/or revise the development strategies or plans, if necessary, in response to significant matters affecting development strategies and plans;
- (5) to report to the Board on its decisions or recommendations and update the Board of the implementation status of the development strategies or plans; and
- (6) to deal with other matters authorised by the Board.

The written terms of reference of the Strategic Development Committee are available on the websites of the Stock Exchange and the Company.

During the year, one Strategic Development Committee meeting was held by the Company and the attendance of each Director at the meeting is set out in the table below:

Directors		Attended/Eligible to attend the committee meeting
Executive Directors		
Mr. Wong Chi Wing Kinson (<i>Chairman</i>)		1/1
Mr. Lau Ming Fai		1/1
Ms. Tsui Ngan Fun		1/1
Ms. Lin Huiqin		1/1
Mr. Kwok Chi Po (resigned on 1 November 2024)		1/1
Non-executive Director		
Mr. Chan Wai Fung		1/1

DIRECTORS' RESPONSIBILITIES FOR FINANCIAL REPORTING IN RESPECT OF FINANCIAL STATEMENTS

The Directors acknowledge their responsibilities for preparing the financial statements for the year ended 31 December 2024, which give a true and fair view of the affairs of the Company and the Group and of the Group's results and cash flows.

The management has provided to the Board such explanation and information as are necessary to enable the Board to carry out an informed assessment of the Company's financial statements, which are put to the Board for approval. The Company provides all members of the Board with monthly updates on the Company's performance, positions and prospects.

The Directors were not aware of any material uncertainties relating to events or conditions which may cast significant doubt upon the Group's ability to continue as a going concern.

The statement by the Auditor regarding its reporting responsibilities on the consolidated financial statements of the Company is set out in the Independent Auditor's Report on pages 97 to 102 of this report.

Corporate Governance Report

INTERNAL CONTROL AND RISK MANAGEMENT

Responsibility

The Board has the overall responsibility to ensure that sound and effective risk management and internal control systems are maintained, while management is responsible for designing and implementing risk management and internal control systems to manage risks. Sound and effective systems of risk management and internal control are designed to identify and manage the risk of failure to achieve business objectives.

Risk Management and Internal Control Framework

The Board is responsible for the Group's risk management and internal control systems and for reviewing their effectiveness. The Audit Committee supports the Board in monitoring the Group's risk exposures, the design and operating effectiveness of the underlying risk management, and the internal control systems. The Audit Committee acts on behalf of the Board to:

- i. review the key business risks, and control measures to mitigate, reduce or transfer such risks; and
- ii. review the business process and operations reported by internal audit and external consultants, including action plans to address any identified control weaknesses, as well as status updates and monitoring the implementation of audit recommendations.

The Audit Committee will then report to the Board after due review of the effectiveness of the Group's risk management and internal control systems.

The Board considers the work and findings of the Audit Committee in forming its own view on the effectiveness of the systems.

Risk Management

The Group has established a risk management policy and formal risk assessment system. The Group's risk management framework comprises the following key elements:

1. Identify risks;
2. Analyse risks;
3. Evaluate risks; and
4. Treat risks.

Corporate Governance Report

INTERNAL CONTROL AND RISK MANAGEMENT (CONTINUED)

Risk Management (Continued)

Senior management identifies the key risks that potentially impact the key business processes of their operations on an annual basis. The identified risks are analysed and evaluated using established risk assessment criteria which include appropriate qualitative and quantitative techniques, these identified risks are scored based on their likelihood of occurring and the impact on business should they occur. Such risk evaluation system helps to rank the risks and to prioritise risk management efforts to determine the appropriate risk mitigation plans (i.e. accept, reduce, transfer and avoid). Results of the annual risk assessment are reported to the Audit Committee, including the significant risks of the Group and the associated control activities to mitigate or transfer the identified risks. The risk assessment results indicated limited changes in the nature and extent of significant risks identified by the Group since the Listing Date. To provide assurance over the effectiveness of the risk mitigating controls, the Group has formulated a risk-based, 3-year internal audit plan which covers the identified risk mitigating controls and key business processes of the Group.

Internal Controls

The Group has established policies and procedures including defined levels of responsibilities and reporting lines. Controls have been designed and established to ensure that assets are safeguarded against improper use or disposal, financial and accounting records are maintained in accordance with relevant accounting standards and regulatory reporting requirements, and key risks that may impact on the Group's performance are identified and assessed.

The Audit Committee, through assistance of an external consultant has conducted a review of the effectiveness of the internal control system covering the material controls embedded in the Group's key business processes. This included but not limited to the processes of the food safety and customer services management etc.

The Group has reviewed the need for an internal audit function since the Listing Date and considered it appropriate to adopt a co-sourcing model for its internal audit function. The Group has also engaged an external consultant to assist in its internal audit efforts during the year.

Review of Risk Management and Internal Control Systems

In respect of the year ended 31 December 2024, the Board considers the risk management and internal control systems to be effective and adequate. No significant areas of concern that may affect the financial, operational, compliance controls, and risk management functions of the Group have been identified. The 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. A review on the risk management and internal control systems is conducted on an annual basis.

During the review, the Board also considered the resources, qualification/experience of staff of the Group's internal control, accounting and financial reporting function, and their training and budget to be adequate.

Disclosure of Inside Information

The Group is aware of its obligation of handling and dissemination of inside information under the GEM Listing Rules and the SFO. The Group has established an inside information management policy for identifying, monitoring and reporting inside information to our Shareholders, investors, analysts and media. The internal policy is updated whenever required and adopted accordingly to guide its stakeholder communications and the determination of inside information in order to ensure consistent and timely disclosure. The Group conducts its affairs in accordance with the disclosure requirement under the GEM Listing Rules as well as the "Guidelines on Disclosure of Inside Information" published by the Securities and Futures Commission in June 2012.

Corporate Governance Report

EXTERNAL AUDITOR AND AUDITOR’S REMUNERATION

The statement of the external auditor of the Company on their reporting responsibilities and opinion on the Group’s consolidated financial statements for the year ended 31 December 2024 is set out in the section headed “Independent Auditor’s Report” in this report.

The Audit Committee is responsible for considering the appointment of the external auditor and reviewing any non-audit functions performed by the external auditor, including whether such non-audit functions could lead to any potential material adverse effect on the Company.

The remuneration for the audit and non-audit services provided by the Auditor to the Group during the year ended 31 December 2024 was approximately as follows:

Types of service	Amount (HK\$'000)
Audit services	1,110
Non-audit services	380
Total	1,490

COMPANY SECRETARY

Mr. Tsang Ho Yin acts as the sole company secretary of the Company and is responsible for advising the Board on corporate governance matters and ensuring that the Board policies and procedures, as well as the applicable laws, rules and regulations are followed.

During the year ended 31 December 2024, Mr. Tsang Ho Yin has undertaken not less than 15 hours of relevant professional training in compliance with Rule 5.15 of the GEM Listing Rules.

COMMUNICATION WITH SHAREHOLDERS AND INVESTOR RELATIONS

The Company considers that effective communication with the Shareholders is essential for enhancing investor relations and understanding of the Group’s business, performance and strategies. The Company also recognises the importance of timely and non-selective disclosure of information, which will enable Shareholders and investors to make the informed investment decisions.

A shareholders communication policy (the “**Shareholders Communication Policy**”) was adopted by the Board at the Board meeting held on 6 November 2017 aiming to provide the Shareholders and potential investors with ready and timely access to balanced and understandable information of the Company. Extensive information about the Company’s activities is provided in its annual reports and interim reports, which are sent to the Shareholders in due course. The Company endeavours to maintain an on-going dialogue with the Shareholders and in particular, through annual general meetings and other general meetings. At the annual general meeting, Directors (or their delegates as appropriate) are available to meet the Shareholders and answer their enquiries. The notice of the annual general meeting is distributed to all Shareholders at least 21 days before the meeting. Separate resolutions are proposed at general meetings on each separate issue and voting of which is taken by poll pursuant to the GEM Listing Rules. Results of the poll are published on both the website of the Stock Exchange and that of the Company. All corporate communication with the Shareholders will be posted on the website of the Company for Shareholders’ information.

The Company reviewed the implementation and effectiveness of the Shareholders Communication Policy for the year ended 31 December 2024 and considered it to be effective.

Corporate Governance Report

BOARD INDEPENDENCE EVALUATION MECHANISM

The Company has adopted the board independence evaluation mechanism on 17 March 2022. The details are as follows:

Objective

Continuing improvement and development of the Board and its committee processes and procedures through Board independence evaluation provide a powerful and valuable feedback mechanism for improving Board effectiveness, maximising strengths, and identifying the areas that need improvement or further development.

The evaluation process also clarifies what actions of the Company need to be taken to maintain and improve the Board performance, for instance, addressing individual training and development needs of each Director.

This mechanism is designed to ensure a strong independent element on the Board, which allows the Board to effectively exercise independent judgment to better safeguard Shareholders' interests.

Mechanism

- Nomination Committee is established with clear terms of reference to identify suitable candidates, including independent non-executive Directors, for appointment as Directors.
- Nomination policy is in place with details of the process and criteria of identifying, selecting, recommending, cultivating and integrating new directorship.
- For independent non-executive Directors:
 - ▶ Every independent non-executive Director is required to confirm in writing to the Company his/her independence upon his/her appointment as Director with reference to such criteria as stipulated in the nomination policy as well as the GEM Listing Rules;
 - ▶ Each independent non-executive Director has to declare his/her past or present financial or other interests in the Group's business as soon as practicable, or his/her connection with any of the Company's connected persons (as defined in the GEM Listing Rules), if any; and
 - ▶ Each independent non-executive Director is required to inform the Company as soon as practicable if there is any change in his/her own personal particulars that may affect his/her independence.
- The Nomination Committee will assess annually the independence of all independent non-executive Directors and to affirm if each of them still satisfies the criteria of independence as set out in the GEM Listing Rules and is free from any relationships and circumstances which are likely to affect, or could appear to affect, their independent judgement. Every Nomination Committee member should abstain from assessing his/her own independence.
- Where the Board proposes a resolution to elect an individual as an independent non-executive Director at the general meeting, it will set out in the circular to Shareholders the reasons it believes he/she should be elected and the reasons it considers him/her to be independent.

Corporate Governance Report

BOARD INDEPENDENCE EVALUATION MECHANISM (CONTINUED)

Mechanism (Continued)

- A mechanism is in place for Directors to seek independent professional advice in performing their duties at the Company's expense.
- Directors are encouraged to access and consult with the Company's senior management independently, if necessary.
- An annual review on Board independence (the "**Board Independence Evaluation**") will be conducted, with an intention to ensure that it remains independent in judgement, and continues to present an objective and constructive challenge to the assumptions and viewpoints presented by the management.
- The Board Independence Evaluation may take in the form of a questionnaire to all Directors individually and may be supplemented by individual interview with each Director, if necessary, and/or in any other manners which the Board considers fit and necessary.
- The Board Independence Evaluation report will be presented to the Board which will collectively discuss the results and the action plan for improvement, if appropriate.
- The results of the Board Independence Evaluation or a summary of the findings of the said evaluation will be disclosed in the corporate governance report contained in the annual report of the Company or on the Company's website for accountability and transparency purposes.
- The aforesaid Board Independence Evaluation will be regarded as an ongoing exercise of the Company while the Company may seek assistance from external consultant if an external evaluation on the same subject is needed.

During the year ended 31 December 2024 and as at the date of this report, the Board Independence Evaluation had been conducted by way of completing a questionnaire by all Directors. The results of the Board Independence Evaluation are summarised as follows:

1. The Board as a whole possessed the skills and range of experience needed to adequately fulfill its fiduciary responsibilities, more reliably hold management to account, and better safeguard Shareholders' interests.
2. Board meetings were conducted in a manner that allowed open communication, meaningful participation (including in-depth discussion and resolutions of issues).
3. All independent non-executive Directors brought independent judgement to bear on the Board's deliberations.
4. All independent non-executive Directors have actively participated in all Board meetings and Board Committee meetings; and raised governance and ethical issues to the Board.

Corporate Governance Report

WHISTLEBLOWING POLICY

In compliance with code provision D.2.6 of the CG Code, the Board adopted a whistleblowing policy on 17 March 2022. It provides employees and the relevant third parties who deal with the Group (e.g. customers, contractors and suppliers) with guidance and reporting channels on reporting any suspected improprieties in any matters related to the Group directly addressed to the designated person.

An email account (info@1957.com.hk) 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 his/her identity will be kept confidential.

The Audit Committee will regularly review the whistleblowing policy to improve its effectiveness and employee confidence in the process and to encourage a “speak up” culture across the Company.

ANTI-CORRUPTION POLICY

In compliance with the code provision D.2.7 of the CG Code, the Board adopted an anti-corruption policy on 17 March 2022. It outlines guidelines and the minimum standards of conducts, all applicable laws and regulations in relation to 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 any 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 will review the anti-corruption policy to ensure its effectiveness and enforce the commitment of the Group to the prevention, deterrence, detection and investigation of all forms of fraud and corruption.

DIVIDEND POLICY

Policy on payment of dividend of the Company is in place setting out the factors in determination of dividend payment of the Company, including the Group’s actual and expected financial performance, Shareholders’ interests, retained earnings and distributable reserves of the Company and each of the other members of the Group, the level of the Group’s debts to equity ratio, return on equity and financial covenants to which the Group is subject, possible effects on the Group’s creditworthiness, any restrictions on payment of dividends that may be imposed by the Group’s lenders, the Group expected working capital requirements and future expansion plans, liquidity position and future commitments at the time of declaration of dividend, taxation considerations, statutory and regulatory restrictions, general business conditions and strategies, general economic conditions, business cycle of the Group’s business and other internal or external factors that may have an impact on the business or financial performance and position of the Company; and other factors that the Board deems appropriate. The policy shall be reviewed periodically and submitted to the Board for approval if amendments are required.

Corporate Governance Report

SHAREHOLDERS' RIGHTS

To safeguard Shareholders' interests and rights, a separate resolution will be proposed for each issue at general meetings, including the election of individual Directors.

All resolutions put forward at general meetings will be voted by poll pursuant to the GEM Listing Rules and poll results will be posted on the websites of the Company and the Stock Exchange in a timely manner after each general meeting.

Convening of extraordinary general meeting and putting forward proposals

Shareholders may put forward proposals for consideration at a general meeting of the Company according to the Articles of Association. Any one or more members holding as at date of deposit of the requisition not less than one-tenth of the paid-up capital of the Company carrying the right of voting at general meetings of the Company shall at all times have the right, by written requisition to the Board or the company secretary of the Company, to require an extraordinary general meeting of the Company to be called by the Board for the transaction of any business specified in such requisition; and such meeting shall be held within two months after the deposit of such requisition. If within 21 days of such deposit the Board fails to proceed to convene such meeting the requisitionist(s) himself (themselves) may do so in the same manner, and all reasonable expenses incurred by the requisitionist(s) as a result of the failure of the Board shall be reimbursed to the requisitionist(s) by the Company.

As regards proposing a person for election as a Director, the procedures are available on the website of the Company.

ENQUIRIES TO THE BOARD

Shareholders who intend to put forward their enquiries about the Company to the Board could send their enquiries to the headquarters of the Company by mail to 33/F, Times Tower, 391–407 Jaffe Road, Hong Kong or by email: investor@1957.com.hk. Share registration matters shall be handled for the Shareholders by the Company's branch share registrar in Hong Kong, Tricor Investor Services Limited at 17/F, Far East Finance Centre, 16 Harcourt Road, Hong Kong.

CHANGE IN CONSTITUTIONAL DOCUMENTS

The memorandum and articles of association of the Company have been amended and restated with effect from 27 May 2022. There was no change to the memorandum and articles of association of the Company during the year. The latest version of the Company's constitutional documents is available on the websites of the Stock Exchange and the Company.

CONCLUSION

The Company believes that good corporate governance could ensure an effective distribution of the resources and Shareholders' interests. The senior management will continue endeavors in maintaining, strengthening and enhancing the Group's corporate governance level and quality.

Environmental, Social and Governance Report

1. INTRODUCTION

1957 & Co. (Hospitality) Limited (the “**Company**”, together with its subsidiaries, the “**Group**” or “**we**”) is pleased to present the environmental, social and governance (“**ESG**”) report (the “**Report**”) for the year ended 31 December 2024. In 2024, Hong Kong’s restaurant industry continues to navigate a complex recovery landscape marked by persistent labor shortages, heightened wage pressures, and evolving consumer preferences. An increasing number of diners are opting for cross-border culinary experiences in Mainland China, driven by cost-conscious spending and enhanced travel connectivity, which has further intensified competition for local operators. Manpower shortage and rising wages are also continuously putting pressure on the industry. Amid these dynamics, we understand that adopting sustainable development measures is critical to addressing operational challenges and aligning with shifting market expectations. By prioritizing ESG-driven strategies, we aim to fortify our competitive edge, foster resilience and secure sustainable growth in a rapidly transforming industry.

In 2024, while pursuing the development of our core restaurants operation and management businesses with our dining concept on the theme “Create an Original Lifestyle”, the Company is committed to providing better catering services through providing innovated healthy dishes according to customers’ needs. Meanwhile, we have continued to utilize new environmentally friendly equipment to ensure hygiene and reduce waste and pollutants. During this year, we actively fulfilled our social responsibilities and established ties with more social organisations and the public through various charitable donations, creating favorable conditions for sustainable development.

By incorporating corporate social responsibilities into its business operation and development, the Company strives to make common progress and grow together with its customers, employees, shareholders and society. We hope that our actions in sustainability could help Hong Kong to achieve 2030 decarbonisation target and 2050 carbon neutral goal. The Company will continuously strengthen the ESG management mechanism and improve our ESG strategy to ensure sustainable and growing returns for our investors.

During 2024, we continue to expand our restaurant operations and have started two new restaurants under the brand Modern Shanghai Imperial. We have also adjusted our business strategies and closed two restaurants Hokkaidon at Cityplaza and An Nam at Festival Walk. As at 31 December 2024, we had thirteen restaurants (2023: same) under five self-owned brands and three franchised or sub-licensed brands in Hong Kong. We are continuously dedicated to serving quality Thai, Vietnamese, Japanese, Shanghainese and Italian cuisines to different customers through these various brands.

Environmental, Social and Governance Report

2. ABOUT THIS REPORT

This Report aims to disclose the sustainability and social approach and performance of the Group’s core business located in Hong Kong, emphasising the key issues with stakeholders’ highest concern (please refer to the ESG issues materiality matrix section). This Report is prepared in accordance with the ESG Reporting Guide as set out in Appendix C2 to the Rules Governing the Listing of Securities on GEM of The Stock Exchange of Hong Kong Limited, with effective from 31 December 2023, which applies to annual reports for financial years commencing before 1 January 2025. We note that Appendix C2 has been revised as the Environmental, Social and Governance Reporting Code, with new requirements under Part D: Climate-related Disclosures. While this update takes effect for financial years commencing on or after 1 January 2025 onward, the Group is proactively integrating climate-related risk assessments and disclosure frameworks into its ESG strategy to ensure full compliance in future reporting cycles.

This Report follows the reporting principles of Materiality, Quantitative, Balance and Consistency from the Stock Exchange’s guideline.

Reporting Principles	The Company’s Response
Materiality	The Group values and responds to the needs of its stakeholders in many ways. Based on the extent to which ESG-related matters affect the Group’s internal business needs and various external stakeholders, the Group’s materiality issues are identified and disclosed in this Report.
Quantitative	The main data in this Report are derived from the Group’s internal documents, working papers and information materials in the public media. Unless otherwise stated, the calculation standards, methodologies and conversion factors used to report the data on the environmental and social aspects of performance in this Report have been prepared in accordance with the relevant guidelines of the Stock Exchange, in order to present the KPIs for the reporting year in a measurable manner.
Balance	This Report provides an unbiased picture of the Group’s ESG performance in 2024 to avoid choices, omissions, or presentation formats that may inappropriately influence the decisions or judgments of readers of this Report.
Consistency	Unless otherwise stated, the information collection methods, reporting formats and statistical methods of this Report are consistent with those of previous years to ensure that relevant data can be meaningfully compared in the future.

This Report covers the operations of the Group’s restaurants in 2024, focusing on establishments where data is material and available. Full-year coverage includes self-owned brands An Nam, Modern Shanghai (three outlets), 10 Shanghai, Modern Shanghai Imperial, and Akanoshou, as well as franchised/sub-licensed brands Mango Tree, Gonpachi (two outlets), and Paper Moon. Partial-year data applies to An Nam (Festival Walk) (through September 2024), Hokkaidon (through July 2024), and Modern Shanghai Imperial in The LOHAS (from April 2024). Modern Shanghai Imperial at V Walk, opened in December 2024, is excluded due to insufficient data and immaterial impact on the reporting period. This scope ensures a balanced, transparent reflection of the Group’s 2024 restaurant operations.

For more information on our approach regarding ESG matters or our financial performance and corporate governance, please refer to our official website at www.1957.com.hk.

Environmental, Social and Governance Report

3. SUSTAINABILITY MANAGEMENT

A. The Board

The board of directors of the Company (the “**Board**”) has ultimate accountability for the sustainability strategy of the Group, as well as its management, performance and reporting. The Board examines and approves the sustainability goals, objectives, policies and frameworks and reviews progress towards their implementation and achievement.

B. Stakeholder engagement

Active communication with stakeholders is essential to the assessment of our current ESG strategy. The Group is committed to taking the initiative to continuously interact with key stakeholder groups. Diverse communication channels and platforms are established to exchange information and receive feedback from stakeholders, prompting adjustment and feedback in response to the changing needs and requirements of the stakeholders. Communication channels with major stakeholder groups were as below:

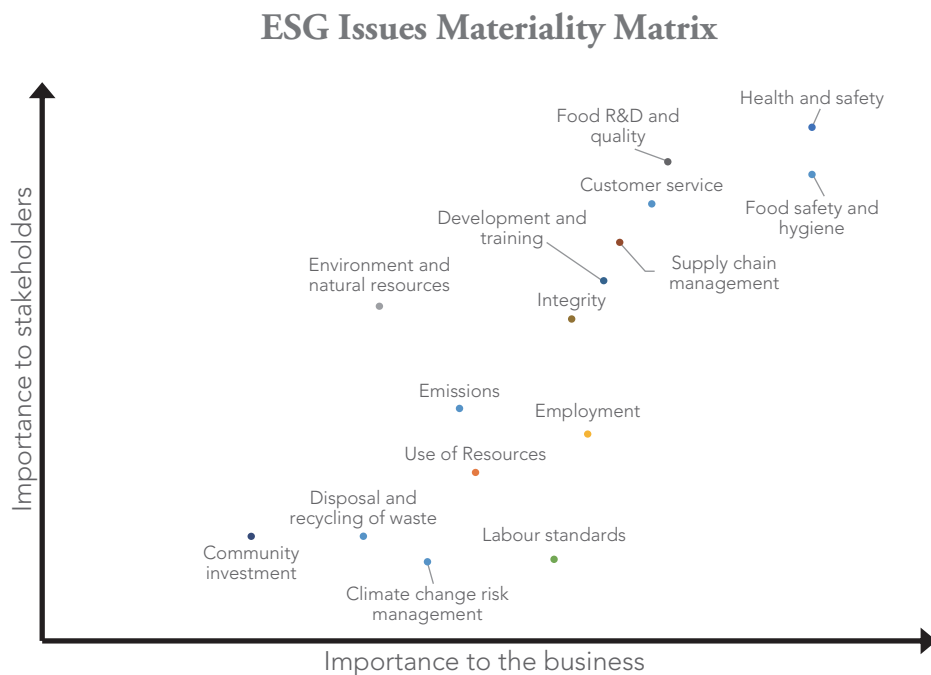
Stakeholder Group	Issues of Concern	Communication Channels
Investors and shareholders	• Corporate governance • Risk Management • Operations and strategy	• Annual general meeting • Quarterly reports, corporate website, announcements, circulars and notices of meetings
Employees	• Remuneration and benefits • Training and development • Occupational health and safety • Corporate culture	• Employee orientation • Continuously training and workshop programs • Performance reviews and appraisals • Team building activities
Customers	• Food quality and safety • Service • Dining environment and experience • Personal data collection policy	• Customer service hotline • Corporate website and social media channels
Suppliers	• Long-term business relationship • Supply chain management	• On-site inspection and performance review • Tendering and other regular meetings
Landlords	• Lease contract arrangement • Corporate image and marketing	• Regular meetings • Opening ceremonies of new shops
Community	• Contribution to the community • Promoting community harmony • Pollution and other adverse effects	• Press release • Corporate website • Community investment and activities
Regulators	• Regulatory compliance • Taxation compliance	• Seminars and training • Responses to government policies

Environmental, Social and Governance Report

3. SUSTAINABILITY MANAGEMENT (CONTINUED)

C. ESG issues materiality matrix

Based on the stakeholders' feedback collected from the aforementioned channels, 15 ESG-related material issues were identified and classified into four aspects, namely, environment, employment, quality and social aspects. Accordingly, we consider the issues located near or in the top right-hand portion of the matrix to be more important. Based on the nature of the industry in which the Company operates, health and safety, food safety and hygiene, food research and development ("R&D") and quality and customer service are the top issues for our stakeholders and our business. Food quality and dining experience, development and training of our employees as well as supply chain management as continued to be the second batch of the most important issues in 2024. In 2024, the material issues remain the same as in 2023. The Report is concentrated to provide comprehensive disclosures on these top issues, with sufficient disclosures for other issues.



