

Veeko®

VEEKO INTERNATIONAL HOLDINGS LIMITED

威高國際控股有限公司

Stock Code 股份代號 : 1173



Rachel Chan 陳懿德
Wanko Image Girl 代言人



Stephanie Lee 李芷晴
Veeko Image Girl 代言人



ANNUAL REPORT 年報 2025

Incorporated in the Cayman Islands with limited liability 於開曼群島註冊成立之有限公司

Veeko®

wanko®

colourmix®

MORIMOR®



豐盈補濕循環
強化肌底水分根基



Contents 目錄

		頁次 Page
公司資料	Corporate Information	2-4
主席報告書	Chairman's Statement	5-11
董事會報告書	Directors' Report	12-24
企業管治報告書	Corporate Governance Report	25-53
獨立核數師報告書	Independent Auditor's Report	54-61
綜合損益及其他 全面收入表	Consolidated Statement of Profit or Loss and Other Comprehensive Income	62
綜合財務狀況表	Consolidated Statement of Financial Position	63
綜合權益變動表	Consolidated Statement of Changes in Equity	64-65
綜合現金流量表	Consolidated Statement of Cash Flows	66-67
綜合財務報表附註	Notes to the Consolidated Financial Statements	68-179
財務摘要	Financial Summary	180



Corporate Information 公司資料

董事

執行董事

鄭鐘文先生(主席)
林玉森女士(行政總裁)

非執行董事

林文鈿先生

獨立非執行董事

歐陽厚昌先生
鄭文龍先生
劉詩彤女士(於2024年12月15日獲委任)
楊永基先生(於2024年12月15日辭任)

審核委員會成員

劉詩彤女士(主席)
(於2024年12月15日獲委任)
楊永基先生(主席)
(於2024年12月15日辭任)
歐陽厚昌先生
鄭文龍先生

提名委員會成員

鄭鐘文先生(主席)
歐陽厚昌先生
鄭文龍先生
林玉森女士
劉詩彤女士(於2024年12月15日獲委任)
楊永基先生(於2024年12月15日辭任)

薪酬委員會成員

劉詩彤女士(主席)
(於2024年12月15日獲委任)
楊永基先生(主席)
(於2024年12月15日辭任)
歐陽厚昌先生
鄭鐘文先生
鄭文龍先生
林玉森女士

Directors

Executive directors

Mr. CHENG Chung Man, Johnny (Chairman)
Ms. LAM Yuk Sum (Chief Executive Officer)

Non-executive director

Mr. LAM Man Tin

Independent non-executive directors

Mr. AU-YEUNG Hau Cheong
Mr. CHENG Man Loong, Monty
Ms. LAU Sze Tung (appointed on 15th December, 2024)
Mr. YEUNG Wing Kay (resigned on 15th December, 2024)

Audit Committee Members

Ms. LAU Sze Tung (Chairlady)
(appointed on 15th December, 2024)
Mr. YEUNG Wing Kay (Chairman)
(resigned on 15th December, 2024)
Mr. AU-YEUNG Hau Cheong
Mr. CHENG Man Loong, Monty

Nomination Committee Members

Mr. CHENG Chung Man, Johnny (Chairman)
Mr. AU-YEUNG Hau Cheong
Mr. CHENG Man Loong, Monty
Ms. LAM Yuk Sum
Ms. LAU Sze Tung (appointed on 15th December, 2024)
Mr. YEUNG Wing Kay (resigned on 15th December, 2024)

Remuneration Committee Members

Ms. LAU Sze Tung (Chairlady)
(appointed on 15th December, 2024)
Mr. YEUNG Wing Kay (Chairman)
(resigned on 15th December, 2024)
Mr. AU-YEUNG Hau Cheong
Mr. CHENG Chung Man, Johnny
Mr. CHENG Man Loong, Monty
Ms. LAM Yuk Sum

Corporate Information 公司資料

授權代表

鄭鐘文先生
林玉森女士

Authorised Representatives

Mr. CHENG Chung Man, Johnny
Ms. LAM Yuk Sum

公司秘書

周敏怡女士(於2025年2月1日獲委任)
黃智英女士(於2025年2月1日辭任)

Company Secretary

Ms. CHOW Man Yee (*appointed on 1st February, 2025*)
Ms. WONG Chi Ying (*resigned on 1st February, 2025*)

法律顧問：開曼群島法律

Conyers Dill & Pearman, Cayman
Zephyr House
George Town
Grand Cayman
British West Indies

Legal Adviser as to Cayman Islands Law

Conyers Dill & Pearman, Cayman
Zephyr House
George Town
Grand Cayman
British West Indies

法律顧問：香港法律

趙不渝 • 馬國強律師事務所
香港
康樂廣場1號
怡和大廈40樓

Legal Adviser as to Hong Kong Law

Chiu & Partners
40th Floor, Jardine House
1 Connaught Place
Hong Kong

核數師

安永會計師事務所
執業會計師
註冊公眾利益實體核數師
香港鰂魚涌
英皇道979號
太古坊一座27樓

Auditor

Ernst & Young
Certified Public Accountants
Registered Public Interest Entity Auditor
27th Floor, One Taikoo Place
979 King's Road
Quarry Bay, Hong Kong

註冊辦事處

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

Registered Office

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



Corporate Information 公司資料

總辦事處及主要營業地點

香港
新界葵涌
大連排道192-200號
偉倫中心二期十樓

股份過戶登記總處

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

香港股份過戶登記分處

卓佳證券登記有限公司
香港
夏慤道16號
遠東金融中心17樓

主要往來銀行

中國銀行(香港)有限公司
中國信託商業銀行股份有限公司
星展銀行(香港)有限公司
王道商業銀行股份有限公司

網址

www.veeko.com.hk
www.irasia.com/listco/hk/veeko/index.htm

股份代號

1173

Head Office and Principal Place of Business

10th Floor, Wyler Centre Phase II
192-200 Tai Lin Pai Road
Kwai Chung, New Territories
Hong Kong

Principal Share Registrar and Transfer Office

Conyers Trust Company (Cayman) Limited
Cricket Square
Hutchins Drive
P.O. Box 2681
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

Bank of China (Hong Kong) Limited
CTBC Bank Co., Ltd.
DBS Bank (Hong Kong) Limited
O-Bank Co., Ltd.

Website Addresses

www.veeko.com.hk
www.irasia.com/listco/hk/veeko/index.htm

Stock Code

1173

Chairman's Statement 主席報告書

管理層論述與分析

本集團為銷售美妝產品及女仕服飾之零售商，透過位於香港及澳門105個銷售點組成之零售網絡，以**Colourmix**及**MORIMOR**化妝品專門店和**Veeko**及**Wanko**女仕服飾專門店分別提供優質且物超所值之美妝產品及時尚服裝和配飾予廣大消費者。

業務回顧

於截至2025年3月31日止年度（「本年度」），本集團錄得營業額481,484,000港元（2024年：586,710,000港元），較去年同期減少17.9%。香港經濟仍然面臨嚴峻挑戰，營業額之下跌乃因本集團於本年度的店舖數目減少、香港居民持續北上消費及外遊以及入境旅客消費放緩所致。本集團本年度的毛利金額為221,168,000港元，較去年同期之259,321,000港元減少14.7%。整體毛利率則上調1.7個百分點，由上年度的44.2%升至本年度的45.9%。本年度化妝品業務之毛利率較上年度上升，時裝業務之毛利率則大致持平。

集團於本年度錄得稅後虧損124,767,000港元（2024年：稅後虧損40,043,000港元）。於本年度本集團投資物業公平價值下跌40,918,000港元，而上年度則錄得5,324,000港元升值。此外，由於銀行利率持續高企，致使融資成本由上年度之34,805,000港元增加至本年度之39,781,000港元，上升4,976,000港元。

MANAGEMENT DISCUSSION AND ANALYSIS

The Group is a retailer which sells cosmetics products and ladies fashion through our retail network consisting of 105 points of sale in Hong Kong and Macau, to provide quality and value for money cosmetics products and fashion apparel and accessories to a wide range of consumers at cosmetics stores, namely **Colourmix** and **MORIMOR**, and ladies fashion stores, namely **Veeko** and **Wanko**, respectively.

Business Review

During the year ended 31st March, 2025 (the “Year”), the Group recorded revenue of HK\$481,484,000 (2024: HK\$586,710,000), representing a decrease of 17.9% as compared to the same period last year. Hong Kong economy continued to face grave challenges. The decrease in revenue was driven by the decrease in the number of stores of the Group during the Year, continued northbound spending and overseas travel by Hong Kong residents and reduced consumption from tourists. The Group recorded a gross profit of HK\$221,168,000 for the Year, representing a decrease of 14.7% as compared with HK\$259,321,000 for the same period last year, whereas the overall gross profit margins increased by 1.7 percentage points to 45.9% for the Year from 44.2% for the previous year. The gross profit margin of cosmetics segment increased in the Year when compared with that of the previous year, while the gross profit margin of fashion segment remained at the same level.

During the Year, the Group recorded a loss after tax of HK\$124,767,000 (2024: a loss after tax of HK\$40,043,000). During the Year, the fair value of investment properties of the Group declined by HK\$40,918,000, compared to an increase of HK\$5,324,000 for the previous year. In addition, due to persistently high bank interest rates, finance costs increased by HK\$4,976,000 from HK\$34,805,000 in the previous year to HK\$39,781,000 in the Year.

Chairman's Statement 主席報告書

業務回顧(續)

化妝品業務

於2025年3月31日，本集團共設有53間 **Colourmix** 及 **MORIMOR** 化妝品專門店(2024年3月31日：57間)，其中49間位於香港，4間位於澳門。本集團化妝品業務營業額為350,815,000港元(2024年：426,537,000港元)，較去年同期減少17.8%。化妝品業務錄得分類業績虧損32,612,000港元(2024年：虧損19,467,000港元)。於本年度內，面對北上消費潮及出境旅遊增加等因素影響，零售環境持續低迷，本集團因應市況調整銷售和營銷策略，並結束若干表現欠佳的店舖，致令化妝品業務之營業額雖較往年有所減少，但毛利率則略為上升。

Business Review (Continued)

Cosmetics Business

As at 31st March, 2025, the Group had a total of 53 cosmetics stores (31st March, 2024: 57), namely **Colourmix** and **MORIMOR**, with 49 located in Hong Kong and 4 in Macau. The cosmetics business of the Group recorded revenue of HK\$350,815,000 (2024: HK\$426,537,000), representing a decrease of 17.8% as compared to the same period last year. The cosmetics business recorded a segment loss of HK\$32,612,000 (2024: loss of HK\$19,467,000). During the Year, the continued trend of northbound consumption as well as overseas travels by Hong Kong residents led to a continued sluggishness in the retail environment, the Group have adjusted its sales and marketing strategies in response to market conditions, and closed certain underperforming stores, resulting into a decrease in the revenue of the cosmetics business over the previous year, whereas the gross profit margin increased slightly.



Chairman's Statement 主席報告書

業務回顧(續)

時裝業務

於2025年3月31日，集團旗下女裝品牌**Veeko**和**Wanko**店舖數目共52間(2024年3月31日：60間)，其中49間位於香港，3間位於澳門。集團時裝業務之營業額為130,669,000港元(2024年：160,173,000港元)，較去年同期減少18.4%。時裝業務的分類業績錄得虧損25,297,000港元(2024年：虧損3,618,000港元)。於本年度，時裝業務之營業額因店舖數目減少而有所下跌，毛利率則大致持平。由於集團時裝業務之生產資源集中在集團之國內自置廠房，故此能靈活控制成本，面對嚴峻的經營環境，較具彈性安排產量，減低存貨水平及生產成本支出。

Business Review (Continued)

Fashion Business

As at 31st March, 2025, the Group had a total of 52 ladies fashion stores (31st March, 2024: 60), namely **Veeko** and **Wanko**, with 49 located in Hong Kong and 3 in Macau. The revenue of the Group's fashion business was HK\$130,669,000 (2024: HK\$160,173,000), representing a decrease of 18.4% as compared to the same period last year. The fashion business recorded a segment loss of HK\$25,297,000 (2024: loss of HK\$3,618,000). During the Year, the revenue of the fashion business has dropped due to the increase in the number of stores, while the gross profit margin remained at the same level. As the production resources of the Group's fashion business were concentrated in its self-owned plant in Mainland China, we were able to control costs with flexibility. In face of challenging operating environments, the Group arranged production flexibly, as a bid to reduce inventory level, production costs and expenses.



Chairman's Statement 主席報告書

展望

面對香港居民持續北上消費及外遊以及入境旅客消費放緩等因素影響，預期香港零售市場來年仍會面對充滿挑戰的環境。儘管零售環境低迷，管理層迅速地採取多項應對措施務求積極恢復盈利能力，並對未來長遠前景保持審慎樂觀。透過實施一系列經調節的銷售和營銷策略，本集團的銷售表現取得改善，於2025年4月至6月中旬，時裝業務之同店銷售額按年錄得個位數字的增長，而化妝品業務之毛利率則較上年度同期有所提升。

與此同時，本集團將繼續與業主磋商合理租金，務求降低租金成本，並會結束租約到期但未達營運效益的店舖，策略性地調整及優化其零售網絡。於2026年3月31日止財政年度，本集團有58間店舖的租約已到期或將會到期，佔所有店舖租約56%，在目前疲弱的零售租務市場下，相信本集團會有較強的議租能力，為集團協商更佳的租賃條款。

集團會繼續致力優化化妝品及時裝的貨品組合，加強貨品吸引力，為顧客提供優質的產品和銷售服務，以提升整體營業額及毛利率。化妝品業務方面，除實體的零售店舖外，集團亦會繼續透過與知名電商平台合作，例如天貓國際、京東及抖音抖店等，專注線上線下業務，以提升品牌知名度及拓展客戶群。此外，本集團剛於今年5月底推出全新手機應用程式，加強線上線下業務整合，為消費者提供更全面和優質的購物體驗。

Prospect

In view of those factors such as Hong Kong residents' continued northbound consumption and overseas travels as well as the reduced consumption from tourists, it is expected that the Hong Kong retail market will continue to face a challenging environment in the coming year. Despite the sluggish retail environment, management has taken a number of swift countermeasures to proactively restore profitability and remains cautiously optimistic about the long-term prospects. Through the implementation of a series of sales and marketing strategies, the Group's sales performance has improved. From April to mid June 2025, the same-store sales of the fashion business recorded a single-digit year-on-year growth, while the gross profit margin of the cosmetics business increased as compared with the same period in the Previous Year.

At the same time, the Group will continue to negotiate reasonable rents with landlords to reduce rental costs, close those stores whose leases have expired but have not achieved operational efficiency, and strategically adjust and optimize its retail network. In the financial year ending 31st March, 2026, the Group has 58 stores whose leases have expired or will expire, accounting for 56% of all store leases. In the current weak retail leasing market, the Group believes that it will have stronger bargaining power to negotiate better rental terms for the Group.

The Group will strive to continuously optimise the product combination of cosmetics and fashion, enhance the attractiveness of its products and provide customers with quality products and sales services, with a view to boosting its overall revenue and gross profit margin. For the cosmetics business, apart from physical retail stores, the Group will also continue to collaborate with renowned e-commerce platforms, such as Tmall Global, JD.com and Douyin Shop, committing to both online and offline businesses to enhance brand awareness and expand its customer base. In addition, the Group has launched a new mobile application at the end of May this year to enhance the integration of its online and offline business, providing consumers with a more comprehensive and quality shopping experience.

Chairman's Statement 主席報告書

展望(續)

本集團主要從事化妝品及時裝零售業務，同時亦持有投資物業及自用物業。此等物業於2025年3月31日根據獨立合資格專業估值師仲量聯行有限公司及仲量聯行企業評估及諮詢有限公司進行之估值合共698,646,000港元，作為對本集團財政上的支持。於2025年3月31日，本集團未抵押物業價值約為101,484,000港元，可於有需要時用作本集團獲取新銀行授信之抵押品。而於2025年3月31日，本集團之銀行借貸總額為178,095,000港元。近月香港銀行同業拆息處於低位水平，有利於本集團減低利息之開支。此外，為償還本集團部份之銀行授信貸款以減少未來利息支出以及提供本集團在正常業務過程中的營運資金，本公司之執行董事在無資產抵押下向集團提供最高375,000,000港元之循環貸款授信，此舉亦反映彼等對集團未來之信心及支持。集團並將繼續審慎管理財務和現金狀況。

儘管未來仍然充滿挑戰，本集團將繼續專注其化妝品及時裝零售業務，並採取多項應對措施，包括但不限於繼續與業主磋商合理租金，策略性地調整及優化其零售網絡，並適時實施針對性的銷售和營銷策略，完善貨品組合，加強貨品吸引力，以提升銷售表現，同時嚴格控制成本和支出，期望兩個核心零售分類業績能回復增長，集團能儘快達致收支平衡，重拾上升的軌道。

物業

本集團位於香港及中國內地的物業包括投資物業、租賃土地及樓宇以及香港境外的租賃土地。於2025年3月31日，該等物業的估值合共為698,646,000港元(2024年3月31日：742,583,000港元)。

Prospect (Continued)

The Group is primarily engaged in cosmetics and fashion retail businesses, and also holds investment properties and self-occupied properties. The properties were valued at HK\$698,646,000 as at 31st March, 2025, based on the valuations conducted by independent qualified professional valuers Jones Lang LaSalle Limited and Jones Lang LaSalle Corporate Valuation & Advisory Limited, as financial support to the Group. As at 31st March, 2025, unpledged properties of the Group were valued at approximately HK\$101,484,000, which are available as securities for the Group to obtain new banking facilities when necessary. As at 31st March, 2025, the Group's total bank borrowings were HK\$178,095,000. The low level of Hong Kong Interbank Offered Rate in recent months has helped the Group reduce its interest expenses. Besides, with the purpose of repaying loans under the Group's banking facilities in order to reduce interest expenses in the future and to provide working capital conduct in the normal course of business, the executive directors of the Company have provided financial support with revolving loan facilities up to HK\$375,000,000 to the Group without asset pledged, which also reflects their confidence and support for the Group's future. The Group will continue to prudently manage its financial and cash position.

Despite all challenges ahead, the Group will continue focusing on its cosmetics and fashion retail businesses, and initiated numerous countermeasures, including but not limited to continuing to negotiate reasonable rents with landlords, strategically adjusting and optimising its retail network, implementing targeted sales and marketing strategies in a timely manner, and refining the product mix to enhance the attractiveness of our products and improve sales performance. Meanwhile, we will strictly control the costs and expenses, aiming at achieving a return to growth in the results of the two core retail segments, achieving breakeven for the Group as soon as possible and getting back on an upward trajectory.

Properties

The Group's properties located in Hong Kong and Mainland China including investment properties, leasehold land and buildings and leasehold land outside Hong Kong. The valuation of such properties as at 31st March, 2025 in aggregate amounted to HK\$698,646,000 (31st March, 2024: HK\$742,583,000).



Chairman's Statement 主席報告書

物業(續)

於2025年3月31日，投資物業於綜合財務狀況表按公平價值列賬為513,552,000港元(2024年3月31日：552,651,000港元)。

本集團若干物業按成本扣除累計折舊列賬於綜合財務狀況表，包括於2025年3月31日賬面值為11,651,000港元(2024年3月31日：12,766,000港元)的租賃土地及樓宇，以及於2025年3月31日賬面值為2,098,000港元(2024年3月31日：2,362,000港元)的香港境外租賃土地。於2025年3月31日，該等物業的公平價值為185,094,000港元(2024年3月31日：189,932,000港元)。

流動資金及財務資源

於本報告期末，本集團之現金及銀行結餘(主要為港元及人民幣)及抵押存款分別為13,126,000港元(2024年3月31日：8,537,000港元)及13,070,000港元(2024年3月31日：2,231,000港元)。未償還銀行借貸(主要為港元)及兩名董事的貸款分別為178,095,000港元(2024年3月31日：390,454,000港元)及369,100,000港元(2024年3月31日：37,450,000港元)。

於本報告期末，本集團之流動比率為0.60(2024年3月31日：0.29)，而負債比率為2.25(2024年3月31日：1.92)，乃按本集團銀行借貸總額178,095,000港元(2024年3月31日：390,454,000港元)以及總權益79,277,000港元(2024年3月31日：203,321,000港元)計算。

於2025年3月31日，本集團之銀行授信為241,767,000港元(2024年3月31日：440,950,000港元)，當中本集團已動用之融資金額為180,625,000港元(2024年3月31日：394,967,000港元)。

有關本集團就現金流管理之詳情已於「管理層論述與分析」內「展望」項下提述。

Properties(Continued)

The investment properties were stated at fair value in the consolidated statement of financial position, amounted to HK\$513,552,000 as at 31st March, 2025 (31st March, 2024: HK\$552,651,000).

Certain of the Group's properties were stated at cost less depreciation in the consolidated statement of financial position, including leasehold land and buildings with carrying amount of HK\$11,651,000 as at 31st March, 2025 (31st March, 2024: HK\$12,766,000) and leasehold land outside Hong Kong with carrying amount of HK\$2,098,000 at 31st March, 2025 (31st March, 2024: HK\$2,362,000). The fair value of such properties as at 31st March, 2025 was HK\$185,094,000 (31st March, 2024: HK\$189,932,000).

Liquidity & Financial Resources

At the end of the reporting period, the Group's cash and bank balances (mainly in Hong Kong dollar and Renminbi) and pledged deposits, amounted to HK\$13,126,000 (31st March, 2024: HK\$8,537,000) and HK\$13,070,000 (31st March, 2024: HK\$2,231,000), respectively. The outstanding bank borrowings (mainly in Hong Kong Dollar) and loans from two directors amounted to HK\$178,095,000 (31st March, 2024: HK\$390,454,000) and HK\$369,100,000 (31st March, 2024: 37,450,000), respectively.

At the end of the reporting period, the current ratio was 0.60 (31st March, 2024: 0.29) and the gearing ratio of the Group was 2.25 (31st March, 2024: 1.92) which was calculated based on the Group's total bank borrowings of HK\$178,095,000 (31st March, 2024: HK\$390,454,000) and the total equity of HK\$79,277,000 (31st March, 2024: HK\$203,321,000).

At 31st March, 2025, the Group had banking facilities amounting to HK\$241,767,000 (31st March, 2024: HK\$440,950,000), of which HK\$180,625,000 (31st March, 2024: HK\$394,967,000) was utilised by the Group.

For the details of the cashflow management of the Group, please refer to the "Prospect" of the "Management Discussion and Analysis" section.

Chairman's Statement 主席報告書

外匯風險

本公司數家附屬公司均有外幣採購(主要為美元、歐元、瑞士法郎及日元)，導致本集團須承受外幣風險。本年度約29%(2024年：30%)之採購成本為外幣。管理層密切監察外匯風險，並會於有需要時考慮通過訂立遠期合約對沖重大外幣風險。

資產抵押

於本報告期末，就本集團獲授一般銀行授信而向若干銀行作抵押之資產為473,006,000港元(2024年3月31日：570,010,000港元)。

或然負債

於2025年3月31日，本集團就本公司若干附屬公司獲授之銀行授信向若干銀行提供252,600,000港元(2024年3月31日：838,857,000港元)之擔保。

員工及薪酬政策

於2025年3月31日，本集團僱有約850名員工(2024年3月31日：約870名)。本集團主要根據業內慣例釐定員工薪酬，包括保險及醫療福利。本集團亦已根據個人表現採取一套獎勵計劃予員工。除基本薪酬福利外，部份主要員工更獲分配購股權，以作為獎勵及鞏固員工對集團的歸屬感。

致謝

本人謹代表董事會同仁，衷心感謝全體員工之忠誠服務、貢獻及努力，對一直支持本集團之各位股東、客戶、供應商及業務夥伴亦深表感謝。

主席
鄭鐘文
香港，2025年6月27日

Foreign Exchange Exposure

Several subsidiaries of the Company have foreign currency purchases (mainly in United States Dollar, Euro, Swiss Franc and Japanese Yen), which expose the Group to foreign currency risk. Approximately 29% (2024: 30%) of purchases costs are in foreign currencies for the year. The management closely monitors foreign exchange exposure and will consider hedging significant foreign currency risk by entering into forward contracts should the need arises.

Pledge of Assets

At the end of the reporting period, the amount of assets pledged by the Group to certain banks to secure general banking facilities granted to the Group was HK\$473,006,000 (31st March, 2024: HK\$570,010,000).

Contingent Liabilities

At 31st March, 2025, the Group had provided guarantees of HK\$252,600,000 (31st March, 2024: HK\$838,857,000) to certain banks in respect of banking facilities granted to certain subsidiaries of the Company.

Staff & Remuneration Policies

At 31st March, 2025, the Group had approximately 850 employees (31st March, 2024: approximately 870). The Group mainly determines staff remuneration (including insurance and medical benefits) in accordance with the industry's practices. The Group also implemented a reward scheme for its staff based on their individual performance. In addition to their basic remuneration and welfare, some key employees were granted share options as reward and incentive to enhance their loyalty to the Group.

Appreciation

On behalf of the Board, I would like to extend my heartfelt thanks to all the employees for their devotion, contribution and diligence and my deepest gratitude to all the shareholders, customers, suppliers and business partners for their continuous support.

Cheng Chung Man, Johnny
Chairman
Hong Kong, 27th June, 2025



Directors' Report 董事會報告書

董事謹提呈截至2025年3月31日止年度本公司的年報及經審核綜合財務報表。

主要業務

本公司乃一間投資控股公司。本公司之主要附屬公司的主要業務載於綜合財務報表附註1。

業務回顧

本年度回顧與表現及主要風險與不明朗因素

本集團業務回顧與其未來發展、以財務關鍵表現指標就本集團表現進行之分析和本集團所面對之主要風險與不明朗因素的描述，均在本年報第5至第11頁之主席報告書內提供，亦構成本董事會報告書一部份。本集團的財務風險管理目標及政策載於綜合財務報表附註33。

環境政策及表現

本公司力求實現環境及社會的可持續發展。本集團致力遵守有關環保的法律法規，並採用有效的環保政策，確保其項目符合環保方面的所需標準及操守。

遵守相關法律及法規

於回顧年度內，據董事會及管理層所知，本集團並無重大違反或不遵守對本集團的業務及營運有重大影響的適用法律及法規。

The directors present their annual report and the audited consolidated financial statements of the Company for the year ended 31st March, 2025.

Principal Activities

The Company is an investment holding company. The principal activities of its principal subsidiaries are set out in note 1 to the consolidated financial statements.

Business Review

Review and Performance of the Year and Principal Risks and Uncertainties

A review of the business of the Group during the year and its future development, an analysis of the Group's performance using financial key performance indicators and a description of the principal risks and uncertainties facing the Group are provided in the "Chairman's Statement" section on pages 5 to 11 of this annual report, which constitute part of this directors' report. The financial risk management objectives and policies of the Group are shown in note 33 to the consolidated financial statements.