ESG Issues Materiality Matrix Showing the Issues that are Important to Stakeholders and the Business

Environmental, Social and Governance Report

4. OUR COMMITMENT TO THE ENVIRONMENT

A. Introduction

Our Group has strictly implemented environmental-friendly measures according to the relevant Laws of Hong Kong and specific guidance in the food industry. Regarding disposal and discharge of wastes, we have strict compliance with the Water Pollution Control Ordinance (Cap. 358 of the Laws of Hong Kong), ensuring all sewage is treated properly before the discharge. During this reporting year, with the relocation of some of the Company's restaurants, the Company also strengthened its wastewater management accordingly by installing new water-saving equipment and enhancing its environmental management. On environmental management, we have installed intelligent ventilation systems endorsed by the Environmental Protection Department ("EPD") and the Electrical and Mechanical Services Department for intelligent monitoring and control of kitchen exhaust gases (including PM2.5, PM10 and TVOC) in some kitchens for our restaurants during this reporting year. While reducing air pollution in the kitchen and safeguarding the health and safety of employees, these devices can also save water and energy for effective energy management.

On the other hand, according to Zero Foodprint organisation, 70% of a restaurant's foodprint comes from the production of its ingredients. Greenhouse gases are the major cause of climate change and global warming. Reducing our carbon footprint over the long term is one of our key focuses of environmental policy, such that we could create sustainable food choices for our customers. Our other policies are as follows:

- Strengthening the ESG management system and establishing comprehensive environmental policies to reduce negative impacts on society and the environment;
- Optimising operation process by advanced technology adaptation in office and restaurants;
- Reducing the carbon footprint of our dishes by selecting sustainable ingredients;
- Consuming energy, water, resources and raw materials efficiently; and
- Advocating sustainability concepts to employee to create a joint effort in green business development.



Delivery Robots for Increased Operational Efficiency

Environmental, Social and Governance Report

4. OUR COMMITMENT TO THE ENVIRONMENT (CONTINUED)

B. Green office operation

To operate our restaurants operation and management business in a more sustainable manner, we do not only address the waste produced at the restaurants, but also implemented several measures to deal with the office waste.

Digitalisation of daily operation

- Enhancing the use of online videoconferencing in lieu of face-to-face meetings to reduce non-essential business travel by employees;
- Adopting electronic gadgets instead of the traditional documents in meetings, prompting the entire company to operate in a more environmental-friendly way; and
- Monitoring energy and resource consumption regularly and investigating usual usage of resources.

Office waste management

- Promoting a paperless office and encouraging employees to use email, cloud storage and shared document platforms to reduce the use of paper;
- Enhancing the digital signature and approval process to reduce the transfer and storage of paper documents;
- Recycling paper and toner box; and
- Following the relevant laws and internal guidelines to handle computers and other electronic appliances that are to be disposed of to reduce the environmental impacts of e-waste.

Saving electricity resource

- Procurement of energy-saving certified computers, printers, copiers and other office equipment;
- Upgrading the traditional lighting to brand new LED lamps with higher illuminance and power efficiency;
- Air-conditioning systems with programmable thermostats to turn on or off the devices automatically; and
- Regular maintenance and cleaning of the ventilation system to ensure its efficient operation.

Promoting conservation

- Conducting regular green office training to improve employees' environmental awareness and energy-saving habits;
- Encouraging employees to turn off their personal computers and other office equipment at the end of the workday; and
- Putting up conservation posters in the office to remind employees.

Environmental, Social and Governance Report

4. OUR COMMITMENT TO THE ENVIRONMENT (CONTINUED)

C. Sustainable restaurants operation

Reducing gaseous fuel consumption

- Installed a wide range of more environmentally friendly cooking stove in restaurants to reduce the fuel usage and greenhouse gases emission.

Water conservation

- Implementation of sensor taps to optimise the amount of water used each time; and
- Raising employees' awareness to strike a balance between water-saving and the hygiene of kitchens by internal workshops and training.

The Group has always been committed to the pursuit of water conservation. The Gonpachi restaurant and An Nam restaurants use eco-friendly TOTO urinal in male toilets. Compared to conventional toilets that use 3.5 or 1.6 gallons per flush (gpf), TOTO toilets consume a substantially smaller amount of water. TOTO toilet is also equipped with a contactless water discharge sensing device, which can accurately control the amount and time of water discharge each time, avoiding unnecessary prolonged water discharge, thus effectively saving water resources. While saving water, the new technology also eliminates the need for toilets to be cleaned with chemicals, reducing the pollution of environmental water quality from chemical consumables.

Meanwhile, Gonpachi restaurant's male & female toilets are also equipped with sensor faucet for facilitate hand washing and water closet flush sensor for use of toilets by customers. The use of intelligently designed equipment not only saves water but also leads customers to become more aware of water conservation, reducing energy consumption and greenhouse gas emissions while lowering energy consumption for water and wastewater treatment.



TOTO toilet

Environmental, Social and Governance Report

4. OUR COMMITMENT TO THE ENVIRONMENT (CONTINUED)

C. Sustainable restaurants operation (Continued)

Using recyclable straws

- Recyclable paper straws are used for certain restaurants to minimise the negative impacts on ecosystems.

Regular sanitation within the restaurants

- Eco-friendly disinfectant is used for cleaning the dining area to ensure customers as well as our employee are safe from various bacteria and virus that cause transmittable disease; and
- Several sanitation teams are on stand-by during the operation hours to monitor the cleanliness of the environment.

D. Active waste recycling to minimise disposal

During our operation, we have invested tremendous efforts in reducing the amount of waste generated and have a standardised waste management system. The main generated waste from our restaurant operation is food waste. We do not produce any hazardous waste and packaging materials due to our business nature. In April 2024, the Hong Kong Government has implemented the regulation of disposable plastic tableware and other plastic products, banning the sale and distribution of single-use plastics such as straws, cutlery, and Styrofoam food containers in the first phase. Our restaurants adjusted accordingly and transitioned to non-plastic single-use tableware. Simultaneously, we actively encourage diners to reduce the use of disposable tableware to minimize the adverse impacts on the environment. Furthermore, our office promotes a digital workplace and therefore paper waste are kept at minimal. We believe by adopting the following practice, there will be no material non-hazardous waste generated.

Solid food waste management

- Implementing cooked-to-order measure to minimise the amount of pre-cooked food and potential food waste.

Waste cooking oil (“WCO”) management

- In a contractual relationship with a licensed company handling waste cooking oil recycling since 2018 to collect and transport the WCO to the EPD’s facility;
- Providing training to our employee on the effective and efficient techniques of using cooking oil;
- Strictly following the guidelines from the EPD to store and record the WCO on-site; and
- All of our restaurants have contracted their respective property management company and are using the centralised grease trap(s) located in the shopping malls.

During the reporting period, the assigned recycling company collected 51,492 litres (2023: 40,808 litres; 2022: 39,868 litres) of WCO from our restaurants, which represented an increase of 26.2% in WCO collected compared to last year. The intensity was about 0.09 tonnes of oil per million Hong Kong dollars (“**HK\$ million**”) of revenue. The rise in waste oil volume is primarily due to the opening of a new Shanghainese restaurant during the reporting period. This establishment typically requires large quantities of cooking oil for frying and other high-oil cooking techniques, leading to increased disposal rates.

Environmental, Social and Governance Report

4. OUR COMMITMENT TO THE ENVIRONMENT (CONTINUED)

E. Sustainable dishes and food sourcing

Natural resources are significant to our business operation as we value food quality greatly. Increased frequency of natural disasters and rising temperatures caused by climate change will increase our operational risks. It will directly affect the stability of food supply and the procurement process. In order to cope with the impacts of climate change, the Group has to be climate resilient. It is important to strengthen the supply chain management and corporate governance so that the operation can be flexible enough to deal with any situation under climate change.

During the supplier selection procedure, sustainability is a key criterion. We prioritize suppliers who adopt safer pesticide practices, low-carbon transportation, and sustainable fishing methods. To operationalize this commitment, 10 Shanghai and Modern Shanghai restaurants featured vegetarian dishes with plant-based meat as our main ingredient. We are fully aware of the reduced environmental impact associated with the manufacturing of plant-based meat, where less land and water are required, and generate fewer greenhouse gas (“GHG”) emissions compared to conventional animal agriculture. Additionally, plant meat can reduce the requirement for water resources and arable land, freeing up resources for the production of other foods. By integrating these dish offerings into our restaurants, we not only reduce pressure on finite resources, but we also deliver exceptional culinary experiences while empowering customers to make eco-conscious choices through planet-friendly menus.

In addition to serving plant-based dishes in our establishments, we have actively participated in external events that promote vegetarian cuisine to both the industry and the general public. In March 2024, we took part in the 2024 Vegetarian Food Asia Exhibition, where two of our executive chefs from our 10 Shanghai restaurant conducted a cooking demonstration talk at the Veg Kitchen. They showcased the preparation of two vegetarian dishes, highlighting the versatility and appeal of plant-based options. At our exhibition booth, we provided recipes for exhibition attendees to reference and offered tastings of the dishes prepared by our chefs. By championing plant-based solutions beyond our restaurants, we advance industry-wide adoption of resource-efficient food systems, directly countering climate risks such as agricultural land degradation and GHG-intensive livestock production. This aligns with our broader strategy to mitigate supply chain vulnerabilities while fostering consumer engagement in sustainable lifestyles.



Participation in the 2024 Vegetarian Food Asia Exhibition

Environmental, Social and Governance Report

4. OUR COMMITMENT TO THE ENVIRONMENT (CONTINUED)

E. Sustainable dishes and food sourcing (Continued)

We rely on nature greatly and we also respect it. We strive to maintain food sustainability and working our best to cause fewer impact on nature. We guarantee that our restaurants would only consume energy that is under absolute need and minimise the production of waste. We endeavour to strive for excellence in pursuing mutual coexistence and symbiosis with our environment.

F. Acts to manage climate change risks

The Group realises that climate change may cause certain risks to the Group's business. Therefore, we have specifically paid attention to climate change and its impact in recent years. According to IFRS S2 Climate-related Disclosures ("IFRS S2") standard issued by the International Sustainability Standards Board ("ISSB"), climate change risks can be divided into physical risks and transition risks. It is pointed out that physical risk is the impact or loss caused to the Company's real capital, which can be further subdivided into acute and chronic risks. While transition risk refers to the risks related to the transformation towards a low-carbon economy. The Company may experience regulatory risks and litigation in the process risks, technical risks, reputation risks, and market fluctuations incurred by the transition. During this reporting year, we analyse the risks and opportunities that the Company may face due to climate change with reference to the IFRS S2 by adopting the approaches of peer benchmarking and integrating the characteristics of our own business development.

Governance

The Board is ultimately responsible for the Group's sustainability strategy and its management, performance and reporting in relation to the Group's climate-related risks and opportunities. Our management team assists the Board in exploring the risks and opportunities that may arise from climate change, developing effective countermeasures and policies to address climate change and minimising its adverse impact on the business.

Environmental, Social and Governance Report

4. OUR COMMITMENT TO THE ENVIRONMENT (CONTINUED)

F. Acts to manage climate change risks (Continued)

Strategy

We are aware of the actual and potential impact that climate-related risks may have on our business, strategy and financial planning. We minimise the adverse impacts of climate risks on our business development and seize the opportunities arising from climate change by identifying the following risks and opportunities and developing relevant preventive and mitigation measures.

Climate Risks	Possible Impacts	Mitigation and Response
<i>Physical risks</i>		
Acute physical risks: Rainstorms and Floods	Stormy weather can cause some culinary raw materials to take longer to be transported, which could impact the restaurant's ability to offer specific dishes as usual. In addition, erratic power supplies may damage restaurant facilities and equipment, resulting in the need to replace or repair equipment. These could lead to an increase in operating costs for the business.	• Establish a weather monitoring mechanism to optimise inventory management in advance based on weather warning information • Regular inspection and maintenance of restaurant facilities and equipment to enhance operational stability • Notify customers in time and provide alternative dishes or solutions in case of uncontrollable situations
Chronic physical risks: Continuous High Temperature	Prolonged high temperatures can have an impact on how ingredients and supplies are transported and stored. It may also impact employees' well-being and productivity. Restaurants will also need to extend the hours that their air conditioning and other refrigeration systems are operational. The Company's operational expenses and energy usage may rise as a result of these factors.	• Increase frequency of food inspections • Provide a good working environment and ensure that the interior of the restaurant is well ventilated • Arrange breaks for employees who are not feeling well in hot weather • Regular maintenance and inspection of refrigeration equipment

Environmental, Social and Governance Report

4. OUR COMMITMENT TO THE ENVIRONMENT (CONTINUED)

F. Acts to manage climate change risks (Continued)

Strategy (Continued)

Climate Risks	Possible Impacts	Mitigation and Response
<i>Transition risks</i>		
Policy risks	The implementation of policies related to climate change in the regions where the restaurants operate and the strengthening of regulations may require the Company to replace restaurant facilities and equipment to meet more stringent requirements, resulting in an increase in the Company’s operating costs.	- Enhance supply chain operations and research the sources of less climate-vulnerable ingredients - Pay close attention to policies and regulations related to climate change to ensure that restaurant operations are in line with the latest standards and requirements - Upgrade restaurant-related facilities and equipment in advance to enhance energy-saving management
Market risks	Changes in the preferences of restaurant patrons are increasingly favouring low-carbon and green diets. Restaurants need to develop new dishes accordingly to ensure a steady income.	- Continuously monitor customer needs and market changes, collect customer feedback, and understand customer preferences and expectations for low-carbon and green diets - Actively develop new dishes that meet the requirements of a low-carbon and green diet, focusing on the sustainability and environmental friendliness of the ingredients - Update the menu to include a selection of low-carbon and green eating dishes to meet the diverse needs of customers - Develop a targeted marketing strategy to promote the restaurant’s low-carbon and green eating features through social media, advertising and other channels

Climate-related risk brings both challenges and strategic opportunities for the Group’s business development. We optimise our food offerings in response to the changing needs of our customers, and our spirit of innovation has helped us to make a strong impression on consumers. For example, during this reporting year, we offered a low-carbon vegetarian option, Plant-based OMNI Delights, to attract more potential customers to our restaurants. By integrating climate resilience into our operations, such as by supply chain adjustments and energy-efficient upgrade, we turn risks into avenues for operational refinement and sustainable development, securing both stability and competitive differentiation whilst minimizing environmental impacts and safeguarding the well-being of our stakeholders.

Environmental, Social and Governance Report

4. OUR COMMITMENT TO THE ENVIRONMENT (CONTINUED)

F. Acts to manage climate change risks (Continued)

Risk Management

Moving forward, we will strengthen our climate risk management by adopting a dynamic, multi-pronged strategy. This includes mitigating risks, transferring risk exposure via climate-resilient policies, and accepting unavoidable risks by embedding contingency plans into financial and operational planning. Also, we will control operational impacts not only within our daily operations, but also on our value chain.

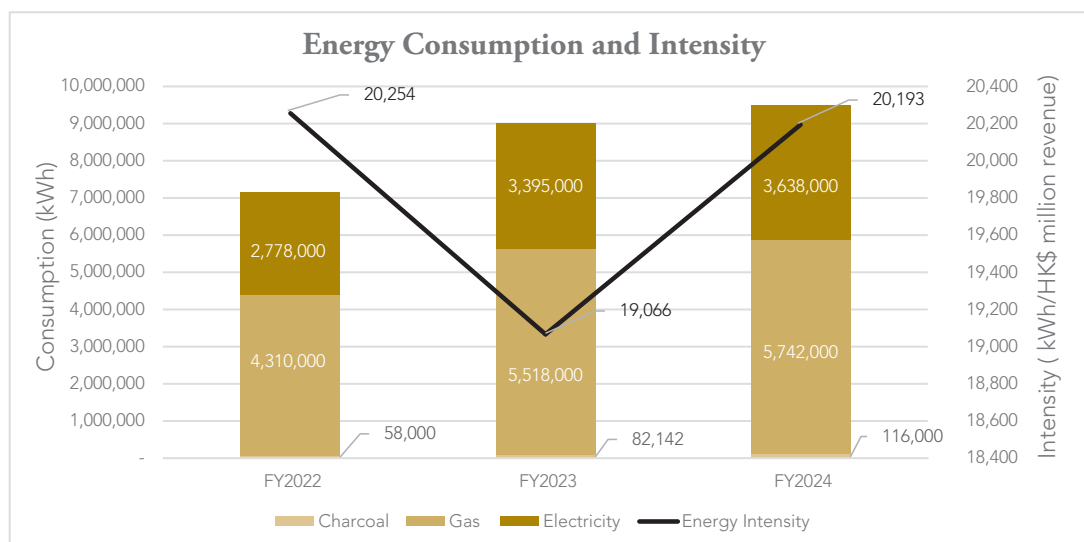
Metrics and Targets

As a restaurant operator, we strive to ensure that the supply of our key ingredients can be safeguarded against foreseeable climate change risks, including the loss of habitats of various species. In recent decades, destruction of habitats in the ocean has been caused by over-fishing, and deforestation and desertification caused similar issues for animals and plants on land. While in no case we would use endangered species as ingredients, we acknowledge that some species in a particular region might decrease in number or completely disappear. In the future, we will develop indicators and targets for assessing and managing climate-related risks, such as by establishing emission management targets.

In light of the revised HKEX Appendix C2, which mandates climate-related disclosures under Part D, the Company is proactively developing relevant measures and initiatives to ensure compliance with these new requirements. By taking these steps, the Company aims to not only meet regulatory requirements but also contribute positively to sustainability efforts and stakeholder transparency.

G. Energy consumption and emission data

Gas, electricity and charcoal are the major types of energy resources consumed by the Group. In 2024, the Group consumed 5,742,000 Kilowatt-hour ("kWh") of gas, 3,638,000 kWh of electricity and 14,340 kg of charcoal (equivalent to 116,000 kWh). The total energy consumption was 9,496,000 kWh, which represents an increase of 6% compared to the preceding year. This is mainly due to a higher volume of orders in menu items require more charcoal for preparation, leading to increased energy intensity. The intensity was 20,193 kWh per HK\$ million of revenue.

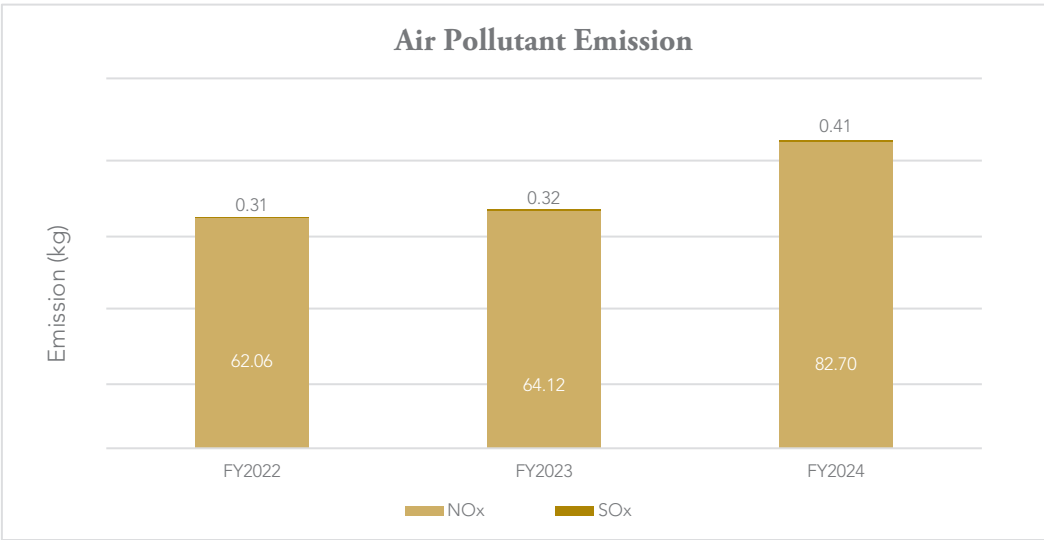


Environmental, Social and Governance Report

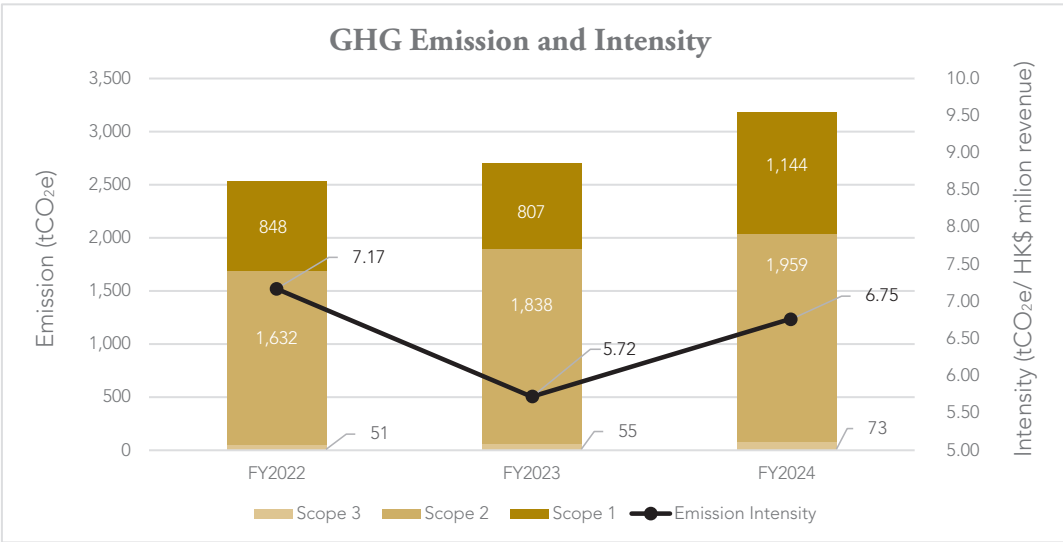
4. OUR COMMITMENT TO THE ENVIRONMENT (CONTINUED)

G. Energy consumption and emission data (Continued)

The Group’s gas consumption generates approximately 82.7kg of nitrogen oxides (“**NO_x**”) and 0.41kg of sulphur oxides (“**SO_x**”) as shown in the below diagram.



In 2024, the total GHG emissions amounted to 3,177 tCO₂e of carbon dioxide equivalent (“**tCO₂e**”). 1,144 tCO₂e were direct emissions (Scope 1), 1,959 tCO₂e were indirect emissions (Scope 2) and the remaining 73 tCO₂e were other indirect emissions (Scope 3), of which we included water consumption. The emission intensity was 6.75 tCO₂e per HK\$ million of revenue.