Environmental Policies and Performance

The Company is committed to the sustainable development of the environment and our society. The Group has endeavoured to comply with laws and regulations regarding environmental protection and adopted effective environmental policies to ensure its projects meet the required standards and ethics.

Compliance with Relevant Laws and Regulations

During the year under review, as far as the Board of Directors (the "Board") and management are aware, there was no material breach of or non-compliance with the applicable laws and regulations by the Group that has a significant impact on the businesses and operations of the Group.

Directors' Report 董事會報告書

與持份者的重要關係

本公司認同員工、客戶及供應商以及業務夥伴為本公司成功的主要持份者。我們致力透過鼓勵員工、向客戶提供優質產品及服務、與業務夥伴(包括供應商及承包商)合作提供高質素及可持續產品及服務，以及給予社會支持，藉以達致企業可持續性。

業績及分派

截至2025年3月31日止年度本集團的業績，載於本年報第62頁之綜合損益及其他全面收入表。

於本年度內，並無宣派中期股息。董事會已議決不派付截至2025年3月31日止年度末期股息。

股本

本公司之股本於本年度內之變動詳情載於綜合財務報表附註26。

本公司之可供分派儲備

董事認為，本公司於2025年3月31日可供分派予股東之儲備合共53,490,000港元(2024年：104,947,000港元)，包括股份溢價211,064,000港元(2024年：211,064,000港元)、繳入盈餘53,135,000港元(2024年：53,135,000港元)及扣除累積虧損210,709,000港元(2024年：159,252,000港元)。

Key Relationships with Stakeholders

The Company recognises that our employees, customers and suppliers and business associates are key stakeholders to the Company's success. We strive to achieve corporate sustainability through engaging our employees, providing quality products and services to our customers, collaborating with business partners (including suppliers and contractors) to deliver quality sustainable products and services and supporting our community.

Results and Appropriations

The results of the Group for the year ended 31st March, 2025 are set out in the consolidated statement of profit or loss and other comprehensive income on page 62 of the annual report.

No interim dividend was declared for the year. The Board has decided not to declare a final dividend for the year ended 31st March, 2025.

Share Capital

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

Distributable Reserves of the Company

In the opinion of the directors, the Company's reserves available for distribution to its shareholders as at 31st March, 2025 amounted to HK\$53,490,000 (2024: HK\$104,947,000), comprise of share premium amounting to HK\$211,064,000 (2024: HK\$211,064,000), contributed surplus amounting to HK\$53,135,000 (2024: HK\$53,135,000) and net of accumulated losses amounting to HK\$210,709,000 (2024: HK\$159,252,000).



Directors' Report 董事會報告書

董事

本公司於本年度內及截至本報告日期的董事為：

執行董事

鄭鐘文先生(主席)
林玉森女士(行政總裁)

非執行董事

林文鈞先生

獨立非執行董事

歐陽厚昌先生
鄭文龍先生
劉詩彤女士(於2024年12月15日獲委任)
楊永基先生(於2024年12月15日辭任)

根據本公司組織章程細則第108條，鄭鐘文先生及林文鈞先生將於本公司應屆股東週年大會(「股東週年大會」)上輪值告退。此外，劉詩彤女士於2024年12月15日獲董事會委任，根據本公司組織章程細則112條，其任期僅直至其獲委任後的首屆股東週年大會為止。所有上述退任董事均符合資格並願膺選連任。

董事的服務合約

各執行董事均已和本公司訂立服務協議，為期3年，需每3年重續1次，直至由其中一方向另一方發出3個月的事先書面通知予以終止為止。非執行董事及各獨立非執行董事均已和本公司簽署委任函，為期2年。

除上文所披露者外，擬於股東週年大會上重選連任的董事，概無與本公司或其任何附屬公司訂立不可由本集團於1年內不付賠償(法定賠償除外)而終止的任何服務合約。

Directors

The directors of the Company during the year and up to the date of this report were:

Executive directors

Mr. CHENG Chung Man, Johnny (*Chairman*)
Ms. LAM Yuk Sum (*Chief Executive Officer*)

Non-executive director

Mr. LAM Man Tin

Independent non-executive directors

Mr. AU-YEUNG Hau Cheong
Mr. CHENG Man Loong, Monty
Ms. LAU Sze Tung (*appointed on 15th December, 2024*)
Mr. YEUNG Wing Kay (*resigned on 15th December, 2024*)

In accordance with article 108 of the Company's Articles of Association, Mr. Cheng Chung Man, Johnny and Mr. Lam Man Tin shall retire by rotation at the forthcoming annual general meeting of the Company ("AGM"). In addition Ms. Lau Sze Tung who has been appointed by the Board on 15th December, 2024 shall hold office only until the first AGM after her appointment in accordance with article 112 of the Company's Articles of Association. All of the above retiring directors, being eligible, will offer themselves for re-election.

Directors' Service Contracts

Each of the executive directors has entered into a service agreement with the Company for a term of three years which should be renewable for each term of three years until terminated by either party by three months' prior written notice. The non-executive director and each of the independent non-executive directors has signed an appointment letter with the Company for a term of two years.

Save as disclosed above, none of the directors being proposed for re-election at the AGM has a service contract with the Company or any of its subsidiaries which is not determinable by the Group within one year without payment of compensation, other than statutory compensation.

Directors' Report 董事會報告書

管理合約

於本年度內，概無訂立或存在任何有關本公司全部業務或任何重大部分業務之管理及行政之合約。

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.

獲准許之彌償條文

於本年度及截至本董事會報告書日期，以本公司董事為受益人之獲准許彌償條文（定義見香港法例第622章公司條例（「公司條例」）第469條）經已並仍然生效。

Permitted Indemnity Provision

During the year and up to the date of this directors' report, a permitted indemnity provision (as defined under section 469 of the Companies Ordinance Cap. 622 of Laws of Hong Kong (“Companies Ordinance”)), for the benefit of the directors of the Company has been and is still in force.

董事及高級管理人員簡歷

執行董事

鄭鐘文先生（前名：鄭增文），68歲，為本集團主席。彼亦為董事會提名委員會之主席以及薪酬委員會之成員。彼於1984年成立本集團，負責本集團的整體策劃及制訂公司政策。鄭先生在生產及零售業務方面擁有逾41年經驗。鄭先生於2001年11月獲頒發香港青年工業家獎，並於2012年11月獲頒發安永企業家獎2012中國。彼為林玉森女士之丈夫。

Biographies of Directors and Senior Management

Executive directors

Mr. CHENG Chung Man, Johnny (former name: Cheng Tsang Man), aged 68, is the chairman of the Group. He is also the chairman of the nomination committee and a member of the remuneration committee of the Board. He established the Group in 1984 and is responsible for the overall strategic planning and formulation of corporate policies of the Group. Mr. Cheng has over 41 years of experience in the manufacturing and retail business. Mr. Cheng was awarded the Young Industrialist Awards of Hongkong in November 2001 and the Ernst & Young Entrepreneur Award of the Year 2012 China in November 2012. He is the husband of Ms. Lam Yuk Sum.

林玉森女士，65歲，為本集團行政總裁及董事會薪酬委員會與提名委員會之成員。彼負責本集團之日常管理，特別是採購管理以及設計與產品發展的工作。彼於1987年加入本集團，於時裝設計及零售業務方面擁有逾38年經驗。彼為鄭鐘文先生之妻子。

Ms. LAM Yuk Sum, aged 65, is the chief executive officer of the Group and a member of each of the remuneration committee and nomination committee of the Board. She is responsible for the day-to-day management of the Group, specifically the merchandising management and design and product development. She joined the Group in 1987 and has over 38 years of experience in fashion design and retail business. She is the wife of Mr. Cheng Chung Man, Johnny.



Directors' Report 董事會報告書

非執行董事

林文鈿先生，66歲，自2016年2月2日起為本公司獨立非執行董事並於2018年7月13日起獲調任為非執行董事。彼於2016年2月2日至2018年7月12日期間為董事會審核委員會、薪酬委員會及提名委員會之成員。彼於1996年7月畢業於赫爾大學，獲頒授策略營銷學碩士學位(遙距課程)。林先生於1992年加入Aeon Stores Co., Ltd.，於零售及服務行業擁有逾30年經驗。彼於1999年5月至2012年5月擔任永旺(香港)百貨有限公司(「永旺(香港)百貨」，於香港聯合交易所有限公司(「聯交所」)主板上市的公司，股份代號：984)的執行董事。林先生於2006年5月至2012年5月擔任永旺(香港)百貨的董事總經理。彼辭去永旺(香港)百貨的董事會職位後獲委聘為永旺(香港)百貨的顧問，直至2012年9月為止。林先生於2013年5月至2017年7月擔任港大零售國際控股有限公司(現稱TATA健康國際控股有限公司)(為於聯交所主板上市的公司，股份代號：1255)之獨立非執行董事、審核委員會及薪酬委員會成員以及提名委員會主席。彼於2013年9月至2020年7月擔任歲寶百貨控股(中國)有限公司(於聯交所主板上市的公司，股份代號：312)的行政總裁策略師。彼亦為香港又一村獅子會的創會會員。

Non-executive director

Mr. LAM Man Tin, aged 66, has been an independent non-executive director of the Company since 2nd February, 2016 and re-designated as a non-executive director with effect from 13th July, 2018. He was a member of each of the audit committee, remuneration committee and nomination committee of the Board from 2nd February, 2016 to 12th July, 2018. He graduated from the University of Hull with a master degree in strategic marketing (distance learning) in July 1996. Mr. Lam joined Aeon Stores Co., Ltd. in 1992 and has over 30 years of experience in retail and service industries. He was an executive director of Aeon Stores (Hong Kong) Co., Limited ("Aeon Stores HK"), a company listed on the Main Board of The Stock Exchange of Hong Kong Limited (the "Stock Exchange") (stock code: 984) from May 1999 to May 2012. Mr. Lam served as the managing director of Aeon Stores HK from May 2006 to May 2012. Following his resignation from the board of directors of Aeon Stores HK, he was engaged as a consultant of Aeon Stores HK until September 2012. Mr. Lam was an independent non-executive director, a member of each of the audit committee and the remuneration committee and the chairman of the nomination committee of S. Culture International Holdings Limited (currently known as TATA Health International Holdings Limited), a company listed on the Main Board of the Stock Exchange (stock code: 1255) from May 2013 to July 2017. He has been the chief executive officer strategist of Shirble Department Store Holdings (China) Limited, a company listed on the Main Board of the Stock Exchange (stock code: 312) from September 2013 to July 2020. He is also the founding member of the Hong Kong Yau Yat Chuen Lions Club.

Directors' Report 董事會報告書

獨立非執行董事

歐陽厚昌先生，76歲，自2018年7月13日起為本公司獨立非執行董事。彼亦為董事會審核委員會、提名委員會及薪酬委員會之成員。彼自1970年起在地產租賃行業取得豐富經驗。於1970年3月至2004年12月，歐陽先生任職於新鴻基地產代理有限公司，離開前職位為租賃部門總經理。歐陽先生於2004年12月至2008年10月任職於領匯管理有限公司，離開前職位為項目租賃部門之項目租賃主管。於2015年8月至2016年4月，歐陽先生曾出任壹家壹品(香港)控股有限公司(前稱家夢控股有限公司)(於聯交所創業板上市之公司，股份代號：8101)(已於2022年12月被除牌)之獨立非執行董事、提名委員會主席、以及薪酬委員會及審核委員會成員。

鄭文龍先生，78歲，自2019年9月26日起為本公司獨立非執行董事。彼亦為董事會審核委員會、薪酬委員會及提名委員會之成員。鄭先生在玩具產品的貿易、銷售及製造行業擁有豐富經驗。彼自1968年起從事相關業務。於1968年至2012年，鄭先生任職於不同公司，包括Nasta (Hong Kong) Limited，主要從事玩具產品的貿易、銷售及製造業務。

劉詩彤女士，34歲，自2024年12月15日起為本公司獨立非執行董事。彼亦為董事會審核委員會及薪酬委員會之主席以及提名委員會之成員。劉女士於2012年取得香港大學會計及金融工商管理學士學位，並自2017年起成為香港會計師公會註冊會計師。彼於2012年至2019年期間任職於香港立信德豪會計師事務所有限公司審計部，擁有7年審計經驗；及自2019年起任職於跨國企業，擁有6年管理經驗。

Independent non-executive directors

Mr. AU-YEUNG Hau Cheong, aged 76, has been as an independent non-executive director of the Company since 13th July, 2018. He is also a member of each of the audit committee, the nomination committee and the remuneration committee of the Board. He has obtained extensive experience in property leasing industry since 1970. From March 1970 to December 2004, Mr. Au-Yeung worked at Sun Hung Kai Real Estate Agency Limited and his last position was general manager at the leasing department. Mr. Au-Yeung worked at The Link Management Limited from December 2004 to October 2008 and his last position was head of project leasing at the project leasing department. Mr. Au-Yeung was an independent non-executive director, the chairman of the nomination committee, a member of each of the remuneration committee and the audit committee of EJE (Hong Kong) Holdings Limited (formerly known as Jia Meng Holdings Limited), a company listed on the Growth Enterprise Market of the Stock Exchange (stock code: 8101) (which was delisted in December 2022), from August 2015 to April 2016.

Mr. CHENG Man Loong, Monty, aged 78, has been an independent non-executive director of the Company since 26th September, 2019. He is also a member of each of the audit committee, remuneration committee and nomination committee of the Board. Mr. Cheng has extensive experience in trading, sale and manufacturing of toy products. He has been engaged in relevant business since 1968. Mr. Cheng worked at various companies, including Nasta (Hong Kong) Limited, that were principally engaged in trading, sale and manufacturing of toy products between 1968 and 2012.

Ms. LAU Sze Tung, aged 34, has been an independent non-executive director of the Company since 15th December, 2024. She is also the chairlady of each of the audit committee and remuneration committee and a member of the nomination committee of the Board. Ms. Lau obtained a Bachelor degree of Business Administration in Accounting and Finance from The University of Hong Kong in 2012 and has been a certified public accountant of The Hong Kong Institute of Certified Public Accountants since 2017. She has seven years of auditing experience when she worked at the assurance department of BDO Limited between 2012 and 2019; and six years of managerial experience in multinational corporations since 2019.



Directors' Report 董事會報告書

高級管理人員

鄭俊銘先生，46歲，為本集團財務總監。彼於2021年9月加入本集團。鄭先生持有香港理工大學會計學文學士學位。彼為香港會計師公會會員及特許公認會計師公會資深會員。彼擁有逾20年會計及審核經驗。於加入本集團前，鄭先生於2017年5月至2021年9月，擔任德益控股有限公司（現名為香港智雲科技建設有限公司，於聯交所主板上市的公司，股份代號：9900）之財務總監及公司秘書。此外，彼亦曾任職於國際會計師行有13年時間。

周敏怡女士，48歲，為本公司的公司秘書。周女士持有香港大學社會科學學士學位及香港城市大學專業會計與企業管治理學碩士學位。彼現時為香港公司治理公會及英國特許公司治理公會之會員。彼於2001年加入本集團，在企業管治及行政方面擁有逾20年的經驗。

股票掛鈎協議

除下文所載之購股權計劃外，於截至2025年3月31日止年度，本公司並無新訂立或現有股票掛鈎協議。

購股權計劃

2013年購股權計劃

根據本公司於2013年8月30日舉行的股東週年大會，本公司已批准及採納一項購股權計劃（「2013年購股權計劃」）。2013年購股權計劃已於2023年8月30日（即其採納日期起計第10週年）屆滿。

於2013年購股權計劃屆滿後，概不得進一步授出購股權，惟就行使屆滿前已授出但仍未行使之任何購股權生效而言，2013年購股權計劃條文將繼續具有效力及生效，且行使該等購股權須遵守其授出條款、2013年購股權計劃之條文及聯交所證券上市規則（「上市規則」）並受上列各項所規限。有關2013年購股權計劃的詳情，請參閱本公司2023年年報。

本集團採納之2013年購股權計劃之詳情載於綜合財務報表附註27。

Senior management

Mr. KWONG Chun Ming, Alex, aged 46, is the chief financial officer of the Group. He joined the Group in September 2021. Mr. Kwong holds a Bachelor degree of Arts in Accountancy from The Hong Kong Polytechnic University. He is a member of the Hong Kong Institute of Certified Public Accountants and a fellow member of the Association of Chartered Certified Accountants. He has over 20 years of experience in accounting and auditing. Prior to joining the Group, Mr. Kwong worked as chief financial officer and company secretary of Gain Plus Holdings Limited, a company listed on the Main Board of the Stock Exchange (currently known as Hong Kong ZCloud Technology Construction Limited, stock code: 9900) from May 2017 to September 2021. Besides, he worked in international accounting firms for thirteen years.

Ms. CHOW Man Yee, aged 48, is the company secretary of the Company. Ms. Chow holds a Bachelor degree of Social Sciences from The University of Hong Kong and a Master degree of Science in Professional Accounting and Corporate Governance from City University of Hong Kong. She is an associate member of each of The Hong Kong Chartered Governance Institute and The Chartered Governance Institute in the United Kingdom. She has joined the Group since 2001 and has over 20 years of experience in corporate governance and administration.

Equity-Linked Agreements

Save as the share option schemes set out below, during the year ended 31st March, 2025, the Company did not have newly entered or existing equity-linked agreements.

Share Option Schemes

2013 Share Option Scheme

Pursuant to the AGM of the Company held on 30th August, 2013, the Company approved and adopted a share option scheme ("2013 Share Option Scheme"). The 2013 Share Option Scheme expired on 30th August, 2023, being the 10th anniversary of its adoption date.

Upon expiry of the 2013 Share Option Scheme, no further option can be granted thereunder, but the provisions of the 2013 Share Option Scheme shall remain in force and effect to the extent necessary to give effect to the exercise of any options granted thereunder prior to its expiry which remain outstanding, and the exercise of such options shall be subject to and in accordance with the terms on which they were granted, the provisions of the 2013 Share Option Scheme and the Rules Governing the Listing of Securities on the Stock Exchange (the "Listing Rules"). Please refer to the 2023 Annual Report of the Company for details of the 2013 Share Option Scheme.

Particulars of the 2013 Share Option Scheme adopted by the Group are set out in note 27 to the consolidated financial statements.

Directors' Report 董事會報告書

於本年度內，本公司概無向董事或主要股東授出購股權，2013年購股權計劃項下亦無尚未行使之購股權。

No options were granted to the directors or substantial shareholders of the Company during the year or outstanding under the 2013 Share Option Scheme.

下表披露截至2025年3月31日止年度，根據2013年購股權計劃本集團僱員持有之購股權及該等購股權之變動詳情：

The following table discloses details of options held by employees of the Group and movements in such holdings pursuant to the 2013 Share Option Scheme during the year ended 31st March, 2025:

授出日期 Date of grant	行使前持定期 Vesting period	行使期間 Exercise period	每股行使價 Exercise price per share	於2024年 4月1日 之結餘 Balance at 1.4.2024	於年度內 授出 Granted during the year	於年度內 行使 Exercised during the year	於年度內 註銷 Cancelled during the year	於年度內 失效 Lapsed during the year	於2025年 3月31日 尚未行使 Outstanding at 31.3.2025
2021年1月29日 29th January, 2021	2021年1月29日至 2024年1月28日 29th January, 2021 to 28th January, 2024	2024年1月29日至 2026年1月28日 29th January, 2024 to 28th January, 2026	0.0534港元 HK\$0.0534	16,800,000	–	–	(350,000)	(1,900,000)	14,550,000
2021年1月29日 29th January, 2021	2021年1月29日至 2026年1月28日 29th January, 2021 to 28th January, 2026	2026年1月29日至 2028年1月28日 29th January, 2026 to 28th January, 2028	0.0534港元 HK\$0.0534	16,450,000	–	–	–	(1,900,000)	14,550,000
2022年2月16日 16th February, 2022	2022年2月16日至 2025年2月15日 16th February, 2022 to 15th February, 2025	2025年2月16日至 2027年2月15日 16th February, 2025 to 15th February, 2027	0.0506港元 HK\$0.0506	5,150,000	–	–	–	(1,400,000)	3,750,000
2022年2月16日 16th February, 2022	2022年2月16日至 2027年2月15日 16th February, 2022 to 15th February, 2027	2027年2月16日至 2029年2月15日 16th February, 2027 to 15th February, 2029	0.0506港元 HK\$0.0506	5,150,000	–	–	–	(1,400,000)	3,750,000
				<u>43,550,000</u>	<u>–</u>	<u>–</u>	<u>(350,000)</u>	<u>(6,600,000)</u>	<u>36,600,000</u>

2013年購股權計劃項下可供發行之股份總數為36,600,000股，相當於本報告日期本公司已發行股份（不包括庫存股份）約1.5%。

The total number of shares available for issue under the 2013 Share Option Scheme is 36,600,000, represent approximately 1.5% of the issued shares (excluding treasury shares) of the Company as at the date of this report.

2023年購股權計劃

根據本公司於2023年9月11日舉行的股東週年大會，本公司已批准及採納一項全新購股權計劃（「2023年購股權計劃」）。截至2025年3月31日，2023年購股權計劃餘下有效期約為8年零5個月。

2023 Share Option Scheme

Pursuant to the AGM of the Company held on 11th September, 2023, the Company approved and adopted a new share option scheme (“2023 Share Option Scheme”). The remaining life of the 2023 Share Option Scheme is around eight years and five months as at 31st March, 2025.

本集團採納2023年購股權計劃之詳情載於綜合財務報表附註27。

Particulars of the 2023 Share Option Scheme adopted by the Group are set out in note 27 to the consolidated financial statements.

Directors' Report 董事會報告書

年內概無根據2023年購股權計劃授出購股權，而2023年購股權計劃項下亦無尚未行使之購股權。

2023年購股權計劃項下可供發行股份總數為251,800,133股，相當於本報告日期本公司已發行股份（不包括庫存股份）約10%。

於2024年4月1日及2025年3月31日，根據計劃授權可供授出之購股權數目分別為251,800,133份及251,800,133份。

購股權計劃之進一步詳情載於綜合財務報表附註27。

董事及行政總裁於股份、相關股份及債券之權益及淡倉

於2025年3月31日，根據本公司按證券及期貨條例（「證券及期貨條例」）第352條而存置之登記冊所紀錄，或根據上市規則所載《上市發行人董事進行證券交易之標準守則》（「標準守則」）而須知會本公司及聯交所之規定，董事及行政總裁於本公司及其相聯法團（見證券及期貨條例第XV部之定義）的股份、相關股份及債券中擁有的權益如下：

No options were granted during the year or outstanding under the 2023 Share Option Scheme.

The total number of shares available for issue under the 2023 Share Option Scheme is 251,800,133, represent approximately 10% of the issued shares (excluding treasury shares) of the Company as at the date of this report.

The number of options available for grant under the scheme mandate as at 1st April, 2024 and 31st March, 2025 was 251,800,133 and 251,800,133 respectively.

Further details of the share option schemes are disclosed in note 27 to the consolidated financial statements.

Directors' and Chief Executive Officer's Interests and Short Positions in Shares, Underlying Shares and Debentures

As at 31st March, 2025, the interests of the directors and the chief executive officer in the shares, underlying shares and debentures of the Company and its associated corporations (within the meaning of Part XV of the Securities and Futures Ordinance ("SFO")), as recorded in the register maintained by the Company pursuant to Section 352 of the SFO, or as otherwise notified to the Company and the Stock Exchange pursuant to the Model Code for Securities Transactions by Directors of Listed Issuers (the "Model Code") contained in the Listing Rules, were as follows:

董事姓名	Name of director	身份／權益性質 Capacity/ Nature of interest	所持有已發行 普通股數目 Number of issued ordinary shares held	本公司已發行 股本百分比 Percentage of the issued share capital of the Company
鄭鐘文先生	Mr. Cheng Chung Man, Johnny	創辦人及信託受益人 Founder and Beneficiary of Trust	1,393,347,737 (附註) (Note)	
		實益擁有人 Beneficial owner	185,219,227	
			<u>1,578,566,964</u>	<u>62.69%</u>
林玉森女士 (行政總裁)	Ms. Lam Yuk Sum (Chief Executive Officer)	信託受益人 Beneficiary of Trust	1,393,347,737 (附註) (Note)	
		實益擁有人 Beneficial owner	272,916,013	
			<u>1,666,263,750</u>	<u>66.17%</u>

附註：該等1,393,347,737股份由Silver Crown Profits Limited（「Silver Crown」）實益擁有。Silver Crown的股份乃由全權信託The J Cheng Family Trust的信託人所持有，該全權信託的受益人包括鄭鐘文先生及林玉森女士的家族成員。

Note: These 1,393,347,737 shares are beneficially owned by Silver Crown Profits Limited ("Silver Crown"). The shares in Silver Crown are in turn held by the trustee of The J Cheng Family Trust, a discretionary trust, the discretionary objects of which include family members of Mr. Cheng Chung Man, Johnny and Ms. Lam Yuk Sum.

Directors' Report 董事會報告書

除上文所披露者及若干董事以信託形式代本集團持有附屬公司中的若干代名人股份外，於2025年3月31日，根據本公司按證券及期貨條例第352條而存置之登記冊所紀錄，或根據標準守則而須知會本公司及聯交所之規定，董事及行政總裁概無於本公司及其任何相聯法團（見證券及期貨條例第XV部之定義）的股份、相關股份及債券中擁有權益或淡倉。

董事購入股份或債券的權利

除本公司購股權計劃外，在本年度任何時間內，本公司、其控股公司或其任何附屬公司或同系附屬公司概無參與任何安排，致令本公司董事可藉購入本公司或任何其他公司的股份或債券而獲得利益。

獨立非執行董事之獨立性

本公司已接獲各獨立非執行董事根據上市規則第3.13條就其獨立性作出之年度確認書。本公司認為所有獨立非執行董事均為獨立人士。

董事於重大交易、協議或合約之權益

除綜合財務報表附註22及30(a)所披露者外，概無本公司董事或與董事有關連的實體（定義見公司條例第486條）於年底或本年度內任何時間存續而以本公司、其控股公司或其任何附屬公司或同系附屬公司為訂約方之重大交易、協議或合約中直接或間接擁有重大權益。

關連交易

本公司確認，綜合財務報表附註30(a)所披露的關聯方交易為上市規則第14A.76條的符合最低豁免水平的交易之關連交易，獲全面豁免。

Other than disclosed above and certain nominee shares in subsidiaries held by certain directors in trust for the Group, none of the directors and the chief executive officer had any interests or short positions 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) as at 31st March, 2025, as required to be recorded in the register maintained by the Company pursuant to Section 352 of the SFO, or as otherwise notified to the Company and the Stock Exchange pursuant to the Model Code.

Directors' Rights to Acquire Shares or Debentures

Other than the share option schemes of the Company, at no time during the year was the Company, its holding company or any of its subsidiaries or fellow subsidiaries, a party to any arrangements to enable the directors of the Company to acquire benefits by means of the acquisition of shares in, or debentures of, the Company or any other body corporate.

Independence of Independent Non-Executive Directors

The Company has received, from each of the independent non-executive directors, an annual confirmation of his independence pursuant to Rule 3.13 of the Listing Rules. The Company considers that all of the independent non-executive directors are independent.

Directors' Interests in Transactions, Arrangements or Contracts of Significance

Save as disclosed in notes 22 and 30(a) to the consolidated financial statements, no transactions, arrangements or contracts of significance, to which the Company, its holding company or any of its subsidiaries or fellow subsidiaries was a party and in which a director of the Company or an entity connected with a director (as defined under Section 486 of the Companies Ordinance) had a material interest, whether directly or indirectly, subsisted at the end of the year or at any time during the year.

Connected Transaction

The Company confirms that the related party transaction as disclosed in note 30(a) to the consolidated financial statements is connected transaction that falls under the *de minimis* transactions exemption and is fully exempt under Rule 14A.76 of the Listing Rules.



Directors' Report 董事會報告書

除上文所披露者外，概無其他關連交易／持續關連交易須根據上市規則第十四A章的規定於本年報內披露。

Save as disclosed above, there were no other connected transactions/ continuing connected transactions which are required to be disclosed in this annual report in accordance with the requirements of Chapter 14A of the Listing Rules.

主要股東於股份、相關股份及債券之權益或淡倉

除上文「董事及行政總裁於股份、相關股份及債券之權益及淡倉」一節中所披露之權益及下表所披露其他主要股東之權益外，於2025年3月31日，根據本公司按證券及期貨條例第336條而存置之主要股東登記冊所顯示，本公司並未獲任何人（董事及行政總裁以外）知會於本公司的股份、相關股份及債券中之任何其他有關權益或淡倉。

Substantial Shareholders' Interests or Short Positions in Shares, Underlying Shares and Debentures

Other than disclosed above under the section headed "Directors' and Chief Executive Officer's Interests and Short Positions in Shares, Underlying Shares and Debentures" and other substantial shareholders' interests disclosed in the following table, at 31st March, 2025, the register of substantial shareholders maintained by the Company pursuant to Section 336 of the SFO showed that the Company had not been notified by any persons (other than the directors and the chief executive officer) of any other relevant interests or short positions in the shares, underlying shares and debentures of the Company.

股東名稱 Name of shareholder	身份／權益性質 Capacity/Nature of interest	所持有已發行 普通股數目 Number of issued ordinary shares held	本公司已發行 股本百分比 Percentage of the issued share capital of the Company
Silver Crown	實益擁有人 Beneficial owner	1,393,347,737	55.34%
Well Feel Group Limited ("Well Feel")	控制企業之權益(附註) Interest of a controlled corporation (Note)	1,393,347,737	55.34%
HSBC International Trustee Limited ("HSBC International")	信託人(附註) Trustee (Note)	1,393,347,737	55.34%

附註：

Silver Crown之全部已發行股本由Well Feel持有，而Well Feel乃HSBC International之全資附屬公司。根據證券及期貨條例第XV部條文之規定，Well Feel及HSBC International各自被視作於該等由Silver Crown擁有權益之所有本公司股份中擁有權益。

Note:

The entire issued share capital of Silver Crown was held by Well Feel which in turn was a wholly-owned subsidiary of HSBC International. By virtue of the provisions of Part XV of the SFO, each of Well Feel and HSBC International was deemed to be interested in all the shares of the Company in which Silver Crown was interested.

Directors' Report 董事會報告書

主要客戶及供應商

於本年度內，本集團五大供應商所佔的總採購額佔本年度總採購額之43%，其中本公司最大供應商的採購額則為14%，而本集團五大客戶所佔的總銷售額則少於本集團本年度總銷售額的30%。

各董事、彼等的緊密聯繫人士或據董事所知，擁有本公司已發行股份5%以上的任何股東，概無在本集團任何五大客戶或供應商擁有任何權益。

優先購買權

本公司的組織章程細則或開曼群島(本公司註冊成立之司法權區)適用法例，均無規定本公司必須按比例向本公司現有股東優先發售新股。

購買、出售或贖回本公司的上市證券

於本年度內，本公司或其任何附屬公司概無購入、出售或贖回任何本公司的上市證券(包括出售庫存股份)。於2025年3月31日，本公司並無持有任何庫存股份。

酬金政策

本集團高級管理人員之酬金政策由薪酬委員會根據僱員之表現、資歷及能力制訂。

本公司董事之酬金乃經薪酬委員會參照本公司之經營業績、個別表現及可供比較之市場統計數據後向董事會提出建議。

本公司已採納購股權計劃，作為對董事及合資格僱員之鼓勵措施，而有關計劃之詳情載於綜合財務報表附註27。

Major Customers and Suppliers

During the year, the aggregate purchases attributable to the Group's five largest suppliers accounted for 43% of the total purchases for the year and purchases from the largest supplier included there is amounted to 14% whereas the aggregate sales attributable to the Group's five largest customers were less than 30% of the Group's total sales for the year.

None of the directors, their close associates or any shareholders of the Company (which to the knowledge of the directors own more than 5% of the Company's issued shares) had an interest in any of the Group's five largest customers or suppliers.

Pre-emptive Rights

There are no provisions for pre-emptive rights under the Company's Articles of Association, or the applicable laws of the Cayman Islands, being the jurisdiction in which the Company was incorporated, which would oblige the Company to offer new shares on a pro-rata basis to existing shareholders of the Company.

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

During the year, neither the Company nor any of its subsidiaries purchased, sold or redeemed any of the Company's listed securities (including sale of treasury shares). As at 31st March, 2025, the Company did not hold any treasury shares.

Emolument Policy

The emolument policy of the senior management of the Group is set up by the Remuneration Committee on the basis of their merit, qualifications and competence.

The emoluments of the directors of the Company are recommended to the Board by the Remuneration Committee, having regard to the Company's operating results, individual performance and comparable market statistics.

The Company has adopted share option schemes as an incentive to directors and eligible employees and details of the scheme are set out in note 27 to the consolidated financial statements.



Directors' Report 董事會報告書

足夠公眾持股量

按本公司可公開取得之資料，且就董事所知，本公司於截至2025年3月31日止整個年度及直至本年報刊發前的最後實際可行日期止按上市規則要求一直保持足夠公眾持股量。

核數師

綜合財務報表已由安永會計師事務所審核，彼將於股東週年大會告退，並願膺選連任。本公司將於股東週年大會上提呈續聘安永會計師事務所為本公司核數師之議案。

代表董事會

主席

鄭鐘文

香港，2025年6月27日

Sufficiency of Public Float

Based on the information that is publicly available to the Company and within the knowledge of the directors, the Company has maintained a sufficient public float throughout the year ended 31st March, 2025 and up to the latest practicable date prior to the issue of this annual report as required under the Listing Rules.

Auditor

The consolidated financial statements have been audited by Ernst & Young, who will retire at the conclusion of the AGM and offer themselves for re-appointment. A resolution will be submitted to the AGM to re-appoint Ernst & Young as auditor of the Company.

On behalf of the Board

Cheng Chung Man, Johnny

Chairman

Hong Kong, 27th June, 2025

Corporate Governance Report 企業管治報告書

本公司董事會（「董事會」）謹此提呈載於本集團截至2025年3月31日止年度之年報內之企業管治報告書。

企業管治文化

本公司致力確保以崇高的道德標準營運業務，反映公司堅信如要達到長遠的業務目標，必須以誠信、透明及負責的態度行事。本公司相信恪守此理念長遠可為股東取得最大的回報，而僱員、業務夥伴及公司營運業務的社區亦可受惠。

企業管治是董事會指導本集團管理層如何營運業務以確保實現業務目標的過程。董事會致力維持及建立完善的企業管治常規，旨在確保：

- 為股東帶來滿意及可持續的回報；
- 保障與本公司有業務往來者的利益；
- 了解並適當地管理整體業務風險；
- 提供令顧客滿意的高質素產品與服務；及
- 維持崇高的道德標準。

The board of directors (the “Board”) of the Company hereby presents this Corporate Governance Report in the Group’s annual report for the year ended 31st March, 2025.

CORPORATE GOVERNANCE CULTURE

The Company is committed to ensuring that its affairs are conducted in accordance with high ethical standards. This reflects its belief that, in the achievement of its long-term objectives, it is imperative to act with probity, transparency and accountability. By so acting, the Company believes that its shareholder wealth will be maximised in the long term and that its employees, those with whom it does business and the communities in which it operates will all benefit.

Corporate governance is the process by which the Board instructs management of the Group to conduct its affairs with a view to ensuring that its objectives are met. The Board is committed to maintaining and developing robust corporate governance practices that are intended to ensure:

- satisfactory and sustainable returns to shareholders;
- that the interests of those who deal with the Company are safeguarded;
- that overall business risk is understood and managed appropriately;
- the delivery of high-quality products and services to the satisfaction of customers; and
- that high standards of ethics are maintained.



Corporate Governance Report 企業管治報告書

企業管治常規

本公司深明公眾上市公司有責任提高其透明度及問責性，故本公司一直致力維持高水平之企業管治，以符合股東的利益。董事會相信高水平的企業管治標準對本公司提供以保障股東利益及提升企業價值和問責性至關重要。

本公司已應用香港聯合交易所有限公司（「聯交所」）證券上市規則（「上市規則」）附錄C1所載企業管治守則（「企業管治守則」）第二部分的原則及守則條文，作為本公司企業管治常規的基準。

董事會認為，於截至2025年3月31日止年度，本公司一直遵守企業管治守則所列全部適用的守則條文。

本公司將繼續不時檢討其企業管治常規，以提升企業管治水平、符合日益嚴格之監管要求，並達致股東及投資者之更高期望。

CORPORATE GOVERNANCE PRACTICES

Recognising the importance of a publicly listed company's responsibilities to enhance its transparency and accountability, the Company is committed to maintain a high standard of corporate governance in the interests of its shareholders. The Board believes that good corporate governance standards are essential in providing a framework for the Company to safeguard the interests of shareholders and to enhance corporate value and accountability.

The Company has applied the principles and code provisions in Part 2 of the Corporate Governance Code (the "CG Code") contained in Appendix C1 to the Rules Governing the Listing of Securities (the "Listing Rules") on The Stock Exchange of Hong Kong Limited (the "Stock Exchange") as the basis of the Company's corporate governance practices.

The Board is of the view that the Company has complied with all the applicable code provisions as set out in the CG Code throughout the year ended 31st March, 2025.

The Company continues to review its corporate governance practices in order to enhance its corporate governance standard, to comply with the increasingly tightened regulatory requirements and to meet the rising expectations of shareholders and investors.

Corporate Governance Report 企業管治報告書

進行證券交易之標準守則

本公司已採納上市規則附錄C3所載之「上市發行人董事進行證券交易的標準守則」(「標準守則」)，作為其有關董事進行證券交易之操守守則。經具體查詢後，所有董事確認彼等於截至2025年3月31日止年度內一直遵守標準守則所載的準則。

本公司亦已就可能擁有本公司內幕消息之僱員買賣本公司證券制定書面指引(「僱員書面指引」)，且有關於指引之條款並不比標準守則寬鬆。本公司並無察覺有任何有關僱員不遵守僱員書面指引之事件。

董事會

本公司由有效的董事會帶領；董事會負有領導及監控公司的責任，並集體負責統管及監督本公司事務以促使本公司成功。董事應以本公司最佳利益作出客觀決定。

董事會具有切合本公司業務所需之技能、經驗及多元化的觀點與角度。董事會定期審閱董事履行其對本公司的責任所需的貢獻及董事是否付出足夠時間履行與彼等相稱的角色及董事會責任。董事會中執行董事與非執行董事(包括獨立非執行董事)的組合均衡，以使董事會上有強大的獨立元素，能夠有效地作出獨立判斷。

MODEL CODE FOR SECURITIES TRANSACTIONS

The Company has adopted the Model Code for Securities Transactions by Directors of Listed Issuers (the “Model Code”) as set out in Appendix C3 to the Listing Rules as its own code of conduct regarding directors’ securities transactions. Having made specific enquiries, all of the directors confirmed that they have complied with the required standards as set out in the Model Code throughout the year ended 31st March, 2025.

The Company has also established written guidelines on terms no less exacting than the Model Code (the “Employees Written Guidelines”) for securities transactions by employees who are likely to possess inside information of the Company. No incident of non-compliance of the Employees Written Guidelines by the employees was noted by the Company.

BOARD OF DIRECTORS

The Company is headed by an effective Board which assumes responsibility for its leadership and control and be collectively responsible for promoting the Company’s success by directing and supervising the Company’s affairs. Directors should take decisions objectively in the best interests of the Company.

The Board has a balance of skills, experience and diversity of perspectives appropriate to the requirements of the Company’s business and regularly reviews the contribution required from a director to perform his/her responsibilities to the Company, and whether the director is spending sufficient time performing them that are commensurate with their role and the Board responsibilities. The Board includes a balanced composition of executive directors and non-executive directors (including independent non-executive directors) so that there is a strong independent element on the Board, which can effectively exercise independent judgement.

Corporate Governance Report 企業管治報告書

董事會的組成

董事會現時由6位成員組成，包括2位執行董事、1位非執行董事及3位獨立非執行董事。

董事會之組成如下：

執行董事

鄭鐘文先生(主席)
林玉森女士(行政總裁)

非執行董事

林文鈺先生

獨立非執行董事

歐陽厚昌先生
鄭文龍先生
劉詩彤女士

下表顯示董事會於2025年3月31日之多元化狀況：

Board Composition

The Board currently comprises six members, consisting of two executive directors, one non-executive director and three independent non-executive directors.

The composition of the Board is as follows:

Executive Directors

Mr. CHENG Chung Man, Johnny (*Chairman*)
Ms. LAM Yuk Sum (*Chief Executive Officer*)

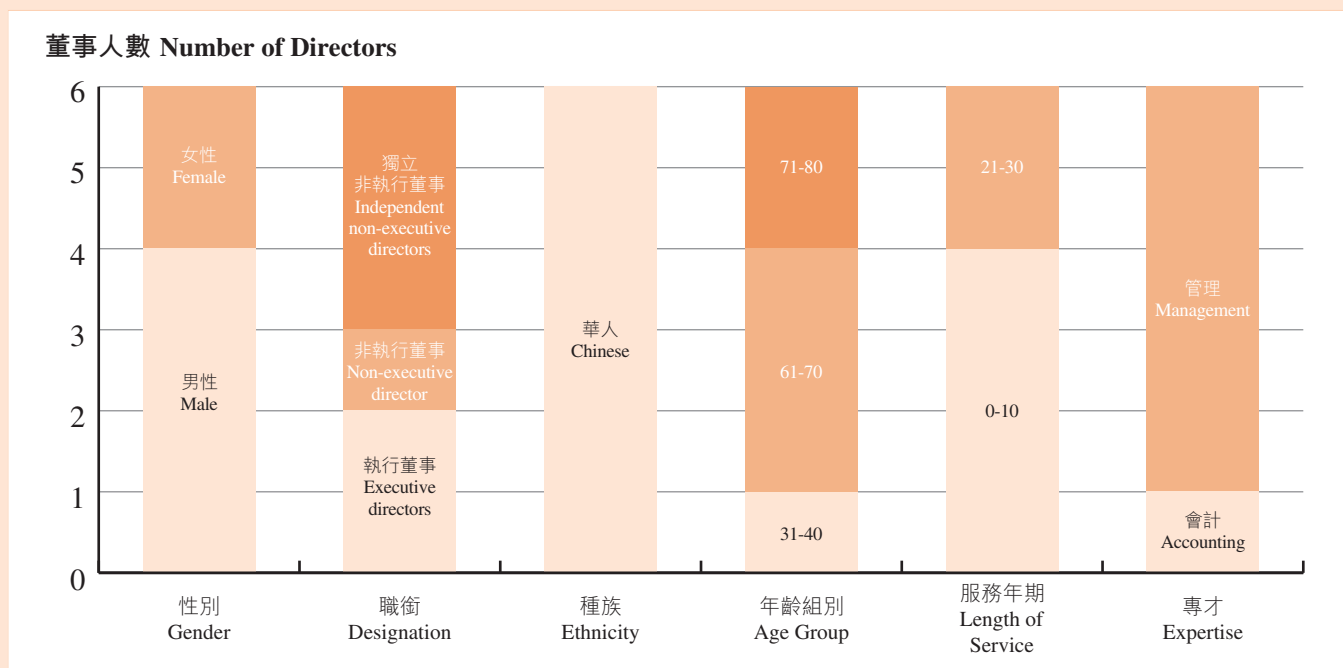
Non-executive Director

Mr. LAM Man Tin

Independent Non-executive Directors

Mr. AU-YEUNG Hau Cheong
Mr. CHENG Man Loong, Monty
Ms. LAU Sze Tung

The following chart shows the diversity profile of the Board as at 31st March, 2025:



Corporate Governance Report 企業管治報告書

於截至2025年3月31日止年度內獲委任為獨立非執行董事的劉詩彤女士已於2024年12月12日就適用於彼作為上市發行人董事的上市規則規定及向聯交所作出虛假聲明或提供虛假信息可能造成的後果獲取香港法律的法律意見，且確定其作為上市發行人董事的責任。

董事之簡歷資料載於本年報第15至第17頁「董事會報告書」項下。

除鄭鐘文先生及林玉森女士為夫婦關係外，董事會成員之間概無財務、業務、家庭或其他重大／相關關係。

主席及行政總裁

主席及行政總裁之間職責分明，並由不同個別人士擔任，以確保權力及職權獲得平衡分配。

董事會主席鄭鐘文先生負責領導及管理董事會、確保有效執行董事會之功能及鼓勵董事全心全意、積極參與董事會之事務，以及確保所有重大及主要事項均已作出討論及有需要時由董事會及時議決。

本公司之行政總裁林玉森女士，負責本公司之日常管理。彼在高級管理人員協助下，負責執行經董事會批准及委派之本公司的策略、目標及政策。

由於鄭鐘文先生及林玉森女士之職務及責任已清楚界定，並以書面列載，故其夫婦關係並不會損害董事會及管理層之權力平衡。

獨立非執行董事

於截至2025年3月31日止年度，本公司一直遵守上市規則之規定，委任最少3名獨立非執行董事而其中最少1名擁有合適之專業資格、或會計或相關之財務管理專長。

Ms. Lau Sze Tung, who has been appointed as the independent non-executive director during the year ended 31st March, 2025, has obtained the legal advice on Hong Kong Law as regards the requirement under the Listing Rules that are applicable to her as a director of a listed issuer and the possible consequences of making a false declaration or giving false information to the Stock Exchange on 12th December, 2024, and she has confirmed she understood her obligations as a director of a listed issuer.

The biographical information of the directors are set out in the section headed “Directors’ Report” on pages 15 to 17 of this annual report.

Save that Mr. Cheng Chung Man, Johnny and Ms. Lam Yuk Sum are husband and wife, there are no financial, business, family or other material/relevant relationships among members of the Board.

Chairman and Chief Executive Officer

There is a clear division in the roles of Chairman and Chief Executive Officer which are performed by different individuals. This ensures a balanced distribution of power and authority.

Mr. Cheng Chung Man, Johnny, the Chairman of the Board, is responsible for the leadership for and management of the Board, ensuring the effective functioning of the Board and encouraging directors to make full and active contribution to the Board’s affairs as well as ensuring that all significant and key issues are discussed and where required, resolved by the Board in a timely manner.

Ms. Lam Yuk Sum, the Chief Executive Officer of the Company, is responsible for the day-to-day management of the Company. She is responsible for implementing the Company’s strategy, objectives and policies approved and delegated by the Board with the assistance of the senior management.

The husband and wife relationship between Mr. Cheng Chung Man, Johnny and Ms. Lam Yuk Sum does not impair the balance of power between the Board and the management as their duties and responsibilities are clearly defined and set out in writing.

Independent Non-executive Directors

During the year ended 31st March, 2025, the Company has at all times met the requirements of the Listing Rules relating to the appointment of at least three independent non-executive directors with at least one of them possessing appropriate professional qualifications, or accounting or related financial management expertise.



Corporate Governance Report 企業管治報告書

本公司已接獲各獨立非執行董事根據上市規則第3.13條所載有關獨立性之指引就其獨立性作出之年度確認書。本公司認為所有獨立非執行董事均屬獨立人士。

董事會獨立性評估

於2022年11月，本公司已制訂董事會獨立性評估機制，當中載列流程及程序，以確保董事會具備強大的獨立元素，讓董事會可以有效行使獨立判斷，為股東利益帶來更佳保障。

根據董事會獨立性評估機制，董事會將每年審視其獨立性。董事會獨立性評估報告將提呈予董事會，董事會將共同討論結果及改進行動計劃(倘適合)。

於截至2025年3月31日止年度，全體董事均個別地以問卷形式完成獨立性評估。董事會已審閱董事會獨立性評估機制的實施及成效，結果令人滿意。

非執行董事及董事遴選

本公司各董事均以服務協議(就執行董事而言)或委任函(就非執行董事及獨立非執行董事而言)獲聘用，任期分別為3年及2年。執行董事之委任可由任何一方發出3個月事先書面通知予以終止。

根據本公司組織章程細則(「細則」)，本公司所有董事均須最少每3年於本公司之股東週年大會輪值告退一次，而任何為填補臨時空缺或作為董事會新增成員而獲委任之新董事，其任期僅直至獲委任後本公司之首屆股東週年大會為止，並須於該會上接受重選。

The Company has received written annual confirmation from each independent non-executive director in respect of his independence in accordance with the independence guidelines set out in Rule 3.13 of the Listing Rules. The Company is of the view that all independent non-executive directors are independent.

Board Independence Evaluation

The Company has established a Board Independence Evaluation Mechanism in November 2022 which sets out the processes and procedures to ensure a strong independent element on the Board, which allows the Board effectively exercises independent judgment to better safeguard shareholders' interests.

Pursuant to the Board Independence Evaluation Mechanism, the Board will conduct annual review on its independence. 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.

During the year ended 31st March, 2025, all directors has completed the independence evaluation in the form of a questionnaire individually. The Board has reviewed the implementation and effectiveness of the Board Independence Evaluation Mechanism and the results were satisfactory.

Non-executive Directors and Directors' Election

Each of the directors of the Company is engaged on a service agreement (for executive director) or an appointment letter (for non-executive director and independent non-executive director) for a term of 3 and 2 years, respectively. The appointment of executive director may be terminated by either party by giving three months' prior written notice.

Pursuant to the Company's Articles of Association ("Articles"), all directors of the Company are subject to retirement by rotation at least once every three years at the Company's annual general meeting and any director appointed by the Board to fill a casual vacancy or as an addition to the Board shall hold office until the first annual general meeting of the Company after his/her appointment and be subject to re-election at such meeting.

Corporate Governance Report 企業管治報告書

董事會及管理層之職責、問責及貢獻

董事會負責透過設立企業及策略目標及政策，並監察及檢討本公司之經營活動及財務表現，從而領導及監控本公司，促使本公司邁向成功。

全體董事均時刻本著真誠態度並遵守適用法律及法規履行職責，並客觀地作出決策及以本公司及股東之利益為依歸。

本公司已制訂及採納董事會所承擔及授予管理層之書面職權範圍書。董事會負責就本公司重大事項作出決策，包括批准及監督所有政策事宜、整體策略及預算、內部監控及風險管理系統、重大交易（特別是可能涉及利益衝突者）、財務資料、董事任命及其他重大財務及營運事宜。

本公司之日常管理、行政及營運委派予本公司之行政總裁及高級管理人員。董事會向該等管理人員授予部份執行董事會決策的責任。董事會定期檢討所委派之職能及工作任務。上述管理人員在訂立任何重要交易前須事先取得董事會批准。

全體董事均可全面及適時地取得所有相關資料以及公司秘書及高級管理人員之意見及服務，以確保符合董事會議事程序及所有適用法律和法規。在適合情況下，任何董事均可向董事會提出合理要求後，尋求諮詢獨立專業意見，費用概由本公司承擔。

Responsibilities, Accountabilities and Contributions of the Board and Management

The Board is responsible for the leadership and control of, and promoting the success of the Company. This is achieved by the setting up of corporate and strategic objectives and policies, and the monitoring and evaluations of operating activities and financial performance of the Company.

All the directors carry out their duties in good faith and in compliance with applicable laws and regulations, taking decisions objectively and acting in the interests of the Company and its shareholders at all times.

The Company has formalised and adopted written terms on the division of functions reserved to the Board and those delegated to the management. The Board reserves for its decision on major matters of the Company, including the 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.

The day-to-day management, administration and operations of the Company are delegated to the Chief Executive Officer and senior management of the Company. The Board has delegated a schedule of responsibilities to these officers for the implementation of Board decisions. The Board periodically reviews the delegated functions and work tasks. Prior to entering into any significant transactions, the aforesaid officers have to obtain Board approval.

All directors have full and timely access to all relevant information as well as the advice and services of the Company Secretary and senior management, with a view to ensuring compliance with Board procedures and all applicable laws and regulations. Any director may request independent professional advice in appropriate circumstances at the Company's expense, upon reasonable request being made to the Board.



Corporate Governance Report 企業管治報告書

會議常規及守則

董事會每年至少舉行4次董事會定期會議，如需討論重要事項，將安排額外會議，董事親身出席或透過電子或其他通訊設備方式積極參與。年度會議時間表及各會議之議程初稿通常預早供董事查閱，使其有機會將事項載入議程。董事會常規會議召開前最少給予14日通知。就其他董事會及委員會會議而言，通知一般於合理時間內發出。

董事會文件連同所有適當、完整及可靠之資料最少於各董事會常規會議前3天寄發予各位董事以確保董事有足夠時間審閱相關文件，為會議作充份準備。董事會及各董事於有需要時亦可各自及獨立地接觸高級管理人員。

公司秘書負責保存所有董事會會議及委員會會議之會議紀錄。會議紀錄草稿於會議後一段合理時間內供全體董事傳閱以就紀錄提出意見，而最終定稿則公開供董事查閱。

公司細則載有條文規定，董事須在有關會議上就批准彼等或任何彼等之聯繫人士擁有重大權益之交易放棄投票權且不計入會議之法定人數內。

董事之持續專業發展

董事應及時了解規管發展及變更，以有效履行職責及確保彼等對董事會之貢獻仍然是知情及相關的。

每名新委任的董事在首次接受委任時會獲得本公司正式、全面及特別為彼而設之就任須知，以確保彼對本公司的業務及營運有適當認識，並且對上市規則及相關法定規定下董事之職責及義務有充分的認識。

Practices and Conduct of Meetings

The Board conducts at least four regular Board meetings a year and additional meetings are arranged as and when required to discuss significant issues, involving active participation, either in person or by means of electronic or other communication facilities. Schedules for annual meeting and draft agenda of each meeting are sent to all directors in advance to enable them to have an opportunity to include matters in the agenda. Notice of at least 14 days is given of a regular Board meeting. For other Board and committee meetings, reasonable notice is generally given.