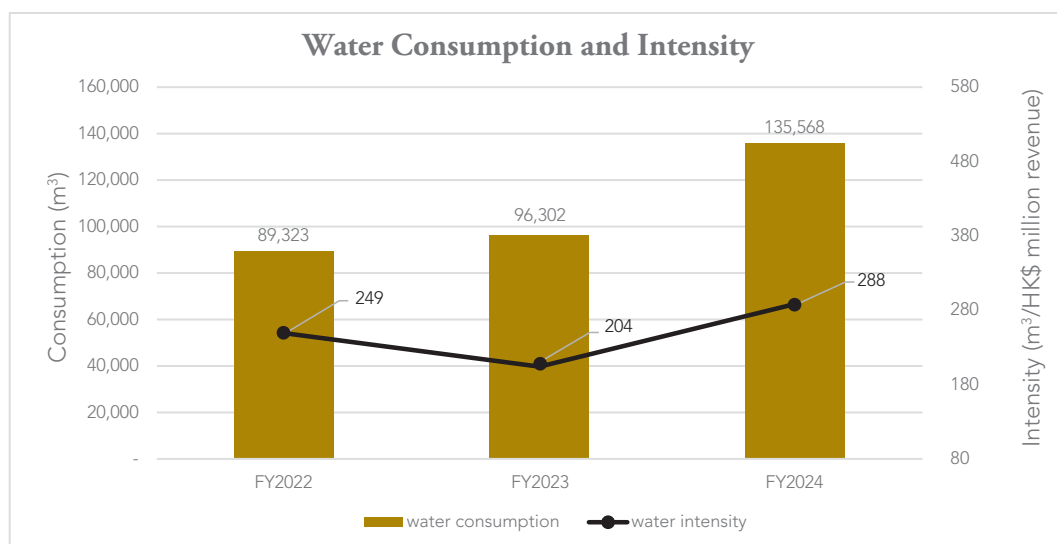


Environmental, Social and Governance Report

4. OUR COMMITMENT TO THE ENVIRONMENT (CONTINUED)

G. Energy consumption and emission data (Continued)

Water is another resource that the Group consumed the most. The total consumption of water in 2024 was 135,568 cubic meters ("m³"). Compared to 96,302 m³ in 2023, the water consumption was increased by 40.8%. The water intensity was 288 m³ per HK\$ million of revenue. There was no issue in sourcing water that is fit for the purpose.



H. Performance and goal

The energy consumption and emission data for this reporting period cover all our restaurants during the year ended 31 December 2024. Compared to last year, we have observed an increase in our energy and resource usage due to several factors, mainly including the adjustment of our restaurant portfolio, the introduction of a more resource-intensive Shanghaiese restaurant due to the nature of the cuisine, as well as menu changes. This has resulted in a corresponding increase in both absolute consumption and energy and resource consumption intensity.

In addition to focusing on environmental performance, the Company recognizes that food quality, meeting customer demand and preferences, and maintaining hygiene standards are non-negotiable aspects of our operations, especially given the current challenges facing the industry. We are committed to balancing these essential factors while striving for improved sustainability.

We are committed to reduce unnecessary consumption and to further enhance our environmental performance through various methods, including increasing intensive training, education and promotion to both our staff and customers regarding energy and water conservation. We will also regularly review and analyze emission and wastage hotspots for consumption reduction and efficiency improvement.

Environmental, Social and Governance Report

5. OUR COMMITMENT TO QUALITY

To retain customers and protect their health, we prioritize quality control in our services. We have identified several material issues and implemented relevant policies to effectively address these concerns.

Material Issues Identified and Related Policies to Address Quality Concerns

Concerned issue	Related policies
Food quality	A. Procurement policy
	B. Internal safety and hygiene policy
	C. Food nutrition and health
Customer dining experience	D. Protecting intellectual property rights
	E. Our care to customers
	F. Data protection and privacy policies

A. Procurement policy

The creation of high-quality dishes starts with sourcing quality ingredients. To ensure sustainable, high-standard input supplies, our Group manages the supply chain according to several established standards. We have developed internal guidelines for selecting suppliers, focusing on the stability of input quality, hygiene, and reputation. We assess our suppliers' quality by verifying their relevant food supply qualifications, aiming to minimize potential negative impacts of supply chain management on the environment and society. Additionally, we consider the unique business nature of each supplier to ensure their services align with our Group's needs. Beyond evaluating suppliers' backgrounds, we also prioritize ethical practices. Our approved partners must not be involved in any offenses related to animal cruelty, local pollution, child labor, or forced labor.

Even if a supplier is on our approval list, we have a comprehensive set of rigorous procurement and monitoring processes to continuously evaluate our suppliers and their products. This includes conducting thorough checks on the quality of ingredients upon their arrival at our restaurants. We assess factors such as freshness, appearance, and overall quality to ensure they meet our high standards. If the ingredients are less than satisfactory, not fresh or defective, we promptly communicate our concerns to the supplier and request a replacement. This proactive approach not only helps maintain the integrity of our dishes but also reinforces our commitment to quality, food safety and customer satisfaction. Also, through regular visits to factories and workshops, we assess the conditions of our suppliers, such as by evaluating the quality of the products and the overall hygiene and cleanliness of establishments. If there are any problems discovered, a meeting with the respective supplier will be held promptly to discuss solutions and improvement. We will consider removing the suppliers from our list of suppliers if the supplier again violates the Company's supplier selection criteria. During the reporting period, we traded with 200 suppliers. All of them were Hong Kong-incorporated companies that could supply us foreign products.

Environmental, Social and Governance Report

5. OUR COMMITMENT TO QUALITY (CONTINUED)

B. Internal safety and hygiene policy

Workplace hygiene and safety are of our highest priorities for the restaurants' operations. The Group strives to provide high-ended dishes and experience to customers in a clean and safe environment that employees are comfortable with. To ensure our servings are in a consistently satisfactory standard, we follow not only the internal hygiene standard, but also the official supervising scheme as stated by the government. The Food and Environmental Hygiene Department (the "FEHD") has introduced the Hygiene Manager and Hygiene Supervisor Scheme (the "Scheme") under which all large food establishments and food establishments producing high-risk food are required to appoint a hygiene manager and a hygiene supervisor. Under the Scheme, all large food establishments producing high-risk food are required to be monitored by them on the hygiene level of the environment as well as the way food is handled.

The manager and supervisor of each restaurant are also responsible to promote and support hygiene and health regulations. They participate in extra courses to enhance their food safety knowledge of avoiding any food poisoning and foodborne illnesses. All employees must strictly follow the instructions regarding cleaning, storage and food processing at all times.

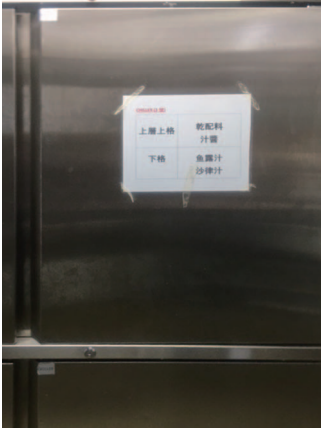
We strictly comply with Food Business Regulation in Hong Kong and all of our central kitchens in Hong Kong have a food factory license issued by the FEHD. At any stage of food production, we implement good hygiene practices to prevent food contamination hazards and ensure that the food we serve is ultimately safe for use.

Food Production Stages	Hygiene Measures
Raw Material Procurement Stage	• Purchase raw materials that meet hygiene standards and avoid using old, spoiled or smelly raw materials.
Storage Stage	• Inbound inspection and acceptance of raw materials from suppliers; • Ensure effective ventilation and prompt removal of raw materials to prevent moisture, mold, and deterioration; and • Food is stored apart from harmful and non-food items to avoid cross-contamination.
Production Processing Stage	For our restaurant food processors: • Strictly follow the process flow and avoid processing raw materials that have been spoiled or have an odor; • Maintain good personal hygiene, wear neat and clean working clothes and hats, avoid bringing personal belongings into the production workshop; and • Keep the processing equipment, tools and containers clean and sanitised, and clean and disinfect them regularly.
Cooking Stage	• Equip with professional equipment and tools to prevent contamination of ingredients; • Hand hygiene is maintained for raw food ingredient handling; • Cook thoroughly for food that needs to be fully cooked; • Avoid odorous, contaminated and unclean seasonings and food additives; and • Keep cooking equipment clean and hygienic to avoid contamination of food by grease and smoke.

Environmental, Social and Governance Report

5. OUR COMMITMENT TO QUALITY (CONTINUED)

B. Internal safety and hygiene policy (Continued)

Food Production Stages	Hygiene Measures
Food Consumption Stage	• Strict inspection of meals before serving; • Use designated tableware and containers and avoid the use of unclean tableware; and • Avoid prolonged exposure of food to air to avoid contamination for meals that require high freshness.
	
	 

Environmental, Social and Governance Report

5. OUR COMMITMENT TO QUALITY (CONTINUED)

C. Food nutrition and health

We are dedicated to delivering high-quality food and beverage services that align with our brand's core values. Our restaurants prioritize dietary health by offering meals crafted from carefully selected, high-quality ingredients. Additionally, we adjust portion sizes based on customer preferences to minimize waste and enhance satisfaction. Through regular market research and peer analysis, we continually innovate new, healthy dishes.

In 2024, we continued our partnership with OMNI, a plant-based meat brand, and our chefs introduced a variety of plant-based meat dishes in our 10 Shanghai restaurant and Modern Shanghai restaurants. The dishes were designed based on the characteristics of OMNI's plant-based meat ingredients, including new pork, new beef, new fish fillet, and new crab meat. The menu features various types of vegetarians Huaiyang dishes including Appetizer/Soup and Main with plant-based meat as the main ingredient. Fresh fruits and vegetables such as pineapple, lettuce, straw mushrooms and vegetable meat are used in the dishes to ensure that the meals are nutritious, healthy and tasty.

Innovative Delight: Plant-based Meat for Nutrition and Health



Old Shanghai Style Soup with OMNI Classic Fillet and Pickled Cabbage



Spicy Sautéed Vermicelli with OMNI Pork



Eggplant with OMNI Pork in Casserole



Glutinous Rice Dumplings with OMNI Pork, Mushrooms and Bamboo Shoots

Environmental, Social and Governance Report

5. OUR COMMITMENT TO QUALITY (CONTINUED)

D. Protecting intellectual property rights

Each of our restaurants has its own dining concept, and we provide a great dining environment by merging the interior design and restaurant view together. Our Company respects the effort of every designer and artist; therefore, we comply with relevant laws and regulations to observe and protect intellectual property rights.

The intellectual property protection of our restaurants involves trademark registration to protect brand image, patent application to protect innovations, trade secret confidentiality to protect core competitiveness, copyright protection to ensure the rights and interests of creative works, as well as contractual clauses to specify the obligations of intellectual property protection, so as to comprehensively safeguard our intellectual property rights and ensure its sustainable and stable development. We are currently operating restaurants under five self-owned brands and three franchises or sub-licensed brands. We took measures to protect all trademarks and other intellectual property rights by making the necessary filling and registration. Apart from that, recipes are significant assets of our Group. Strict regulations in the kitchen and effective management to prevent disclosure of the recipes are in place. Any requests or enquiries from outside news organisations, magazines, competitors and other members of the public regarding our restaurants, their plans, sales procedures, team members or other matters should be referred immediately to the director of marketing communication.

E. Our care to customer

Building strong partnerships begins with understanding and meeting customer needs. We value all customer feedback and are committed to engaging with them actively. Our frontline employees are well-trained to be detail-oriented and proactive in accommodating customers' needs. This approach fosters a warm and comfortable atmosphere in our restaurants, helping to retain our valued customers through meaningful interactions.

All frontline employees are required to have a comprehensive understanding of the food and beverages items on our menus. We provide training in areas such as menu tasting, wine tasting, negotiation, and service techniques to ensure our team delivers excellent and consistent service. Additionally, our staff is trained to inform customers about allergy-prone substances to enhance their safety and dining experience. We clearly indicate relevant allergens on the menu and encourage customers to consult with our staff before placing their orders.

We are always inventing and upgrading our food offerings to suit to our customers' tastes. Our Shanghainese restaurants including the 10 Shanghai restaurant and Modern Shanghai restaurants introduced vegetarian dishes incorporating plant-based meats, meeting the nutritional requirements of vegetarians while giving other patrons more options. Our restaurants have diversified menus, from dim sum to main courses, giving customers a wide range of choices to satisfy diners of different tastes and cultures. We have received positive feedback from our customers and continued their offering to customers since the introduction in 2023.

Environmental, Social and Governance Report

5. OUR COMMITMENT TO QUALITY (CONTINUED)

E. Our care to customer (Continued)

Quality Customer Service: Diversified Menus



Modern Shanghai restaurants

We understand and fulfill the importance of customers' requests. When we launch new dishes, we will publish the relevant information on the relevant social platforms to let customers know the restaurant dishes, service availability, etc. We utilise social platforms such as Facebook, Instagram, Rednote, media newspapers and other social media platforms.

We not only keep our customers updated through online platform, but also offer exclusive e-shop specials, such as discounts, bundle deals, and early access to seasonal products. Our goal is to make every customer feel valued and connected, whether they're exploring our e-shop or visiting us in person. By combining special offers with proactive communication, we aim to deliver a seamless and delightful experience that celebrates both tradition and innovation.

Enhancing Customer Experience: Seasonal Delight Offers in Our E-Shop



Seasonal delight — premium chocolates



Seasonal delight — Poon Choi (盆菜)

Environmental, Social and Governance Report

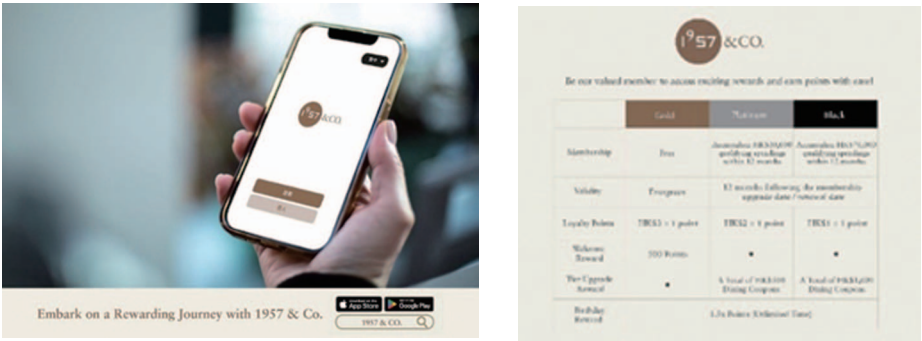
5. OUR COMMITMENT TO QUALITY (CONTINUED)

E. Our care to customer (Continued)

In April 2024, we launched our Loyalty Program as a way to show our deep care and appreciation for our valued customers. This program is designed to reward our customers for their continued support and trust in us. With every purchase, customers earn points that can be redeemed for exclusive discounts and unlock dining rewards.

The Loyalty Program reflects our commitment to putting customers first. By offering meaningful rewards and creating a more personalized experience, we aim to strengthen our relationship with our customers and make them feel truly valued. It's our way of saying thank you for choosing us and being a part of our journey.

Elevating Customer Loyalty: Rewards Program for Lasting Connections



We prioritize customer feedback by actively listening through various social media platforms and on-site interactions. In our restaurants, customers can communicate directly with our frontline staff and managers regarding their experiences with food and service. We also value comments on social media and food review websites, using this feedback to adjust our service and menu to better meet customer needs. We welcome engagement with our customer relations team, responding positively to those who seek information or wish to share their praise or concerns about our food and service.

Throughout 2024, the Group's commitment to culinary excellence and customer satisfaction has been met with overwhelming positive feedback. Our restaurants, celebrated across platforms like Instagram for their exceptional dish quality, reflect our dedication to diverse cuisines. Notably, Paper Moon, our Italian restaurant, was honored as one of the "Top Italian Restaurants 2024" by the Gambero Rosso Award, alongside winning the "U Favorite Food Awards" and "OpenRice Best Restaurants 2024". Additionally, Paper Moon and our Japanese restaurants including Akanoshou and Gonpachi in Tsim Sha Tsui were collectively selected by Dianping to be Top 10% Popular Restaurants in Hong Kong 2024, underscoring our broad customer appeal. Apart from focusing on delivering high-quality cuisines to our diners, we also commit to environmental protection, and our efforts were recognized by MTR Corporation Limited, where Mango Tree (Elements store) obtained the "Total Service Assurance Regime Award — Food Waste Reduction Pledge Gold Award 2023", recognizing its leadership in environmental sustainability. During the year, there were no major complaints regarding product or service quality. Nonetheless, we have established a comprehensive set standards and procedures to uphold our appropriate manners for dealing with complaints. We set the principles for handling guests' opinions called "LEADER". "LEADER" stands for "Listen", "Empathise", "Apologise", "Do offer 2 solutions and ask guest which on he/she prefers", "Explain what you will do and go do it", and "Re-check and follow up on guest satisfaction". Based on the above principles, detailed and comprehensive training was provided for our employees. Furthermore, according to our regulations, all complaints must be reported to the managerial level within 24 hours. These rules help to maintain our high standard of services and accessible channel for suggestions and complaints.

Environmental, Social and Governance Report

5. OUR COMMITMENT TO QUALITY (CONTINUED)

E. Our care to customer (Continued)

Customer's feedback



Awards of our Restaurants



We provide training for our employees on how to handle complaints. We believe that these training opportunities play an important role in improving our staff's professionalism, service quality and efficiency, teamwork and communication skills, and are one of the most important means for us to improve our competitiveness and win the market.

No products sold subject to recalls for safety and health reasons were identified in 2024.

Environmental, Social and Governance Report

5. OUR COMMITMENT TO QUALITY (CONTINUED)

F. Data protection and privacy policies

The Group places great emphasis on the data protection and privacy security of our customers. The Group strictly follows the guidance of the employee handbook and restricts any unauthorised usage of personal data. We have a “1957 & Co. Loyalty Program” (the “**Program**”) for our frequent guests to earn and redeem points across our restaurants and enjoy exclusive privileges. We understand the importance of our customers’ concerns about personal data collection, hence, we have fully instructed our employees that they must only collect and use personal data in accordance with applicable data protection laws, as well as the Group’s policy on Personal Data Governance and local policies of the Telecommunications division.

All our personal data collection complies strictly with the Personal Data (Privacy) Ordinance (Cap. 486 of the Laws of Hong Kong), including that for the operation and management of the Program, and are collected solely for activities related to the Program.

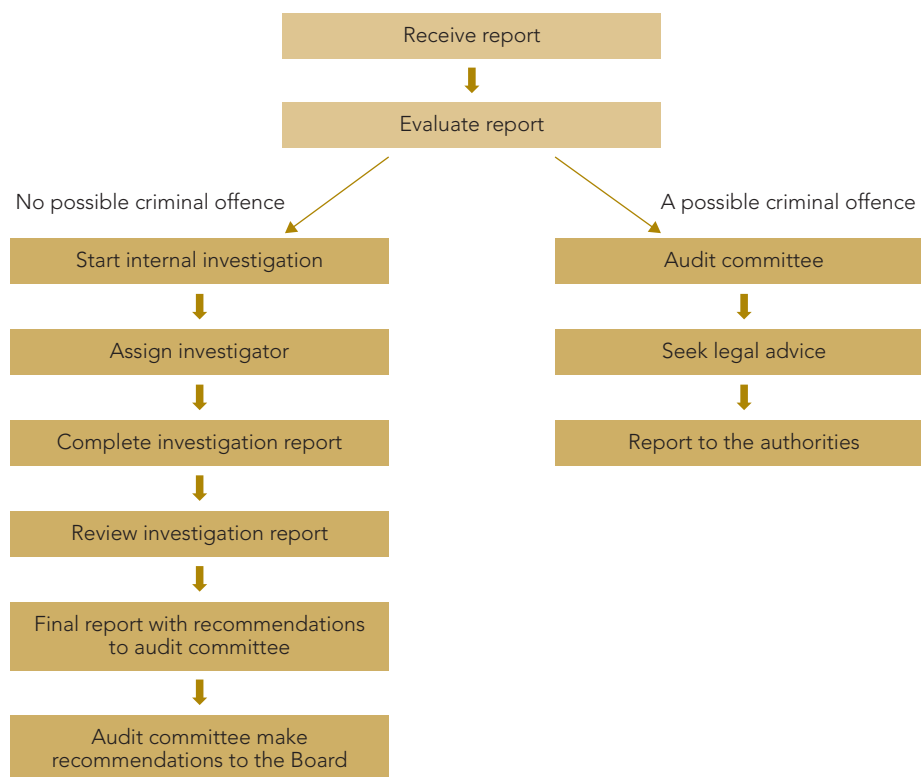
6. POLICY AND MEASURES ON ANTI-CORRUPTION

Our Group believes that loyalty, integrity, and fairness are core assets to our business. Therefore, all employees of the Group, from the top management to our frontline employees, must strive to ensure that the reputation of the Group is not damaged by dishonesty, disloyalty or corruption. We maintained zero tolerance to corruption and fraud. We have implemented a strict internal control policy and regulation towards bribery or dishonesty, as outlined in our Code of Business Conduct (the “**Code**”). The content of the Code is applicable to all employees, including permanent and part-time workers. Well-structured processes on purchases, sales, operation and finance are clearly listed for employees to follow to avoid the occurrence of any potential corruption issues.

Our Company’s whistleblowing policy is available on our website. We encourage our employees who are concerned about any suspected misconduct or malpractice within the Group to voice out verbally or in written standard whistleblowing report form, and the Group will acknowledge receipt of the report within five working days. A designated senior officer — Company Secretary, will be appointed to manage the report. An investigation will be conducted in accordance with the investigation procedures that were set out. We will also review the relevant policy on a periodic basis so that it is up-to-date and comply with any legal requirement or best practices, as the case may be. We have no tolerance towards any corruption incidents. There were no concluded legal cases regarding corruption brought against the Group or our employees during the year.

Environmental, Social and Governance Report

6. POLICY AND MEASURES ON ANTI-CORRUPTION (CONTINUED)



The anti-corruption policy of our Group

7. OUR COMMITMENT TO OUR PEOPLE

A. Introduction

Employees are of vital importance to us and we pay attention to the protection of employees' interests and rights. We strictly comply with all relevant laws, including but not limited to Employment Ordinance (Cap. 57 of the Laws of Hong Kong), Occupational Safety and Health Ordinance (Cap. 509 of the Laws of Hong Kong), Sex Discrimination Ordinance (Cap. 480 of the Laws of Hong Kong), Minimum Wage Ordinance (Cap. 608 of the Laws of Hong Kong) and Disability Discrimination Ordinance (Cap. 487 of the Laws of Hong Kong). We believe a safe, healthy and fair working environment would encourage productivity and incentive and hence it would be beneficial to the Group's growth.

Every employee is engaged with an employment contract through our human resources department. The employee handbook is provided to every employee. The standard employment policy covers all aspects from recruitment to termination, including employee safety, prevention of food poisoning, handling of food contamination, and treatment of employee or guest injuries. These policies are detailed in the employee handbook. All employees could refer to the employee handbook under different situations at work promptly as the policies are based on scientifically proven and time-tested results.

Environmental, Social and Governance Report

7. OUR COMMITMENT TO OUR PEOPLE (CONTINUED)

B. Labour standards and equal opportunity

As an equal opportunity employer, our Group welcomes all talents and enthusiastic candidates to join our family regardless of their backgrounds, ages, genders and nationalities. Inclusiveness, fairness and integrity are always embedded in our recruitment policy. Discrimination and harassment are strictly prohibited in our Group. Any verbal, visual and physical conduct of discrimination or harassment will subject the employee to disciplinary action, up to and including dismissal. The fair and equal concepts are also integrated into our promotion ladder. We provide equal opportunities for our employees who are looking for a chance to make a career in one of the best award-winning restaurants in town. We believe in internal promotion and performance excellence reward mechanism. Employees with satisfactory professionalism and exhibit passion to serve our customers have a chance to be promoted.

The employee handbook clearly outlines the general rules regarding compensation, dismissal, recruitment, promotion, working hours, annual leave, anti-discrimination, employment certificates, and more. We provide sick leave, annual leave, maternity leave, paternity leave, birthday leave, marriage leave and funeral leave to our employees. All full-time employees have participated in the Mandatory Provident Fund ("MPF") scheme after completion of 60 days of continuous employment.

Our Group does not tolerate any forced or child labour in support of human rights and labour standards. We strictly comply with the statutory requirement of the Employee's Compensation Ordinance (Cap. 282 of the Laws of Hong Kong). All related job duties, including the number of working hours, over-time working arrangement and employee welfare and allowance are clearly stated in the employment contract. During the recruitment process, the human resources department is responsible for ensuring the candidate has reached the legal working age by inspecting the candidate's Hong Kong identity card or valid travel document. If any child or forced labour is discovered, employee can report to us through phone, mail and email. The reported case will be followed up with an immediate investigation. During the reporting period, there are no related violation cases discovered.

Environmental, Social and Governance Report

7. OUR COMMITMENT TO OUR PEOPLE (CONTINUED)

C. Occupational health and safety

We care about both the physical and mental health of our employees. We apply “team building and career development” management philosophy to our employees. Our Company makes every effort to provide a healthy, efficient and safe working environment. Emergency plans and drills, employee safety training and appraisals, on-site inspection and safety forums are conducted on a regular basis to ensure safe operation. The Group makes every effort to provide and maintain the optimal working environment for our employees. Related practices that we have adopted are as below:

Policies and Procedures	Physical Environment Security
• Develop and continually improve safety policies and procedures that all employees are informed of; • Arrange the injured person to be examined by certified first aiders and sent to the nearest hospital or clinic for immediate medical treatment whenever work injury occurred on the premises; • Ensure that department heads conduct accident reporting, investigation, treatment, and improvement, including submitting a comprehensive “Workplace Incident & Accident Report” form to the Human Resources department within 24 hours of the incident; and • Equip each restaurant with a safety supervisor who is responsible for conducting regular inspections of employee behaviour and kitchen sanitation in the restaurant and making recommendations or suggestions for improvement.	• Take employee mobility into consideration when designing the restaurants; • Place First Aid Box at every restaurant and provide it to the injured person; • Equip with adequate fire-fighting equipment for every restaurant such as fire extinguishers and fire hydrants, and their effectiveness is checked regularly. Meanwhile, ensure that safety exits and evacuation routes are clear so that employees and customers can quickly evacuate in case of emergency; • Keep dry and tidy to avoid the risk of slipping due to grease and water stains for dining room, kitchen and toilets. Lay down non-slip mats or use non-slip floor tiles where necessary, such as in restrooms and kitchens; • Store all restaurant utensils in a safe location, such as knives and sharp utensils in the provided boxes; and • Equip restaurant staff with safety equipment, including but not limited to masks, heat protective gloves and aprons.



Physical environment security

Environmental, Social and Governance Report

7. OUR COMMITMENT TO OUR PEOPLE (CONTINUED)

C. Occupational health and safety (Continued)

We attach great importance to the occupational health and safety of our staff and to this end we have developed a comprehensive safety training program. The training is provided to all restaurant staff, including new and existing employees. The training focuses on food safety practices, emergency response measures and safety precautions in daily work. We use various forms of training, including theoretical lectures, practical exercises and case studies, to ensure that our employees are fully equipped with the necessary knowledge and skills needed to provide customers with a safe environment and positive experiences. Through these measures, we are committed to creating a safe and healthy working environment for our employees and ensuring that every employee is fully protected at work.

During the reporting period, there were no reported cases of work-related fatalities (2023, 2022 and 2021: 0), although there were 237 days lost to work-related injuries (2023: 83 days; 2022: 113 days). All employees who were hurt were given their insurance claims and paid sick leaves in accordance with labour laws and regulations. We consider putting more attention on how to reduce the occurrence of work-related injuries by measures such as emphasising occupational safety during the employee orientation.

Team building activity

We also established policies to take care of our employees' mental health, enforcing team spirit and encouraging more effective communication. We encourage free communication and maintain high morale among team members and management so that issues and opinions can be raised freely. We also prioritise creating a positive and enjoyable work environment through various initiatives. For example, we organize an annual Christmas party to celebrate the hard work and dedication of our employees throughout the year. By organizing such events, we aim to boost morale, reinforce our commitment to employee well-being, and create lasting memories that contribute to a supportive and enjoyable workplace culture.



Annual Christmas Party

Environmental, Social and Governance Report

7. OUR COMMITMENT TO OUR PEOPLE (CONTINUED)

D. Employee data

As of 31 December 2024, there were a total of 539 employees, all based in Hong Kong. Male employees comprised 55% while female employees made up 45%. During the reporting period, the overall employee turnover rate was 44%, compared to 50.5% in 2023. The turnover rates for male and female employees were 48% and 39% respectively, compared to 54.7% and 45.3% respectively in 2023¹.

Other details related to the employee's data in this reporting year are illustrated in the below tables:

Employee Data and Turnover Rate (Office)

Office staff	Current employees	Departed employees	Turnover rate
Total number of employees	40	12	30%
By Gender			
Male	12	5	42%
Female	28	7	25%
By Age			
Aged below 35	14	3	21%
Aged 36–55	21	6	29%
Aged above 56	5	3	60%
By Level			
General staff	33	11	33%
Managerial staff	7	1	14%
By type			
Full-time	37	12	32%
Part-time	3	0	0%
By Geography			
Hong Kong	40	12	30%
Mainland China	0	0	0%

¹ The methodology for calculating the turnover rate (per category) has been revised in alignment with the guidelines provided in “How to Prepare an ESG Report — Appendix 3: Reporting Guidance on Social KPIs” published by HKEx. This update ensures consistency with industry standards and enhances the accuracy and transparency of our reporting.

Environmental, Social and Governance Report

7. OUR COMMITMENT TO OUR PEOPLE (CONTINUED)

D. Employee data (Continued)

Employee Data and Turnover Rate (Restaurant)

Restaurant staff	Current employees	Departed employees	Turnover rate
Total number of employees	499	227	45%
By Gender			
Male	287	140	49%
Female	212	87	41%
By Age			
Aged below 35	156	50	32%
Aged 36–55	244	118	48%
Aged above 56	99	59	60%
By Level			
General staff	463	220	48%
Managerial staff	36	7	19%
By type			
Full-time	404	227	56%
Part-time	95	0	0%
By Geography			
Hong Kong	499	227	45%
Mainland China	0	0	0%

Environmental, Social and Governance Report

7. OUR COMMITMENT TO OUR PEOPLE (CONTINUED)

E. Employee development and training

Catering is an industry that provides both services and products to our guests, and the quality of both depends on the quality of our employees. We believe that we cannot grow unless the quality of our employees grows. We provide training for all levels of employee, including both knowledge and skill-based training workshops, on areas such as anti-corruption, food safety and industry insights. The training sessions help employees gain new knowledge and skills, which in turn foster the growth of the Company.

The table below shows the various themes of training held during the reporting period:

Employee Development and Training Held in 2024

Training date	Training theme	Target employee	Training content
Day one of work	New Joiner Orientation	New joiners	- Group's organisational chart and the Group's concept - Outlets Specific Rules & Regulations, Equipment Orientation
December 2024	Customer-Centric Strategies for Profit Growth	Supervisor Assistant Manager Restaurant Manager Head Chef Sous Chef	How to continuously adapt and implement effective change management strategies; lead their teams through transitions more smoothly, enhancing the likelihood of success while fostering a resilient organizational culture ready to tackle future challenges

Customer-Centric Strategies for Profit Growth



After attending the relevant training, our managers and head chefs will convey the relevant core points to our frontline staff, thereby enhancing their business level and overall quality to better serve our customers. Through continuous training and learning, employees can make continuous progress and lay a solid foundation for the long-term development of the Group.

Environmental, Social and Governance Report

7. OUR COMMITMENT TO OUR PEOPLE (CONTINUED)

F. Number of trained employees and hours of training received by our employees

Employees' growth and development are essential in helping the Group's journey as it translates into an efficient and smooth operation. We support and encourage employees to climb up the career ladder. To ensure the quality and knowledge enhancement for our employees, all employees are encouraged to participate in training that suit their needs, regardless of age, gender and employment level. During the reporting period, all new joiners were provided an employee orientation, which included training relevant to their individual roles. During this reporting year, all our employees are trained. The average training hours for office staff are 2 hours while the average training hours for restaurant staff are 2 hours to complement our training policies. Other relevant breakdowns are shown below.

Trained employees by gender and employment type (Office)

Office staff	Number of trained employees	Percentage of trained employees	Total hour trained	Average training hour completed per employee
Total	40	100%	80	2
By gender				
Male	12	30%	24	2
Female	28	70%	56	2
By level				
General staff	33	82.5%	66	2
Managerial staff	7	17.5%	14	2

Trained employees by gender and employment type (Restaurant)

Restaurant staff	Number of trained employees	Percentage of trained employees	Total hour trained	Average training hour completed per employee
Total	499	100%	998	2
By gender				
Male	287	58%	574	2
Female	212	42%	424	2
By level				
General staff	463	93%	926	2
Managerial staff	36	7%	72	2

Environmental, Social and Governance Report

8. OUR CONNECTION WITH THE LOCAL COMMUNITY

A. Donation, venue and media support

During the reporting period, our Group actively contributed to the community through monetary sponsorships for charitable events and campaigns, raising awareness for issues such as support for individuals with special needs and disabilities. These efforts reflect our commitment to creating a positive social impact.

In 2024, we sponsored 20 dining vouchers (HKD500 each, totaling HKD10,000) as lucky draw prizes for the Charity Dinner organized by the Care of Rehabilitated Offenders Association, supporting rehabilitated individuals and promoting social inclusion.

Additionally, in October 2024, we contributed restaurant cash vouchers to the Ronald McDonald House Charities (RMHC) Hong Kong Gala Dinner 2024, supporting their fundraising efforts. These funds help sustain Ronald McDonald Houses, which provide a “home-away-from-home” for families with sick children, easing their burdens and allowing them to focus on their children’s well-being. Through these initiatives, we reaffirm our dedication to giving back to the community.

9. AWARDS AND RECOGNITION

We are pleased to share the most honourable awards that we received in 2024 regarding the below scope:

Recognition on customer service

Our Italian restaurant Paper Moon is a customer favorite. During the year, this restaurant received “Openrice Best Restaurants 2024 Award” for the second consecutive year and the “Gambero Rosso Award” for the Top Italian Restaurants 2024 category, as well as the U Favorite Food Awards.



Award Ceremony of Paper Moon restaurant

Environmental, Social and Governance Report

9. AWARDS AND RECOGNITION (CONTINUED)

Recognition on community service

We are committed to community service and active in social responsibility. By supporting the work of Care of Rehabilitated Offenders Association (CROA) and the Ronald McDonald House Charities (RMHC) Hong Kong, we have provided support to the rehabilitated individuals and children in need and have received letters of appreciation from relevant organisation. In the future, we will continue to strengthen our cooperation with more charitable organisations, injecting more positive energy and warmth into the community.



Letter of Appreciation from CROA



Letter of Appreciation from RMHC

Recognition on food quality and services



Certification mark under the Quality Tourism Services Scheme

Various restaurants are authorised to use the certification mark under the Quality Tourism Services Scheme by Hong Kong Tourism Board. This recognises us as meeting the high standards of product quality and service under the scheme.

Environmental, Social and Governance Report

10. LAWS AND POLICIES

Laws and Policies

ESG subject area	Related laws and regulations which we have been in compliance with during the reporting period, including but not limited to:
Environment	• The Environmental Protection Law of the People's Republic of China • Law of the People's Republic of China on Environmental Impact Assessment • Law of the People's Republic of China on Prevention and Control of Environmental Noise Pollution • Law of the People's Republic of China on the Prevention and Control of Atmospheric Pollution • Law of the People's Republic of China on Prevention and Control of Water Pollution • Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Wastes • Air Pollution Control Ordinance (Cap. 311 of the Laws of Hong Kong) • Water Pollution Control Ordinance (Cap. 358 of the Laws of Hong Kong) • Waste Disposal Ordinance (Cap. 354 of the Laws of Hong Kong) • Noise Control Ordinance (Cap. 400 of the Laws of Hong Kong)
Employment	• Labour Law of the People's Republic of China • Labour Contract Law of the People's Republic of China • Employment Promotion Law of the People's Republic of China • Employment Ordinance (Cap. 57 of the Laws of Hong Kong) • Disability Discrimination Ordinance (Cap. 487 of the Laws of Hong Kong) • Sex Discrimination Ordinance (Cap. 480 of the Laws of Hong Kong) • Occupational Safety and Health Ordinance (Cap. 509 of the Laws of Hong Kong) • Minimum Wage Ordinance (Cap. 608 of the Laws of Hong Kong) • Employees' Compensation Ordinance (Cap. 282 of the Laws of Hong Kong) • Mandatory Provident Fund Scheme Ordinance (Cap. 485 of the Laws of Hong Kong)
Product liability	• Product Quality Law of the People's Republic of China • Construction Law of the People's Republic of China • Anti-Unfair Competition Law of the People's Republic of China • Law of the People's Republic of China on the Protection of Consumer Rights and Interests • Trademark Law of the People's Republic of China • Advertising Law of the People's Republic of China • Food Safety Ordinance (Cap. 612 of the Laws of Hong Kong) • Public Health and Municipal Service Ordinance (Cap. 132 of the Laws of Hong Kong) • Trade Descriptions Ordinance (Cap. 362 of the Laws of Hong Kong) • Personal Data (Privacy) Ordinance (Cap. 486 of the Laws of Hong Kong) • Trade Marks Ordinance (Cap. 559 of the Laws of Hong Kong)

Environmental, Social and Governance Report

10. LAWS AND POLICIES (CONTINUED)

ESG subject area	Related laws and regulations which we have been in compliance with during the reporting period, including but not limited to:
Anti-corruption	• Anti-Money Laundering Law of the People's Republic of China • Criminal Law of the People's Republic of China • Anti-Unfair Competition Law of the People's Republic of China • Bidding Law of the People's Republic of China • Regulation on the Implementation of the Bidding Law of the People's Republic of China • Prevention of Bribery Ordinance (Cap. 201 of the Laws of Hong Kong) • Sale of Goods Ordinance (Cap. 26 of the Laws of Hong Kong) • Supply of Services (Implied Terms) Ordinance (Cap. 457 of the Laws of Hong Kong)

11. REPORT DISCLOSURE INDEX

Subject Areas, Aspects, General Disclosures and KPIs		Relevant Section in the Report
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 and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste. <i>Note: Air emissions include NOx, SOx, and other pollutants regulated under national laws and regulations.</i> <i>Greenhouse gases include carbon dioxide, methane, nitrous oxide, hydrofluorocarbons, perfluorocarbons and sulphur hexafluoride.</i> <i>Hazardous wastes are those defined by national regulations.</i>	4. Our Commitment to the Environment
KPI A1.1	The types of emissions and respective emissions data.	4G. Energy consumption and emission data
KPI A1.2	Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	4G. Energy consumption and emission data
KPI A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	4D. Active waste recycling to minimise disposal
KPI A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	4D. Active waste recycling to minimise disposal
KPI A1.5	Description of emission target(s) set and steps taken to achieve them.	4D. Active waste recycling to minimise disposal
KPI A1.6	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	4. Our Commitment to the Environment

Environmental, Social and Governance Report

11. REPORT DISCLOSURE INDEX (CONTINUED)

Subject Areas, Aspects, General Disclosures and KPIs		Relevant Section in the Report
Aspect A2: Use of Resources		
General Disclosure	Policies on the efficient use of resources, including energy, water and other raw materials.	4. Our Commitment to the Environment
	<i>Note: Resources may be used in production, in storage, transportation, in buildings, electronic equipment, etc.</i>	
KPI A2.1	Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility).	4G. Energy consumption and emission data
KPI A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility).	4G. Energy consumption and emission data
KPI A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them.	4. Our Commitment to the Environment
KPI A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	4. Our Commitment to the Environment
KPI A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	4D. Active waste recycling to minimise disposal
Aspect A3: The Environment and Natural Resources		
General Disclosure	Policies on minimising the issuer's significant impacts on the environment and natural resources.	4. Our Commitment to the Environment
KPI A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	4. Our Commitment to the Environment
Aspect A4: Climate Change		
General Disclosure	Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer.	4F. Acts to manage climate change risks
KPI A4.1	Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.	4F. Acts to manage climate change risks

Environmental, Social and Governance Report

11. REPORT DISCLOSURE INDEX (CONTINUED)

Subject Areas, Aspects, General Disclosures and KPIs		Relevant Section in the Report
B. Social		
Employment and Labour Practices		
<i>Aspect B1: Employment</i>		
General Disclosure	Information on:	7. Our commitment to our people
	(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.	
KPI B1.1	Total workforce by gender, employment type (for example, full- or part-time), age group and geographical region.	7D. Employee data
KPI B1.2	Employee turnover rate by gender, age group and geographical region.	7D. Employee data
<i>Aspect B2: Health and Safety</i>		
General Disclosure	Information on:	7C. Occupational health and safety
	(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.	
KPI B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	7C. Occupational health and safety
KPI B2.2	Lost days due to work injury.	7C. Occupational health and safety
KPI B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored.	7C. Occupational health and safety
<i>Aspect B3: Development and Training</i>		
General Disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	7E. Employee development and training
	<i>Note: Training refers to vocational training. It may include internal and external courses paid by the employer.</i>	
KPI B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	7F. Number of trained employees and hours of training received by our employees
KPI B3.2	The average training hours completed per employee by gender and employee category.	7F. Number of trained employees and hours of training received by our employees

Environmental, Social and Governance Report

11. REPORT DISCLOSURE INDEX (CONTINUED)

Subject Areas, Aspects, General Disclosures and KPIs		Relevant Section in the Report
<i>Aspect B4: Labour Standards</i>		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer	7B. Labour standards and equal opportunity
	relating to preventing child and forced labour.	
KPI B4.1	Description of measures to review employment practices to avoid child and forced labour.	7B. Labour standards and equal opportunity
KPI B4.2	Description of steps taken to eliminate such practices when discovered.	7B. Labour standards and equal opportunity
Operating Practices		
<i>Aspect B5: Supply Chain Management</i>		
General Disclosure	Policies on managing environmental and social risks of the supply chain.	5A. Procurement policy
KPI B5.1	Number of suppliers by geographical region.	5A. Procurement policy
KPI B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.	5A. Procurement policy
KPI B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	5A. Procurement policy
KPI B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	5A. Procurement policy

Environmental, Social and Governance Report

11. REPORT DISCLOSURE INDEX (CONTINUED)

Subject Areas, Aspects, General Disclosures and KPIs		Relevant Section in the Report
<i>Aspect B6: Product Responsibility</i>		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer	5. Our Commitment to Quality
	relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	
KPI B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	5E. Our care to customer
KPI B6.2	Number of products and service related complaints received and how they are dealt with.	5E. Our care to customer
KPI B6.3	Description of practices relating to observing and protecting intellectual property rights.	5D. Protecting intellectual property rights
KPI B6.4	Description of quality assurance process and recall procedures.	5. Our Commitment to Quality
KPI B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored.	5F. Data protection and privacy policies
<i>Aspect B7: Anti-corruption</i>		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer	6. Policy and Measures on Anti-corruption
	relating to bribery, extortion, fraud and money laundering.	
KPI B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.	6. Policy and Measures on Anti-corruption
KPI B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.	6. Policy and Measures on Anti-corruption
KPI B7.3	Description of anti-corruption training provided to directors and staff.	7E. Employee development and training
Community		
<i>Aspect B8: Community Investment</i>		
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.	8. Our Connection with the Local Community
KPI B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	8. Our Connection with the Local Community
KPI B8.2	Resources contributed (e.g. money or time) to the focus area.	8. Our Connection with the Local Community

Independent Auditor's Report



羅兵咸永道

To the Shareholders of 1957 & Co. (Hospitality) Limited
(incorporated in the Cayman Islands with limited liability)

OPINION

What we have audited

The consolidated financial statements of 1957 & Co. (Hospitality) Limited (the “**Company**”) and its subsidiaries (the “**Group**”), which are set out on pages 103 to 166, comprise:

- the consolidated statement of financial position as at 31 December 2024;
- the consolidated income statement for the year then ended;
- the consolidated statement of comprehensive income for the year then ended;
- the consolidated statement of changes in equity for the year then ended;
- the consolidated statement of cash flows for the year then ended; and
- the notes to the consolidated financial statements, comprising material accounting policy information and other explanatory information.

Our opinion

In our opinion, the consolidated financial statements give a true and fair view of the consolidated financial position of the Group as at 31 December 2024, and of its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with Hong Kong Financial Reporting Standards (“**HKFRSs**”) 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 (“**HKSA**s”) issued by the HKICPA. Our responsibilities under those standards are further described in the Auditor’s Responsibilities for the Audit of the Consolidated Financial Statements section of our report.

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

Independence

We are independent of the Group in accordance with the HKICPA’s Code of Ethics for Professional Accountants (“**the Code**”), and we have fulfilled our other ethical responsibilities in accordance with the Code.

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Independent Auditor’s Report

KEY AUDIT MATTERS

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

The key audit matter identified in our audit is the assessment of impairment of property, plant and equipment and right-of-use assets:

Key Audit Matter	How our audit addressed the Key Audit Matter
Assessment of impairment of property, plant and equipment and right-of-use assets	
Refer to notes 4(i) and 13 to the consolidated financial statements.	Our procedures for assessing the impairment of property, plant and equipment and right-of-use assets included:
The Group has a portfolio of leased properties used as outlets for its restaurants.	Understanding and evaluating management’s key internal controls over the impairment of PPE and RoU; and
Management considers each individual restaurant as a cash generating unit (CGU) and reviews the performance of individual restaurants at the end of each reporting period to identify any impairment indicators for each CGU’s property, plant and equipment (the “PPE”) and right-of-use assets (the “RoU”).	Enquiring management on their basis of identifying restaurants with impairment indicators and challenging the appropriateness of these judgements.

Independent Auditor's Report

KEY AUDIT MATTERS (CONTINUED)

Key Audit Matter	How our audit addressed the Key Audit Matter
For a CGU where there is any indication of impairment, management estimates the recoverable amount of the PPE and RoU by value-in-use calculations using discounted cash flow projections based on the management's forecast covering the remaining tenure of the lease, with major inputs including revenue growth rate and pre-tax discount rate. Based on the assessment, management has concluded that an impairment loss HK\$2,145,000 is necessary to adjust the carrying amounts of PPE and ROU as at 31 December 2024. We focused on this area because the balance of PPE and RoU is material to the consolidated financial statements and significant management judgement was used in assessing the impairment of PPE and RoU.	For CGUs where there were indicators of impairment, we performed procedures on value in use calculations to assess the key inputs to their respective discounted cash flows forecast (the "DCF") used in determining the recoverable amount of the PPE and RoU, including: • Comparing the actual results of the CGU with the CGU's historical DCF to assess the accuracy of management's forecasting process; • Checking the tenure of the leases of the restaurants to the lease agreements; • Assessing reasonableness of the projected revenue growth rate and operating margin of the relevant restaurant used in the DCF with reference to management's development plans and past results of operations of the CGU; • Assessing the pre-tax discount rate used in the DCF by comparing to relevant external source of market data; • Evaluating the sensitivity analysis to consider the impact on the impairment loss with reasonably possible changes of key assumptions and considered whether the judgements made in determining the key assumptions are subject to possible management bias; and • Testing mathematical accuracy of the DCF. Based on the results of our work, we found that the significant judgements and assumptions used by management in the assessment were supportable by available evidence.

Independent Auditor's Report

OTHER INFORMATION

The directors of the Company are responsible for the other information. The other information comprises all of the information included in the annual report other than the consolidated financial statements and our auditor's report thereon. We have obtained some of the other information including corporate information, financial highlights, chairman's statement, management discussion and analysis, directors and senior management and report of the directors prior to the date of this auditor's report. The remaining other information, including corporate governance report, environmental, social and governance report and the other sections to be included in the annual report, is expected to be made available to us after that date.