Board papers together with all appropriate, complete and reliable information are despatched to all directors at least 3 days before each regular Board meeting to ensure that the directors have sufficient time to review the related documents and be adequately prepared for the meeting. The Board and each director also have separate and independent access to the senior management whenever necessary.

The Company Secretary is responsible to keep minutes of all Board meetings and committee meetings. Draft minutes are circulated to all directors for comments within a reasonable time after each meeting and the final versions are open for directors' inspection.

The Company's Articles contains provisions requiring directors to abstain from voting and not to be counted in the quorum at meetings for approving transactions in which such directors or any of their associates have a material interest.

Continuous Professional Development of Directors

Directors shall keep abreast of regulatory developments and changes in order to effectively perform their responsibilities and to ensure that their contribution to the Board remains informed and relevant.

Every newly appointed director will receive formal, comprehensive and tailored induction on the first occasion of his/her appointment to ensure appropriate understanding of the business and operations of the Company and full awareness of directors' responsibilities and obligations under the Listing Rules and relevant statutory requirements.

Corporate Governance Report 企業管治報告書

董事應參與適當之持續專業發展，以發展及更新彼等之知識及技能。在適當情況下，本公司會為董事安排內部促成之簡報，並會就相關主題向董事提供閱讀資料。

Directors should participate in appropriate continuous professional development to develop and refresh their knowledge and skills. Internally-facilitated briefings for directors would be arranged and reading materials on relevant topics would be provided to directors where appropriate.

根據本公司紀錄，於截至2025年3月31日止年度內，董事已參與下列培訓，培訓重點在於彼等作為上市公司董事之角色、職能與責任：

According to the records maintained by the Company, the directors received the following trainings during the year ended 31st March, 2025 with emphasis on their roles, functions and duties as directors of a listed company:

董事姓名	Name of Directors	培訓類型 ^(附註) Type of Training ^(Note)
執行董事	Executive Directors	
鄭鐘文先生	Mr. CHENG Chung Man, Johnny	A,B
林玉森女士	Ms. LAM Yuk Sum	A,B
非執行董事	Non-executive Director	
林文鈺先生	Mr. LAM Man Tin	A,B
獨立非執行董事	Independent Non-executive Directors	
歐陽厚昌先生	Mr. AU-YEUNG Hau Cheong	A,B
鄭文龍先生	Mr. CHENG Man Loong, Monty	A,B
劉詩彤女士(於2024年12月15日獲委任)	Ms. LAU Sze Tung (appointed on 15th December, 2024)	A
楊永基先生(於2024年12月15日辭任)	Mr. YEUNG Wing Kay (resigned on 15th December, 2024)	A,B

附註：

培訓類型

A：出席培訓課程，包括但不限於簡報、研討會、學術會議及工作坊

B：閱讀相關新聞發佈、報章、期刊、雜誌及相關刊物

Note:

Types of Training

A: Attending training sessions, including but not limited to, briefings, seminars, conferences and workshops

B: Reading relevant news alerts, newspapers, journals, magazines and relevant publications

全體董事明白持續專業發展之重要性，並致力參與任何合適之培訓，以增進及更新彼等之知識及技能。

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



Corporate Governance Report 企業管治報告書

董事委員會

董事會已成立3個委員會，分別為薪酬委員會、提名委員會及審核委員會，以監察本公司特定方面之事務。本公司所有董事委員會均已訂明書面職權範圍。3個委員會之職權範圍刊載於本公司網站及香港交易及結算有限公司之網站，亦可應本公司股東要求提供。

審核委員會之所有成員及薪酬委員會和提名委員會之大多數成員為獨立非執行董事，而各董事委員會之主席及成員名單載於本年報第2至第4頁之「公司資料」。

董事委員會均獲提供充裕資源履行職務，在適當情況下經提出合理要求後，亦可尋求獨立專業意見，費用由本公司承擔。

薪酬委員會

薪酬委員會包括本公司全體董事（除林文鈿先生外），大部份為獨立非執行董事。

薪酬委員會之主要職能包括就檢討本公司對全體董事及高級管理人員之薪酬政策及架構以及所有董事及高級管理人員之薪酬待遇，向董事會提出建議。薪酬委員會亦負責建立正規而具透明度之程序以制定該等薪酬政策與架構，確保概無董事或其任何聯繫人士參與決定其個人薪酬，而薪酬將參照個人及公司表現與市場慣例及情況而釐定，以及根據上市規則第十七章審閱及／或審批有關股份計劃的事宜。

BOARD COMMITTEES

The Board has established three committees, namely, the Remuneration Committee, the Nomination Committee and the Audit Committee, for overseeing particular aspects of the Company's affairs. All Board committees of the Company are established with defined written terms of reference. The terms of reference of all three committees are posted on the Company's website and Hong Kong Exchanges and Clearing Limited's website and are available to shareholders of the Company upon request.

All members of the Audit Committee while the majority of the members of each of the Remuneration Committee and Nomination Committee are independent non-executive directors and the list of the chairman and members of each Board committee is set out under "Corporate Information" on pages 2 to 4 of this annual report.

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

Remuneration Committee

The Remuneration Committee consists of all directors of the Company except Mr. Lam Man Tin, the majority of them are independent non-executive directors.

The principal functions of the Remuneration Committee include reviewing and making recommendations to the Board on the Company's policy and structure of all directors and senior management remuneration and on the remuneration packages of all directors and senior management. The Remuneration Committee is also responsible for establishing formal and transparent procedures for developing such remuneration policy and structure to ensure that no director or any of his/her associates will participate in deciding his/her own remuneration, which remuneration will be determined by reference to the performance of the individual and the Company as well as market practice and conditions, and reviewing and/or approving matters relating to share schemes under Chapter 17 of the Listing Rules.

Corporate Governance Report 企業管治報告書

截至2025年3月31日止年度，薪酬委員會舉行了5次會議。會議期間，薪酬委員會已履行下列工作：(i)審閱及向董事會建議不向董事及高級管理人員支付2024年花紅；(ii)檢討及向董事會建議所有董事及高級管理人員2025／2026年財政年度之薪酬待遇；(iii)審閱及向董事會建議1名獨立非執行董事及1名非執行董事的薪酬待遇（於其委任函續期時）；(iv)審閱及向董事會建議新加入高級管理人員之薪酬待遇；及(v)審閱及向董事會建議新委任獨立非執行董事之薪酬待遇。

本公司之薪酬政策旨在確保向僱員（包括董事及高級管理人員）提供之薪酬乃基於其技能、知識、職責及參與本公司事務程度而釐定。執行董事之薪酬待遇亦參照本公司之經營業績、有關職位之市價及各執行董事之表現及承擔而釐定。執行董事之薪酬包括基本工資及津貼。執行董事可獲得根據本公司購股權計劃授予的購股權。非執行董事及獨立非執行董事之薪酬政策旨在確保非執行董事及獨立非執行董事按其為本公司事務（包括參與董事會委員會）所付出的精力及時間而獲得合適報酬。非執行董事及獨立非執行董事之薪酬主要包括董事酬金，其由經參考市況後釐定。非執行董事及獨立非執行董事不得收取根據本公司購股權計劃將予授出的購股權。各董事及高級管理人員並無參與釐定其本身的薪酬。

The Remuneration Committee held five meetings during the year ended 31st March, 2025. During the meetings, the Remuneration Committee has performed the following work: (i) reviewing and recommending to the Board no bonus payment to directors and senior management for the year 2024; (ii) reviewing and recommending to the Board the salary packages of all directors and senior management for the financial year 2025/2026; (iii) reviewing and recommending to the Board regarding the remuneration package of one independent non-executive director and one non-executive director upon renewal of their respective appointment letters; (iv) reviewing and recommending to the Board regarding the remuneration package of the newly joined senior management; and (v) reviewing and recommending to the Board regarding the remuneration package of the newly appointed independent non-executive director.

The Company's remuneration policy is to ensure that the remuneration offered to employees, including directors and senior management, is based on skill, knowledge, responsibilities and involvement in the Company's affairs. The remuneration packages of executive directors are also determined with reference to the Company's operating results, the market rates for the position and the performance and commitment of each executive director. The remuneration for the executive directors comprises basic salary and allowance. Executive directors shall receive share options to be granted under the Company's share option scheme. The remuneration policy for non-executive director and independent non-executive directors is to ensure that non-executive director and independent non-executive directors are adequately compensated for their efforts and time dedicated to the Company's affairs, including their participation in Board committees. The remuneration for the non-executive director and independent non-executive directors mainly comprises director's fee which is determined with reference to the market practice. Non-executive director and independent non-executive directors shall not receive share options to be granted under the Company's share option scheme. Individual directors and senior management have not been involved in deciding their own remuneration.



Corporate Governance Report 企業管治報告書

高級管理層酬金

根據企業管治守則之守則條文第E.1.5條，截至2025年3月31日止年度，高級管理層成員（董事除外）的薪酬按範圍分類載列如下：

不超過1,000,000港元

Not exceeding HK\$1,000,000

4

各董事於截至2025年3月31日止年度之薪酬詳情載於綜合財務報表附註8。

Senior Management's Emoluments

Pursuant to code provision E.1.5 of the CG Code, details of the remuneration of the members of the senior management (other than directors) by band for the year ended 31st March, 2025 are as follows:

僱員人數
Number of
employees

Details of the remuneration of each of the directors for the year ended 31st March, 2025 are set out in note 8 to the consolidated financial statements.

提名委員會

提名委員會包括本公司全體董事（除林文鈞先生外），大部份為獨立非執行董事。

提名委員會之主要職責包括檢討董事會之架構、規模及組成、物色具備合適資格成為董事會成員之人選、就委任董事及董事接任計劃向董事會作出推薦建議，以及評核獨立非執行董事之獨立性。

Nomination Committee

The Nomination Committee consists of all directors of the Company except Mr. Lam Man Tin, the majority of them are independent non-executive directors.

The principal duties of the Nomination Committee include reviewing the structure, size and composition of the Board, identifying individuals suitably qualified to become Board members, making recommendations to the Board on the appointment and succession planning for directors, and assessing the independence of independent non-executive directors.

Corporate Governance Report 企業管治報告書

提名委員會每年檢討董事會的架構、人數及組成，並在適當情況下向董事會就變動提出相關建議，以配合本公司的企業策略。於評估董事會的組成及物色與遴選合適的董事人選時，提名委員會考慮董事會成員多元化政策所載的各個範疇以推行本公司的企業策略。提名委員會於需要時會就達致董事會成員多元化而商議及協定可計量的目標，並向董事會提出建議以供採納。

於截至2025年3月31日止年度，提名委員會舉行了3次會議以向董事會就有關續聘1名獨立非執行董事及1名非執行董事、獨立非執行董事之辭任及委任新獨立非執行董事提出推薦建議、檢討董事會的架構、人數及組成、評核獨立非執行董事的獨立性，以及考慮退任董事於股東週年大會上重選的資格。

董事會多元化政策

本公司已採納一項董事會成員多元化政策，當中載有達致董事會多元化的方法。本公司認同並深信多元化的董事會裨益良多，並視董事會層面日益多元化是維持本公司競爭優勢的關鍵元素。

根據董事會多元化政策，提名委員會將每年檢討董事會的架構、人數及組成，並在適當情況下向董事會就變動提出建議，以配合本公司的企業策略，並確保董事會維持平衡及多元化的組合。就檢討及評估董事會的組成，提名委員會致力於所有層面達致多元化，並將考慮多個方面，包括但不限於性別、年齡、文化及教育背景、專業資格、技能、知識以及區域及行業經驗。

本公司力求將與本公司業務增長有關的多元化觀點維持適當平衡，亦致力確保妥善安排各級(董事會以下)的招聘及遴選工作，以將各類候選人納入考慮範圍。

The Nomination Committee reviews annually the structure, size and composition of the Board and where appropriate, make relevant recommendations on changes to the Board to complement the Company's corporate strategy. In assessing the Board composition and identifying and selecting suitable candidates for directorships, the Nomination Committee would take into account various aspects set out in the Board Diversity Policy to implement the corporate strategy of the Company. The Nomination Committee would discuss and agree on measurable objectives for achieving diversity on the Board, where necessary, and recommend them to the Board for adoption.

During the year ended 31st March, 2025, the Nomination Committee held three meetings to recommend to the Board on the renewal of appointment of one independent non-executive director and one non-executive director, resignation of an independent non-executive director and appointment of a new independent non-executive director, to review the structure, size and composition of the Board, to assess the independence of the independent non-executive directors, and to consider the qualifications of the retiring directors standing for election at the annual general meeting.

Board Diversity Policy

The Company has adopted a Board Diversity Policy which sets out the approach to achieve diversity of the Board. The Company recognises and embraces the benefits of having a diverse Board and sees increasing diversity at the Board level as an essential element in maintaining the Company's competitive advantage.

Pursuant to the Board Diversity Policy, the Nomination Committee will review annually the structure, size and composition of the Board and where appropriate, make recommendations on changes to the Board to complement the Company's corporate strategy and to ensure that the Board maintains a balanced diverse profile. In relation to reviewing and assessing the Board composition, the Nomination Committee is committed to diversity at all levels and will consider a number of aspects, including but not limited to gender, age, cultural and educational background, professional qualifications, skills, knowledge and regional and industry experience.

The Company aims to maintain an appropriate balance of diversity perspectives that are relevant to the Company's business growth and is also committed to ensuring that recruitment and selection practices at all levels (from the Board downwards) are appropriately structured so that a diverse range of candidates are considered.

Corporate Governance Report 企業管治報告書

董事會將考慮設定可計量目標，以推行董事會多元化政策並不時檢討該等目標，確保其合適度及確定達致該等目標之進展。

目前，提名委員會認為董事會已有充分的多元性及有效性以配合本公司的企業策略，而董事會尚未制定任何可計量目標。

提名委員會在適當情況下將檢討董事會多元化政策，以確保其有效性。

性別多元化

本公司重視本集團所有層級的性別多元化。下表載列本集團員工的性別比例，包括於截至本年報日期的董事會及高級管理層：

		女性 Female 百分比 % (人數) (Headcounts)	男性 Male 百分比 % (人數) (Headcounts)
董事會	Board	33.3% (2)	66.7% (4)
高級管理層	Senior management	50% (1)	50% (1)
其他僱員	Other employees	86.9% (740)	13.1% (112)
整體員工	Overall workforce	86.4% (743)	13.6% (117)

董事會已訂立目標去達致並已達致本集團最少33.3%(2名)女性董事、50%(1名)女性高級管理人員及86.9%(740名)其他女性僱員，以及認為上述現有性別多元化令人滿意。

The Board will consider setting measurable objectives to implement the Board Diversity Policy and review such objectives from time to time to ensure their appropriateness and ascertain the progress made towards achieving those objectives.

At present, the Nomination Committee considered that the Board is sufficiently diverse and effective to complement the Company's corporate strategy, and the Board has not set any measurable objectives.

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

Gender Diversity

The Company values gender diversity across all levels of the Group. The following table sets out the gender ratio in the workforce of the Group, including the Board and senior management as at the date of this annual report:

The Board had targeted to achieve and had achieved at least 33.3% (2) of female directors, 50% (1) of female senior management and 86.9% (740) of other female employees of the Group and considers that the above current gender diversity is satisfactory.

Corporate Governance Report 企業管治報告書

提名政策

董事會已授予本公司提名委員會其職責及權限以遴選及委任董事。

本公司已採納提名政策，當中載有有關本公司董事提名及委任之遴選標準及程序以及董事會繼任計劃之考慮因素，旨在確保董事會擁有本公司所需及董事會可延續運作的各項技能、經驗及多元化觀點，且於董事會層面上具備適當的領導力。

提名政策載有評估建議候選人的適合性及可能對董事會帶來貢獻之準則，包括但不限於以下各項：

- 候選人的年齡、技能、知識、經驗、專長、專業資格、學歷、背景及其他個人素質；
- 對董事會的組成及成員多元化之影響；
- 候選人投入充足的時間且有效地履行其職責的承諾。就此而言，應考慮候選人於公眾公司或組織所任職位的數量及性質，及其他行政委任或其他重要的工作承擔；
- 候選人因獲選而引發潛在／實際的利益衝突；
- 候選人的獨立性；
- 就建議續任獨立非執行董事而言，彼已在任之服務年期；及
- 提名委員會按照個別情況而認為有關係的其他因素。

Nomination Policy

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

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

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

- age, skills, knowledge, experience, expertise, professional and educational qualifications, background, and other personal qualities of the candidates;
- effect on the Board's composition and diversity;
- commitment of the candidate to devote sufficient time to effectively carry out his/her duties. In this regard, the number and nature of offices held by the candidate in public companies or organisations, and other executive appointments or significant commitments will be considered;
- potential/actual conflicts of interest that may arise if the candidate is selected;
- independence of the candidate;
- in the case of a proposed re-appointment of an independent non-executive director, the number of years he/she has already served; and
- other factors considered to be relevant by the Nomination Committee on a case by case.



Corporate Governance Report 企業管治報告書

提名政策亦載有於股東大會上遴選及委任新董事及重選董事的程序如下：

委任新董事

- (i) 提名委員會依據提名政策所列之準則，不論是在借助或沒有借助外部機構或本公司之援助的情況下，物色或挑選向提名委員會推薦的候選人；
- (ii) 提名委員會可使用任何認為適當評估候選人的流程，其中可能包括個人訪談、背景調查、陳述或由候選人及第三方提供之書面參考；
- (iii) 提名委員會應透過舉行會議審議事項，除非舉行會議並不實際，否則應避免以書面決議之方式作出決定；
- (iv) 提名委員會向董事會提供所有關於候選人所需資料，包括上市規則第13.51(2)條內載列之所需資料；
- (v) 提名委員會向董事會作出推薦建議，包括任期及委任條件；
- (vi) 董事會依據提名委員會的建議而審議及決定有關委任；
- (vii) 董事的所有委任應透過委任函予以確定，而委任函應經過提名委員會批准，列明董事委任的主要條款及條件；及
- (viii) 根據上市規則第13.74條，凡股東須就選舉或重新選舉董事進行表決，附有相關股東大會通知的通函應載有上市規則第13.51(2)條規定之候選人的所有資料。

The Nomination Policy also sets out the procedures for the selection and appointment of new directors and re-election of directors at general meetings as follows:

Appointment of New Director

- (i) the Nomination Committee identifies or selects candidates recommended to the Nomination Committee, with or without assistance from external agencies or the Company, pursuant to the criteria set out in the Nomination Policy;
- (ii) the Nomination Committee may use any process it deems appropriate to evaluate the candidates, which may include personal interviews, background checks, presentations or written submissions by the candidates and third party references;
- (iii) the Nomination Committee will hold a physical meeting to consider the matter and avoid the making of decisions by written resolutions unless it is impractical that a physical meeting be held;
- (iv) the Nomination Committee provides to the Board with all the information required including information set out in Rule 13.51(2) of the Listing Rules in relation to the candidates;
- (v) the Nomination Committee makes recommendation to the Board including the terms and conditions of the appointment;
- (vi) the Board deliberates and decides on the appointment based upon the recommendation of the Nomination Committee;
- (vii) all appointments of director should be confirmed by letter of appointment setting out the key terms and conditions of the appointment of the directors, which should be approved by the Nomination Committee; and
- (viii) pursuant to Rule 13.74 of the Listing Rules, where shareholders are required to vote on electing or re-electing a director, the circular accompanying the notice of the relevant general meeting should contain all the information of the candidates required under Rule 13.51(2) of the Listing Rules.

Corporate Governance Report 企業管治報告書

於股東大會重選董事

在重新委任現任董事之情況下，須根據載於提名政策內之準則，透過舉行會議考慮有關續任的事宜。

截至2025年3月31日止年度，董事會的組成有所變動。楊永基先生於2024年12月15日辭任本公司獨立非執行董事之職務，繼楊先生之辭任後，劉詩彤女士獲委任為獨立非執行董事，自2024年12月15日起生效。

審核委員會

審核委員會包括所有3名獨立非執行董事，其中主席具備適當專業資格及會計專長。委員會中並無任何成員為本公司外聘核數師之前度合夥人。

審核委員會之主要職責有：監督本公司與外聘核數師之關係；審閱財務資料；監督本公司之財務匯報制度、風險管理及內部監控系統；以及檢討內部審核功能的效能和相應安排，使僱員可就本公司於財務匯報、內部監控或其他事宜上可能出現之不當行為提出關注。

截至2025年3月31日止年度，審核委員會舉行了5次會議，董事會主席及行政總裁出席其中4次會議。審核委員會於本年度內已完成之工作概要如下：

- (i) 分別就截至2024年3月31日止年度之經審核年度業績及截至2024年9月30日止6個月之未經審核中期業績進行審閱及提出意見；

Re-election of Director at General Meeting

In cases of re-appointments of existing directors, a meeting will be held to consider the re-appointment based on the criteria set out in the Nomination Policy.

During the year ended 31st March, 2025, there was change in the composition of the Board. Mr. Yeung Wing Kay resigned as an independent non-executive director of the Company with effect from 15th December, 2024. Following the resignation of Mr. Yeung, Ms. Lau Sze Tung was appointed as an independent non-executive director with effect from 15th December, 2024.

Audit Committee

The Audit Committee comprises all the three independent non-executive directors with the chairman of which possesses the appropriate professional qualifications and accounting expertise. None of the committee members is a former partner of the Company's external auditor.

The main duties of the Audit Committee are: to oversee the Company's relationship with the external auditor; to review the financial information; to oversee the Company's financial reporting system, risk management and internal control systems; and to review the effectiveness of the internal audit function, arrangements to enable employees to raise concerns about possible improprieties in financial reporting, internal control or other matters of the Company.

During the year ended 31st March, 2025, the Audit Committee held five meetings of which the Chairman of the Board and the Chief Executive Officer attended four of these meetings. A summary of work performed by the Audit Committee during the year was as follows:

- (i) reviewed and commented on audited annual results for the year ended 31st March, 2024 and unaudited interim results for the six months ended 30th September, 2024 respectively;



Corporate Governance Report 企業管治報告書

- | | |
|--|--|
| (ii) 審閱截至2024年3月31日止年度、截至2024年6月30日止3個月、截至2024年9月30日止6個月及截至2024年12月31日止9個月之業務表現； | (ii) reviewed the business performance for the year ended 31st March, 2024, three months ended 30th June, 2024, six months ended 30th September, 2024 and nine months ended 31st December, 2024; |
| (iii) 檢討審核工作範圍、核數師酬金及聘用條款，並就續聘核數師安永會計師事務所提供推薦意見； | (iii) reviewed the scope of audit work, auditor's remuneration and terms of engagement and recommending the re-appointment of the auditor, Ernst & Young; |
| (iv) 檢討財務匯報及內部監控系統(包括本集團之財務、營運及合規監控及風險管理職能)之效能； | (iv) reviewed the effectiveness of the systems of financial reporting and internal control including financial, operational and compliance controls and risk management functions of the Group; |
| (v) 審閱及批核2025／2026、2026／2027及2027／2028財政年度內部審計計劃； | (v) reviewed and approved the internal audit plan for financial years 2025/2026, 2026/2027 and 2027/2028; |
| (vi) 審閱由審核委員會發出並由執行董事回覆之問卷； | (vi) reviewed the questionnaires issued by the Audit Committee and answered by the executive directors; |
| (vii) 審閱現金流量預測，並考慮本集團的未來流動資金及表現，以及與其持續經營評估相關的可用資金來源；及 | (vii) reviewed the cash flow projection and considered the future liquidity and performance of the Group and its available source of finance in relation to its going concern assessment; and |
| (viii) 審閱本公司截至2025年3月31日止年度第1及第3季使用權資產相關事項的報告。 | (viii) reviewed the reports on right-of-use assets-related issues of the Company for the first and third quarters of the year ended 31st March, 2025. |

審核委員會亦檢討內部審計項目和企業風險管理項目最新進展。

The Audit Committee also reviewed the reports on the latest progress of internal audit assignments and enterprise risk management project.

審核委員會亦在執行董事及管理層避席之情況下，與外聘核數師舉行了1次會議。

The Audit Committee also met the external auditor once without the presence of the executive directors and the management.

本公司截至2025年3月31日止年度之全年業績已經審核委員會審閱。

The Company's annual results for the year ended 31st March, 2025 have been reviewed by the Audit Committee.

董事會與審核委員會之間並無就外聘核數師之續聘出現意見分歧。

There is no disagreement between the Board and the Audit Committee regarding the re-appointment of the external auditor.

Corporate Governance Report 企業管治報告書

企業管治職能

董事會負責履行企業管治守則內守則條文第A.2.1條所載之職能。

董事會已審閱本公司之企業管治政策及常規、董事及高級管理人員之培訓及持續專業發展、本公司在遵守法律及監管規定方面之政策及常規、標準守則及僱員書面指引之遵守情況，以及本公司遵守企業管治守則之情況以及於本企業管治報告書中所作出之披露。

董事及委員會成員之出席記錄

各董事出席本公司於截至2025年3月31日止年度舉行之董事會及董事委員會會議以及股東大會之出席記錄列於下表：

		出席次數／會議次數 Attendance/Number of Meetings				股東週年大會 Annual General Meeting
董事姓名 Name of Directors	董事會 Board	薪酬委員會 Remuneration Committee	提名委員會 Nomination Committee	審核委員會 Audit Committee		
執行董事 Executive Directors						
鄭鐘文先生 Mr. CHENG Chung Man, Johnny	24/24	5/5	3/3	不適用 N/A	1/1	
林玉森女士 Ms. LAM Yuk Sum	24/24	5/5	3/3	不適用 N/A	1/1	
非執行董事 Non-executive Director						
林文鈿先生 Mr. LAM Man Tin	17/24	不適用 N/A	不適用 N/A	不適用 N/A	1/1	
獨立非執行董事 Independent Non-executive Directors						
歐陽厚昌先生 Mr. AU-YEUNG Hau Cheong	17/24	5/5	3/3	5/5	1/1	
鄭文龍先生 Mr. CHENG Man Loong, Monty	16/24	5/5	3/3	4/5	1/1	
劉詩彤女士(於2024年 12月15日獲委任) Ms. LAU Sze Tung (appointed on 15th December, 2024)	5/9	2/2	1/1	2/2	不適用 N/A	
楊永基先生(於2024年 12月15日辭任) Mr. YEUNG Wing Kay (resigned on 15th December, 2024)	12/15	3/3	2/2	3/3	1/1	

除上述董事會會議外，主席亦於年內在執行董事及非執行董事避席之情況下與獨立非執行董事舉行了1次會議。

CORPORATE GOVERNANCE FUNCTIONS

The Board is responsible for performing the functions set out in the code provision A.2.1 of the CG Code.

The Board has reviewed the Company's corporate governance policies and practices, training and continuous professional development of directors and senior management, the Company's policies and practices on compliance with legal and regulatory requirements, the compliance of the Model Code and Employees Written Guidelines, and the Company's compliance with the CG Code and disclosure in this Corporate Governance Report.