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 identified above 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 in the other information that we obtained prior to the date of this auditor's report, 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.

When we read the remaining other information to be included in the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take appropriate action considering our legal rights and obligations.

RESPONSIBILITIES OF DIRECTORS AND THE AUDIT COMMITTEE FOR THE CONSOLIDATED FINANCIAL STATEMENTS

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

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

The audit committee is responsible for overseeing the Group's financial reporting process.

Independent Auditor's Report

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

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. We report our opinion solely to you, as a body, and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this report. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with HKSA's will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with HKSA's, we exercise professional judgment 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.

Independent Auditor's Report

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 Mr. Lam Chun Yee, Johnny.

PricewaterhouseCoopers
Certified Public Accountants

Hong Kong, 26 March 2025

Consolidated Income Statement

For the year ended 31 December 2024

	Note	2024 HK\$'000	2023 HK\$'000
Revenue	6	470,350	471,849
Other income/(loss), net	7	496	(117)
Cost of inventories sold		(119,664)	(125,782)
Employee benefit expenses	10	(171,462)	(167,713)
Depreciation and amortisation		(89,237)	(85,610)
Royalty fees		(5,911)	(6,610)
Rental expenses	13(b)	(11,684)	(9,847)
Utilities		(13,309)	(12,337)
Impairment loss on trade receivables	3.1(ii)	–	(1,256)
Impairment loss on property, plant and equipment and right-of-use assets	13(a)	(2,145)	(2,157)
Other operating expenses	9	(45,634)	(51,626)
Operating profit		11,800	8,794
Finance income		1,470	1,201
Finance costs		(9,956)	(10,035)
Finance costs, net	8	(8,486)	(8,834)
Share of losses of associates	16	(483)	(434)
Profit/(loss) before income tax		2,831	(474)
Income tax expense	11	(443)	(453)
Profit/(loss) for the year		2,388	(927)
Profit/(loss) for the year attributable to:			
— Owners of the company		(1,165)	(6,246)
— Non-controlling interests		3,553	5,319
		2,388	(927)
Losses per share attributable to owners of the Company for the year (HK cents)			
— Basic and diluted	12	(0.30)	(1.63)

The above consolidated income statement should be read in conjunction with the accompanying notes.

Consolidated Statement of Comprehensive Income

For the year ended 31 December 2024

	2024 HK\$'000	2023 HK\$'000
Profit/(loss) for the year	2,388	(927)
Other comprehensive loss		
<i>Items that may be reclassified to profit or loss</i>		
— Currency translation differences	(116)	(76)
— Share of other comprehensive loss of associates accounted for using the equity method	—	(4)
Total comprehensive income/(loss) for the year	2,272	(1,007)
Total comprehensive income/(loss) for the year attributable to:		
— Owners of the company	(1,281)	(6,326)
— Non-controlling interests	3,553	5,319
	2,272	(1,007)

The above consolidated statement of comprehensive income should be read in conjunction with the accompanying notes.

Consolidated Statement of Financial Position

At 31 December 2024

	Note	2024 HK\$'000	2023 HK\$'000
Assets			
Non-current assets			
Property, plant and equipment	13(a)	175,039	198,941
Intangible assets	14	621	742
Other non-current deposit and prepayment	17	20,196	19,050
Investment in an insurance contract	17	2,371	–
Interest in associates	16	2,957	–
Deferred tax assets	24	16,937	14,681
		218,121	233,414
Current assets			
Inventories	18	3,240	2,637
Trade receivables	17	7,485	8,877
Prepayments, deposits and other receivables	17	18,058	17,669
Amount due from associates	28(b)	1,155	139
Tax recoverable		860	457
Pledged bank deposits	19	3,037	5,076
Cash and cash equivalents	19	53,082	64,766
		86,917	99,621
Total assets		305,038	333,035
Equity			
Capital and reserves attributable to owners of the Company			
Share capital	20	38	38
Share premium	20	100,980	100,980
Capital reserve		(2,983)	(2,983)
Exchange reserve		(622)	(506)
Accumulated losses		(40,304)	(39,139)
		57,109	58,390
Non-controlling interest	15(a)	13,735	12,954
Total equity		70,844	71,344

The above consolidated statement of financial position should be read in conjunction with the accompanying notes.

Consolidated Statement of Financial Position

At 31 December 2024

	Note	2024 HK\$'000	2023 HK\$'000
Liabilities			
Non-current liabilities			
Lease liabilities	13(b)	80,345	86,640
Provision for reinstatement costs	21	8,310	8,316
Provision for long service payment	21	1,481	1,556
		90,136	96,512
Current liabilities			
Trade payables	21	21,196	22,444
Accruals and other payables	21	25,746	26,262
Lease liabilities	13(b)	54,195	59,756
Contract liabilities	22	2,603	2,196
Income tax payable		857	3,505
Loan from non-controlling shareholders	28(b)	4,600	7,600
Bank borrowings	23	34,861	43,416
		144,058	165,179
Total liabilities		234,194	261,691
Total equity and liabilities		305,038	333,035

The financial statements on pages 103 to 166 were approved by the Board of Directors on 26 March 2025 and were signed on its behalf.

Lau Ming Fai
Director

Wong Chi Wing Kinson
Director

The above consolidated statement of financial position should be read in conjunction with the accompanying notes.

Consolidated Statement of Changes in Equity

For the year ended 31 December 2024

	Attributable to the owners of the Company						Non-controlling interest	Total equity
	Share capital	Share premium	Capital reserve	Exchange reserve	Accumulated losses	Total		
	(Note 20)	(Note 20)						
	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000
Balance at 1 January 2023	38	100,980	(2,983)	(426)	(32,893)	64,716	11,065	75,781
Comprehensive income								
(Loss)/profit for the year	–	–	–	–	(6,246)	(6,246)	5,319	(927)
Other comprehensive loss								
Currency translation differences	–	–	–	(76)	–	(76)	–	(76)
Share of other comprehensive loss of associates accounted for using the equity method	–	–	–	(4)	–	(4)	–	(4)
Total comprehensive (loss)/income	–	–	–	(80)	(6,246)	(6,326)	5,319	(1,007)
Repayment of shareholder loans	–	–	–	–	–	–	(3,430)	(3,430)
Balance at 31 December 2023	38	100,980	(2,983)	(506)	(39,139)	58,390	12,954	71,344

	Attributable to the owners of the Company						Non-controlling interest	Total equity
	Share capital	Share premium	Capital reserve	Exchange reserve	Accumulated losses	Total		
	(Note 20)	(Note 20)						
	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000
Balance at 1 January 2024	38	100,980	(2,983)	(506)	(39,139)	58,390	12,954	71,344
Comprehensive income								
(Loss)/profit for the year	–	–	–	–	(1,165)	(1,165)	3,553	2,388
Other comprehensive loss								
Currency translation differences	–	–	–	(116)	–	(116)	–	(116)
Total comprehensive (loss)/income	–	–	–	(116)	(1,165)	(1,281)	3,553	2,272
Transaction with shareholder								
Repayment of shareholder loans	–	–	–	–	–	–	(2,772)	(2,772)
Balance at 31 December 2024	38	100,980	(2,983)	(622)	(40,304)	57,109	13,735	70,844

The above consolidated statement of changes in equity should be read in conjunction with the accompanying notes.

Consolidated Statement of Cash Flows

For the year ended 31 December 2024

	Note	2024 HK\$'000	2023 HK\$'000
Cash flows from operating activities			
Profit/(loss) before income tax		2,831	(474)
Adjustments for:			
— Depreciation and amortisation		89,237	85,610
— Loss on disposal of property, plant and equipment		6	254
— Impairment loss on property, plant and equipment and right-of-use assets		2,145	2,157
— Impairment loss on trade receivables		—	1,256
— Change in surrender value of insurance contract		(55)	—
— Share of losses of associates		483	434
— Finance income		(1,470)	(1,201)
— Finance expenses		9,956	10,035
Operating cash flows before changes in working capital		103,133	98,071
Changes in working capital:			
— Inventories		(603)	(280)
— Trade and other receivables		94	29,438
— Trade and other payables		(4,786)	9,807
— Contract liabilities		407	1,426
— Amount due from associates		(1,016)	(13)
Cash generated from operations		97,229	138,449
Interest paid		(9,418)	(9,857)
Income tax (paid)/refunded		(5,750)	2,128
Net cash generated from operating activities		82,061	130,720
Cash flows from investing activities			
Purchase of property, plant and equipment		(9,410)	(72,689)
Investment in an insurance contract		(2,316)	—
Acquisition of interest in an associate	16	(3,440)	—
Interest received		695	544
Net cash used in investing activities		(14,471)	(72,145)

The above consolidated statement of cash flows should be read in conjunction with the accompanying notes.

Consolidated Statement of Cash Flows

For the year ended 31 December 2024

	Note	2024 HK\$'000	2023 HK\$'000
Cash flows from financing activities			
Proceeds from bank borrowings		–	18,000
Repayment of bank borrowings		(8,555)	(7,754)
Payment of lease liabilities		(66,870)	(69,644)
Payment for pledged bank deposits		2,039	3,987
Repayment of shareholders loan		(5,772)	(3,430)
Proceed of reimbursement cost from landlord		–	10,933
Net cash used in financing activities		(79,158)	(47,908)
Net (decrease)/increase cash and cash equivalents		(11,568)	10,667
Cash and cash equivalents at 1 January		64,766	54,175
Effect of foreign exchange rate changes		(116)	(76)
Cash and cash equivalents at 31 December		53,082	64,766

The above consolidated statement of cash flows should be read in conjunction with the accompanying notes.

Consolidated Statement of Cash Flows

For the year ended 31 December 2024

The reconciliation of liabilities arising from financing activities is as follows:

	Borrowings	Lease liabilities	Loan from non-controlling shareholders	Total
	HK\$'000	HK\$'000	HK\$'000	HK\$'000
At 1 January 2023	33,170	73,021	7,600	113,791
Cash flows				
— Inflow/(outflow) from financing activities	10,246	(69,644)	—	(59,398)
— Outflow from operating activities	(2,354)	(7,503)	—	(9,857)
Non-cash changes				
— Finance cost	2,354	7,503	—	9,857
— Addition to lease liabilities	—	146,563	—	146,563
— Disposal of right of use assets	—	(3,544)	—	(3,544)
At 31 December 2023	43,416	146,396	7,600	197,412
At 1 January 2024	43,416	146,396	7,600	197,412
Cash flows				
— Outflow from financing activities	(8,555)	(66,870)	(3,000)	(78,425)
— Outflow from operating activities	(2,293)	(7,125)	—	(9,418)
Non-cash changes				
— Finance cost	2,293	7,125	—	9,418
— Lease modification	—	(23)	—	(23)
— Addition to lease liabilities	—	55,037	—	55,037
At 31 December 2024	34,861	134,540	4,600	174,001

The above consolidated statement of cash flows should be read in conjunction with the accompanying notes.

Notes to the Consolidated Financial Statements

1 GENERAL INFORMATION, REORGANISATION AND BASIS OF PRESENTATION

1.1 General information

1957 & Co. (Hospitality) Limited (the “**Company**”) was incorporated in the Cayman Islands on 3 February 2016 as an exempted company with limited liability under Companies Act (Cap. 22, Law 3 of 1961 as consolidated and revised) of the Cayman Islands. The address of its registered office is Cricket Square, Hutchins Drive, PO Box 2681, Grand Cayman, KY1-1111, Cayman Islands and its principal place of business is 33/F, Times Tower, 391–407 Jaffe Road, Hong Kong.

The Company is an investment holding company and its subsidiaries (together, the “**Group**”) are principally engaged in operation of restaurants and catering management and consultancy services (the “**Business**”).

These consolidated financial statements are presented in thousands of Hong Kong dollars (“**HK\$’000**”), unless otherwise stated.

The Company has listed its shares on the GEM of The Stock Exchange of Hong Kong Limited (“**GEM**”) on 5 December 2017.

2 SUMMARY OF ACCOUNTING POLICY INFORMATION

This note provides a list of the significant accounting policies adopted in the preparation of these consolidated financial statements. These policies have been consistently applied to all the years presented, unless otherwise stated.

2.1 Basis of preparation

(i) Compliance with HKFRS and disclosure requirements of HKCO

The consolidated financial statements of the Company have been prepared in accordance with Hong Kong Financial Reporting Standards (“**HKFRS**”) and the disclosure requirements of the Hong Kong Companies Ordinance Cap. 622.

Certain comparative figures have been reclassified to conform with current year’s presentation.

(ii) Historical cost convention

The financial statements have been prepared on a historical cost basis.

(iii) Amendments to existing standards and interpretation adopted by the Group

The following amendments to existing standards and interpretation are mandatory for the first time for the financial year beginning on 1 January 2024 and have been adopted by the Group:

Amendments to HKAS 1	Classification of Liabilities as Current or Non-Current
Amendments to HKAS 1	Non-current Liabilities with Covenants
HK (IFRIC) — Int 5 (Revised)	Presentation of Financial Statements — Classification by the Borrower of a Term Loan that Contains a Repayment on Demand Clause
Amendments to HKFRS 16	Lease Liability in a Sale and Leaseback
Amendments to HKAS 7 and HKFRS 7	Supplier Finance Arrangements

The above newly adopted amendments to existing standards and interpretation did not have any material impact on the results and financial position of the Group.

Notes to the Consolidated Financial Statements

2 SUMMARY OF ACCOUNTING POLICY INFORMATION (CONTINUED)

2.1 Basis of preparation (Continued)

(iv) New standards, amendments to existing standards and interpretation not yet adopted by the Group

The following new standards, amendments to existing standards and interpretation have been issued but are not effective for the financial year beginning on 1 January 2024 and have not been early adopted by the Group:

		Effective for annual periods beginning on or after
Amendments to HKAS 21 and HKFRS 1	Lack of Exchangeability	1 January 2025
Amendments to HKFRS 9 and HKFRS 7	Amendments to the Classification and Measurement of Financial Instruments	1 January 2026
Improvements to HKFRS 1, HKFRS 7, HKFRS 9, HKFRS 10 and HKAS 7	Annual Improvements to HKFRS Accounting Standards — Volume 11	1 January 2026
Amendments to HK Int 5	Presentation of Financial Statements — Classification by the Borrower of a Term Loan that Contains a Repayment on Demand Clause	1 January 2027
HKFRS 18	Presentation and Disclosure in Financial Statements	1 January 2027
HKFRS 19	Subsidiaries without Public Accountability: Disclosures	1 January 2027
Amendments to HKFRS 10 and HKAS 28	Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	To be determined

The Group will adopt the above new standards, amendments to existing standards and interpretation when they become effective. The Group is in the process of assessing the impact of adoption of such new standards, amendments to existing standards and interpretation on the results and financial position of the Group.

(v) Going concern

The Group had net current liabilities of HK\$57,141,000 as at 31 December 2024 (2023: net current liabilities of HK\$65,558,000) of which HK\$54,195,000 (2023: HK\$59,756,000) were lease liabilities where the corresponding right-of-use assets were included in property, plant and equipment within non-current assets. In addition, bank borrowings amounting to HK\$25,725,000 (2023: HK\$34,919,000), which are contractually due for repayment after one year but contain repayable on demand clause and are therefore classified as current liabilities in accordance with HK Interpretation 5, "Presentation of Financial Statements — Classification by the Borrower of a Term Loan that contains a Repayment on Demand Clause".

Notes to the Consolidated Financial Statements

2 SUMMARY OF ACCOUNTING POLICY INFORMATION (CONTINUED)

2.1 Basis of preparation (Continued)

(v) Going concern (Continued)

Management considers that (i) the lease assets as stated above will be generating sufficient cash flows to cover the lease liabilities under normal circumstances, and (ii) it is highly unlikely that the relevant banks will exercise their discretion to demand immediate repayment and believes that such bank borrowings will be repaid in accordance with the scheduled dates set out in the relevant loan agreements, and that the current bank facilities will continue to be available for the next 12 months.

Setting aside the lease liabilities of HK\$54,195,000 (2023: HK\$59,756,000) and the bank borrowing due after one year but contain a repayable on demand clause of HK\$25,725,000 (2023: HK\$34,919,000), the Group's current assets exceeded its current liabilities by HK\$22,779,000 as at 31 December 2024 (2023: HK\$29,117,000). The directors of the Company have considered the Group's consolidated financial position to conclude that the Group has sufficient financial resources to meet its financial obligations as and when they fall due in the coming twelve months. Accordingly, the Group's consolidated financial statements have been prepared on a going concern basis.

2.2 Summary of material accounting policies

2.2.1 Subsidiaries

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

(a) Business combinations

The Group applies the acquisition method to account for business combinations. The consideration transferred for the acquisition of a subsidiary is the fair values of the assets transferred, the liabilities incurred to the former owners of the acquiree and the equity interests issued by the Group. The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date.

The Group recognises any non-controlling interest in the acquiree on an acquisition-by-acquisition basis. Non-controlling interests in the acquiree that are present ownership interests and entitle their holders to a proportionate share of the entity's net assets in the event of liquidation are measured at either fair value or the present ownership interests' proportionate share in the recognised amounts of the acquiree's identifiable net assets. All other components of non-controlling interests are measured at their acquisition date fair value, unless another measurement basis is required by HKFRS.

Notes to the Consolidated Financial Statements

2 SUMMARY OF ACCOUNTING POLICY INFORMATION (CONTINUED)

2.2 Summary of material accounting policies (Continued)

2.2.1 Subsidiaries (Continued)

(a) *Business combinations (Continued)*

Acquisition-related costs are expensed as incurred.

If the business combination is achieved in stages, the acquisition date carrying value of the acquirer's previously held equity interest in the acquiree is re-measured to fair value at the acquisition date; any gains or losses arising from such re-measurement are recognised in profit or loss.

Any contingent consideration to be transferred by the Group is recognised at fair value at the acquisition date. Subsequent changes to the fair value of the contingent consideration that is deemed to be an asset or liability is recognised in accordance with HKAS 39 in profit or loss.

Contingent consideration that is classified as equity is not remeasured, and its subsequent settlement is accounted for within equity.

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

Intra-group transactions, balances and unrealised gains on transactions between group companies are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the transferred asset. When necessary, amounts reported by subsidiaries have been adjusted to conform with the Group's accounting policies.

(b) *Changes in ownership interests in subsidiaries without change of control*

Transactions with non-controlling interests that do not result in a loss of control are accounted for as equity transactions — that is, as transactions with the owners of the subsidiary in their capacity as owners. The difference between fair value of any consideration paid and the relevant share acquired of the carrying amount of net assets of the subsidiary is recorded in equity. Gains or losses on disposals to non-controlling interests are also recorded in equity.

Notes to the Consolidated Financial Statements

2 SUMMARY OF ACCOUNTING POLICY INFORMATION (CONTINUED)

2.2 Summary of material accounting policies (Continued)

2.2.2 Non-controlling interests

Non-controlling interests at the date of statement of financial position, being the portion of the net assets of subsidiaries attributable to equity interests that are not owned by the Company, whether directly or indirectly through subsidiaries, are presented in the consolidated statement of financial position separately from equity attributable to owners of the Company. The results of the Group are presented on the face of the consolidated income statement as an attribution of the Group's profit or loss for the year between non-controlling interests and owners of the Company.

2.2.3 Associates

An associate is an entity over which the Group has significant influence but not control, generally accompanying a shareholding of between 20% and 50% of the voting rights. Investments in associates are accounted for using the equity method of accounting. Under the equity method, the investment is initially recognised at cost, and the carrying amount is increased or decreased to recognise the investor's share of the profit or loss of the investee after the date of acquisition. The Group's investments in associates include goodwill identified on acquisition. Upon the acquisition of the ownership interest in an associate, any difference between the cost of the associate and the Group's share of the net fair value of the associate's identifiable assets and liabilities is accounted for as goodwill.

If the ownership interest in an associate is reduced but significant influence is retained, only a proportionate share of the amounts previously recognised in other comprehensive income is reclassified to profit or loss where appropriate.

The Group's share of post-acquisition profit or loss is recognised in the income statement, and its share of post-acquisition movements in other comprehensive income is recognised in other comprehensive income with a corresponding adjustment to the carrying amount of the investment. When the Group's share of losses in an associate equals or exceeds its interest in the associate, including any other unsecured receivables, the Group does not recognise further losses, unless it has incurred legal or constructive obligations or made payments on behalf of the associate.

The Group determines at each reporting date whether there is any objective evidence that the investment in the associate is impaired. If this is the case, the Group calculates the amount of impairment as the difference between the recoverable amount of the associate and its carrying value and recognises the amount adjacent to share of profit of investments accounted for using equity method in the consolidated income statement.

Profits and losses resulting from upstream and downstream transactions between the Group and its associate are recognised in the Group's financial statements only to the extent of unrelated investor's interests in the associates. Unrealised losses are eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of associates have been changed where necessary to ensure consistency with the policies adopted by the Group.

Gain or losses on dilution of equity interest in associates are recognised in the income statement.

Notes to the Consolidated Financial Statements

2 SUMMARY OF ACCOUNTING POLICY INFORMATION (CONTINUED)

2.2 Summary of material accounting policies (Continued)

2.2.4 Property, plant and equipment

Property, plant and equipment are stated at historical cost less depreciation. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

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

Depreciation is calculated using the straight-line method to allocate their cost or revalued amounts, net of their residual values, over their estimated useful lives or, in the case of leasehold improvements and certain leased plant and equipment, the shorter lease term as follows:

Leasehold improvements	Shorter of 5 years or remaining lease term
Furniture and fixture	5 years
Kitchen and operating equipment	3 to 5 years
Computer equipment	3 to 5 years
Motor vehicle	5 years

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount (Note 2.2.6).

Gains and losses on disposals are determined by comparing proceeds with the carrying amount and are recognised in "Other income/(loss), net" in the consolidated income statement.

2.2.5 Intangible assets

Separately acquired franchise and licences rights are shown at historical cost. Trademarks, licenses and customer contracts acquired in a business combination are recognised at fair value at the acquisition date. They have a finite useful life and are subsequently carried at cost less accumulated amortisation and impairment losses.

Notes to the Consolidated Financial Statements

2 SUMMARY OF ACCOUNTING POLICY INFORMATION (CONTINUED)

2.2 Summary of material accounting policies (Continued)

2.2.6 Impairment of non-financial assets

Intangible assets that have an indefinite useful life or intangible assets not ready to use are not subject to amortisation and are tested annually for impairment. Assets that are subject to amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units). Non-financial assets other than goodwill that suffered an impairment are reviewed for possible reversal of the impairment at each reporting date.

2.2.7 Financial assets

(i) Classification

The Group classifies its financial assets to be measured at amortised cost.

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

(ii) Recognition

Regular way purchases and sales of financial assets are recognised on trade-date, the date on which the Group commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Group has transferred substantially all the risks and rewards of ownership.

Notes to the Consolidated Financial Statements

2 SUMMARY OF ACCOUNTING POLICY INFORMATION (CONTINUED)

2.2 Summary of material accounting policies (Continued)

2.2.7 Financial assets (Continued)

(iii) *Measurement*

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

Assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Interest income from these financial assets is included in finance income using the effective interest rate method. Any gain or loss arising on derecognition is recognised directly in profit or loss and presented in other gains/ (losses) together with foreign exchange gains and losses. Impairment losses are presented as separate line item in the consolidated statement of comprehensive income.

(iv) *Impairment*

The Group has the following types of financial assets subject to HKFRS 9's expected credit loss model:

- Trade receivables
- Deposits and other receivables
- Pledged bank deposits
- Cash and cash equivalents
- Amount due from an associate

The Group assesses on a forward looking basis the expected credit losses associated with its assets carried at amortised cost.

For trade receivables, the Group applies the simplified approach permitted by HKFRS 9, which requires lifetime losses to be recognised from initial recognition of the receivables.

Impairment on financial assets other than trade receivables is measured as either 12-month expected credit losses or lifetime expected credit loss, depending on whether there has been a significant increase in credit risk since initial recognition, then impairment is measured as lifetime expected credit losses.

Notes to the Consolidated Financial Statements

2 SUMMARY OF ACCOUNTING POLICY INFORMATION (CONTINUED)

2.2 Summary of material accounting policies (Continued)

2.2.8 Inventories

Inventories are stated at the lower of cost and net realisable value. Cost of inventories is determined using the first-in first-out (FIFO) method. The cost of inventories comprises purchase costs. Net realisable value is the estimated selling price in the ordinary course of business, less applicable variable selling expenses.

2.2.9 Trade and other receivables

Trade receivables are amounts due from customers for catering services or management and consultancy services provided in the ordinary course of business. If collection of trade and other receivables is expected in one year or less (or in the normal operating cycle of the business if longer), they are classified as current assets. If not, they are presented as non-current assets.

Trade and other receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment.

2.2.10 Cash and cash equivalents

Cash and cash equivalents includes cash in hand, deposits held at call with banks, and bank overdrafts, if applicable.

2.2.11 Share capital

Ordinary shares are classified as equity.

Incremental costs directly attributable to the issue of new shares are shown in equity as a deduction, net of tax, from the proceeds.

2.2.12 Trade and other payables

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Trade and other payables are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities.

Trade and other payables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method.

Notes to the Consolidated Financial Statements

2 SUMMARY OF ACCOUNTING POLICY INFORMATION (CONTINUED)

2.2 Summary of material accounting policies (Continued)

2.2.13 Borrowings

Borrowings are recognised initially at fair value, net of transaction costs incurred. Borrowings are subsequently carried at amortised cost; any difference between the proceeds (net of transaction costs) and the redemption value is recognised in the consolidated income statement over the period of the borrowings using the effective interest method.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw-down occurs. To the extent there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a pre-payment for liquidity services and amortised over the period of the facility to which it relates.

Borrowings are classified as current liabilities unless the Group has an unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting period.

2.2.14 Borrowing costs

All borrowing costs are recognised in the consolidated income statement in the period in which they are incurred since no borrowing costs are directly attributable to the acquisition, construction or production of qualifying assets.

2.2.15 Current and deferred income tax

The tax expense for the period comprises current and deferred tax. Tax is recognised in the income statement, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case the tax is also recognised in other comprehensive income or directly in equity, respectively.

(i) *Current income tax*

The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the date of statement of financial position in the countries where the Group operates and generates taxable income. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

(ii) *Deferred income tax*

Deferred income tax is provided in full, using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. However, deferred tax liabilities are not recognised if they arise from the initial recognition of goodwill. Deferred income tax is also not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit or loss and does not give rise to equal taxable and deductible temporary differences. Deferred income tax is determined using tax rates (and laws) that have been enacted or substantively enacted by the end of the reporting period and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

Notes to the Consolidated Financial Statements

2 SUMMARY OF ACCOUNTING POLICY INFORMATION (CONTINUED)

2.2 Summary of material accounting policies (Continued)

2.2.15 Current and deferred income tax (Continued)

(ii) *Deferred income tax (Continued)*

The deferred tax liability in relation to investment property that is measured at fair value is determined assuming the property will be recovered entirely through sale.

Deferred tax assets are recognised only if it is probable that future taxable amounts will be available to utilise those temporary differences and losses.

Deferred tax liabilities and assets are not recognised for temporary differences between the carrying amount and tax bases of investments in foreign operations where the company is able to control the timing of the reversal of the temporary differences and it is probable that the differences will not reverse in the foreseeable future.

Deferred tax assets and liabilities are offset where there is a legally enforceable right to offset current tax assets and liabilities and where the deferred tax balances relate to the same taxation authority. Current tax assets and tax liabilities are offset where the entity has a legally enforceable right to offset and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Current and deferred tax is recognised in profit or loss, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case, the tax is also recognised in other comprehensive income or directly in equity, respectively.

(i) *Investment allowances and similar tax incentives*

Companies within the Group may be entitled to claim special tax deductions for investments in qualifying assets or in relation to qualifying expenditure. The group accounts for such allowances as tax credits, which means that the allowance reduces income tax payable and current tax expense. A deferred tax asset is recognised for unclaimed tax credits that are carried forward as deferred tax assets.

2.2.16 Employee benefits

(i) *Employee leave entitlements*

Employee entitlements to annual leave are recognised when they accrue to employees. A provision is made for the estimated liability for annual leave as a result of service rendered by employees up to the date of statement of financial position.

Employee entitlements to sick leave and maternity or paternity leave are not recognised until the time of leave.

(ii) *Bonus entitlement*

The expected cost of bonus payments is recognised as a liability when the Group has a present legal or constructive obligation as a result of services rendered by employees and a reliable estimate of the obligation can be made.

Liabilities for bonus are expected to be settled within twelve months and are measured at the amounts expected to be paid when they are settled.

Notes to the Consolidated Financial Statements

2 SUMMARY OF ACCOUNTING POLICY INFORMATION (CONTINUED)

2.2 Summary of material accounting policies (Continued)

2.2.16 Employee benefits (Continued)

(iii) Pension obligation

The Group contributed to a mandatory provident fund scheme (the “**MPF Scheme**”) which is a defined contribution plan and is available to all employees in Hong Kong. Contributions to the MPF Scheme by the Group and employees are calculated as a percentage of employees’ basic salaries. The MPF Scheme cost charged to profit or loss represents contributions payable by the Group to the MPF Scheme.

The assets of the MPF Scheme are held separately from those of the Group in an independently administered fund.

(iv) Long service payments

In Hong Kong, employees who have completed a required number of years of service to the Group are eligible for long service payments under the Hong Kong Employment Ordinance in the event of the termination of their employment, provided that such termination meet the circumstances specified in the Hong Kong Employment Ordinance.

2.2.17 Provision

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

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

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

2.2.18 Revenue recognition

(i) Revenue from operation of restaurants

The Group operates restaurants to provide catering services. Revenue from catering services is recognised in the consolidated income statement at the point of sale to customers or when a group entity has delivered products to the customer.

Payment of the transaction is due immediately when the catering services are provided to customers.

Notes to the Consolidated Financial Statements

2 SUMMARY OF ACCOUNTING POLICY INFORMATION (CONTINUED)

2.2 Summary of material accounting policies (Continued)

2.2.18 Revenue recognition (Continued)

(ii) *Revenue from catering management and consultancy services*

The Group provides catering management and consultancy services to other restaurant operators. For catering management and consultancy services, revenue is recognised in the accounting period in which the services are rendered. For fixed-price contracts, revenue is recognised based on the actual service provided up to the end of the reporting period as a proportion of the total services to be provided. This is determined based on the actual labour hours spent relative to the total expected labour hours.

Estimates of revenues, costs or extent of progress toward completion are revised if circumstances change. Any resulting increases or decreases in estimated revenues or costs are reflected in profit or loss in the period in which the circumstances that give rise to the revision become known by management.

In case of fixed-price contracts, the customer pays the fixed amount based on a payment schedule. If the services rendered by the Group exceed the payment, a contract asset is recognised. If the payments exceed the services rendered, a contract liability is recognised.

(iii) *Customer loyalty programme*

The Group maintains a customer loyalty programme which grants customer loyalty award credits to members of the customer loyalty programme based on the relevant members' spending at the Group's restaurants. The award credits entitle the customers to discount on future spending.

Amounts received in the sales transaction that grants the customer loyalty award credits are allocated to the loyalty award credits earned by members of the Group's customer loyalty programme and other components of the sales transaction on a relative standalone selling price basis. The standalone selling price per credit is estimated on the basis of the discount granted when the credits are redeemed and on the basis of the likelihood of redemption, based on past experience. The value attributed to the customer loyalty award credits is deferred as a contract liability. Revenue from the award credits is recognised when the credits are redeemed or when they expire.

Notes to the Consolidated Financial Statements

2 SUMMARY OF ACCOUNTING POLICY INFORMATION (CONTINUED)

2.2 Summary of material accounting policies (Continued)

2.2.19 Earnings per share

(a) Basic earnings per share

Basic earnings per share is calculated by dividing:

- the profit attributable to owners of the company, excluding any costs of servicing equity other than ordinary shares
- by the weighted average number of ordinary shares outstanding during the financial year, adjusted for bonus elements in ordinary shares issued during the year and excluding treasury shares.

(b) Diluted earnings per share

Diluted earnings per share adjusts the figures used in the determination of basic earnings per share to take into account:

- the profit attributable to owners of the company, excluding any costs of servicing equity other than ordinary shares
- by the weighted average number of ordinary shares outstanding during the financial year, adjusted for bonus elements in ordinary shares issued during the year and excluding treasury shares.

2.2.20 Leases

The Group leases various properties to operate its restaurants. Property leases are typically made for fixed periods of one to six years. Lease terms are negotiated on an individual basis and contain various different terms and conditions. The lease agreements do not impose any covenants, but leased assets may not be used as security for borrowing purposes.

Property leases are recognised as right-of-use assets (included in property, plant and equipment) and the corresponding liabilities at the date of which the respective leased asset is available for use by the Group. Each lease payment is allocated between the liability and finance cost. The finance cost is charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

Assets and liabilities arising from a lease are initially measured on a present value basis. Lease liabilities include the net present value of the following lease payments:

- fixed payments (including in-substance fixed payments), less any lease incentives receivable
- variable lease payment that are based on an index or a rate
- amounts expected to be payable by the lessee under residual value guarantees
- the exercise price of a purchase option if the lessee is reasonably certain to exercise that option, and
- payments of penalties for terminating the lease, if the lease term reflects the lessee exercising that option.

The lease payments are discounted using the interest rate implicit in the lease, if that rate can be determined, or the Group's incremental borrowing rate.

Payments associated with short-term leases and leases of low-value assets are recognised on a straight-line basis as an expense in profit or loss. Short-term leases are leases with a lease term of less than 12 months.

Extension options are included in a number of property leases across the Group. These terms are used to maximise operational flexibility in terms of managing contracts. All extension options held are exercisable only by the Group and not by the respective Lessor. The Group considers all facts and circumstances that create an economic incentive to exercise an extension option in determining the lease term. The assessment is reviewed if a significant event or a significant change in circumstances occurs which affects the assessment.

Notes to the Consolidated Financial Statements

2 SUMMARY OF ACCOUNTING POLICY INFORMATION (CONTINUED)

2.3 Summary of other accounting policies

2.2.21 Government grants

Grants from the government are recognised at their fair value where there is a reasonable assurance that the grant will be received and the Group will comply with all attached conditions.

Government grants relating to costs are deferred and recognised in the profit or loss over the period necessary to match them with the costs that they are intended to compensate.

Further information on how the Group accounts for government grants is set out in Note 7 to the financial statements.

2.3.1 Separate financial statements

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

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

2.3.2 Segment reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision-maker (the "**CODM**"). The CODM, who is responsible for allocating resources and assessing performance of the operating segments, has been identified as the Company's Executive Directors, who make strategic decisions.

2.3.3 Foreign currency translation

(i) *Functional and presentation currency*

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates (the "**functional currency**"). The consolidated financial statements are presented in Hong Kong dollars ("**HK\$**"), which is the Company's functional currency and the Group's presentation currency.

(ii) *Transactions and balances*

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions or valuation where items are re-measured. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the income statement, except when deferred in other comprehensive income as qualifying cash flow hedges and qualifying net investment hedges.

Foreign exchange gains and losses that relate to borrowings and cash and cash equivalents and all other foreign exchange gains and losses are presented in the income statement within 'other operating expenses'.

Notes to the Consolidated Financial Statements

2 SUMMARY OF ACCOUNTING POLICY INFORMATION (CONTINUED)

2.3 Summary of other accounting policies (Continued)

2.3.3 Foreign currency translation(Continued)

(iii) Group companies

The results and financial position of all the group entities (none of which has the currency of a hyperinflationary economy) that have a functional currency different from the presentation currency are translated into the presentation currency as follows:

- (a) assets and liabilities for each statement of financial position presented are translated at the closing rate at the date of that statement of financial position;
- (b) income and expenses for each income statement are translated at average exchange rates (unless this average is not a reasonable approximation of the cumulative effect of the rates prevailing on the transaction dates, in which case income and expenses are translated at the rate on the dates of the transactions); and
- (c) all resulting currency translation differences are recognised in other comprehensive income.

2.3.4 Offsetting financial instruments

Financial assets and liabilities are offset and the net amount reported in the statement of financial position when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis or realise the asset and settle the liability simultaneously. The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business and in the event of default, insolvency or bankruptcy of the company or the counterparty.

2.3.5 Interest income

Interest income is recognised on a time-proportion basis using the effective interest method.

2.3.6 Dividend distribution

Dividend distribution to the company's shareholders is recognised as a liability in the Group's and the Company's financial statements in the period in which the dividends are approved by the company's shareholders or directors, where appropriate.

Notes to the Consolidated Financial Statements

3 FINANCIAL RISK MANAGEMENT

3.1 Financial risk factors

The Group's activities expose it to a variety of financial risks factors: market risk (including foreign exchange risk and interest rate risk), credit risk and liquidity risk. The Group's overall risk management procedures focus on the unpredictability of financial markets and seek to minimise potential adverse effects on the Group's financial performance. The management monitors and manages the financial risks through internal risk assessment which analyses exposures by degree and magnitude of risks.

(i) Market risk

(a) Foreign exchange risk

The Group mainly operates in Hong Kong and the PRC and is exposed to foreign exchange risk arising from various currency exposures, primarily with respect to the Renminbi ("**RMB**") and United States Dollars ("**US\$**").

Foreign exchange risk arises mainly from future commercial transactions, recognised assets and liabilities.

The Group manages its foreign exchange risks by performing regular review and monitoring its foreign exchange exposure. The Group currently does not have a foreign currency hedging policy.

At 31 December 2024, if HK\$ had strengthened/weakened by 5% against the RMB with all other variables held constant, post-tax profit/(loss) for the year would have been approximately HK\$182,000 lower/higher (2023: HK\$198,000 lower/higher), mainly as a result of foreign exchange losses/gains on translation of bank deposits denominated in the RMB.

The foreign exchange exposure for the US\$ is considered minimal as HK\$ is pegged with the US\$.

(b) Interest rate risk

The Group's interest rate risk arises from bank borrowings. Bank borrowings obtained at variable rates expose the Group to cash flow interest rate risk which is partially offset by cash at banks held at variable rates. As at 31 December 2024, the Group's borrowings at variable rate were denominated in HK\$ (2023: same).

At 31 December 2024, if interest rates on Hong Kong dollar-denominated borrowings had been 50 basis (2023: 50 basis) higher/lower with all other variables held constant, post-tax profit/(loss) for the year would have been HK\$146,000 lower/higher (2023: HK\$181,000 lower/higher), respectively, mainly as a result of higher/lower interest expense on floating rate borrowings. The interest rate exposes on cash is considered immaterial as the interest rate of cash is low.

Notes to the Consolidated Financial Statements

3 FINANCIAL RISK MANAGEMENT (CONTINUED)

3.1 Financial risk factors (Continued)

(ii) Credit risk

(a) Risk management

The credit risk of the Group mainly arises from trade receivables, deposits and other receivables, cash and cash equivalents and pledged bank deposits (2023: same).

To manage the risk arising from cash and cash equivalents and pledged bank deposits, the Group only transacts with reputable banks which are all high-credit-quality financial institutions. There has no recent history of default in relation to these financial institutions.

The Group has no significant concentration of credit risk with respect to trade receivables as the Group mainly sells to a large number of customers.

(b) Impairment of financial assets

The Group has the following financial assets that are subject to the expected credit loss model:

- trade receivables
- other financial assets carried at amortised cost

While cash and cash equivalents and pledged bank deposits are also subject to the impairment requirements of HKFRS 9, the identified impairment loss was immaterial.

Trade receivables and contract assets

The Group applies the HKFRS 9 simplified approach to measuring expected credit losses which uses a lifetime expected credit loss allowance for all trade receivables.

To measure the expected credit losses, trade receivables have been grouped based on shared credit risk characteristics and the days past due. Future cash flows for each group of receivables are estimated on the basis of historical default rates, adjusted to reflect the effects of existing market conditions as well as forward looking information on macroeconomic factors affecting the ability of the customers to settle the receivable. Trade receivables with known insolvencies are assessed individually for impairment allowances and are written off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others, the failure of a debtor to engage in a prepayment plan with the Company, and a failure to make contractual payments.

Notes to the Consolidated Financial Statements

3 FINANCIAL RISK MANAGEMENT (CONTINUED)

3.1 Financial risk factors (Continued)

(ii) Credit risk (Continued)

(b) Impairment of financial assets (Continued)

Trade receivables and contract assets (Continued)

Trade receivables of the Group represent amounts due from various financial institutions and amounts due from associates. Amount due from various institutions is as a result of credit cards payment arrangement. Taking into account the high credit rating of these counterparties, who also has no recent history of default and that the Group is not contractually exposed to the risk of default by the ultimate customer arising from these payment arrangements, management assessed the expected credit loss rate of these trade receivables is insignificant. Therefore, the credit loss allowance for these balances was not significant and no provision was recognised. For amounts due from associates, management assessed the expected credit loss rate of these trade receivables and has provided HK\$1,490,000 (2023: HK\$1,490,000) for the impairment loss.

Other financial assets at amortised cost

Other financial assets at amortised cost include deposits, other receivables, amounts due from related parties. Management has closely monitored the credit qualities and the collectability of the other financial assets at amortised cost. As at 31 December 2024 and 2023, there is no loss allowance in respect of individually assessed receivables. The provision for impairment is determined based on the 12-month expected credit losses, which is insignificant.

The loss allowances for trade receivables as at 31 December reconcile to the opening loss allowances as follows:

	Trade receivables 2024 HK\$'000
Opening loss allowance at 1 January	1,490
Increase in loss allowance recognised in profit or loss	–
Closing loss allowance at 31 December	1,490

Impairment losses on trade receivables are presented as net impairment losses within operating profit. Subsequent recoveries of amounts previously written off are credited against the same line item.

Notes to the Consolidated Financial Statements

3 FINANCIAL RISK MANAGEMENT (CONTINUED)

3.1 Financial risk factors (Continued)

(iii) Liquidity risk

The liquidity of the Group is adequately managed and monitored by maintaining sufficient cash balance to meet its financial commitments.

The contractual maturity for the Group's financial liabilities at the date of statement of financial position is as follows. The amounts disclosed in the table are the contractual undiscounted cash flows. Balances due equal their carrying amounts as the impact of discounting is not significant.

	Repayable on demand HK\$'000	Less than 1 year HK\$'000	Between 1 and 2 years HK\$'000	Between 2 and 5 years HK\$'000	Total HK\$'000	Carrying amount HK\$'000
At 31 December 2024						
Trade payables	–	21,196	–	–	21,196	21,196
Accruals and other payables	–	18,138	–	–	18,138	18,138
Lease liabilities	–	60,053	44,937	40,341	145,331	134,540
Loan from non-controlling shareholders (Note 28(b))	–	4,600	–	–	4,600	4,600
Bank borrowings	34,861	–	–	–	34,861	34,861
	34,861	103,987	44,937	40,341	224,126	213,335
At 31 December 2023						
Trade payables	–	22,444	–	–	22,444	22,444
Accruals and other payables	–	19,813	–	–	19,813	19,813
Lease liabilities	–	65,882	41,352	52,104	159,338	146,396
Loan from non-controlling shareholders (Note 28(b))	–	7,600	–	–	7,600	7,600
Bank borrowings	43,416	–	–	–	43,416	43,416
	43,416	115,739	41,352	52,104	252,611	239,669

Notes to the Consolidated Financial Statements

3 FINANCIAL RISK MANAGEMENT (CONTINUED)

3.1 Financial risk factors (Continued)

(iii) Liquidity risk (Continued)

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

	Less than 1 year HK\$'000	Between 1 and 2 years HK\$'000	Between 2 and 5 years HK\$'000	Over 5 years HK\$'000	Total undiscounted cash outflow HK\$'000
At 31 December 2024					
Bank borrowings	10,765	10,762	16,826	–	38,353
At 31 December 2023					
Bank borrowings	10,949	10,949	26,539	1,522	49,959

3.2 Capital risk management

The Group's objectives when managing capital are to safeguard the Group's ability to continue as a going concern in order to provide returns for the owner to procure adequate financial resumes from the owner. The Group's overall strategy remains consistent during the years ended 31 December 2024 and 2023.

In order to maintain or adjust the capital structure, the Group may adjust the amount of dividends paid to the owner or issue new shares.

The capital structure of the Group consists of shareholders' equity and total borrowings. Capital is managed so as to maximise the return to shareholders while maintaining a capital base to allow the Group to operate effectively in the marketplace and sustain future development of the business. The Group monitors capital on the basis of gearing ratio. This ratio is calculated as net debt divided by total capital. Net debt is calculated as total borrowings (including "current and non-current borrowings" as shown in the statements of financial position and excluding lease liabilities) less cash and cash equivalents. Total capital is calculated as "equity" as shown in the statements of financial position plus net debt.

Notes to the Consolidated Financial Statements

3 FINANCIAL RISK MANAGEMENT (CONTINUED)

3.2 Capital risk management (Continued)

The gearing ratios as at 31 December 2023 and 2024 are as follows:

	2024 HK\$'000	2023 HK\$'000
Total borrowings	39,461	51,016
Less: cash and cash equivalents	(53,082)	(64,766)
Net cash	(13,621)	(13,750)
Total equity	70,844	71,344
Gearing ratio	N/A	N/A

As at 31 December 2024, the Group had a net cash position and its cash and cash equivalents exceeded the total balance of borrowings by HK\$13,621,000 (2023: HK\$13,750,000) respectively. Accordingly, the analysis on the Group's gearing ratio is not presented in the consolidated financial statements.

3.3 Fair value estimation

The carrying amounts of the Group's financial assets and liabilities (including cash and cash equivalents, pledged bank deposits, trade and other receivables, amounts due from related parties, lease liabilities, contract liabilities, loan from non-controlling shareholders, bank borrowings and trade and other payables) approximate their fair values due to their short maturities.

4 CRITICAL ACCOUNTING ESTIMATES AND ASSUMPTIONS

Estimates and judgments are continually evaluated based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The Group makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

(i) Impairment of property, plant and equipment

Property, plant and equipment are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amounts may be not recoverable. These impairment indicators included (i) operating losses incurred by restaurants during the financial year, except for new restaurant in its first year of operation; (ii) plans to close a restaurant; (iii) economic performance is worse than expected; or (iv) other external factors. An impairment loss may be recognised if the assets' carrying amounts exceed their recoverable amounts. The recoverable amounts have been determined based on higher of fair value less costs to sell or value-in-use valuations. These calculations require the use of judgements and estimates.

Notes to the Consolidated Financial Statements

4 CRITICAL ACCOUNTING ESTIMATES AND ASSUMPTIONS (CONTINUED)

(i) Impairment of property, plant and equipment (Continued)

Management judgement is required in the area of asset impairment particularly in assessing: (i) whether an event has occurred that may indicate that the related asset values may not be recoverable; (ii) whether the carrying amount of an asset can be supported by the recoverable amount, being the higher of fair value less costs to sell and net present value of future cash flows which are estimated based upon the continued use of the asset in the business; and (iii) the appropriate key assumptions to be applied in preparing cash flow projections including whether these cash flow projections are estimated using appropriate revenue growth rate, operating margin, and discounted using an appropriate rate. Changing the assumptions selected by management in assessing 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 and as a result affect the Group's financial position and results of its operations.

(ii) Customer loyalty award credits

The amount of revenue attributable to the customer loyalty award credits earned by the members of the Group's customer loyalty programmes is estimated based on the fair value of the credits awarded and the expected redemption rate. The fair value of the credits awarded is estimated by reference to revenue. The expected redemption rate was estimated based on historical experience and anticipated redemption pattern.