ATTENDANCE RECORDS OF DIRECTORS AND COMMITTEE MEMBERS

The attendance records of each director at the Board and Board committee meetings and the general meeting of the Company held during the year ended 31st March, 2025 are set out in the table below:

出席次數／會議次數 Attendance/Number of Meetings					股東週年大會 Annual General Meeting
董事會 Board	薪酬委員會 Remuneration Committee	提名委員會 Nomination Committee	審核委員會 Audit Committee		
24/24	5/5	3/3	不適用 N/A		1/1
24/24	5/5	3/3	不適用 N/A		1/1
17/24	不適用 N/A	不適用 N/A	不適用 N/A		1/1
17/24	5/5	3/3	5/5		1/1
16/24	5/5	3/3	4/5		1/1
5/9	2/2	1/1	2/2	不適用 N/A	
12/15	3/3	2/2	3/3		1/1

Besides the above-mentioned Board meetings, the Chairman also held a meeting with the independent non-executive directors without the presence of executive director and non-executive director during the year.

Besides the above-mentioned Board meetings, the Chairman also held a meeting with the independent non-executive directors without the presence of executive director and non-executive director during the year.



Corporate Governance Report 企業管治報告書

董事於綜合財務報表中之責任

董事確認其編製本公司截至2025年3月31日止年度綜合財務報表之責任，以確保該綜合財務報表真實及公平地反映本集團之事務狀況，並已按法例規定及適用之會計準則編製。

董事已根據香港會計師公會頒佈的香港財務報告準則會計準則擬備財務報表，並一直貫徹使用及應用合適的會計政策（就本年度財務報表首次採納新訂及經修訂準則、準則修訂本及詮釋除外）。

誠如本年報內綜合財務報表附註2.1所披露，鑑於截至2025年3月31日止年度，本集團錄得淨虧損124,767,000港元，而截至該日為止，本集團的流動負債超過其流動資產120,964,000港元，董事於編製該等綜合財務報表時已審慎考慮本集團未來流動資金及表現以及其可用資金來源，以評估本集團是否有足夠財務資源以持續經營。

本公司董事已審閱管理層編製的本集團現金流量預測，包括業務收入及開支增長、營運資金需求以及銀行授信的持續期。彼等認為，在考慮已實施或正在實施的措施後，本集團將有足夠的營運資金在該等綜合財務報表獲批准之日起至少未來12個月內為其營運提供資金並履行其財務責任。因此，本公司董事認為按持續經營基準編製本集團截至2025年3月31日止年度的綜合財務報表為恰當。

本公司之外聘核數師安永會計師事務所已於「獨立核數師報告書」中「有關持續經營之重大不確定因素」一節發出無修訂的意見。有關詳情請參照本年報內第54頁起之「獨立核數師報告書」。

DIRECTORS' RESPONSIBILITIES IN RESPECT OF THE CONSOLIDATED FINANCIAL STATEMENTS

The directors acknowledge their responsibility for preparing the consolidated financial statements of the Company for the year ended 31st March, 2025 and ensure that the consolidated financial statements give a true and fair view of the state of affairs of the Group and are prepared in accordance with statutory requirements and applicable accounting standards.

The directors have prepared the financial statements in accordance with the HKFRS Accounting Standards as issued by the Hong Kong Institute of Certified Public Accountants. Appropriate accounting policies have also been used and applied consistently except the adoption of new and revised standards, amendments to standards and interpretation for the first time for current year's financial statements.

As disclosed in note 2.1 to the consolidated financial statements in this annual report, during the year ended 31st March, 2025, the Group incurred a net loss of HK\$124,767,000 and, as of that date, the Group's current liabilities exceeded its current assets by HK\$120,964,000. In preparing the consolidated financial statements, the directors have given careful consideration to the future liquidity and performance of the Group and its available sources of finance in assessing whether the Group will have sufficient financial resources to continue as a going concern.

The directors of the Company have reviewed the Group's cash flow projection prepared by management, which includes revenue and expenditure growth of the business, working capital needs, and the continuing renewal of the banking facilities. They are of the opinion that, after taking into account the measures implemented or being implemented, the Group will have sufficient working capital to finance its operation and to meet its financial obligations for at least the next twelve months from the date of approval of the consolidated financial statements. Accordingly, the directors of the Company believe it is appropriate to prepare the consolidated financial statements of the Group for the year ended 31st March, 2025 on a going concern basis.

The Company's external auditor, Ernst & Young, has issued an unmodified opinion with a "Material Uncertainty related to Going Concern" section in the "Independent Auditor's Report". Please refer to the "Independent Auditor's Report" from page 54 of this annual report for details.

Corporate Governance Report 企業管治報告書

本公司獨立核數師有關其於綜合財務報表之呈報責任聲明載於本年報第54頁至第61頁之「獨立核數師報告書」中。

The statement of the independent auditor of the Company about their reporting responsibilities on the consolidated financial statements is set out in the Section headed “Independent Auditor’s Report” on pages 54 to 61 of this annual report.

核數師酬金

有關本公司於截至2025年3月31日止年度就核數服務及非核數服務而已付／應付予外聘核數師安永會計師事務所的酬金分析如下：

AUDITOR’S REMUNERATION

An analysis of the remuneration paid/payable to the Company’s external auditor, Ernst & Young in respect of audit services and non-audit services for the year ended 31st March, 2025 is set out below:

服務類別	Category of Services	已付／應付費用 Fee Paid/Payable 千港元 HK\$’000
核數服務	Audit Service	2,100
非核數服務	Non-audit Services	
— 稅務服務	– Tax services	164
— 其他專業服務	– Other professional services	244
合計	TOTAL	2,508

風險管理及內部監控

目標及目的

企業風險管理對於實現集團戰略目標至關重要。董事會和管理層負責識別和分析實現業務目標所隱含之風險，並釐定如何管理和緩解風險。董事會負責監督本集團之潛在風險及其相應之緩解策略，並確保風險管理之有效性。董事會確保本集團已設立及維持適當及有效之風險管理及內部監控系統，及審閱其有效性。該系統旨在就重大錯誤陳述或損失提供合理而非絕對防範保證，因其設計乃為管理而非消除於本集團業務經營期間未能達至業務目標之風險。

RISK MANAGEMENT AND INTERNAL CONTROL

Objective and Purpose

Enterprise risk management is fundamental and essential to the achievement of the Group’s strategic objectives. The Board and the management are responsible for identifying and analyzing the risks underlying the achievement of business objectives, and for determining how such risks should be managed and mitigated. The Board oversees the Group’s potential risks and their respective mitigation strategies and ensures risk management effectiveness. The Board ensures that the Group has established and maintained a proper and effective risk management and internal control systems, as well as reviewing the effectiveness of the systems. The systems can only provide reasonable but not absolute assurance against material misstatement or loss, as they are designed to manage, rather than eliminate the risk of failure to achieve business objectives during the Group’s business operation.



Corporate Governance Report 企業管治報告書

風險管理及內部監控系統的主要特點

透過審核委員會，董事會每年評估本集團所有涵蓋重要監控之風險管理及內部監控系統的有效性，包括財務、營運及合規監控，亦考慮在資源、員工能力及經驗、培訓課程及本集團的會計及財務匯報職能於預算上的充分性。有關內部審核部、外聘專業顧問及外聘核數師所送呈管理層函件內之重要事項知會審核委員會，確保迅速採取補救措施。所有建議將妥善跟進，以確保於合理期間內推行有關建議。

本公司設有內部審核部門，處理內部審核職能。內部審核部門負責就風險管理及內部監控系統是否充足及有效進行獨立檢討。董事會已檢討內部審核職能之有效性且檢討結果屬滿意。

風險管理框架及主要工作

本公司的業務部門的日常營運均按本公司的企業風險管理框架管理。企業風險管理框架列出4個風險類別包括戰略、財務、營運及合規風險。

風險工作小組（「風險工作小組」）旨在監察本集團之風險。風險工作小組由管理層及高級管理層成員組成，向董事會報告出現之重要事項。風險工作小組通過審核委員會向董事會報告。風險工作小組負責監督風險責任人（負責庫存管理、信息技術、市場營銷和營運等）。風險責任人向風險工作小組報告其涉及之風險和計劃緩解該等風險的措施。

- 於本年度，風險工作小組曾舉行2次會議。

Main Features of the Risk Management and Internal Control Systems

The Board, through the Audit Committee, assesses on an annual basis the effectiveness of the risk management and internal control systems of the Group, which covers all material controls, including financial, operational, compliance, as well as considers the sufficiency of budget with respect to resources, employees' capabilities and experience, training courses and the Group's accounting and financial reporting function. Significant issues from internal audit department, external professional consultants and management letters from external auditor are brought to the attention of the Audit Committee to ensure that prompt remedial action is taken. All recommendations will be properly followed up to ensure they are implemented within a reasonable period of time.

The Company has an Internal Audit Department to handle the internal audit function. The Internal Audit Department is responsible for performing independent review of the adequacy and effectiveness of the risk management and internal control systems. The Board has reviewed the effectiveness of the internal audit function and the review result is satisfactory.

Risk Management Framework and Major Tasks

The management of daily operations of the Company's business departments is based on the Company's corporate risk management framework. The corporate risk management framework addresses four risk categories, including strategic, financial, operation and compliance risks.

There is Risk Management Taskforce ("RMT") which seek to monitor the risks of the Group. The RMT was made up of members of management and senior management, who reports to the Board on matters of significance that arise. The RMT reports via the Audit Committee to the Board. The RMT oversees the risk owners, who are responsible for inventory management, information technology, marketing and operation, etc. The risk owners reported to the RMT their involved risks and the planned measures to mitigate those risks.

- During the current year, the RMT held two meetings.

Corporate Governance Report 企業管治報告書

- 該等會議涉及有關現有風險和緩解該等風險的措施之討論，而風險工作小組已重新評估本集團截至2025年3月31日止年度之十大重點風險。

管理層已向董事會及審核委員會確認截至2025年3月31日止年度風險管理及內部監控系統的有效性。董事會於審核委員會及管理人員報告以及內部審核結果之支援下，審閱本集團截至2025年3月31日止年度的風險管理及內部監控系統，包括財務、營運及合規監控，並認為該等系統屬有效及充分。年度檢討亦覆蓋財務匯報及員工資格、經驗及相關資源。

已有安排以方便本公司僱員以保密方式提出對本集團財務匯報、內部監控或其他事宜可能有不恰當情況之關注。

本公司設有舉報政策，供本公司僱員及與本公司有往來的人士以保密及匿名的方式向審核委員會提出與本公司有關的任何事項中可能存在的不當行為。

本公司亦設有反貪污政策，以防止本公司內部出現貪污及賄賂。本公司已開放保密舉報渠道，可供本公司僱員舉報任何涉嫌貪污及賄賂的行為。

截至2025年3月31日止年度，並無賄賂及貪污等違規案件。

就處理及發佈內幕消息而言，董事會自2013年8月起已採納披露政策，旨在向本公司董事、管理人員、高級管理人員及相關僱員提供一般指引，以按適用法律和法規處理機密資料及／或監察信息披露。

- The meetings involved the discussion of the existing risks and measures to mitigate those risks and the RMT have re-assessed the top 10 priority risks of the Group for the year ended 31st March, 2025.

The management has confirmed to the Board and the Audit Committee on the effectiveness of the risk management and internal control systems for the year ended 31st March, 2025. The Board, as supported by the Audit Committee as well as the management report and the internal audit findings, reviewed the risk management and internal control systems of the Group, including the financial, operational and compliance controls, for the year ended 31st March, 2025, and considered that such systems are effective and adequate. The annual review also covered the financial reporting and staff qualifications, experience and relevant resources.

Arrangements are in place to facilitate employees of the Company to raise, in confidence, concerns about the possible improprieties in financial reporting, internal control or other matters of the Group.

The Company has in place the Whistleblowing Policy for employees of the Company and those who deal with the Company to raise concerns, in confidence and anonymity, with the Audit Committee about possible improprieties in any matters related to the Company.

The Company has also in place the Anti-Corruption Policy to safeguard against corruption and bribery within the Company. The Company has a confidential reporting channel that is open and available for employees of the Company to report any suspected corruption and bribery.

During the year ended 31st March, 2025, there were no non-compliance cases in relation to bribery and corruption.

For the handling and dissemination of inside information, a Disclosure Policy has been adopted by the Board since August 2013 with an aim to provide a general guide to the directors, officers, senior management and relevant employees of the Company in handling of confidential information and/or monitoring of information disclosure pursuant to applicable laws and regulations.



Corporate Governance Report 企業管治報告書

監控程序已於披露政策中列明及確定。本公司設有資料保密及管理實際或潛在利益衝突之程序。本公司設有內部審核部門，以就處理內部審核職能而直接向審核委員會及本公司行政總裁報告，並於定期會議上向審核委員會報告本公司截至2025年3月31日止年度有關內部監控之事宜。

公司秘書

黃智英女士於2025年2月1日辭任本公司之公司秘書的職務。繼黃女士之辭任後，周敏怡女士獲委任為本公司之公司秘書，自2025年2月1日起生效。截至2025年3月31日止年度，黃女士及周女士均已遵守上市規則對其資格及培訓之規定。

股東權利

為保障股東權益及權利，本公司於股東大會就各重大個別事宜(包括選舉個別董事)提呈獨立決議案，以供股東考慮及投票。所有於股東大會上提呈之決議案將根據上市規則以按股數投票方式表決，投票結果於各股東大會結束後刊載於本公司及香港交易及結算所有限公司網站。詳細投票程序亦於大會上作出解釋。

股東召開股東特別大會

根據公司細則第64條，股東特別大會可應一位或以上股東(合共至少本公司股本十分之一的投票權(按每人一票的原則))要求予以召開。有關要求須以書面形式向董事會或公司秘書提出，當中列明擬處理之事項，並由請求者簽署。股東須跟隨公司細則所載之規定及程序行事。

The control procedures were stated and identified in the Disclosure Policy. The Company has procedures in place to keep information confidential and manage actual or potential conflicts of interest. The Company has an Internal Audit Department to handle the internal audit functions, which reports directly to the Audit Committee and the Chief Executive Officer of the Company, and also reports the matters concerning internal control of the Company for the year ended 31st March, 2025 to the Audit Committee during its regular meetings.

COMPANY SECRETARY

Ms. Wong Chi Ying has resigned as the Company Secretary of the Company with effect from 1st February, 2025. Following the resignation of Ms. Wong, Ms. Chow Man Yee has been appointed as the Company Secretary of the Company with effect from 1st February, 2025. Both Ms. Wong and Ms. Chow complied with the qualification and training requirements under the Listing Rules for the year ended 31st March, 2025.

SHAREHOLDERS' RIGHTS

To safeguard shareholders' interests and rights, a separate resolution is proposed for each substantially separate issue in general meetings, including the election of individual directors, for shareholders' consideration and voting. All resolutions put forward in general meetings are taken by poll pursuant to the Listing Rules and the poll results are posted on the websites of the Company and of Hong Kong Exchanges and Clearing Limited after each general meeting. Detailed procedures for conducting a poll are also explained during the proceedings of meetings.

Convening an Extraordinary General Meeting by Shareholders

Extraordinary general meetings may be convened on the requisition of one or more shareholders holding in aggregate at least one tenth of the voting rights (on a one vote per share basis) in the share capital of general meetings pursuant to article 64 of the Company's Articles. Such requisition shall be made in writing to the Board or the Company Secretary, stating the business to be transacted, and signed by the requisitionist(s). Shareholders should follow the requirements and procedures as set out in the Company's Articles.

Corporate Governance Report 企業管治報告書

於股東大會上提出建議

公司細則或開曼群島公司法並無載列有關股東於股東大會上提呈新決議案之條文。有意提出決議案之股東可根據前一段落所述之程序向本公司要求召開股東大會。

有關提名人選參選為本公司董事，請參閱本公司網站所載之「股東提名人選參選董事的程序」。

向董事會作出查詢

至於向本公司董事會作出任何查詢，股東可將書面查詢發送至本公司。

附註：本公司一般不會處理口頭或匿名的查詢。

聯絡詳情

股東可將上述查詢或要求發送至下列：

地址：香港新界葵涌大連排道192-200號偉倫中心二期十樓
(註明公司秘書收啟)

傳真：(852) 2310 9017

電郵：contact@veeko.com.hk

本公司鼓勵股東提供(其中包括，尤其是)彼等之電郵地址以令溝通更有效適時。

為免生疑，股東須將經正式簽署的書面請求、通知或聲明或查詢(視情況而定)之正本送交及發出至上述地址，並提供彼等之全名、聯絡詳情及身份，以使之生效。股東資料或會根據法律規定予以披露。

Putting Forward Proposals at General Meetings

There are no provisions in the Company's Articles or the Cayman Islands Companies Act for shareholders to move new resolutions at general meetings. Shareholders who wish to move a resolution may request the Company to convene a general meeting in accordance with the procedures set out in the preceding paragraph.

As regards proposing a person for election as a director of the Company, please refer to the "Procedures for Shareholders to Propose a Person for Election as a Director" which is posted on the Company's website.

Putting Forward Enquiries to the Board

For putting forward any enquiries to the Board of the Company, shareholders may send written enquiries to the Company.

Note: The Company normally will not deal with verbal or anonymous enquiries.

Contact Details

Shareholders may send their enquiries or requests as mentioned above to the following:

Address: 10th Floor., Wyler Centre Phase II, 192-200 Tai Lin Pai Road, Kwai Chung, New Territories, Hong Kong
(For the attention of the Company Secretary)

Fax: (852) 2310 9017

Email: contact@veeko.com.hk

Shareholders are encouraged to provide, amongst other things, in particular, their email addresses to the Company in order to facilitate timely and effective communication.

For the avoidance of doubt, shareholder(s) must deposit and send the original duly signed written requisition, notice or statement, or enquiry (as the case may be) to the above address and provide their full name, contact details and identification in order to give effect thereto. Shareholders' information may be disclosed as required by law.



Corporate Governance Report 企業管治報告書

投資者關係

與股東及投資者之溝通

本公司與股東及投資者溝通時，一直盡量保持高透明度。本公司致力繼續維持開放有效之溝通政策，並在相關監管規定下，透過年報、中期報告書、公告及其他企業通訊，及時向股東、投資者及公眾提供與業務有關之最新資料。

董事會歡迎股東就影響本集團之事宜發表意見，並鼓勵彼等出席股東大會，就彼等之任何疑慮與董事會或管理層直接溝通。本公司之股東週年大會為特別重要的平台。為鼓勵及便利股東出席股東週年大會，本公司會發出至少足21日通知，並提供詳盡議程。董事會主席及各董事委員會之主席(或其委派代表)會於股東大會上解答問題。

作為促進有效溝通之渠道，本公司設立網站(網址：www.irasia.com/listco/hk/veeko/index.htm)刊發有關最新資料及關於本公司之架構、董事會、公告、財務資料及其他資料之更新。

憲章文件

於回顧年度內，本公司之細則並無變動。本公司之章程大綱及細則之最新版本可於本公司及香港交易及結算有限公司網站查閱。

INVESTOR RELATIONSHIP

Communications with shareholders and investors

The Company endeavors to maintain a high level of transparency in communicating with shareholders and the investment community at large. The Company is committed to continue to maintain an open and effective communication policy and to update shareholders, investors and general public on relevant information on its business in a timely manner, subject to relevant regulatory requirements, through the annual reports, interim reports, announcements and other corporate communications.

The Board welcomes shareholders' views on matters affecting the Group, and encourages their attendance at general meetings to communicate any concerns they may have with the Board or management directly. The Company's annual general meeting is an especially important forum. In order to encourage and facilitate shareholders' attendance at its annual general meeting, the Company gives at least 21 days' prior notice together with a detailed agenda. The Chairman of the Board and the chairman of each Board committees (or their delegates) are available to answer questions at general meetings.

As a channel to promote effective communication, the Company maintains a website at www.irasia.com/listco/hk/veeko/index.htm, where up-to-date information and updates on the Company's structure, board of directors, announcements, financial information and other information are posted.

Constitutional document

During the year under review, there was no change in the Company's Articles. An up-to-date version of the Company's Memorandum and Articles is available on the websites of the Company and Hong Kong Exchanges and Clearing Limited.

Corporate Governance Report 企業管治報告書

股東通訊政策

本公司設有股東通訊政策以促進與股東及其他持份者之有效溝通、鼓勵股東積極關注本公司及讓股東有效行使彼等作為股東之權利。董事會已審閱股東通訊政策的實施及成效，結果令人滿意。

本公司已建立以下多個途徑以維持與股東進行持續溝通：

(a) 公司通訊

上市規則所界定的「公司通訊」是指本公司為供其任何證券持有人知悉或採取行動而發出或將發出的任何文件，包括但不限於本公司的下列文件：(a)董事會報告書、年度帳目連同核數師報告書以及(倘適用)財務摘要報告；(b)中期報告書及(倘適用)中期摘要報告；(c)會議通告；(d)上市文件；(e)通函；及(f)委任代表表格。

本公司的公司通訊將按照上市規則的規定適時在香港交易及結算所有限公司網站(www.hkexnews.hk)登載。

公司通訊將以中、英文版本(或在允許的情況下，以單一語言)按照上市規則的規定適時向股東及非登記的本公司證券持有人提供。

(b) 根據上市規則規定的公告及其他文件

本公司應根據上市規則的規定於香港交易及結算所有限公司網站適時登載公告(就股價敏感資料、企業行動及交易等事宜)及其他文件(例如章程大綱及細則)。

Shareholder's Communication Policy

The Company has in place a Shareholders' Communication Policy to promote effective communication with shareholders and other stakeholders, encourage shareholders to engage actively with the Company and enable shareholders to exercise their rights as shareholders effectively. The Board reviewed the implementation and effectiveness of the Shareholders' Communication Policy and the results were satisfactory.

The Company has established a number of channels for maintaining an on-going dialogue with its shareholders as follows:

(a) Corporate Communication

“Corporate Communication” as defined under the Listing Rules refers to any document issued or to be issued by the Company for the information or action of holders of any of its securities, including but not limited to the following documents of the Company: (a) the directors' report, annual accounts together with a copy of the auditor's report and, where applicable, its summary financial report; (b) the interim report and, where applicable, its summary interim report; (c) a notice of meeting; (d) a listing document; (e) a circular; and (f) a proxy form.

The Corporate Communication of the Company will be published on the website of the Hong Kong Exchanges and Clearing Limited (www.hkexnews.hk) in a timely manner as required by the Listing Rules.

Corporate Communication will be provided to shareholders and non-registered holders of the Company's securities in both English and Chinese versions or where permitted, in a single language, in a timely manner as required by the Listing Rules.

(b) Announcements and Other Documents pursuant to the Listing Rules

The Company shall publish announcements (on price sensitive information, corporate actions and transactions etc.) and other documents (e.g. Memorandum and Articles) on the website of the Hong Kong Exchanges and Clearing Limited in a timely manner in accordance with the Listing Rules.



Corporate Governance Report 企業管治報告書

(c) 公司網站

任何登載於香港交易及結算所有限公司網站的本公司資料或文件亦將登載於本公司的網站（<http://www.irasia.com/listco/hk/veeko/index.htm>）內。

(d) 股東大會

本公司的股東週年大會及其他股東大會是本公司與股東溝通的首要平台。

本公司應按照上市規則的規定適時向股東提供在股東大會上建議的決議案的相關資料，所提供的應是合理所需的資料，以便股東能夠就建議的決議案作出有根據的決定。

本公司鼓勵股東參與股東大會或在彼等未能出席大會時委任代表出席及於會上代其投票。

在合適或需要的情況下，董事會主席，其他董事會成員、董事會轄下委員會的主席或其委任的代表，以及外聘核數師應出席本公司的股東大會並在會上回答股東提問（如有）。

董事會轄下的獨立委員會（如有）的主席亦應出席任何批准關連交易或任何其他須經股東獨立批准的交易的股東大會，並於會上回應提問。

(c) Corporate Website

Any information or documents of the Company posted on the website of the Hong Kong Exchanges and Clearing Limited are also published on the Company's website (<http://www.irasia.com/listco/hk/veeko/index.htm>).

(d) Shareholders' Meetings

The annual general meeting and other general meetings of the Company are primary forum for communication between the Company and its shareholders.

The Company shall provide shareholders with relevant information on the resolutions(s) proposed at a general meeting in a timely manner in accordance with the Listing Rules. The information provided shall be reasonably necessary to enable shareholders to make an informed decision on the proposed resolution(s).

Shareholders are encouraged to participate in general meetings or to appoint proxies to attend and vote at the meetings for and on their behalf if they are unable to attend the meetings.

Where appropriate or required, the chairman of the Board and other Board members, the chairmen of board committees or their delegates, and the external auditors should attend general meetings of the Company to answer shareholders' questions (if any).

The chairman of the independent board committee (if any) should also be available to answer questions at any general meeting to approve a connected transaction or any other transaction that is subject to independent shareholders' approval.

Corporate Governance Report 企業管治報告書

(e) 股東查詢

關於持股事項的查詢

股東可透過以下方式，向本公司的股份過戶登記分處卓佳證券登記有限公司作出有關持股事項的查詢：使用其網站內的在線持股查詢服務（網址：www.tricoris.com）或發電郵至 is-enquiries@vistra.com 或致電熱線電話（852）2980 1333或親身前往其公眾櫃台（地址為香港夏慤道16號遠東金融中心17樓）。

向董事會及本公司查詢關於企業管治或其他方面的事項

一般而言，本公司不會處理口頭或匿名查詢。股東可透過以下方式向本公司發出書面查詢，抬頭人為公司秘書：發電郵至 contact@veeko.com.hk、傳真至 2310 9017、或郵寄至香港新界葵涌大連排道192-200號偉倫中心二期十樓。股東如需任何協助，可致電本公司，電話號碼為2887 0888。

股息政策

本公司已就派付股息採納股息政策。本公司並無任何預定派息率。取決於本公司及本集團之財務狀況以及股息政策內所載條件及因素，董事會於財政年度期間可建議派付及／或宣派股息，而財政年度之任何末期股息須經股東批准。

(e) Shareholders' Enquiries

Enquiries about Shareholdings

Shareholders should direct their enquiries about their shareholdings to the Company's branch share registrar, Tricor Investor Services Limited, via its online holding enquiry service at www.tricoris.com, or send email to is-enquiries@vistra.com or call its hotline at (852) 2980 1333, or go in person to its public counter at 17/F, Far East Finance Centre, 16 Harcourt Road, Hong Kong.

Enquiries about Corporate Governance or Other Matters to be put to the Board and the Company

The Company will not normally deal with verbal or anonymous enquiries. Shareholders may send written enquiries to the Company, for the attention of Company Secretary, by email: contact@veeko.com.hk, fax: 2310 9017, or mail to 10th Floor, Wyler Centre Phase II, 192-200 Tai Lin Pai Road, Kwai Chung, New Territories, Hong Kong. Shareholders may call the Company at 2887 0888 for any assistance.