(iii) Income taxes

The Group recognises deferred income tax assets only to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised. In assessing the amount of deferred income tax assets that need to be recognised, the Group consider future taxable income and ongoing prudent and appropriate tax planning strategies. In the event that the Group's estimates of projected future taxable income and benefits from available tax strategies are changed, or changes in current income tax regulations are enacted that would impact the timing or extent of the Group's ability to utilise the tax benefits of tax loss carryforwards in the future, adjustments to the recorded amount of net deferred income tax assets and income tax expense would be made.

5 SEGMENT INFORMATION

The chief operating decision-maker (the "**CODM**") has been identified as the executive directors of the Company who review the Group's internal reporting in order to assess performance and allocate resources. The CODM has determined the operating segments based on these reports.

The CODM assesses the performance based on a measure of segment profit, which is a measure of adjusted profit before income tax. The adjusted profit before income tax is measured consistently with the Group's profit before income tax except that other income/(loss), net, finance income, finance costs (except the portion related to lease liabilities), impairment of property, plant and equipment and right-of-use assets as well as head office expenses are excluded from such measurement.

Notes to the Consolidated Financial Statements

5 SEGMENT INFORMATION (CONTINUED)

The Group is principally engaged in operation of restaurants and provision of catering management and consultancy services.

The following is an analysis of the Group's revenue, results, assets and liabilities by operating and reportable segments:

Segment revenue and results

Year ended 31 December 2024

	Operation of restaurants HK\$'000	Catering management and consultancy services HK\$'000	Total HK\$'000
Total segment revenue	467,026	30,413	497,439
Inter-segment revenue	–	(27,089)	(27,089)
Revenue from external customers	467,026	3,324	470,350
Result			
Segment profit	27,934	2,672	30,606
Other income, net			496
Unallocated staff costs			(21,227)
Unallocated depreciation and amortisation			(3,420)
Unallocated utilities and consumables			(43)
Unallocated other expenses			(3,581)
Profit before income tax			2,831
Other segment items			
Depreciation and amortisation	(85,817)	–	(85,817)
Cost of inventories sold	(119,664)	–	(119,664)
Staff costs	(150,235)	–	(150,235)
Impairment loss on property, plant and equipment and right-of-use assets	(2,145)	–	(2,145)
Finance income	1,315	155	1,470
Finance costs	(9,905)	(51)	(9,956)

Notes to the Consolidated Financial Statements

5 SEGMENT INFORMATION (CONTINUED)

Segment revenue and results (Continued)

Year ended 31 December 2023

	Operation of restaurants HK\$'000	Catering management and consultancy services HK\$'000	Total HK\$'000
Total segment revenue	471,105	28,893	499,998
Inter-segment revenue	–	(28,149)	(28,149)
Revenue from external customers	471,105	744	471,849
Result			
Segment profit	29,966	89	30,055
Other loss, net			(117)
Unallocated staff costs			(22,442)
Unallocated depreciation and amortisation			(4,343)
Unallocated utilities and consumables			(51)
Unallocated other expenses			(3,576)
Loss before income tax			(474)
Other segment items			
Depreciation and amortisation	(81,268)	–	(81,268)
Cost of inventories sold	(125,782)	–	(125,782)
Staff cost	(145,271)	–	(145,271)
Impairment loss on trade receivables	–	(1,256)	(1,256)
Impairment loss on property, plant and equipment and right-of-use assets	(2,157)	–	(2,157)
Finance income	1,039	162	1,201
Finance costs	(9,969)	(66)	(10,035)

Information about major customers

There are no single external customers who contributed more than 10% of the revenue of the Group during the year ended 31 December 2024 (2023: same).

Notes to the Consolidated Financial Statements

5 SEGMENT INFORMATION (CONTINUED)

Segment assets and liabilities

At 31 December 2024

	Operation of restaurants HK\$'000	Catering management and consultancy services HK\$'000	Unallocated HK\$'000	Elimination HK\$'000	Total HK\$'000
Segments assets	350,592	88,682	3,352	(140,545)	302,081
Interest in associates	2,957	–	–	–	2,957
	353,549	88,682	3,352	(140,545)	305,038
Segment liabilities	305,047	67,560	2,132	(140,545)	234,194

At 31 December 2023

	Operation of restaurants HK\$'000	Catering management and consultancy services HK\$'000	Unallocated HK\$'000	Elimination HK\$'000	Total HK\$'000
Segments assets	384,169	94,992	6,226	(152,352)	333,035
Segment liabilities	344,833	66,626	2,584	(152,352)	261,691

Geographical information

The Group's revenue from operation of restaurants is mainly derived from customers in Hong Kong and revenue from catering management and consultancy services is mainly derived from customers in Hong Kong and the PRC. The principal assets of the Group were also located in Hong Kong as at 31 December 2024 and 2023. Accordingly, no analysis by geographical segment is provided.

Notes to the Consolidated Financial Statements

6 REVENUE

Revenue represents income from operation of restaurants and catering management and consultancy services.

	2024 HK\$'000	2023 HK\$'000
Operation of restaurants, recognised at a point in time	467,026	471,105
Catering management and consultancy services, recognised overtime	3,324	744
	470,350	471,849

7 OTHER INCOME/(LOSS), NET

	2024 HK\$'000	2023 HK\$'000
Government grants	–	48
Change in surrender value of insurance contract	55	–
Loss on disposal of property, plant and equipment	(6)	(254)
Sundry income	447	89
	496	(117)

There is no government grant (2023: HK\$48,000) recognised for the year ended 31 December 2024.

8 FINANCE COSTS, NET

	2024 HK\$'000	2023 HK\$'000
Finance income		
Interest income	695	544
Imputed interest income on deposit paid	775	657
	1,470	1,201
Finance costs		
Interest expenses on bank borrowings	(2,293)	(2,354)
Interest expenses on lease liabilities	(7,125)	(7,503)
Interests charge on discounts	(538)	(178)
	(9,956)	(10,035)
Finance costs, net	(8,486)	(8,834)

Notes to the Consolidated Financial Statements

9 OTHER OPERATING EXPENSES

	2024 HK\$'000	2023 HK\$'000
Auditor's remuneration		
— Audit services	1,110	1,110
— Non-audit services	380	359
Advertising and promotion	1,268	2,548
Cleaning and laundry expenses	15,679	15,652
Credit card charges	6,907	6,931
Commission	5,173	3,404
Decoration, repairs and maintenance	1,761	6,672
Legal and professional fees	3,094	3,970
Entertainment	34	225
Telecommunication charges	332	308
Storage expenses	307	352
Motor vehicle expenses	183	210
Printing expenses	914	1,281
Restaurant supplies and consumables	5,093	5,646
Travelling expenses	448	267
Reservation system handling charges	1,291	1,228
Others	1,660	1,463
	45,634	51,626

10 EMPLOYEE BENEFIT EXPENSES

	2024 HK\$'000	2023 HK\$'000
Wages, salaries, bonus and other benefits	164,529	160,961
Pension costs — defined contribution plans	6,933	6,752
	171,462	167,713

Notes to the Consolidated Financial Statements

10 EMPLOYEE BENEFIT EXPENSES (CONTINUED)

The five individuals whose emoluments were the highest in the Group for the year ended 31 December 2024 included two (2023: two) directors whose emoluments are reflected in the analysis presented in Note 29. The emoluments payable to the remaining three (2023: three) individuals during the years ended 31 December 2024 and 2023 are as follows:

	2024 HK\$'000	2023 HK\$'000
Basic salaries, allowances and benefits	2,728	2,405
Discretionary bonuses	88	66
Employer's contribution to pension scheme	54	45
	2,870	2,516

The emoluments fell within the following bands:

	2024 Number of individuals	2023
Emolument bands (in HK dollar)		
HK\$500,001–HK\$1,000,000	1	2
HK\$1,000,001–HK\$1,500,000	2	1

No incentive payment for joining the Group or compensation for loss of office was paid or payable to any of the five highest paid individuals during the year ended 31 December 2024 (2023: same).

11 INCOME TAX EXPENSE

The amount of income tax expense charged to the consolidated income statement represents:

	2024 HK\$'000	2023 HK\$'000
Current profits tax		
— Current income tax for the year	2,893	4,582
— (Over)/under provision in prior year	(194)	42
Deferred tax credit	(2,256)	(4,171)
Income tax expense	443	453

In accordance with the two-tiered profits tax regime effective from 1 January 2018, Hong Kong profits tax has calculated at 8.25% on the first HK\$2,000,000 for one of the subsidiaries in Hong Kong, and 16.5% on the remaining estimated assessable profits for the years ended 31 December 2024 and 2023.

No provision for PRC corporate income tax has been made as the Group has no assessable profit arising from PRC for the year (2023: same).

Notes to the Consolidated Financial Statements

11 INCOME TAX EXPENSE (CONTINUED)

The taxation on the Group's profit before income tax differs from the theoretical amount that would arise using the tax rate of Hong Kong as follows:

	2024 HK\$'000	2023 HK\$'000
Profit/(loss) before income tax	2,831	(474)
Share of results of associates	483	434
	3,314	(40)
Tax calculated at applicable taxation rates	547	(7)
Effect of different tax rate of operations in other jurisdictions	(47)	(16)
Income not subject to tax	(328)	(206)
Expenses not deductible for tax purposes	1,068	883
(Over)/under provision in prior year	(194)	42
Utilisation of tax loss previously not recognised	–	(500)
Reversal of deferred tax asset previously recognised, net	990	257
Recognition of deferred tax assets related to the reinstatement provision (Note)	(1,593)	–
Income tax expense	443	453

Note:

On 27 December 2024, the amendment to Inland Revenue Ordinance was gazetted that expenses incurred for reinstating the condition of premises under a lease to their original condition will be deductible. As a result, the Group recognised deferred tax assets of HK\$1,758,000 related to the reinstatement provision during the year ended 31 December 2024.

Notes to the Consolidated Financial Statements

12 LOSSES PER SHARE

(a) Basic

Basic losses per share is calculated by dividing the loss attributable to owners of the Company by the weighted average number of ordinary shares in issue during the year.

	2024	2023
Loss attributable to owners of the Company (HK\$'000)	(1,165)	(6,246)
Weighted average number of ordinary shares in issue (in thousands)	384,000	384,000
Basic losses per share (HK cents)	(0.30)	(1.63)

(b) Diluted

Diluted losses per share for the years ended 31 December 2024 and 2023 were the same as the basic losses per share as there were no potential dilutive ordinary shares.

13(a) PROPERTY, PLANT AND EQUIPMENT

	Right-of-use assets HK\$'000	Leasehold Improvements HK\$'000	Furniture and fixture HK\$'000	Kitchen and operating equipment HK\$'000	Computer equipment HK\$'000	Motor vehicle HK\$'000	Total HK\$'000
At 1 January 2023							
Cost	427,615	115,099	10,402	18,403	2,972	379	574,870
Accumulated depreciation and impairment	(358,533)	(97,473)	(7,391)	(15,555)	(2,496)	(89)	(481,537)
Net book amount	69,082	17,626	3,011	2,848	476	290	93,333
Year ended 31 December 2023							
Opening net book amount	69,082	17,626	3,011	2,848	476	290	93,333
Additions	149,661	43,770	6,840	6,384	1,331	–	207,986
Disposal	(3,796)	(2)	–	–	–	–	(3,798)
Reimbursement cost from landlord	(10,933)	–	–	–	–	–	(10,933)
Impairment (i)	(1,008)	(879)	(140)	(124)	(6)	–	(2,157)
Depreciation	(66,550)	(14,157)	(2,661)	(1,541)	(505)	(76)	(85,490)
Closing net book amount	136,456	46,358	7,050	7,567	1,296	214	198,941
At 31 December 2023							
Cost	428,118	139,048	22,020	16,417	3,912	378	609,893
Accumulated depreciation and impairment	(291,662)	(92,688)	(14,972)	(8,850)	(2,616)	(164)	(410,952)
Net book amount	136,456	46,360	7,048	7,567	1,296	214	198,941

Notes to the Consolidated Financial Statements

13(a) PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

	Right-of-use assets HK\$'000	Leasehold Improvements HK\$'000	Furniture and fixture HK\$'000	Kitchen and operating equipment HK\$'000	Computer equipment HK\$'000	Motor vehicle HK\$'000	Total HK\$'000
Year ended 31 December 2024							
Opening net book amount	136,456	46,360	7,048	7,567	1,296	214	198,941
Additions	57,978	6,265	450	1,579	1,116	-	67,388
Lease modification	(23)	-	-	-	-	-	(23)
Disposal	-	-	-	(6)	-	-	(6)
Impairment (i)	(989)	(872)	(157)	(123)	(4)	-	(2,145)
Depreciation	(68,901)	(14,813)	(1,686)	(2,814)	(827)	(75)	(89,116)
Closing net book amount	124,521	36,940	5,655	6,203	1,581	139	175,039
At 31 December 2024							
Cost	401,260	145,313	21,670	14,941	4,778	378	588,340
Accumulated depreciation and impairment	(276,739)	(108,373)	(16,015)	(8,738)	(3,197)	(239)	(413,301)
Net book amount	124,521	36,940	5,655	6,203	1,581	139	175,039

(i) Impairment

As at 31 December 2024, due to the under-performance of certain restaurants operated in Hong Kong, the management of the Group concluded there was indication for impairment and conducted impairment assessment on certain property, plant and equipment and right-of-use assets.

Based on the result of the assessment, management of the Group determined that the recoverable amount of certain CGUs is lower than the carrying amount by HK\$2,145,000. The impairment amount has been allocated to each category of property, plant and equipment and right-of-use assets such that the carrying amount of each category of asset is reduced to a level which is not above the highest of its fair value less cost of disposal and its value in use. Based on the value in use calculation and the allocation, an impairment loss of HK\$1,156,000 and HK\$989,000 (2023: HK\$1,008,000 and HK\$1,149,000), respectively, has been recognised against the carrying amount of property, plant and equipment and right-of-use assets.

(ii) Key assumptions

The recoverable amount of each CGU, representing each restaurant, has been determined based on the higher of fair value less cost of disposal and a value in use calculation. Value in use calculation uses cash flow projections based on financial budgets approved by the management covering the lease terms with pre-tax discount rates of 13% as at 31 December 2024 (2023: 13%). Another key assumption for the value in use calculated is the budgeted gross margin, which is determined based on the CGUs' past performance and management expectations for the market development.

If the annual revenue growth rate was decreased by 3%, which all other variables held constant, the Group would have to further recognise a further impairment loss approximately of HK\$3,711,000.

Notes to the Consolidated Financial Statements

13(b) LEASES

This note provides information on leases where the Group is a lessee.

(i) Amounts recognised in the consolidated statement of financial position

The consolidated statement of financial position shows the following amounts relating to leases:

	2024 HK\$'000	2023 HK\$'000
Right-of-use assets		
Properties	124,521	136,456
Lease liabilities		
Current	54,195	59,756
Non-current	80,345	86,640
	134,540	146,396

There is HK\$57,978,000 additions to the right-of-use assets during the 2024 financial year (2023: HK\$149,661,000).

There is HK\$23,000 decrease to the right-of-use assets during the 2024 financial year as a result of modifications to certain lease agreements (2023: there is no lease modification).

During the 2024 and 2023 financial year, no lease agreement in relation to right-of-use assets was early terminated.

(ii) Amounts recognised in the consolidated income statement

The consolidated income statement shows the following amounts relating to leases:

	Note	2024 HK\$'000	2023 HK\$'000
Depreciation charge of right-of-use assets			
Properties	13(a)	68,901	66,550
Interest expense (included in finance costs)	8	7,125	7,503
Expenses relating to short-term leases		244	237
Expenses relating to variable leases payment		11,440	9,610
		18,809	17,350

The total cash outflows for leases including payments of lease liabilities, payments of interest expenses on leases and payments of contingent rents for the year ended 31 December 2024 were HK\$85,702,000 (2023: HK\$86,994,000).

Notes to the Consolidated Financial Statements

13(b) LEASES (CONTINUED)

(iii) The Group's leasing activities and how these are accounted for

The Group leases various properties to operate its restaurants and these lease liabilities were measured at net present value of the lease payments during the lease terms that are not yet paid. Extension options are included in a number of property leases across the Group.

(iv) Variable lease payments

Contingent rents determined with reference to the Group's revenue from relevant restaurant operations that are not included in lease liabilities are recognised as "rental expenses". The Group recognised HK\$11,440,000 (2023: HK\$9,610,000) contingent rent, management fees and government rates for the year ended 31 December 2024.

(v) Extension options

Extension options are included in a number of property leases across the Group. These are used to maximise operational flexibility in terms of managing the assets used in the Group's operations. The majority of extension options held are exercisable only by the Group and not by the respective lessor.

14 INTANGIBLE ASSETS

	2024 HK\$'000	2023 HK\$'000
At 1 January		
Cost	2,112	2,112
Accumulated amortisation	(1,370)	(1,250)
Net book amount	742	862
Opening net book amount	742	862
Amortisation charge	(121)	(120)
Closing net book amount	621	742
At 31 December		
Cost	2,112	2,112
Accumulated amortisation	(1,491)	(1,370)
Net book amount	621	742

The intangible assets mainly represent the franchise and licensing rights acquired. The intangible assets have estimated useful lives of 10 to 20 years and are amortised on a straight-line basis over the estimated useful lives.

Notes to the Consolidated Financial Statements

15 SUBSIDIARIES

The following is a list of principal subsidiaries as at 31 December 2024.

	Place of incorporation and kind of legal entity	Principal activities and place of operation	Particulars of issued share capital	Ownership interest held by the Group	
Name of subsidiary				2024	2023
Directly held by group:					
1957 & Co. (BVI) Hospitality Limited	BVI, limited liability company	Investment holding in BVI	1 ordinary share, US\$1	100%	100%
Indirect Interests:					
1957 & Co. (Hospitality) HK Limited	Hong Kong, limited liability company	Investment holding and ownership of trade marks in Hong Kong	33,500,000 ordinary shares, HK\$1,000,000	100%	100%
1957 & Co. (Management) Limited	Hong Kong, limited liability company	Restaurant management and consultancy services in Hong Kong	1,000,000 ordinary shares, HK\$1,000,000	100%	100%
1957 & Co. (Shenzhen) Restaurant Management Limited 一九五七（深圳）餐飲管理有限公司	People’s Republic of China, limited liability company*	Restaurant management and consultancy services in the PRC	Registered capital of US\$200,000	100%	100%
1957 and Partners Limited	Hong Kong, limited liability company	Restaurant operation in Hong Kong	100 ordinary shares, HK\$100	51%	51%
An Nam (Festival Walk) Restaurant Limited	Hong Kong, limited liability company	Investment holding	1,000,000 ordinary shares, HK\$1,000,000	100%	100%
An Nam Restaurant Limited	Hong Kong, limited liability company	Restaurant operation in Hong Kong	10,000,000 ordinary shares, HK\$1,000,000	100%	100%
Bella Vita Limited	Hong Kong, limited liability company	Restaurant operation in Hong Kong	8,000,000 ordinary shares, HK\$1,000,000	100%	100%

Notes to the Consolidated Financial Statements

15 SUBSIDIARIES (CONTINUED)

Name of subsidiary	Place of incorporation and kind of legal entity	Principal activities and place of operation	Particulars of issued share capital	Ownership interest held by the Group	
				2024	2023
Gonpachi Restaurant Limited	Hong Kong, limited liability company	Restaurant operation in Hong Kong	18,000,000 ordinary shares, HK\$1,000,000	100%	100%
Hokkaidon Restaurant Limited	Hong Kong, limited liability company	Restaurant operation in Hong Kong	70,000 ordinary shares, HK\$70,000	60%	60%
L Garden and Partners Limited	Hong Kong, limited liability company	Restaurant operation in Hong Kong	100 ordinary shares, HK\$100	71%	71%
Mango Tree (HK) Limited	Hong Kong, limited liability company	Restaurant operation in Hong Kong	7,000,000 ordinary shares, HK\$1,000,000	100%	100%
Mango Tree (Kowloon) Limited	Hong Kong, limited liability company	Restaurant operation in Hong Kong	13,000,000 ordinary shares, HK\$1,000,000	100%	100%
Modern Shanghai (Hong Kong) Food & Beverage Limited	Hong Kong, limited liability company	Restaurant operation in Hong Kong	9,100,000 ordinary shares, HK\$100,000	60%	60%
Modern Shanghai (YOHO Midtown) Restaurant Limited	Hong Kong, limited liability company	Restaurant operation in Hong Kong	9,000,000 ordinary shares, HK\$100,000	60%	60%
Petit An Nam (YOHO Midtown) Restaurant Limited	Hong Kong, limited liability company	Restaurant operation in Hong Kong	7,500,000 ordinary shares, HK\$1,000,000	100%	100%
Sushi Ta-ke Limited	Hong Kong, limited liability company	Investment holding and restaurant operation in Hong Kong	8,000,000 ordinary shares, HK\$1,000,000	100%	100%

* Registered as wholly foreign owned enterprises under PRC law

Notes to the Consolidated Financial Statements

15 SUBSIDIARIES (CONTINUED)

(a) Material non-controlling interest

Summarised financial information on subsidiary with material non-controlling interests

Set out below are the summarised financial information for subsidiaries that have non-controlling interests.

Summarised statements of financial position

At 31 December 2024

	Modern Shanghai (Hong Kong) Food & Beverage Limited HK\$'000	Hokkaidon Restaurant Limited HK\$'000	1957 and Partners Limited HK\$'000	L Garden and Partners Limited HK\$'000
Current				
Assets	59,072	3,412	12,076	2,109
Liabilities	(55,630)	(332)	9,898	(23,213)
Total net current assets/(liabilities)	3,442	3,080	2,178	(21,104)
Non-current				
Assets	49,938	11	2,937	–
Liabilities	(14,625)	–	(141)	–
Total net non-current assets	35,313	11	2,796	–
Net assets/(liabilities)	38,755	3,091	4,974	(21,104)
Net assets/(liabilities) attributable to NCI	15,502	1,236	2,437	(6,120)

Notes to the Consolidated Financial Statements

15 SUBSIDIARIES (CONTINUED)

(a) Material non-controlling interest (Continued)

Summarised financial information on subsidiary with material non-controlling interests (Continued)

Summarised statements of financial position (Continued)

At 31 December 2023

	Modern Shanghai (Hong Kong) Food & Beverage Limited HK\$'000	Hokkaido Restaurant Limited HK\$'000	1957 and Partners Limited HK\$'000	L Garden and Partners Limited HK\$'000
Current				
Assets	32,235	11,559	11,667	1,673
Liabilities	(29,761)	(2,515)	(14,235)	(22,753)
Total net current assets/(liabilities)	2,474	9,044	(2,568)	(21,080)
Non-current				
Assets	43,626	1,574	5,411	–
Liabilities	(14,232)	–	–	–
Total net non-current assets	29,394	1,574	5,411	–
Net assets/(liabilities)	31,868	10,618	2,843	(21,080)
Net assets/(liabilities) attributable to NCI	12,747	4,247	1,393	(6,113)

Notes to the Consolidated Financial Statements

15 SUBSIDIARIES (CONTINUED)

(a) Material non-controlling interest (Continued)

Summarised financial information on subsidiary with material non-controlling interests (Continued)

Summarised statements of comprehensive income

	Year ended 31 December 2024			
	Modern Shanghai (Hong Kong) Food & Beverage Limited HK\$'000	Hokkaidon Restaurant Limited HK\$'000	1957 and Partners Limited HK\$'000	L Garden and Partners Limited HK\$'000
Revenue	111,275	6,954	44,228	–
Profit/(loss) before income tax	7,661	68	2,463	(24)
Income tax expense	(773)	(665)	(332)	–
Total comprehensive income/(loss) for the year	6,887	(597)	2,131	(24)
NCI%	40%	40%	49%	29%
Total comprehensive income/(loss) for the year attributable to non-controlling interests	2,755	(239)	1,044	(7)

	Year ended 31 December 2023			
	Modern Shanghai (Hong Kong) Food & Beverage Limited HK\$'000	Hokkaidon Restaurant Limited HK\$'000	1957 and Partners Limited HK\$'000	L Garden and Partners Limited HK\$'000
Revenue	110,897	15,978	47,147	–
Profit/(loss) before income tax	10,139	170	4,030	(110)
Income tax (expense)/credit	(950)	78	(731)	–
Total comprehensive income/(loss) for the year	9,189	248	3,299	(110)
NCI%	40%	40%	49%	29%
Total comprehensive income/(loss) for the year attributable to non-controlling interests	3,676	99	1,617	(32)

Notes to the Consolidated Financial Statements

15 SUBSIDIARIES (CONTINUED)

(a) Material non-controlling interest (Continued)

Summarised statements of cash flows

	Year ended 31 December 2024			
	Modern Shanghai (Hong Kong) Food & Beverage Limited HK\$'000	Hokkaidon Restaurant Limited HK\$'000	1957 and Partners Limited HK\$'000	L Garden and Partners Limited HK\$'000
Net cash generated from operating activities	21,009	6,487	8,373	6
Net cash generated from investing activities	91	191	72	–
Net cash used in financing activities	(20,126)	(8,280)	(7,152)	–
Net increase/(decrease) in cash and cash equivalent	975	(1,602)	1,293	6
Cash and cash equivalents at beginning of year	8,476	2,515	4,968	1,607
Cash and cash equivalents at end of year	9,451	913	6,261	1,613

	Year ended 31 December 2023			
	Modern Shanghai (Hong Kong) Food & Beverage Limited HK\$'000	Hokkaidon Restaurant Limited HK\$'000	1957 and Partners Limited HK\$'000	L Garden and Partners Limited HK\$'000
Net cash generated from/(used in) operating activities	22,540	(5,643)	1,573	(116)
Net cash (used in)/generated from investing activities	(724)	91	19	6
Net cash (used in)/generated from financing activities	(19,366)	(3,223)	(7,873)	1,562
Net increase/(decrease) in cash and cash equivalent	2,450	(8,775)	(6,281)	1,452
Cash and cash equivalents at beginning of year	6,026	11,290	11,249	155
Cash and cash equivalents at end of year	8,476	2,515	4,968	1,607

Notes to the Consolidated Financial Statements

16 INTEREST IN ASSOCIATES

	2024 HK\$'000	2023 HK\$'000
Investment in associates	2,957	–

Movement of interest in associates during the years ended 31 December 2024 and 2023 are analysed as below:

	2024 HK\$'000	2023 HK\$'000
As at 1 January	–	438
Additions	3,440	–
Share of losses of associates	(483)	(434)
Currency translation difference, net	–	(4)
As at 31 December	2,957	–

The particulars of the Group's associated companies as at 31 December 2024 and 2023 are as follows:

Name of entity	Principal activity	Place of business/ country of incorporation	% of ownership interest		Measurement method
			As at 31 December 2024	2023	
Modern Shanghai International Food & Beverage Limited	Investment holding	Hong Kong	40%	40%	Equity method
Modern Shanghai Imperial (Festival Walk) Restaurant Limited	Operation of restaurant	Hong Kong	40%	–	Equity method
Guangzhou Mango Tree Food & Beverage Co. Ltd 廣州芒果樹餐飲有限公司	Operation of restaurant	People's Republic of China (the "PRC")	24.9%	24.9%	Equity method
Guangzhou Mango Tree (La Perle) Food & Beverage Co. Ltd 廣州芒果樹麗柏餐飲有限公司	Operation of restaurant	PRC	15%	15%	Equity method
Guangzhou Ten Shanghai Food & Beverage Co. Ltd 廣州十里弄餐飲有限公司	Operation of restaurant	PRC	24.9%	24.9%	Equity method

Note: The Group is able to exercise significant influence over Guangzhou Mango Tree (La Perle) Food & Beverage Co. Ltd because it has the power to appoint one out of four directors of that company under the articles of association of that company.

Notes to the Consolidated Financial Statements

16 INTEREST IN ASSOCIATES (CONTINUED)

The tables below provide summarised financial information for the associate that is material to the Group. The information disclosed reflects the amounts presented in the financial statement of the relevant associate and not 1957 & Co. (Hospitality) Limited's share of those amounts. They have been amended to reflect adjustments made by the entity when using the equity method, including fair value adjustments and modifications for differences in accounting policy.

Summarised balance sheet	Modern Shanghai Imperial (Festival Walk) Restaurant Limited 31 December 2024 HK\$'000
Current assets Cash and cash equivalents Other current assets	 4,679 1,838
Total current assets	6,517
Non-current assets	36,922
Current liabilities	
Financial liabilities (excluding trade payables)	(6,363)
Other current liabilities	(2,971)
Total current liabilities	(9,334)
Non-current liabilities	(26,713)
Net assets	7,392
Reconciliation to carrying amounts:	
Opening net assets at 1 January 2024	–
Issuance of share capital	8,600
Loss for the period	(1,208)
Closing net assets at 31 December 2024	7,392
Group's share in %	40%
Carrying amount	2,957
Revenue	4,793
Cost of sales	(1,232)
Operating expense	(3,773)
Depreciation and amortisation	(852)
Interest income	1
Interest expense	(145)
Loss for the period	(1,208)

Notes to the Consolidated Financial Statements

16 INTEREST IN ASSOCIATES (CONTINUED)

The amount of unrecognised share of loss of associates are shown as below:

	2024 HK\$'000	2023 HK\$'000
Unrecognised share of loss associates		
Opening balance 1 January	1,476	766
The unrecognised share of loss of associates for the year	2,120	710
Cumulative unrecognised share of loss of associates	3,596	1,476

17 TRADE RECEIVABLES, PREPAYMENTS, DEPOSITS AND OTHER RECEIVABLES

	2024 HK\$'000	2023 HK\$'000
Trade receivables		
— Associates	4,115	4,125
— Third parties	4,860	6,242
	8,975	10,367
Less: Impairment loss on trade receivables	(1,490)	(1,490)
	7,485	8,877
Prepayment, deposit and other receivables		
Non-current portion		
— Deposits	20,196	19,050
— Investment in an insurance contract (note (i))	2,371	—
	22,567	19,050
Current portion		
— Deposits	11,148	14,091
— Prepayments	4,885	2,323
— Other receivables	2,025	1,255
	18,058	17,669
	40,625	36,719

Note (i):

As at 31 December 2024, the Group held a life insurance policy for a director of the Group. The Group has the right to surrender the insurance partially or in full at any time after the first policy anniversary for cash value. Cash value represents the account value net of surrender charges.

Notes to the Consolidated Financial Statements

17 TRADE RECEIVABLES, PREPAYMENTS, DEPOSITS AND OTHER RECEIVABLES (CONTINUED)

The credit periods granted to customers other than credit card companies were 30 to 180 days (2023: same).

The carrying amounts of trade receivables, deposits and other receivables approximate their fair values and are denominated in HK\$.

Information about the impairment of trade receivable, the Group's exposure to credit risk is set out in note 3.1.

The aging analysis of the trade receivables based on invoice date is as follows:

	2024 HK\$'000	2023 HK\$'000
1 to 30 days	4,194	5,159
31 to 60 days	305	318
61 to 90 days	474	658
Over 90 days	2,512	2,742
	7,485	8,877

18 INVENTORIES

	2024 HK\$'000	2023 HK\$'000
Food and beverages	3,240	2,637

The cost of inventories recognised as expense and included in "cost of inventories sold" amounted to HK\$119,664,000 for the year ended 31 December 2024 (2023: HK\$125,782,000).

19 CASH AND CASH EQUIVALENTS AND PLEDGED BANK DEPOSITS

	2024 HK\$'000	2023 HK\$'000
Cash at banks	51,605	63,807
Cash on hand	1,477	959
Cash and cash equivalents	53,082	64,766
Pledged bank deposits (Note)	3,037	5,076
Denominated in:		
Hong Kong Dollar	50,990	64,950
RMB	3,645	3,309
US\$	1,484	1,583
	56,119	69,842
Maximum exposure on credit risk	54,642	68,883

Note: As at 31 December 2024, bank deposits of HK\$3,037,000 (2023: HK\$5,076,000) were pledged as guarantee for payments under bank borrowings.

Notes to the Consolidated Financial Statements

20 SHARE CAPITAL AND SHARE PREMIUM

	Number of shares of the Company	Share capital HK\$'000	Share premium HK\$'000
Authorised:			
Ordinary share capital of HK\$0.0001 each as at 31 December 2023 and 2024	3,800,000,000	380	–
Issued and fully paid:			
As at 1 January 2023, 31 December 2023 and 31 December 2024	384,000,000	38	100,980

21 TRADE AND OTHER PAYABLES

	2024 HK\$'000	2023 HK\$'000
Trade payables (Note (a))	21,196	22,444
Other payables		
Non-current portion		
— Provision for reinstatement costs	8,310	8,316
— Provision for long service payment	1,481	1,556
	9,791	9,872
Current portion		
— Accrued staff costs	9,290	9,907
— Payable for contingent rent	1,047	1,233
— Payable for purchase of property, plant and equipment	94	94
— Guest deposit	1,027	1,422
— Other accrued operating expenses	10,428	11,536
— Other payables	1,514	1,570
— Provision for reinstatement costs	2,346	500
	25,746	27,818
Total trade and other payables	56,733	58,578

The carrying amounts of trade and other payables approximate their fair value and are denominated in HK\$ (2023: same).

Notes to the Consolidated Financial Statements

21 TRADE AND OTHER PAYABLES (CONTINUED)

Notes:

- (a) Payment term on majority of purchase of goods is 30 to 60 days (2023: same).

An aging analysis of trade payables based on invoice date as at the date of consolidated statement of financial position is as follows:

	2024 HK\$'000	2023 HK\$'000
1 to 30 days	11,435	12,145
31 to 60 days	9,431	10,029
61 to 90 days	4	4
Over 90 days	326	266
	21,196	22,444

22 CONTRACT LIABILITIES

Contract liabilities represent the unutilised credits under the customer loyalty programme.

	2024 HK\$'000	2023 HK\$'000
As at 1 January	2,196	770
Addition	5,280	6,039
Redemption	(4,333)	(3,940)
Expired	(540)	(673)
As at 31 December	2,603	2,196

(i) Revenue recognised in relation to contract liabilities

The following table shows the amounts of revenue recognised in the current reporting period that were included in the contract liabilities at the beginning of the reporting period:

	2024 HK\$'000	2023 HK\$'000
Revenue recognised that was included in contract liabilities at the beginning of the reporting period:		
Operation of restaurants	2,196	770

(ii) Unsatisfied long-term contracts

The Group selected to choose a practical expedient and omit disclosure of remaining performance obligations as all related contracts have a duration of one year or less.

Notes to the Consolidated Financial Statements

23 BANK BORROWINGS

	2024 HK\$'000	2023 HK\$'000
<i>Current</i>		
Bank borrowings	34,861	43,416

The Group's bank borrowings as at 31 December 2024 and 2023 were all denominated in HK\$.

As at 31 December 2024, the Group's bank borrowings were secured by corporate guarantees given by the Company (2023: same) and pledged bank deposits of HK\$3,037,000 (2023: HK\$5,076,000).

The weighted average effective interest rate of the bank borrowings as at 31 December 2024 was 4.6% per annum (2023: 4.9% per annum).

The carrying amounts of the Group's bank borrowings as at 31 December 2024 and 2023 approximate their fair values.

According to the repayment schedule of the bank borrowings, without considering the repayable on demand clause, bank borrowings were repayable as follows:

	2024 HK\$'000	2023 HK\$'000
Within 1 year	9,136	8,497
Between 1 and 2 years	9,657	9,058
Between 2 and 5 years	16,068	24,356
Over 5 years	–	1,505
	34,861	43,416

The Group did not breach any financial bank covenant during the year ended 31 December 2024 (2023: nil).

24 DEFERRED TAX

The movements in the net deferred income tax assets are as follows:

	2024 HK\$'000	2023 HK\$'000
At 1 January	14,681	10,510
Charged to income statement (Note 11)	2,256	4,171
At 31 December	16,937	14,681

Deferred income tax liabilities are calculated in full on temporary differences under the liability method using a principal taxation rate of 16.5% (2023: 16.5%) prevailing at the time when the temporary differences are expected to realise or settle.

Notes to the Consolidated Financial Statements

24 DEFERRED TAX (CONTINUED)

Deferred income tax assets are recognised for tax losses carried forward to the extent that the realisation of the related tax benefit through future taxable profit is probable. As at 31 December 2024, the Group did not recognise deferred income tax assets of HK\$7,995,000 (2023: HK\$3,819,000) in respect of tax losses amounting to HK\$48,456,000 (2023: HK\$23,145,000) and did not recognise deferred income tax assets of HK\$1,127,000 (2023: HK\$1,779,000) in respect of decelerated tax depreciation amounting to HK\$6,829,000 (2023: HK\$10,780,000) that can be carried forward against future taxable income. There is no expiry date for the unrecognised tax assets.

The movement in deferred income tax assets and liabilities during the years ended 31 December 2024 and 2023, without taking into consideration the offsetting of balances within the same tax jurisdiction, is as follows:

	2024 HK\$'000	2023 HK\$'000
Deferred tax assets		
<i>Decelerated tax depreciation:</i>		
At 1 January	7,650	10,318
Credited/(charged) to income statement	624	(2,814)
At 31 December	8,274	(7,504)
<i>Tax losses:</i>		
At 1 January	6,803	1,187
(Charged)/credited to income statement	(1,236)	5,616
At 31 December	5,567	6,803
Deferred income tax assets as at 31 December	13,841	14,307
Deferred tax assets/(liabilities)		
<i>Lease liabilities</i>		
At 1 January	24,155	10,237
(Charged)/credited to income statement	(2,318)	13,918
At 31 December	21,837	24,155
<i>Right-of-use assets:</i>		
At 1 January	(23,781)	(11,232)
Credited/(charged) to income statement	5,040	(12,549)
At 31 December	(18,741)	(23,781)
Deferred income tax assets as at 31 December	3,096	374

Notes to the Consolidated Financial Statements

25 FINANCIAL INSTRUMENTS BY CATEGORY

	2024 HK\$'000	2023 HK\$'000
Financial assets		
Financial assets at amortised cost		
— Trade and other receivables excluding prepayments	40,854	43,256
— Amount due from associates (Note 28 (b))	1,155	139
— Pledged bank deposits (Note 19)	3,037	5,076
— Cash and cash equivalents (Note 19)	53,082	64,766
	98,128	113,237
Financial liabilities		
Financial liabilities at amortised cost		
— Trade and other payables	39,334	42,257
— Loan from non-controlling shareholders (Note 28(b))	4,600	7,600
— Bank borrowings (Note 23)	34,861	43,416
— Lease liabilities (Note 13(b))	134,540	146,396
	213,335	239,669

26 Commitment

The Group did not have any significant capital expenditure contracted for at the end of the reporting period but not recognised as liabilities as at 31 December 2024 and 2023.

27 CONTINGENCIES

The Group did not have any significant contingent liabilities as at 31 December 2024 and 2023.

Notes to the Consolidated Financial Statements

28 RELATED PARTY TRANSACTIONS

The major related parties that had transactions and balances with the Group were as follows:

Name of related parties	Relationship with the Group
Modern Shanghai International Food & Beverage Limited	Associated company
Modern Shanghai Imperial (Festival Walk) Restaurant Limited	Associated company
Guangzhou Mango Tree Food & Beverage Co. Ltd	Associated company
Guangzhou Mango Tree (La Perle) Food & Beverage Co. Ltd	Associated company
Guangzhou Ten Shanghai Food & Beverage Co. Ltd	Associated company
Chairman Food & Beverage Management Limited	Non-controlling shareholder of a subsidiary
Food Master (HK) Limited	Non-controlling shareholder of a subsidiary
Jarrett Investments Limited	Non-controlling shareholder of a subsidiary
Barrowgate Limited	Related company controlled by non-controlling shareholder of subsidiaries

(a) Key management compensation

The directors are regarded as the key management of the Group. The compensation paid or payable to the key management for employment services is disclosed in Note 29.

(b) Balances with related parties

	2024 HK\$'000	2023 HK\$'000
Non-trading balance:		
Amount due from associates (Note (c))		
— Modern Shanghai Imperial (Festival Walk) Restaurant Limited	991	—
— Modern Shanghai International Food & Beverage Limited	164	139
Non-trading balance:		
Loan from non-controlling shareholders		
— Chairman Food & Beverage Management Limited (Note (a))	(1,700)	(4,700)
— Jarrett Investments Limited (Note (b))	(2,900)	(2,900)
Trading balances:		
Pre-opening consultancy services and management fee (Note (c))		
— Guangzhou Mango Tree Food & Beverage Co. Ltd	488	806
— Guangzhou Ten Shanghai Food & Beverage Co. Ltd	649	777
— Guangzhou Mango Tree (La Perle) Food & Beverage Co. Ltd	800	1,052
Trading balances:		
Lease liabilities (Note (d))		
— Barrowgate Limited	(44,134)	(57,837)

Notes to the Consolidated Financial Statements

28 RELATED PARTY TRANSACTIONS (CONTINUED)

(b) Balances with related parties (Continued)

Notes:

- (a) The loan from non-controlling shareholder is unsecured, interest-free and repayable six months after the subsidiary achieves net profit position. The carrying amount of the balance approximates its fair value and is denominated in HK\$.
- (b) The loan from non-controlling shareholder is unsecured, interest-free and repayable one month after the subsidiary achieves net cash inflow. The carrying amount of the balance approximates its fair value and is denominated in HK\$.
- (c) These amounts due from/(to) related companies are unsecured, interest-free and repayable in according to the credit terms mutually agreed. The carrying amount of the balance approximates its fair value and is denominated in HK\$.
- (d) These amounts due to related companies are unsecured, interest-free and repayable in according to the payment terms in the lease agreement. The carrying amount of the balance approximates its fair value and is denominated in HK\$.

(c) Transactions with related parties

	2024 HK\$'000	2023 HK\$'000
Management fee (Note (a))		
— Modern Shanghai Imperial (Festival Walk) Restaurant Limited	192	—
Royalty fee (Note (b))		
— Modern Shanghai Imperial (Festival Walk) Restaurant Limited	96	—
Lease payment (Note (c))		
— Perfect Win Properties Limited	—	914
— Barrowgate Limited	21,643	22,375

Notes:

- (a) Management fee is charged in accordance with the agreement entered into between the relevant parties.
- (b) Royalty fee is charged in accordance with the agreement entered into between the relevant parties.
- (c) Lease payment is charged in accordance with the agreement entered into between the relevant parties.

Notes to the Consolidated Financial Statements

29 BENEFITS AND INTERESTS OF DIRECTORS

(a) Directors' emoluments

The remunerations of each director for the year ended 31 December 2024 are set out below:

Name	Fee HK\$'000	Salary HK\$'000	Discretionary bonuses HK\$'000	Housing allowance HK\$'000	Estimated money of other benefit HK\$'000	Employer's contribution to a retirement benefit scheme HK\$'000	Total HK\$'000
Executive directors:							
Wong Chi Wing, Kinson	600	-	-	-	-	-	600
Kwok Chi Po (Note 1)	-	2,156	107	-	-	15	2,278
Lau Ming Fai	-	1,596	95	-	-	18	1,691
Tsui Ngan Fun	300	-	-	-	-	-	300
Lin Huiqin	300	-	-	-	-	-	300
Non-executive directors:							
Chan Wai Fung	300	-	-	-	-	-	300
Independent non-executive Directors							
Yim Hong Cheuk Foster	180	-	-	-	-	-	180
Huen, Felix Ting Cheung	180	-	-	-	-	-	180
Cheang Ana (Note 2)	120	-	-	-	-	-	120
Lung Pui Ying Amy (Note 3)	60	-	-	-	-	-	60
	2,040	3,752	202	-	-	33	6,027

Note 1: Resigned on 1 November 2024

Note 2: Resigned on 31 August 2024

Note 3: Appointed on 31 August 2024

Notes to the Consolidated Financial Statements

29 BENEFITS AND INTERESTS OF DIRECTORS (CONTINUED)

(a) Directors' emoluments (Continued)

The remunerations of each director for the year ended 31 December 2023 are set out below:

Name	Fee HK\$'000	Salary HK\$'000	Discretionary bonuses HK\$'000	Housing allowance HK\$'000	Estimated money of other benefit HK\$'000	Employer's contribution to a retirement benefit scheme HK\$'000	Total HK\$'000
Executive directors:							
Wong Chi Wing, Kinson	600	–	–	–	–	–	600
Kwok Chi Po	–	2,570	107	–	–	18	2,695
Lau Ming Fai	–	1,470	61	–	–	18	1,549
Tsui Ngan Fun	300	–	–	–	–	–	300
Lin Huiqin	300	–	–	–	–	–	300
Non-executive directors:							
Chan Wai Fung	300	–	–	–	–	–	300
Independent non-executive Directors							
Yim Hong Cheuk Foster	180	–	–	–	–	–	180
Huen, Felix Ting Cheung	180	–	–	–	–	–	180
Cheang Ana	180	–	–	–	–	–	180
	2,040	4,040	168	–	–	36	6,284

The remuneration shown above represents remuneration received from the Group by these directors in their capacity as directors of the companies comprising the Group during the years ended 31 December 2024 and 2023.

During the years ended 31 December 2024 and 2023 no directors waived or agreed to waive any emoluments.

Notes to the Consolidated Financial Statements

29 BENEFITS AND INTERESTS OF DIRECTORS (CONTINUED)

(b) Directors' retirement benefits and termination benefits

None of the directors received or will receive any retirement benefits under a defined benefit scheme or termination benefits during the years ended 31 December 2024 and 2023.

(c) Consideration provided to third parties for making available directors' services

The Group did not pay consideration to any third parties for making available directors' services during the years ended 31 December 2024 and 2023.

(d) Information about loans, quasi-loans and other dealings in favour of directors, controlled bodies corporate by and connected entities with such directors

No loans, quasi-loans and other dealings were made available in favour of directors, controlled bodies corporate by and connected entities with such directors subsisted at the end of the years or at any time during the years (2023: Nil).

(e) Directors' material interests in transactions, arrangements or contracts

No significant transactions, arrangements and contracts in relation to the Group's business to which the Group was a party and in which a director of the Group had a material interest, whether directly or indirectly, subsisted at the end of the years or at any time during the year (2023: Nil).

30 DIVIDEND

The directors of the Company do not recommend the payment of a final dividend for the year ended 31 December 2024 (2023: nil).

Notes to the Consolidated Financial Statements

31 STATEMENT OF FINANCIAL POSITION AND RESERVE MOVEMENT OF THE COMPANY

Statement of financial position of the Company

	2024 HK\$'000	2023 HK\$'000
Assets		
Non-current assets		
Investment in a subsidiary	46,483	46,483
Current assets		
Prepayments	348	228
Amounts due from subsidiaries	27,821	28,388
Amount due from an associate	102	90
Cash and cash equivalents	230	147
	28,501	28,853
Total assets	74,984	75,336
Equity		
Capital and reserves attributable to owners of the Company		
Share capital	38	38
Share premium	100,980	100,980
Accumulated losses	(47,217)	(47,086)
Total equity	53,801	53,894
Liabilities		
Current liabilities		
Accruals	270	330
Amount due to a subsidiary	20,913	21,112
	21,183	21,442
Total liabilities	21,183	21,442
Total equity and liabilities	74,984	75,336

The statement of financial position of the Company was approved by the Board of Directors on 26 March 2025 and was signed on its behalf.

Lau Ming Fai
Director

Wong Chi Wing Kinson
Director

Notes to the Consolidated Financial Statements

31 STATEMENT OF FINANCIAL POSITION AND RESERVE MOVEMENT OF THE COMPANY (CONTINUED)

Reserve movement of the Company

	Share premium HK\$'000	Accumulated losses HK\$'000	Total HK\$'000
As at 1 January 2023	100,980	(43,029)	57,951
Loss for the year	–	(4,057)	(4,057)
As at 31 December 2023	100,980	(47,086)	53,894
Loss for the year	–	(131)	(131)
As at 31 December 2024	100,980	(47,217)	53,763