Dividend Policy

The Company has adopted a Dividend Policy on payment of dividends. The Company do not have any pre-determined dividend payout ratio. Depending on the financial conditions of the Company and the Group and the conditions and factors as set out in the Dividend Policy, dividends may be proposed and/or declared by the Board during a financial year and any final dividend for a financial year will be subject to the shareholders' approval.

Independent Auditor's Report 獨立核數師報告書



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

安永會計師事務所
香港鰂魚涌
英皇道979號
太古坊一座27樓

Tel 電話: +852 2846 9888
Fax 傳真: +852 2868 4432
ey.com

致威高國際控股有限公司股東

(於開曼群島註冊成立之有限公司)

意見

吾等已完成審核威高國際控股有限公司(「貴公司」)及其附屬公司(統稱「貴集團」)載於第62頁至第179頁之綜合財務報表，此綜合財務報表包括於2025年3月31日之綜合財務狀況表，及截至該日止年度之綜合損益及其他全面收入表、綜合權益變動表及綜合現金流量表，以及綜合財務報表附註，包括重大會計政策資料。

吾等認為上述的綜合財務報表已根據由香港會計師公會(「香港會計師公會」)頒佈之香港財務報告準則會計準則真實及公平地反映 貴集團於2025年3月31日的綜合財務狀況及其截至該日止年度的綜合財務表現和綜合現金流量，並已遵照香港公司條例之披露要求而妥善編製。

TO THE SHAREHOLDERS OF VEEKO INTERNATIONAL HOLDINGS LIMITED

(Incorporated in the Cayman Islands with limited liability)

Opinion

We have audited the consolidated financial statements of Veeko International Holdings Limited (the “Company”) and its subsidiaries (collectively referred to as the “Group”) set out on pages 62 to 179, which comprise the consolidated statement of financial position as at 31st March, 2025, and the consolidated statement of profit or loss and other comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information.

In our opinion, the consolidated financial statements give a true and fair view of the consolidated financial position of the Group as at 31st March, 2025, and of its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with HKFRS Accounting Standards as issued by the Hong Kong Institute of Certified Public Accountants (“HKICPA”) and have been properly prepared in compliance with the disclosure requirements of the Hong Kong Companies Ordinance.

Independent Auditor's Report 獨立核數師報告書

意見之基礎

吾等已根據香港會計師公會頒佈之香港審計準則（「香港審計準則」）進行審計。本行在該等準則下承擔之責任已在本報告之核數師就審計綜合財務報表須承擔之責任部份中作進一步闡述。根據香港會計師公會之專業會計師道德守則（「守則」），本行獨立於貴集團，並已履行守則中之其他道德責任。本行相信，本行所獲得之審計憑證能充足及適當地為本行之審計意見提供基礎。

有關持續經營之重大不確定因素

吾等謹此提請注意綜合財務報表附註2.1，當中顯示於截至2025年3月31日止年度，貴集團錄得淨虧損124,767,000港元，及截至該日為止，貴集團之流動負債超過其流動資產120,964,000港元。該等情況連同綜合財務報表附註2.1所載的其他事項，顯示存在重大不確定因素，可能會對貴集團持續經營能力產生重大疑問。吾等就此事宜的意見並無修訂。

關鍵審計事項

關鍵審計事項是根據本行之專業判斷，對本期綜合財務報表之審計最為重要之事項。該等事項是在本行審計整體綜合財務報表及出具意見時進行處理。本行不會對該等事項提供單獨之意見。除有關持續經營之重大不確定因素一節所述的事項外，吾等已將以下所述事項確定為將於吾等之報告論述之關鍵審計事項。

Basis for Opinion

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

Material Uncertainty related to Going Concern

We draw attention to note 2.1 to the consolidated financial statements, which indicates that the Group incurred a net loss of HK\$124,767,000 during the year ended 31st March, 2025 and, as of that date, the Group’s current liabilities exceeded its current assets by HK\$120,964,000. These conditions, along with other matters as set forth in note 2.1 to the consolidated financial statements, indicate the existence of a material uncertainty which may cast significant doubt on the Group’s ability to continue as a going concern. Our opinion is not modified in respect of this matter.

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. In addition to the matter described in the *Material Uncertainty related to Going Concern* section, we have determined the matters described below to be the key audit matters to be communicated in our report.

Independent Auditor's Report 獨立核數師報告書

關鍵審計事項

Key audit matter

已識別之產業、廠房及設備以及已識別之使用權資產(定義見下文)之減值評估

Impairment assessment of the Identified PPE and the Identified ROU assets (as defined below)

吾等已識別 貴集團之租賃樓宇裝潢、廠房及機器、傢俬及裝置以及辦公室設備(「已識別之產業、廠房及設備」)及零售店舖、辦公室物業及汽車之使用權資產(「已識別之使用權資產」)之減值評估。於2025年3月31日，已識別之產業、廠房及設備以及已識別之使用權資產之賬面值分別為4,351,000港元及87,831,000港元。

We identified the impairment assessment of the Group's leasehold improvements, plant and machinery, furniture and fixtures and office equipments ("Identified PPE") and right-of-use assets of retail stores, office properties and motor vehicles ("Identified ROU assets"). The carrying amounts of the Identified PPE and the Identified ROU assets as at 31st March, 2025 were HK\$4,351,000 and HK\$87,831,000, respectively.

於截至2025年3月31日止年度，減值虧損分別計提482,000港元及5,495,000港元，以將已識別之產業、廠房及設備及已識別之使用權資產之賬面值減低至其可收回金額。

During the year ended 31st March, 2025, impairment losses of HK\$482,000 and HK\$5,495,000 were provided to write down the carrying amounts of the Identified PPE and the Identified ROU assets to their recoverable amounts, respectively.

貴集團之管理層已通過使用折現現金流預測(基於管理層對市場發展的預期以及過往表現)對該等資產所屬的個別零售店舖進行使用價值計算，從而釐定該等資產的可收回金額，當中的主要輸入參數包括預測營業額、毛利率及折現率。倘應用不同假設，減值評估之結果可能存在顯著差異。由於就評估該等資產的可收回金額或該等資產所屬的現金生產單位或現金生產單位之最小組別須使用的假設及估計乃涉及固有估計不確定因素，吾等將此視為關鍵審計事項。The recoverable amounts of these assets have been determined by the management of the Group by applying the value in use calculations of individual retail stores to which these assets belong using the discounted cash flow forecasts based on management's expectations of the market development and the past performance, where the key input parameters include forecasted revenue, gross profit margins and discount rates. The outcome of impairment assessment could vary significantly when different assumptions are applied. Due to inherent estimation uncertainty pertaining to the assumptions and estimation required to assess the recoverable amounts of these assets or the cash-generating unit or the smallest group of cash-generating units to which those assets belong, we considered this as a key audit matter.

相關披露載於綜合財務報表附註3、14及15。

The relevant disclosures are included in notes 3, 14 and 15 to the consolidated financial statements.

本行之審計工作如何處理關鍵審計事項

How our audit addressed the key audit matter

本行就與已識別之產業、廠房及設備以及已識別之使用權資產之減值評估相關之審計程序包括以下：

Our audit procedures in relation to the impairment assessment of the Identified PPE and the Identified ROU assets included the following:

- 檢閱 貴集團於年內之使用價值之計算及減值支出之計算；
- Reviewed the Group's calculation of value in use, and the calculation of impairment charges during the year;
- 聘請本行內部估值專家以評估使用價值計算所用的折現率；
- Involved our internal specialists to evaluate the discount rates used in the value in use calculations;
- 評估對使用價值計算當中管理層所作出的假設及估計(包括對預測營業額及毛利率的估計(經參考相關零售店舖之過往表現)、對市場發展的預期及 貴集團的未來營運計劃)；
- Assessed the assumptions and estimates adopted by management in the value in use calculations including forecasted revenue and gross profit margins with reference to the past performance of relevant retail stores, expectations on the market development and the future operating plans of the Group;
- 根據本集團管理層所應用預測營業額、毛利率及折現率的可能變化，評估對使用價值計算的影響；及
- Evaluated the impact on the value in use calculations based on the possible changes of the forecasted revenue, gross profit margins and discount rates applied by the management of the Group; and
- 評估綜合財務報表中有關非流動資產減值之披露是否足夠。
- Assessed the adequacy of disclosures about the impairment of non-current assets in the consolidated financial statements.

Independent Auditor's Report 獨立核數師報告書

關鍵審計事項

Key audit matter

投資物業之估值

Valuation of investment properties

於2025年3月31日，貴集團擁有投資物業513,552,000港元，佔資產總額之63.2%，並按公平價值計量。

As at 31st March, 2025, the Group had investment properties of HK\$513,552,000, which represented 63.2% of the total assets and were measured at fair value.

投資物業的估值由管理層委聘的獨立合資格估值師（「估值師」）釐定。估值乃取決於估值方法及模式之主要輸入數據（包括管理層作出之判斷）。於釐定投資物業之公平價值時，估值師考慮主要輸入參數例如資本化比率、每平方呎／米之市值月租以及類似物業之近期交易價格。由於釐定投資物業公平價值時所需之假設及估計的固有估計之不確定性，本行將其視為一項關鍵審計事項。

The valuation of investment properties was determined by independent qualified valuers (the “Valuers”) engaged by management. The valuations are dependent on the valuation method and key inputs to the model that includes judgements made by management. In determining the fair value of the investment properties, the Valuers considered key input parameters such as capitalisation rates, monthly market rents per square foot/metre and recent transaction prices of similar properties. Due to inherent estimation uncertainty pertaining to the assumptions and estimations required when determining the fair value of the investment properties, we considered this as a key audit matter.

相關披露載於綜合財務報表附註3及13。

The relevant disclosures are included in notes 3 and 13 to the consolidated financial statements.

本行之審計工作如何處理關鍵審計事項

How our audit addressed the key audit matter

本行就投資物業估值相關之審計程序包括：

Our audit procedures in relation to the valuation of investment properties included:

- 評估估值師的客觀性、獨立性、專業性及能力；
- Evaluated the objectivity, independence, expertise and competence of the Valuers;
- 檢閱物業相關數據，包括資本化比率、市值月租、折現率及市場單位銷售價格；
- Reviewed the property related data, including the capitalisation rates, monthly market rents, discount rates and market unit selling prices;
- 聘請本行內部估值專家協助吾等評估估值師所採用的估值方法和假設；及
- Involved our internal valuation specialists to assist us in evaluating the valuation methodologies and assumptions adopted by the Valuers; and
- 評估與綜合財務報表內投資物業之估值有關的披露是否足夠。
- Assessed the adequacy of disclosures relating to the valuation of investment properties in the consolidated financial statements.



Independent Auditor's Report 獨立核數師報告書

包括在年報內的其他資料

貴公司董事須對其他資料負責。其他資料包括年報內之資料，綜合財務報表及本行之核數師報告除外。

本行對綜合財務報表之意見並不涵蓋其他資料。本行亦不對該等其他資料發表任何形式之鑒證結論。

就本行對綜合財務報表之審計而言，本行之責任乃閱讀其他資料，並在此過程中考慮其他資料是否與綜合財務報表或本行在審計過程中了解之情況存在重大抵觸或者似乎存在重大錯誤陳述之情況。基於本行已執行之工作，倘本行認為其他資料出現重大錯誤陳述，本行需要報告該事實。本行就對此並無任何事項須報告。

董事就綜合財務報表須承擔之責任

貴公司董事須負責根據香港會計師公會頒佈之香港財務報告準則會計準則及香港公司條例之披露規定編製真實而公平之綜合財務報表，董事認為所需之內部監控足以使綜合財務報表之編製不存在由於欺詐或錯誤而導致之重大錯誤陳述。

在編製綜合財務報表時，貴公司董事負責評估貴集團持續經營之能力，並在適用情況下披露與持續經營有關之事項，以及使用持續經營為會計基礎，除非貴公司董事有意將貴集團清盤或停止經營，或別無其他實際之替代方案。

貴公司董事在審核委員會的協助下履行其監督貴集團之財務匯報過程之職責。

Other Information included in the Annual Report

The directors of the Company are responsible for the other information. The other information comprises the information included in the annual report, other than the consolidated financial statements and our auditor's report thereon.

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

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

Responsibilities of the Directors for the Consolidated Financial Statements

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

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

The directors of the Company are assisted by the Audit Committee in discharging their responsibilities for overseeing the Group's financial reporting process.

Independent Auditor's Report 獨立核數師報告書

核數師就審計綜合財務報表須承擔之責任

本行之目標乃對綜合財務報表整體是否不存在由於欺詐或錯誤而導致之重大錯誤陳述取得合理保證，並出具包括本行意見之核數師報告。本行之報告僅供閣下（作為整體）參考，除此之外別無其他目的。本行概不就本報告之內容對任何其他人士負責或承擔責任。

合理保證為高水平之保證，但不能保證按照香港審計準則進行之審計總能發現重大錯誤陳述。錯誤陳述可以由欺詐或錯誤引起，倘合理預期其單獨或匯總起來可能影響綜合財務報表使用者依賴綜合財務報表所作出之經濟決定，則有關之錯誤陳述可被視作重大。

作為根據香港審計準則進行審計其中一環，本行於整個審計過程中行使專業判斷並保持專業懷疑態度，本行亦：

- 識別及評估由於欺詐或錯誤而導致綜合財務報表存在重大錯誤陳述之風險，設計及執行審核程序以應對這些風險，以及獲得充足和適當之審計憑證，作為本行意見之基礎。由於欺詐可能涉及串謀、偽造、蓄意遺漏、虛假陳述，或凌駕於內部監控之上，因此未能發現因欺詐而導致之重大錯誤陳述之風險高於未能發現因錯誤而導致重大錯誤陳述之風險。
- 了解與審計相關之內部監控，以設計適當之審計程序，但目的並非對貴集團之內部監控之有效性發表意見。
- 評價董事所採用會計政策之恰當性及作出會計估計及相關披露之合理程度。

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

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

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with 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 judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.



Independent Auditor's Report 獨立核數師報告書

核數師就審計綜合財務報表須承擔之責任 (續)

- 對董事採用持續經營會計基礎之恰當性作出結論。根據所獲取之審計憑證，並確定是否存在與事項或情況有關之重大不確定因素，從而可能導致對貴集團之持續經營能力產生重大疑問。倘本行認為存在重大不確定因素，則有必要在核數師報告中提請使用者注意綜合財務報表中之相關披露，假若有關之披露不足，則本行應當修改意見。本行之結論是基於核數師報告日止所取得之審計憑證。然而，未來事項或情況可能導致貴集團未能持續經營。
- 評估綜合財務報表之整體呈列、架構及內容(包括披露資料)，以及綜合財務報表有否中肯反映相關交易及事項。
- 計劃及進行集團審計以就貴集團內實體或業務單位之財務資料獲得充足、適當之審計憑證，作為對綜合財務報表達成意見之基準。本行負責就貴集團審計而言所進行審計工作之方向、監督和檢討。本行為審計意見承擔全部責任。

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements (Continued)

- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis 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.

Independent Auditor's Report 獨立核數師報告書

核數師就審計綜合財務報表須承擔之責任 (續)

本行與審核委員會溝通審計之計劃範圍及時間以及重大審計發現等，包括本行在審計中識別出內部監控之任何重大缺陷。

本行亦向審核委員會提交聲明，說明本行已符合有關獨立性之相關道德要求，並與彼等溝通有可能合理地被認為會影響本行獨立性之所有關係和其他事項，在適用的情況下，為消除威脅而採取的行動或相關的防範措施。

從與審核委員會溝通之事項中，本行確定該等對本期綜合財務報表之審計最為重要之事項，因而構成關鍵審計事項。本行在核數師報告中描述該等事項，除非法律或法規不允許公開披露這些事項，或在極端罕見之情況下，倘合理預期在本行報告中溝通某事項造成之負面後果超過產生之公眾利益，本行決定不應在報告中溝通該事項。

出具本獨立核數師報告書之審計項目合夥人為林慧明(執業證書編號：P04699)。

安永會計師事務所
執業會計師

香港，2025年6月27日

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements (Continued)

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

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

From the matters communicated with the 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 the independent auditor's report is Lam Wai Ming, Ada (practising certificate number: P04699).

Ernst & Young
Certified Public Accountants

Hong Kong, 27th June, 2025

Consolidated Statement of Profit or Loss and Other Comprehensive Income

綜合損益及其他全面收入表

截至2025年3月31日止年度

For the year ended 31st March, 2025

		附註 Notes	2025 千港元 HK\$'000	2024 千港元 HK\$'000
營業額	Revenue	4	481,484	586,710
銷售成本	Cost of goods sold		(260,316)	(327,389)
毛利	Gross profit		221,168	259,321
其他收入及收益淨額	Other income and gains, net	5	15,161	18,034
銷售及分銷成本	Selling and distribution costs		(206,319)	(214,516)
行政費用	Administrative expenses		(67,327)	(68,925)
投資物業公平價值之 變動淨額	Change in fair value of investment properties, net		(40,918)	5,324
應收貿易款項之預期信貸虧損之 回撥	Reversal of expected credit loss for trade receivables		–	3,381
產業、廠房及設備之減值	Impairment of property, plant and equipment		(482)	(442)
使用權資產之減值	Impairment of right-of-use assets		(5,495)	(5,783)
融資成本	Finance costs	7	(39,781)	(34,805)
除稅前虧損	Loss before tax	6	(123,993)	(38,411)
利得稅開支	Income tax expense	10	(774)	(1,632)
本年度虧損	Loss for the year		(124,767)	(40,043)
本年度其他全面 (虧損)/收入	Other comprehensive (loss)/income for the year			
其後將無法重新分類至 損益之項目	Item that will not be reclassified subsequently to profit or loss			
物業重估之收益 (扣除遞延稅項)	Gain on revaluation of properties, net of deferred tax		1,606	60,168
其後可能重新分類至 損益之項目	Item that may be reclassified subsequently to profit or loss			
換算海外業務產生之 匯兌差額	Exchange differences arising on translation of foreign operations		(963)	(4,579)
本年度其他全面收入	Other comprehensive income for the year		643	55,589
本年度總全面(虧損)/收入	Total comprehensive (loss)/income for the year		(124,124)	15,546
母公司普通權益擁有人應佔 每股虧損	Loss per share attributable to ordinary equity holders of the parent	12		
— 基本(港仙)	– Basic (in HK cents)		(4.955)	(1.590)
— 攤薄(港仙)	– Diluted (in HK cents)		(4.955)	(1.590)

Consolidated Statement of Financial Position

綜合財務狀況表

於2025年3月31日

At 31st March, 2025

	附註 Notes	2025 千港元 HK\$'000	2024 千港元 HK\$'000
非流動資產	Non-current Assets		
投資物業	Investment properties	13 513,552	552,651
產業、廠房及設備	Property, plant and equipment	14 16,002	18,517
使用權資產	Right-of-use assets	15(a) 89,929	127,848
已付租金按金	Rental deposits paid	9,559	13,157
總非流動資產	Total Non-current Assets	629,042	712,173
流動資產	Current Assets		
存貨	Inventories	17 120,605	106,501
應收貿易款項	Trade receivables	18 1,957	5,969
預付款項及其他應收款項	Prepayment and other receivables	16 8,740	5,695
已付租金及水電按金	Rental and utility deposits paid	25,287	26,116
可收回之稅項	Tax recoverable	126	378
抵押存款	Pledged deposits	19 13,070	2,231
現金及現金等值項目	Cash and cash equivalents	19 13,126	8,537
總流動資產	Total Current Assets	182,911	155,427
流動負債	Current Liabilities		
應付貿易款項	Trade payables	20 23,555	30,620
其他應付款項及應計費用	Other payables and accruals	21 36,114	42,178
已收租金按金	Rental deposits received	927	656
計息之銀行借貸	Interest-bearing bank borrowings	23 178,095	390,454
租賃負債	Lease liabilities	15(b) 64,544	78,103
撥備	Provision	24 329	898
應付稅項	Tax payable	311	274
總流動負債	Total Current Liabilities	303,875	543,183
流動負債淨值	Net Current Liabilities	(120,964)	(387,756)
總資產減流動負債	Total Assets Less Current Liabilities	508,078	324,417
非流動負債	Non-current Liabilities		
其他應付款項	Other payables	21 2,369	3,523
其他借貸	Other borrowings	22 369,100	37,450
已收租金按金	Rental deposits received	1,803	1,859
遞延稅項負債	Deferred tax liabilities	25 18,071	17,756
租賃負債	Lease liabilities	15(b) 37,458	60,508
總非流動負債	Total Non-current Liabilities	428,801	121,096
資產淨值	Net Assets	79,277	203,321
權益	Equity		
股本	Share capital	26 25,180	25,180
儲備	Reserves	54,097	178,141
總權益	Total Equity	79,277	203,321

主席
鄭鐘文Cheng Chung Man, Johnny
Chairman董事
林玉森Lam Yuk Sum
Director

Consolidated Statement of Changes in Equity

綜合權益變動表

截至2025年3月31日止年度

For the year ended 31st March, 2025

		股本 Share capital	股份溢價 [#] Share premium [#]	物業重估 儲備 [#] Property revaluation reserve [#] (附註(a)) (Note (a))	匯兌儲備 [#] Translation reserve [#]	特別儲備 [#] Special reserve [#] (附註(b)) (Note (b))	法定儲備 [#] Statutory reserves [#] (附註(c)) (Note (c))	購股權 儲備 [#] Share option reserve [#]	累積虧損 [#] Accumulated losses [#]	合計 Total
		千港元 HK\$'000	千港元 HK\$'000	千港元 HK\$'000	千港元 HK\$'000	千港元 HK\$'000	千港元 HK\$'000	千港元 HK\$'000	千港元 HK\$'000	千港元 HK\$'000
於2023年4月1日	At 1st April, 2023	25,180	223,654	92,998	(1,570)	1,668	4,028	453	(146,201)	200,210
本年度虧損	Loss for the year	-	-	-	-	-	-	-	(40,043)	(40,043)
本年度其他全面收入：	Other comprehensive income for the year:									
物業重估之收益 (扣除遞延稅項)	Gain on revaluation of properties, net of deferred tax	-	-	60,168	-	-	-	-	-	60,168
換算海外業務產生之匯兌差額	Exchange differences arising on translation of foreign operations	-	-	-	(4,579)	-	-	-	-	(4,579)
本年度總全面收入	Total comprehensive income for the year	-	-	60,168	(4,579)	-	-	-	(40,043)	15,546
確認權益結算之以股份 為基礎之償付	Recognition of equity-settled share-based payments	-	-	-	-	-	-	155	-	155
已失效之購股權	Share options lapsed	-	-	-	-	-	-	(3)	3	-
已付股息	Dividend paid	-	(12,590)	-	-	-	-	-	-	(12,590)
於2024年3月31日及 2024年4月1日	At 31st March, 2024 and 1st April, 2024	25,180	211,064	153,166	(6,149)	1,668	4,028	605	(186,241)	203,321
本年度虧損	Loss for the year	-	-	-	-	-	-	-	(124,767)	(124,767)
本年度其他全面收入：	Other comprehensive income for the year:									
物業重估之收益 (扣除遞延稅項)	Gain on revaluation of properties, net of deferred tax	-	-	1,606	-	-	-	-	-	1,606
換算海外業務產生之匯兌差額	Exchange differences arising on translation of foreign operations	-	-	-	(963)	-	-	-	-	(963)
本年度總全面虧損	Total comprehensive loss for the year	-	-	1,606	(963)	-	-	-	(124,767)	(124,124)
確認權益結算之以股份 為基礎之償付	Recognition of equity-settled share-based payments	-	-	-	-	-	-	80	-	80
已註銷之購股權	Share options cancelled	-	-	-	-	-	-	(4)	4	-
已失效之購股權	Share options lapsed	-	-	-	-	-	-	(74)	74	-
於2025年3月31日	At 31st March, 2025	25,180	211,064	154,772	(7,112)	1,668	4,028	607	(310,930)	79,277

[#] 該等儲備賬包括綜合財務狀況表內的綜合儲備54,097,000港元(2024年：178,141,000港元)。

[#] These reserve accounts comprise the consolidated reserves of HK\$54,097,000 (2024: HK\$178,141,000) in the consolidated statement of financial position.

Consolidated Statement of Changes in Equity

綜合權益變動表

截至2025年3月31日止年度

For the year ended 31st March, 2025

附註：

Notes:

(a) 物業重估儲備乃因將用途由自用物業變更至於轉讓當日按公平價值入賬之投資物業而產生。

(a) The property revaluation reserve arose from a change in use from an owner-occupied property to an investment property carried at fair value upon the date of transfer.

(b) 本集團的特別儲備乃指下列兩者之總和：

(b) The special reserve of the Group represents the aggregate of:

(i) 由於1999年集團重組，Veeko Holdings Limited的股本面值與本公司發行作為收購代價的股本面值的差額；及

(i) the difference between the nominal value of the share capital of Veeko Holdings Limited and the nominal value of the share capital issued by the Company as consideration for the acquisition, arisen from the group reorganisation in 1999; and

(ii) Veeko Holdings Limited於集團重組前購入附屬公司時，該等附屬公司股本的總面值與Veeko Holdings Limited發行作為收購代價的股本面值的差額。

(ii) the difference between the aggregate nominal value of the share capital of the subsidiaries when they were acquired by Veeko Holdings Limited prior to the group reorganisation and the nominal value of the share capital issued by Veeko Holdings Limited as consideration for the acquisition.

(c) 根據中國相關法律及法規，於中國註冊的本集團旗下公司須將除稅後純利（抵銷任何過往年度虧損後）的若干百分比撥至儲備金，金額根據中國企業一般適用會計原則計算。當該儲備結餘達實體資本的50%時，可選擇性地作出任何進一步撥款。法定儲備可用作抵銷往年虧損或增加資本。然而，於該等用途後法定盈餘儲備的結餘須維持於實體資本的至少25%。

(c) Pursuant to the relevant laws and regulations in the PRC, the companies comprising the Group which are registered in the PRC shall appropriate a certain percentage of their net profit after tax (after offsetting any prior years' losses) calculated under the accounting principles generally applicable to the PRC enterprises to reserve funds. When the balance of this reserve reaches 50% of the entity's capital, any further appropriation is optional. The statutory reserve can be utilised to offset prior years' losses or to increase capital. However, the balance of the statutory surplus reserve must be maintained at a minimum of 25% of the capital after those usages.

Consolidated Statement of Cash Flows

綜合現金流量表

截至2025年3月31日止年度

For the year ended 31st March, 2025

	附註 Notes	2025 千港元 HK\$'000	2024 千港元 HK\$'000
經營業務	OPERATING ACTIVITIES		
除稅前虧損	Loss before tax	(123,993)	(38,411)
就下列項目作出調整：	Adjustments for:		
融資成本	Finance costs	39,781	34,805
利息收入	Interest income	(3,506)	(1,237)
出售產業、廠房及設備項目之 (虧損)/收益淨額	(Loss)/gain on disposal of items of property, plant and equipment, net	280	(275)
修訂租賃之收益	Gains on modification of leases	(48)	(499)
終止租賃之收益	Gains on termination of leases	(6)	(755)
投資物業公平價值之變動淨額	Change in fair value of investment properties, net	40,918	(5,324)
產業、廠房及設備之折舊	Depreciation of property, plant and equipment	3,682	4,879
使用權資產之折舊	Depreciation of right-of-use assets	92,869	93,137
產業、廠房及設備 之減值	Impairment of property, plant and equipment	482	442
使用權資產之減值	Impairment of right-of-use assets	5,495	5,783
應收貿易款項之預期信貸虧損之 回撥	Reversal of expected credit loss for trade receivables	—	(3,381)
存貨之(回撥)/撥備	(Reversal of)/provision for inventories	(1,906)	987
存貨之撇賬	Write-off of inventories	1,502	1,421
虧損性合約之(回撥)/撥備	(Reversal of)/provision for onerous contracts	(569)	314
以股份為基礎之償付開支	Share-based payment expenses	80	155
營運資金變動前之經營業務 現金流量	Operating cash flows before movements in working capital	55,061	92,041
存貨增加	Increase in inventories	(13,700)	(15,734)
應收貿易款項及其他 應收款項減少	Decrease in trade and other receivables	197	1,799
已付租金及水電按金減少	Decrease in rental and utility deposits paid	3,514	207
應付貿易款項及其他 應付款項(減少)/增加	(Decrease)/increase in trade and other payables	(14,156)	16,396
已收租金按金增加/(減少)	Increase/(decrease) in rental deposits received	224	(664)
已付租金按金減少/(增加)	Decrease/(increase) in rental deposits paid	1,490	(3,467)
經營業務所產生之現金淨額	Net cash generated from operations	32,630	90,578
已付利息	Interest paid	(8,111)	(7,778)
已付香港利得稅	Hong Kong profits tax paid	(574)	(599)
於其他司法權區之已退/(已付) 稅項	Tax refund/(paid) in other jurisdictions	40	(187)
來自經營業務的現金淨額	NET CASH FROM OPERATING ACTIVITIES	23,985	82,014

Consolidated Statement of Cash Flows

綜合現金流量表

截至2025年3月31日止年度

For the year ended 31st March, 2025

	附註 Notes	2025 千港元 HK\$'000	2024 千港元 HK\$'000
投資業務			
已收利息		1,949	13
購買產業、廠房及設備項目		(2,503)	(6,139)
來自出售產業、廠房及設備之收益		31	348
抵押存款之存放		(52,991)	(2,231)
抵押存款之提取		42,152	—
用於投資業務的現金淨額		(11,362)	(8,009)
融資業務			
新增銀行及其他貸款		668,156	231,720
償還銀行及其他貸款		(507,686)	(215,682)
新增進口貸款		142,120	268,117
償還進口貸款		(181,117)	(256,041)
租賃付款的本金部分		(96,001)	(93,643)
已付利息		(31,296)	(27,027)
已付股息		—	(12,590)
用於融資業務的現金淨額		(5,824)	(105,146)
現金及現金等值項目增加／(減少)淨值		6,799	(31,141)
年初的現金及現金等值項目		6,355	38,097
外幣匯率變動之影響		(28)	(601)
年終的現金及現金等值項目		13,126	6,355
現金及現金等值項目結餘之分析			
現金及銀行結餘	19	13,126	8,537
抵押存款	19	13,070	2,231
		26,196	10,768
質押作銀行授信抵押品的存款		(13,070)	(2,231)
銀行透支	23	—	(2,182)
於綜合現金流量表所列現金及現金等值項目		13,126	6,355



Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

1. 公司及集團資料

威高國際控股有限公司(「本公司」)於開曼群島註冊成立為受豁免有限公司，其股份在香港聯合交易所有限公司(「聯交所」)上市。本公司之註冊辦事處及主要營業地點於本年報「公司資料」中披露。

本公司董事認為其控股公司及最終控股公司為Silver Crown Profits Limited，該公司於英屬處女群島註冊成立，其最終由HSBC International Trustee Limited代表The J Cheng Family Trust持有。

於年內，本公司及其附屬公司(統稱「本集團」)從事以下主要業務：

- 製造及銷售女仕時裝
- 銷售化妝品
- 投資控股

1. Corporate and Group Information

Veeko International Holdings Limited (the “Company”) was incorporated as an exempted company with limited liability in the Cayman Islands and its shares are listed on The Stock Exchange of Hong Kong Limited (the “Stock Exchange”). The addresses of the registered office and the principal place of business of the Company are disclosed in “Corporate Information” of the annual report.

In the opinion of the directors of the Company, the holding company and ultimate holding company is Silver Crown Profits Limited, a company incorporated in the British Virgin Islands, which is ultimately owned by HSBC International Trustee Limited for The J Cheng Family Trust.

During the year, the Company and its subsidiaries (collectively referred to as the “Group”) were involved in the following principal activities:

- manufacture and sale of ladies fashion
- sale of cosmetics
- investment holding

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

1. 公司及集團資料(續)

附屬公司之資料

本公司主要附屬公司之詳情如下：

1. Corporate and Group Information (Continued)

Information about subsidiaries

Particulars of the Company's principal subsidiaries are as follows:

附屬公司名稱 Name of subsidiary	註冊／成立／ 營運地點 Place of incorporation/ establishment/ operations	已發行及繳足股本／ 註冊資本 Issued and fully paid share capital/ registered capital	本公司應佔權益百分比 Percentage of equity attributable to the Company		主要業務 Principal activities
			直接 Direct	間接 Indirect	
Veeko Holdings Limited	英屬處女群島／香港 BVI/Hong Kong	618.56美元 US\$618.56	100%	—	投資控股 Investment holding
威高時裝有限公司 Veeko Fashion Company Limited	香港 Hong Kong	2,400,000港元 HK\$2,400,000	—	100%	成衣零售 Retailing of garments
Wina Success Limited	香港 Hong Kong	100港元 HK\$100	—	100%	持有物業 Property holding
卡萊美化妝品有限公司 Colourmix Cosmetics Company Limited	香港 Hong Kong	1,000,000港元 HK\$1,000,000	—	100%	化妝品及護膚品零售 Retailing of cosmetics and skincare products
Colourmix Cosmetics Retail Company Limited	香港 Hong Kong	100,000港元 HK\$100,000	—	100%	化妝品及護膚品零售 Retailing of cosmetics and skincare products
卡萊美國際控股有限公司 Colourmix International Holdings Limited	香港 Hong Kong	10,000港元 HK\$10,000	—	100%	持有物業 Property holding
汕頭華南迪高時裝有限公司 (附註) Shantou Huanan Digao Fashion Company Limited (Note)	中國／中國內地 PRC/Mainland China	20,000,000港元 HK\$20,000,000	—	100%	成衣製造 Manufacture of garments

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

1. 公司及集團資料(續)

附屬公司之資料(續)

本公司主要附屬公司之詳情如下：(續)

附屬公司名稱	註冊／成立／ 營運地點	已發行及繳足股本／ 註冊資本	本公司應佔權益百分比		主要業務
Name of subsidiary	Place of incorporation/ establishment/ operations	Issued and fully paid share capital/ registered capital	Percentage of equity attributable to the Company		Principal activities
			直接	間接	
			Direct	Indirect	
汕頭韻高時裝有限公司 (附註)	中國／中國內地	36,000,000港元			成衣製造及持有物業
Shantou Yungao Fashion Company Limited (Note)	PRC/Mainland China	HK\$36,000,000	—	100%	Manufacture of garments and property holding

附註：該等公司以全資擁有外商投資企業之形式註冊。

Note: The companies are registered in the form of wholly-foreign-owned enterprises.

上述附屬公司於年終或年內任何時間概無任何尚未償還的債務證券。

None of the subsidiaries had any debt securities outstanding at the end of the year or at any time during the year.

上表列出董事認為於年內主要影響本集團業績或於年終時構成本集團大部份資產或負債之附屬公司。董事認為列出其他附屬公司之詳情會令資料過於冗長。

The above table lists the subsidiaries of the Company which, in the opinion of the directors, principally affected the results of the Group for the year or formed a substantial portion of the assets or liabilities of the Group at the end of the year. To give details of other subsidiaries would, in the opinion of the directors, result in particulars of excessive length.

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

2. 會計政策

2. Accounting Policies

2.1. 編製基準

2.1. Basis of Preparation

該等財務報表乃遵照由香港會計師公會(「香港會計師公會」)頒佈之香港財務報告準則會計準則(當中包括所有香港財務報告準則(「香港財務報告準則」)、香港會計準則(「香港會計準則」)及詮釋)及香港公司條例之披露要求而編製。該等財務報表乃按照歷史成本法編製，惟投資物業按公平價值計量除外。除另有指明者外，該等財務報表乃以港元(「港元」)呈列，而所有金額均約整至最接近的千位。

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

持續經營基準

Going concern basis

截至2025年3月31日止年度，本集團錄得淨虧損124,767,000港元，而截至該日為止，本集團的流動負債超過其流動資產120,964,000港元。

During the year ended 31st March, 2025, the Group incurred a net loss of HK\$124,767,000 and, as of that date, the Group’s current liabilities exceeded its current assets by HK\$120,964,000.

於2025年3月31日，本集團一年內到期或附帶按要求償還條款之計息銀行借貸為178,095,000港元。於2025年3月31日，本集團之現金及現金等值項目為13,126,000港元。

As at 31st March, 2025, the Group’s interest-bearing bank borrowings due within one year or contain a repayable on demand clause amounted of HK\$178,095,000. As at 31st March, 2025, the Group had cash and cash equivalents of HK\$13,126,000.

鑑於上述情況，董事已審慎考慮本集團未來流動資金及表現以及其可用財務來源，以評估本集團是否有足夠財務資源以持續經營。

In view of the above circumstances, the directors have given careful consideration to the future liquidity and performance of the Group and its available sources of finance in assessing whether the Group will have sufficient financial resources to continue as a going concern.

本公司董事已審閱管理層編製的本集團現金流量預測，包括業務收入及開支增長、營運資金需求以及銀行授信的持續期。

The directors of the Company have reviewed the Group’s cashflow projection prepared by management, which includes revenue and expenditure growth of the business, working capital needs and, the continuing renewal of the banking facilities.

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

2. 會計政策(續)

2.1. 編製基準(續)

持續經營基準(續)

本公司董事認為，經考慮下列因素後，本集團將具備充足資金持續經營：

- (i) 於2025年4月，本集團償還2千萬港元循環貸款，並於同月磋商及取得新增2千萬港元按揭貸款，按180個月分期償還；
- (ii) 持續磋商現有銀行授信與外部融資的續期事宜，包括但不限於取得新增銀行授信；及
- (iii) 考慮潛在的下行風險因素、營運資金敏感度及識別有助進一步減少現金支出及滿足營運現金流量而採取的緩解措施。

本公司董事認為，在考慮已實施或正在實施的措施後，本集團將有足夠的營運資金在該等綜合財務報表獲批准之日起至少未來12個月內為其營運提供資金並履行其財務責任。因此，本公司董事認為按持續經營基準編製本集團截至2025年3月31日止年度的綜合財務報表為恰當。

本集團能否產生足夠的現金流以持續經營將取決於上述措施的成果。

倘持續經營假設並不恰當，則可能需要進行調整，將資產價值減至其可收回金額，以撥備可能產生的進一步負債，並將非流動資產和非流動負債重新分類為流動資產和流動負債。該等調整的影響並未反映在該等綜合財務報表中。

綜合賬目之基準

綜合財務報表包括本集團截至2025年3月31日止年度之財務報表。附屬公司指本公司直接或間接控制的實體。當本集團通過參與投資對象的業務而承受可變回報的風險或享有其權利，以及有能力運用其對投資對象的權力(即令本集團現時有能力指令投資對象的相關活動的現有權利)以影響該等回報時，即取得控制權。

For the year ended 31st March, 2025

2. Accounting Policies (Continued)

2.1. Basis of Preparation (Continued)

Going concern basis (Continued)

In the opinion of directors of the Company, the Group will have adequate funds available to enable it to operate as a going concern after taking into the following:

- (i) In April 2025, the Group repaid revolving loan of HK\$20 million and in the same month, a new HK\$20 million mortgage loan, repayable in 180 monthly installments, was negotiated and obtained;
- (ii) on going negotiation for renewal of existing banking facilities and external financing, including but not limited to, obtaining further banking facilities; and
- (iii) consideration of potential downside risk factors, working capital sensitivities and identified mitigating actions that could be taken to further reduce cash expenditure and meet operating cashflow.

The directors of the Company are of the opinion that, after taking into account the measures implemented or being implemented, the Group will have sufficient working capital to finance its operation and to meet its financial obligations for at least the next twelve months from the date of approval of these consolidated financial statements. Accordingly, the directors of the Company believe it is appropriate to prepare the consolidated financial statements of the Group for the year ended 31st March, 2025 on a going concern basis.

Whether the Group will be able to generate adequate cashflows to continue as a going concern would depend on the successful outcome of the above measures.

Should the going concern assumption be inappropriate, adjustments may have to be made to write down the values of assets to their recoverable amounts, to provide for further liabilities that might arise, and to reclassify non-current assets and non-current liabilities as current assets and current liabilities. The effects of these adjustments have not been reflected in these consolidated financial statements.

Basis of consolidation

The consolidated financial statements include the financial statements of the Group for the year ended 31st March, 2025. A subsidiary is an entity, directly or indirectly, controlled by the Company. Control is achieved when the Group is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee (i.e. existing rights that give the Group the current ability to direct the relevant activities of the investee).

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

2. 會計政策(續)

2. Accounting Policies (Continued)

2.1. 編製基準(續)

2.1. Basis of Preparation (Continued)

綜合賬目之基準(續)

Basis of consolidation (Continued)

一般而言，大多數投票權推定為形成控制權。倘本公司直接或間接擁有少於投資對象大多數投票權或類似權利，則本集團在評估其是否擁有對投資對象的權力時會考慮所有相關事實及情況，包括：

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

- (a) 與投資對象其他投票權益持有人之間的合約安排；
- (b) 因其他合約安排產生的權利；及
- (c) 本集團的投票權及潛在投票權。

- (a) the contractual arrangement with the other vote holders of the investee;
- (b) rights arising from other contractual arrangements; and
- (c) the Group's voting rights and potential voting rights.

附屬公司採用與本公司一致之會計政策編製相同報告期間的財務報表。附屬公司之業績乃於本集團取得控制權之日起綜合入賬，並繼續綜合入賬直至該等控制權終止為止。

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

所有集團內資產及負債、權益、收入、開支及與本集團成員公司之間交易相關的現金流均於賬目綜合時全面抵銷。

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

倘事實及情況顯示以上所列控制權之三個元素中的一個或多個有所變動，本集團會重新評估其是否控制投資對象。在不失去控制權之情況下，附屬公司之所有權權益變動按股權交易列賬。

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

倘本集團失去對附屬公司的控制權，則終止確認相關的資產、負債及匯兌儲備及確認所保留任何投資的公平價值及損益中任何因此產生的盈餘或虧損。先前於其他全面收入內確認的本集團應佔部分按照與本集團直接出售有關資產或負債所須的相同基準重新分類至損益或滾存溢利(倘適用)。

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



Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

2. 會計政策(續)

2.2. 會計政策及披露之變動

本集團已於本年度財務報表首次採納下列經修訂香港財務報告準則會計準則：

香港財務報告準則 第16號修訂本	售後租回的租賃負債
香港會計準則 第1號修訂本	負債分類為流動或非流動(「2020年修訂本」)
香港會計準則 第1號修訂本	附帶契約之非流動負債(「2022年修訂本」)
香港會計準則第7號及香港財務報告準則第7號修訂本	供應商融資安排

經修訂香港財務報告準則會計準則之性質及影響闡述如下：

- (a) 香港財務報告準則第16號修訂本指定賣方承租人在計量售後租回交易中產生的租賃負債時使用的規定，以確保賣方承租人不確認與其保留的使用權相關的任何損益金額。由於自首次應用香港財務報告準則第16號日期以來，本集團概無訂立毋須取決於指數或利率的可變租賃付款的售後租回交易，故此該等修訂本對本集團的財務狀況或表現並無任何影響。

For the year ended 31st March, 2025

2. Accounting Policies (Continued)

2.2. Changes in Accounting Policies and Disclosures

The Group has adopted the following amended HKFRS Accounting Standards for the first time for the current year's financial statement:

Amendments to HKFRS 16	<i>Lease Liability in a Sale and Leaseback</i>
Amendments to HKAS 1	<i>Classification of Liabilities as Current or Non-current (the "2020 Amendments")</i>
Amendments to HKAS 1	<i>Non-current Liabilities with Covenants (the "2022 Amendments")</i>
Amendments to HKAS 7 and HKFRS 7	<i>Supplier Finance Arrangements</i>

The nature and the impact of the amended HKFRS Accounting Standards that are described below:

- (a) Amendments to HKFRS 16 specify the requirements that a seller-lessee uses in measuring the lease liability arising in a sale and leaseback transaction to ensure the seller-lessee does not recognise any amount of the gain or loss that relates to the right of use it retains. Since the Group has no sale and leaseback transactions with variable lease payments that do not depend on an index or a rate occurring from the date of initial application of HKFRS 16, the amendments did not have any impact on the financial position or performance of the Group.

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

2. 會計政策(續)

2. Accounting Policies (Continued)

2.2. 會計政策及披露之變動(續)

2.2. Changes in Accounting Policies and Disclosures (Continued)

- (b) 2020年修訂本澄清將負債分類為流動或非流動的規定，包括延遲清償權利的含義，以及報告期末必須存在的延遲權利。負債的分類不受該實體行使權利延遲清償的可能性所影響。該等修訂本亦澄清，負債可以用其自身的權益工具進行結算，僅於可轉換負債的轉換權本身作為權益工具入賬時，負債的條款方不會影響其分類。2022年修訂本進一步澄清，於貸款安排所產生的負債契約中，僅實體於報告日期或之前須遵守的契約方會影響負債分類為流動或非流動。對於實體於報告期後12個月內須遵守未來契約的非流動負債，須對相關負債作出額外披露。

- (b) The 2020 Amendments clarify the requirements for classifying liabilities as current or non-current, including what is meant by a right to defer settlement and that a right to defer must exist at the end of the reporting period. Classification of a liability is unaffected by the likelihood that the entity will exercise its right to defer settlement. The amendments also clarify that a liability can be settled in its own equity instruments, and that only if a conversion option in a convertible liability is itself accounted for as an equity instrument would the terms of a liability not impact its classification. The 2022 Amendments further clarify that, among covenants of a liability arising from a loan arrangement, only those with which an entity must comply on or before the reporting date affect the classification of that liability as current or non-current. Additional disclosures are required for non-current liabilities that are subject to the entity complying with future covenants within 12 months after the reporting period.

本集團已重新評估2023年及2024年4月1日之負債的條款及條件並認為負債之流動或非流動分類自首次應用該等修訂本以來概無變動。因此，該等修訂本對本集團的財務狀況或表現並無任何影響。

The Group has reassessed the terms and conditions of its liabilities as at 1st April, 2023 and 2024 and concluded that the classification of its liabilities as current or non-current remained unchanged upon initial application of the amendments. Accordingly, the amendments did not have any impact on the financial position or performance of the Group.

- (c) 香港會計準則第7號及香港財務報告準則第7號修訂本澄清供應商融資安排的特點，並規定須就該等安排作出額外披露。該等修訂本的披露規定旨在協助財務報表的使用者了解供應商融資安排對實體的負債、現金流及流動資金風險的影響。由於本集團概無任何供應商融資安排，故此該等修訂本對本集團的財務報表並無任何影響。

- (c) Amendments to HKAS 7 and HKFRS 7 clarify the characteristics of supplier finance arrangements and require additional disclosure of such arrangements. The disclosure requirements in the amendments are intended to assist users of financial statements in understanding the effects of supplier finance arrangements on an entity's liabilities, cash flows and exposure to liquidity risk. As the Group does not have supplier finance arrangements, the amendments did not have any impact on the Group's financial statements.

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

2. 會計政策(續)

2.3. 已頒佈但尚未生效之香港財務報告準則會計準則

本集團並無於此等財務報表內應用下列已頒佈但尚未生效的新訂及經修訂香港財務報告準則會計準則。本集團擬於該等新訂及經修訂香港財務報告準則會計準則生效後(如適用)應用該等新訂及經修訂準則。

香港財務報告準則 第18號	於財務報表呈列及 披露 ³
香港財務報告準則 第19號	無公共問責性的附屬公司： 披露 ³
香港財務報告準則 第9號及香港財務報告準則 第7號修訂本	金融工具的分類及 計量修訂 ²
香港財務報告準則 第9號及香港財務報告準則 第7號修訂本	依賴自然能源生產 電力的合約 ²
香港財務報告準則 第10號及香港會計準則 第28號修訂本	投資者與其聯營公司或合營 公司之間的資產出售或 注資 ⁴
香港會計準則第21號修訂本	缺乏可兌換性 ¹
香港財務報告準則 會計準則的年度 改進—第11卷	香港財務報告準則 第1號、香港財務報告準則 第7號、香港財務報告準則 第9號、香港財務報告準則 第10號及香港會計準則第7 號修訂本 ²

¹ 於2025年1月1日或之後開始之年度期間生效² 於2026年1月1日或之後開始之年度期間生效³ 於2027年1月1日或之後之年度／報告期間生效⁴ 並未訂定強制生效日期，但已可供採納

For the year ended 31st March, 2025

2. Accounting Policies (Continued)

2.3. Issued But Not Yet Effective HKFRS Accounting Standards

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

HKFRS 18	<i>Presentation and Disclosure in Financial Statements³</i>
HKFRS 19	<i>Subsidiaries without Public Accountability: Disclosures³</i>
Amendments to HKFRS 9 and HKFRS 7	<i>Amendments to the Classification and Measurement of Financial Instruments²</i>
Amendments to HKFRS 9 and HKFRS 7	<i>Contracts Referencing Nature-dependent Electricity²</i>
Amendments to HKFRS 10 and HKAS 28	<i>Sale or Contribution of Assets between an Investor and its Associate or Joint Venture⁴</i>
Amendments to HKAS 21	<i>Lack of Exchangeability¹</i>
Annual Improvements to HKFRS Accounting Standards – Volume 11	Amendments to HKFRS 1, HKFRS 7, HKFRS 9, HKFRS 10 and HKAS 7 ²

¹ Effective for annual periods beginning on or after 1st January, 2025² Effective for annual periods beginning on or after 1st January, 2026³ Effective for annual/reporting periods beginning on or after 1st January, 2027⁴ No mandatory effective date yet determined but available for adoption

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

2. 會計政策(續)

2.3. 已頒佈但尚未生效之香港財務報告準則會計準則(續)

下文載述有關預期將適用於本集團之該等香港財務報告準則會計準則之進一步資料：

- (a) 香港財務報告準則第18號取代香港會計準則第1號財務報表的呈列。儘管香港會計準則第1號的多個章節已被納入而變動有限，香港財務報告準則第18號就損益表內呈列方式引入新規定，包括指定的總計及小計。實體須將損益表內所有收益及開支分類為以下五個類別之一：經營、投資、融資、所得稅及已終止經營業務，並呈列兩項新界定小計。其亦規定於單一附註中披露有關管理層所界定的績效指標，並對主要財務報表及附註中資料的組合(合併及分類)和位置提出更嚴格的規定。若干早前已納入香港會計準則第1號的規定移至香港會計準則第8號會計政策、會計估計變更及錯誤，並更名為香港會計準則第8號財務報表的呈列基準。由於頒佈香港財務報告準則第18號，對香港會計準則第7號現金流量表、香港會計準則第33號每股盈利及香港會計準則第34號中期財務報告作出有限但廣泛適用的修訂。此外，其他香港財務報告準則會計準則亦有輕微的相應修訂。香港財務報告準則第18號及其他香港財務報告準則會計準則的相應修訂於2027年1月1日或之後開始的年度期間生效，須追溯應用，並可提早應用。本集團現正分析該等新規定並評估香港財務報告準則第18號對本集團財務報表的呈列及披露的影響。

2. Accounting Policies (Continued)

2.3. Issued But Not Yet Effective HKFRS Accounting Standards (Continued)

Further information about those HKFRS Accounting Standards that are expected to be applicable to the Group is described below:

- (a) HKFRS 18 replaces HKAS 1 Presentation of Financial Statements. While a number of sections have been brought forward from HKAS 1 with limited changes, HKFRS 18 introduces new requirements for presentation within the statement of profit or loss, including specified totals and subtotals. Entities are required to classify all income and expenses within the statement of profit or loss into one of the five categories: operating, investing, financing, income taxes and discontinued operations and to present two new defined subtotals. It also requires disclosures about management-defined performance measures in a single note and introduces enhanced requirements on the grouping (aggregation and disaggregation) and the location of information in both the primary financial statements and the notes. Some requirements previously included in HKAS 1 are moved to HKAS 8 Accounting Policies, Changes in Accounting Estimates and Errors, which is renamed as HKAS 8 Basis of Preparation of Financial Statements. As a consequence of the issuance of HKFRS 18, limited, but widely applicable, amendments are made to HKAS 7 Statement of Cash Flows, HKAS 33 Earnings per Share and HKAS 34 Interim Financial Reporting. In addition, there are minor consequential amendments to other HKFRS Accounting Standards. HKFRS 18 and the consequential amendments to other HKFRS Accounting Standards are effective for annual periods beginning on or after 1st January, 2027 with earlier application permitted. Retrospective application is required. The Group is currently analysing the new requirements and assessing the impact of HKFRS 18 on the presentation and disclosure of the Group's financial statements.

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

2. 會計政策(續)

2.3. 已頒佈但尚未生效之香港財務報告準則會計準則(續)

(b) 香港財務報告準則第19號允許合資格實體選擇應用減少的披露規定，同時仍應用其他香港財務報告準則會計準則的確認、計量及呈列規定。為符合資格，於報告期末，實體須為香港財務報告準則第10號綜合財務報表所界定的附屬公司，且毋須作出公共問責，並須擁有一間編製可供公眾使用符合香港財務報告準則會計準則的綜合財務報表的母公司（最終或中間公司）。允許提前應用。由於本公司為上市公司，故此並不符合資格選擇應用香港財務報告準則第19號。本公司若干附屬公司正考慮於其特定財務報表中應用香港財務報告準則第19號。

(c) 香港財務報告準則第9號及香港財務報告準則第7號修訂本金融工具的分類及計量修訂闡明終止確認金融資產或金融負債的日期，並引入一項會計政策選擇，在符合特定條件的情況下，終止確認於結算日前透過電子付款系統結算的金融負債。該等修訂本釐清如何評估具有環境、社會及管治以及其他類似或然特徵的金融資產的合約現金流量特點。此外，該等修訂本釐清具有無追索權特徵的金融資產及合約掛鈎工具的分類規定。該等修訂本亦包括指定以公平價值計量並計入其他全面收入的股權工具投資及具有或然特徵的金融工具的額外披露。該等修訂本須追溯應用，並於首次應用日期對期初滾存溢利（或權益的其他組成部分）進行調整。過往期間毋須重列，且僅可在不作出預知的情況下重列。允許同時提前應用所有修訂，或僅允許提前應用與金融資產分類相關的修訂。該等修訂本預期不會對本集團的財務報表產生任何重大影響。

2. Accounting Policies (Continued)

2.3. Issued But Not Yet Effective HKFRS Accounting Standards (Continued)

(b) HKFRS 19 allows eligible entities to elect to apply reduced disclosure requirements while still applying the recognition, measurement and presentation requirements in other HKFRS Accounting Standards. To be eligible, at the end of the reporting period, an entity must be a subsidiary as defined in HKFRS 10 *Consolidated Financial Statements*, cannot have public accountability and must have a parent (ultimate or intermediate) that prepares consolidated financial statements available for public use which comply with HKFRS Accounting Standards. Earlier application is permitted. As the Company is a listed company, it is not eligible to elect to apply HKFRS 19. Some of the Company's subsidiaries are considering the application of HKFRS 19 in their specified financial statements.

(c) Amendments to HKFRS 9 and HKFRS 7 *Amendments to the Classification and Measurement of Financial Instruments* clarify the date on which a financial asset or financial liability is derecognised and introduce an accounting policy option to derecognise a financial liability that is settled through an electronic payment system before the settlement date if specified criteria are met. The amendments clarify how to assess the contractual cash flow characteristics of financial assets with environmental, social and governance and other similar contingent features. Moreover, the amendments clarify the requirements for classifying financial assets with non-recourse features and contractually linked instruments. The amendments also include additional disclosures for investments in equity instruments designated at fair value through other comprehensive income and financial instruments with contingent features. The amendments shall be applied retrospectively with an adjustment to opening retained profits (or other component of equity) at the initial application date. Prior periods are not required to be restated and can only be restated without the use of hindsight. Earlier application of either all the amendments at the same time or only the amendments related to the classification of financial assets is permitted. The amendments are not expected to have any significant impact on the Group's financial statements.

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

2. 會計政策(續)

2.3. 已頒佈但尚未生效之香港財務報告準則會計準則(續)

- (d) 香港財務報告準則第9號及香港財務報告準則第7號修訂本依賴自然能源生產電力的合約澄清範圍內合約中「自用」規定的應用，並修改將該等範圍內合約作為現金流對沖關係中的對沖工具處理的指定規定。該等修訂本還包括額外的披露，以使財務報表使用者能夠了解這些合約對實體的表現和未來現金流的影響。該等修訂本中與自用豁免有關的規定應追溯適用。過往期間毋須重列，且僅可在不作出預知的情況下重列。於初始應用日期或之後，與對沖會計相關的修訂應前瞻性地應用於指定的新對沖關係。允許提前應用。香港財務報告準則第9號及香港財務報告準則第7號的修訂應同時應用。該等修訂本預期不會對本集團的財務報表造成任何重大影響。

- (e) 香港財務報告準則第10號及香港會計準則第28號的修訂本解決香港財務報告準則第10號與香港會計準則第28號之間有關投資者與其聯營公司或合營公司之間的資產出售或注資兩者規定的不一致性的問題。該等修訂本規定，當資產出售或注資構成一項業務時，須悉數確認下游交易產生的收益或虧損。當交易涉及不構成一項業務的資產時，由該交易產生的收益或虧損於該投資者的損益內確認，惟僅以不相關投資者於該聯營公司或合營公司的權益為限。該等修訂本將於未來期間應用。香港會計師公會已取消以往對香港財務報告準則第10號及香港會計準則第28號修訂本的強制生效日期。然而，該等修訂本現時可供採納。

2. Accounting Policies (Continued)

2.3. Issued But Not Yet Effective HKFRS Accounting Standards (Continued)

- (d) Amendments to HKFRS 9 and HKFRS 7 *Contracts Referencing Nature-dependent Electricity* clarify the application of the “own-use” requirements for in-scope contracts and amend the designation requirements for a hedged item in a cash flow hedging relationship for in-scope contracts. The amendments also include additional disclosures that enable users of the financial statements to understand the effects these contracts have on an entity’s performance and future cash flows. The amendments relating to the own-use exception shall be applied retrospectively. Prior periods are not required to be restated and can only be restated without the use of hindsight. The amendments relating to the hedge accounting shall be applied prospectively to new hedging relationships designated on or after the date of initial application. Earlier application is permitted. The amendments to HKFRS 9 and HKFRS 7 shall be applied at the same time. The amendments are not expected to have any significant impact.

- (e) Amendments to HKFRS 10 and HKAS 28 address an inconsistency between the requirements in HKFRS 10 and in HKAS 28 in dealing with the sale or contribution of assets between an investor and its associate or joint venture. The amendments require a full recognition of a gain or loss resulting from a downstream transaction when the sale or contribution of assets constitutes a business. For a transaction involving assets that do not constitute a business, a gain or loss resulting from the transaction is recognised in the investor’s profit or loss only to the extent of the unrelated investor’s interest in that associate or joint venture. The amendments are to be applied prospectively. The previous mandatory effective date of amendments to HKFRS 10 and HKAS 28 was removed by the HKICPA. However, the amendments are available for adoption now.



Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

2. 會計政策(續)

2.3. 已頒佈但尚未生效之香港財務報告準則會計準則(續)

- (f) 香港會計準則第21號修訂本訂明實體如何評估貨幣是否可兌換為另一種貨幣及於缺乏可兌換性的情況下，其於計量日期如何估計即期匯率。該等修訂本規定披露資料，使財務報表使用者了解貨幣不可兌換性的影響。該等修訂本允許提前應用。當應用該等修訂本時，實體不能重列比較資料。初始應用該等修訂本的任何累計影響應確認為滾存溢利期初結餘或權益單獨組成部分於初始應用日期(如適用)應計累計匯兌差額的調整。該等修訂本預期不會對本集團的財務報表產生任何重大影響。

2. Accounting Policies (Continued)

2.3. Issued But Not Yet Effective HKFRS Accounting Standards (Continued)

- (f) Amendments to HKAS 21 specify how an entity shall assess whether a currency is exchangeable into another currency and how it shall estimate a spot exchange rate at a measurement date when exchangeability is lacking. The amendments require disclosures of information that enable users of financial statements to understand the impact of a currency not being exchangeable. Earlier application is permitted. When applying the amendments, an entity cannot restate comparative information. Any cumulative effect of initially applying the amendments shall be recognised as an adjustment to the opening balance of retained profits or to the cumulative amount of translation differences accumulated in a separate component of equity, where appropriate, at the date of initial application. The amendments are not expected to have any significant impact on the Group's financial statements.

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

2. 會計政策(續)

2.3. 已頒佈但尚未生效之香港財務報告準則會計準則(續)

- (g) 香港財務報告準則會計準則的年度改進 – 第11卷載列香港財務報告準則第1號、香港財務報告準則第7號(及實施香港財務報告準則第7號的隨附指引)、香港財務報告準則第9號、香港財務報告準則第10號及香港會計準則第7號的修訂。預期適用於本集團的該等修訂詳情如下：

- 香港財務報告準則第7號金融工具：披露：該等修訂本已更新香港財務報告準則第7號第B38段及實施香港財務報告準則第7號的指引第IG1、IG14及IG20B段的若干措辭，以簡化或與準則的其他段落及／或其他準則所用的概念及術語達致一致性。此外，該等修訂本釐清實施香港財務報告準則第7號的指引未必說明香港財務報告準則第7號參考段落的所有規定，亦未必增設額外規定。允許提早應用。預期該等修訂本不會對本集團的財務報表產生任何重大影響。

2. Accounting Policies (Continued)

2.3. Issued But Not Yet Effective HKFRS Accounting Standards (Continued)

- (g) Annual Improvements to HKFRS Accounting Standards – Volume 11 set out amendments to HKFRS 1, HKFRS 7 (and the accompanying Guidance on implementing HKFRS 7), HKFRS 9, HKFRS 10 and HKAS 7. Details of the amendments that are expected to be applicable to the Group are as follows:

- HKFRS 7 *Financial Instruments: Disclosures*: The amendments have updated certain wording in paragraph B38 of HKFRS 7 and paragraphs IG1, IG14 and IG20B of the Guidance on implementing HKFRS 7 for the purpose of simplification or achieving consistency with other paragraphs in the standard and/or with the concepts and terminology used in other standards. In addition, the amendments clarify that the Guidance on implementing HKFRS 7 does not necessarily illustrate all the requirements in the referenced paragraphs of HKFRS 7 nor does it create additional requirements. Earlier application is permitted. The amendments are not expected to have any significant impact on the Group's financial statements.



Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

2. 會計政策(續)

2.3. 已頒佈但尚未生效之香港財務報告準則會計準則(續)

(g) 香港財務報告準則會計準則的年度改進—第11卷載列香港財務報告準則第1號、香港財務報告準則第7號(及實施香港財務報告準則第7號的隨附指引)、香港財務報告準則第9號、香港財務報告準則第10號及香港會計準則第7號的修訂。預期適用於本集團的該等修訂詳情如下：(續)

- 香港財務報告準則第9號金融工具：該等修訂本釐清當承租人釐定租賃負債已根據香港財務報告準則第9號終止時，承租人須應用香港財務報告準則第9號第3.3.3段，並於損益中確認所產生的任何收益或虧損。此外，該等修訂本已更新香港財務報告準則第9號第5.1.3段及香港財務報告準則第9號附錄A的若干措辭，以消除潛在混淆。允許提早應用。預期該等修訂本不會對本集團的財務報表產生任何重大影響。
- 香港財務報告準則第10號綜合財務報表：該等修訂釐清香港財務報告準則第10號第B74段所述的關係僅為投資者與作為投資者實際代理的其他各方之間可能存在的各種關係的其中一個例子，移除與香港財務報告準則第10號第B73段規定不一致之處。允許提早應用。預期該等修訂本不會對本集團的財務報表產生任何重大影響。

2. Accounting Policies (Continued)

2.3. Issued But Not Yet Effective HKFRS Accounting Standards (Continued)

(g) Annual Improvements to HKFRS Accounting Standards – Volume 11 set out amendments to HKFRS 1, HKFRS 7 (and the accompanying Guidance on implementing HKFRS 7), HKFRS 9, HKFRS 10 and HKAS 7. Details of the amendments that are expected to be applicable to the Group are as follows: (Continued)

- HKFRS 9 *Financial Instruments*: The amendments clarify that when a lessee has determined that a lease liability has been extinguished in accordance with HKFRS 9, the lessee is required to apply paragraph 3.3.3 of HKFRS 9 and recognise any resulting gain or loss in profit or loss. In addition, the amendments have updated certain wording in paragraph 5.1.3 of HKFRS 9 and Appendix A of HKFRS 9 to remove potential confusion. Earlier application is permitted. The amendments are not expected to have any significant impact on the Group's financial statements.
- HKFRS 10 *Consolidated Financial Statements*: The amendments clarify that the relationship described in paragraph B74 of HKFRS 10 is just one example of various relationships that might exist between the investor and other parties acting as de facto agents of the investor, which removes the inconsistency with the requirement in paragraph B73 of HKFRS 10. Earlier application is permitted. The amendments are not expected to have any significant impact on the Group's financial statements.

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

2. 會計政策(續)

2.3. 已頒佈但尚未生效之香港財務報告準則會計準則(續)

- (g) 香港財務報告準則會計準則的年度改進 – 第11卷載列香港財務報告準則第1號、香港財務報告準則第7號(及實施香港財務報告準則第7號的隨附指引)、香港財務報告準則第9號、香港財務報告準則第10號及香港會計準則第7號的修訂。預期適用於本集團的該等修訂詳情如下：(續)

- 香港會計準則第7號現金流量表：於先前刪除「成本法」的定義後，該等修訂於香港會計準則第7號第37段以「按成本」一詞取代「成本法」。允許提早應用。預期該等修訂本不會對本集團的財務報表產生任何影響。

2.4. 重大會計政策

公平價值計量

本集團於每個報告期末按公平價值計量其投資物業。公平價值為於計量日期市場參與者之間進行的有序交易中，就出售資產所收取或轉讓負債所支付的價格。公平價值計量乃基於出售資產或轉讓負債的交易於資產或負債的主要市場進行，在未有主要市場的情況下則於資產或負債的最有利市場進行的假設。主要或最有利市場須為本集團可進入的市場。資產或負債的公平價值基於市場參與者為資產或負債定價時所採用的假設計量，並假設市場參與者基於最佳經濟利益行事。

2. Accounting Policies (Continued)

2.3. Issued But Not Yet Effective HKFRS Accounting Standards (Continued)

- (g) Annual Improvements to HKFRS Accounting Standards – Volume 11 set out amendments to HKFRS 1, HKFRS 7 (and the accompanying Guidance on implementing HKFRS 7), HKFRS 9, HKFRS 10 and HKAS 7. Details of the amendments that are expected to be applicable to the Group are as follows: (Continued)

- HKAS 7 *Statement of Cash Flows*: The amendments replace the term “cost method” with “at cost” in paragraph 37 of HKAS 7 following the prior deletion of the definition of “cost method”. Earlier application is permitted. The amendments are not expected to have any impact on the Group’s financial statements.

2.4. Material Accounting Policies

Fair value measurement

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

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

2. 會計政策(續)

2.4. 重大會計政策(續)

公平價值計量(續)

非金融資產之公平價值計量乃計入市場參與者以其最高和最佳用法使用該資產或將之售予應可以其最高和最佳用法使用該資產之另一市場參與者以產生經濟利益之能力。

本集團使用適用於不同情況且具備足夠可用數據以計量公平價值的估值技術，以盡可能使用相關可觀察輸入數據及盡可能減少使用不可觀察輸入數據。

於財務報表計量或披露公平價值的所有資產及負債，均根據對公平價值計量整體而言屬重大的最低層級輸入數據按下述公平價值層級進行分類：

- | | |
|-----|--|
| 第1層 | — 基於相同資產或負債在活躍市場的報價(未予調整) |
| 第2層 | — 基於可直接或間接觀察得到對公平價值計量而言屬重大的最低層級輸入數據的估值技術 |
| 第3層 | — 基於不可觀察得到對公平價值計量而言屬重大的最低層級輸入數據的估值技術 |

就於財務報表中經常性確認的資產及負債而言，本集團於每個報告期末根據對整體公平價值計量而言屬重大的最低層級輸入數據重新評估分類，釐定不同層級間有否發生轉移。

For the year ended 31st March, 2025

2. Accounting Policies (Continued)

2.4. Material Accounting Policies (Continued)

Fair value measurement (Continued)

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

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

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

- | | |
|---------|---|
| Level 1 | — based on quoted prices (unadjusted) in active markets for identical assets or liabilities |
| Level 2 | — based on valuation techniques for which the lowest level input that is significant to the fair value measurement is observable, either directly or indirectly |
| Level 3 | — based on valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable |

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

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

2. 會計政策(續)

2. Accounting Policies (Continued)

2.4. 重大會計政策(續)

2.4. Material Accounting Policies (Continued)

非金融資產之減值

倘有跡象顯示存在減值，或須就資產(存貨、遞延稅項資產、金融資產及投資物業除外)進行年度減值測試，則會估計該資產的可收回金額。資產的可收回金額為該資產或現金產生單位的使用價值與其公平價值減出售成本的較高金額，並就個別資產釐定，除非有關資產並無產生在很大程度上獨立於其他資產或資產組別的現金流入，在此情況下，可收回金額就資產所屬現金產生單位釐定。於對現金產生單位進行減值測試時，倘能於合理及一致的基準上分配，則將企業資產的部分賬面值分配至個別現金產生單位，否則分配至最小的現金產生單位組別。

Impairment of non-financial assets

Where an indication of impairment exists, or when annual impairment testing for an asset is required (other than inventories, deferred tax assets, financial assets and investment properties), the asset's recoverable amount is estimated. An asset's recoverable amount is the higher of the asset's or cash-generating unit's value in use and its fair value less costs of disposal, and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets, in which case the recoverable amount is determined for the cash-generating unit to which the asset belongs. In testing a cash-generating unit for impairment, a portion of the carrying amount of a corporate asset is allocated to an individual cash-generating unit if it can be allocated on a reasonable and consistent basis or, otherwise, to the smallest group of cash-generating units.

減值虧損僅於資產的賬面值超逾其可收回金額時確認。於評估使用價值時，估計未來現金流量按可反映現時市場對貨幣時間價值及資產特定風險的評估的稅前折現率折現至現值。減值虧損於產生期間自損益中與減值資產功能一致之支出類別扣除。

An impairment loss is recognised only if the carrying amount of an asset exceeds its recoverable amount. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. An impairment loss is charged to profit or loss in the period in which it arises in those expense categories consistent with the function of the impaired asset.

於各報告期末評估是否有跡象顯示過往確認的減值虧損可能不再存在或已減少。如存在該跡象，則會估計可收回金額。過往確認的資產減值虧損，僅會於用以釐定該資產可收回金額的估計改變時撥回，惟撥回的金額不得高於假設過往年度並無就資產確認減值而應已釐定的賬面值(扣除任何折舊)。減值虧損撥回於產生期間計入損益。

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



Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

2. 會計政策(續)

2. Accounting Policies (Continued)

2.4. 重大會計政策(續)

2.4. Material Accounting Policies (Continued)

關聯方

Related parties

在下列情況下，有關方將視為與本集團有關聯：

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

(a) 有關方為個人或該人士的直屬家庭成員，而該人士：

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

(i) 控制或共同控制本集團；

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

(ii) 對本集團有重大影響力；或

(ii) has significant influence over the Group; or

(iii) 屬本集團或本集團母公司的主要管理人員；

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

或

or

(b) 有關方為實體並符合下列任何一項條件：

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

(i) 該實體與本集團屬同一集團的成員公司；

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

(ii) 一家實體為另一家實體的聯營公司或合資企業(或另一家實體的母公司、附屬公司或同系附屬公司)；

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

(iii) 該實體與本集團為同一第三方的合資企業；

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

(iv) 一家實體為第三方實體的合資企業，而另一實體為第三方實體的聯營公司；

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

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

2. 會計政策(續)

2.4. 重大會計政策(續)

關聯方(續)

(b) 有關方為實體並符合下列任何一項條件：(續)

- (v) 該實體為本集團或與本集團有關聯的實體就僱員福利設立的離職後福利計劃；
- (vi) 該實體受(a)所識別人士控制或共同控制；
- (vii) (a)(i)所識別之人士對該實體有重大影響力或屬該實體(或該實體的母公司)的主要管理人員；及
- (viii) 該實體、或其所屬集團的任何成員公司向本集團或本集團的母公司提供主要管理人員服務。

產業、廠房及設備以及折舊

產業、廠房及設備按成本減累計折舊及任何減值虧損列賬。產業、廠房及設備項目的成本包括其購入價及使資產處於擬定用途的運作狀況及地點而產生的任何直接成本。

產業、廠房及設備項目投入運作後所涉及之費用(如維修保養費用)一般會在產生期間的損益中扣除。在符合確認準則的情況下，重大檢查的支出可按撥充資本計入作為重置之資產賬面值。倘產業、廠房及設備的重要部分需要不時重置，本集團將確認該部分為個別具有特定使用年期之資產並相應計提折舊。

For the year ended 31st March, 2025

2. Accounting Policies (Continued)

2.4. Material Accounting Policies (Continued)

Related parties (Continued)

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

- (v) the entity is a post-employment benefit plan for the benefit of employees of either the Group or an entity related to the Group;
- (vi) the entity is controlled or jointly controlled by a person identified in (a);
- (vii) a person identified in (a)(i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity); and
- (viii) the entity, or any member of a group of which it is a part, provides key management personnel services to the Group or to the parent of the Group.

Property, plant and equipment and depreciation

Property, plant and equipment are stated at cost less accumulated depreciation and any impairment losses. The cost of an item of property, plant and equipment comprises its purchase price and any directly attributable costs of bringing the asset to its working condition and location for its intended use.

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

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

2. 會計政策(續)

2.4. 重大會計政策(續)

產業、廠房及設備以及折舊(續)

產業、廠房及設備按各項目之估計可用年期以直線法計算折舊，以撇銷其成本至其殘餘價值。就此所採用之主要年利率如下：

租賃土地及樓宇	按租賃年期
租賃樓宇裝潢	20%或按租賃年期(以較短者為準)
廠房及機器	25%
傢俬及裝置	20%
辦公室設備	33⅓%
汽車	20%

倘產業、廠房及設備項目之組成部分有不同之可用年期，則該項目之成本按合理之基準分配至各組成部分，各組成部分獨立計算折舊。殘餘價值、可用年期及折舊方法至少於每個財政年度末進行檢討及調整(倘適用)。

產業、廠房及設備項目(包括初始確認之任何重要部分)將在被出售，或預計其使用或出售不再產生未來經濟利益時終止確認。出售或報廢所產生之任何收益或虧損於資產終止確認當年在損益中確認，其數額為出售有關資產所得款項淨額與其賬面值之差額。

投資物業

投資物業為持作賺取租金收入及／或作資本增值之土地及樓宇之權益(包括使用權資產)。該等物業初始以成本(包括交易成本)計量。初始確認後，投資物業按公平價值呈列，反映報告期末的市況。

For the year ended 31st March, 2025

2. Accounting Policies (Continued)

2.4. Material Accounting Policies (Continued)

Property, plant and equipment and depreciation (Continued)

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

Leasehold land and buildings	Over the lease terms of the leases
Leasehold improvements	20% or over the terms of the leases, whichever is shorter
Plant and machinery	25%
Furniture and fixtures	20%
Office equipment	33⅓%
Motor vehicles	20%

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

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

Investment properties

Investment properties are interests in land and buildings (including right-of-use asset) held to earn rental income and/or for capital appreciation. Such properties are measured initially at cost, including transaction costs. Subsequent to initial recognition, investment properties are stated at fair value, which reflects market conditions at the end of the reporting period.

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

2. 會計政策(續)

2.4. 重大會計政策(續)

投資物業(續)

投資物業公平價值之變動所產生之收益或虧損，計入所產生年度之損益中。

報廢或出售投資物業之任何收益或虧損均於報廢或出售年度之損益中確認。

倘本集團作為自用物業佔用之物業成為投資物業，則本集團根據「產業、廠房及設備以及折舊」項下政策將有關自用物業入賬，直至變更用途日期為止。根據上述「產業、廠房及設備以及折舊」項下政策，該物業當日賬面值與公平價值之間任何差額入賬列為重估。

租賃

本集團於合約開始時評估合約是否為租賃或包含租賃。倘合約為換取代價而給予在一段時間內控制使用可識別資產的權利，則該合約為租賃或包含租賃。

本集團作為承租人

本集團對所有租賃(惟短期租賃除外)採取單一確認及計量方法。本集團確認租賃負債以作出租賃付款，而使用權資產指使用相關資產的權利。

(a) 使用權資產

本集團於租賃開始日期(即相關資產可供使用當日)確認使用權資產。使用權資產按成本減任何累計折舊及任何減值虧損計量，並就任何重新計量租賃負債作出調整。

For the year ended 31st March, 2025

2. Accounting Policies (Continued)

2.4. Material Accounting Policies (Continued)

Investment properties (Continued)

Gains or losses arising from changes in the fair values of investment properties are included in profit or loss in the year in which they arise.

Any gains or losses on the retirement or disposal of an investment property are recognised in profit or loss in the year of the retirement or disposal.

If a property occupied by the Group as an owner-occupied property becomes an investment property, the Group accounts for such property in accordance with the policy stated under “Property, plant and equipment and depreciation” for owned property up to the date of change in use, and any difference at that date between the carrying amount and the fair value of the property is accounted for as a revaluation in accordance with the policy stated under “Property, plant and equipment and depreciation” above.

Leases

The Group assesses at contract inception whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

Group as a lessee

The Group applies a single recognition and measurement approach for all leases, except for short-term leases. The Group recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

(a) Right-of-use assets

Right-of-use assets are recognised at the commencement date of the lease (that is the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and any impairment losses, and adjusted for any remeasurement of lease liabilities.

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

2. 會計政策(續)

2. Accounting Policies (Continued)

2.4. 重大會計政策(續)

2.4. Material Accounting Policies (Continued)

租賃(續)

Leases (Continued)

本集團作為承租人(續)

Group as a lessee (Continued)

(a) 使用權資產(續)

(a) Right-of-use assets (Continued)

使用權資產的成本包括：

The cost of right-of-use assets includes:

- 租賃負債的初始計量金額；
- 於開始日期或之前作出的任何租賃付款，減任何已收租賃優惠；
- 本集團產生的任何初始直接成本；及
- 本集團於清拆及搬遷相關資產、復原相關資產所在場地或復原相關資產至租賃的條款及條件所規定的狀況而產生的成本估計。

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

使用權資產按資產之租賃期及預計使用年限的較短者按直線法計算折舊：

Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease terms and the estimated useful lives of the assets as follows:

租賃土地	50年
零售店舖及辦公室物業	1至4年
汽車	4至5年

Leasehold land	50 years
Retail stores and office properties	1 to 4 years
Motor vehicles	4 to 5 years

如果租賃資產的所有權於租賃期結束時轉移至本集團或成本反映購買選擇權之行使，則使用資產之估計使用年限計算折舊。

If ownership of the leased asset transfers to the Group by the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

本集團於綜合財務狀況表內將不符合投資物業定義之使用權資產呈列為一項單獨項目。符合投資物業定義之使用權資產乃於「投資物業」內呈列。

The Group presents right-of-use assets that do not meet the definition of investment property as a separate line item on the consolidated statement of financial position. Right-of-use assets that meet the definition of investment property are presented in “Investment properties”.

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

2. 會計政策(續)

2. Accounting Policies (Continued)

2.4. 重大會計政策(續)

2.4. Material Accounting Policies (Continued)

租賃(續)

Leases (Continued)

本集團作為承租人(續)

Group as a lessee (Continued)

(b) 租賃負債

(b) Lease liabilities

於租賃開始日期，本集團按該日未付的租賃付款現值確認及計量租賃負債。於計算租賃付款現值時，倘租賃隱含的利率難以釐定，則本集團使用租賃開始日期的增量借款利率計算。

At the commencement date of a lease, the Group recognises and measures the lease liability at the present value of lease payments that are unpaid at that date. In calculating the present value of lease payments, the Group uses the incremental borrowing rate at the lease commencement date if the interest rate implicit in the lease is not readily determinable.

租賃付款包括：

The lease payments include:

- 固定付款(包括實質固定付款)減任何應收租賃優惠；
- 視乎指數或利率而定的可變租賃付款(使用開始日期的指數或利率初始計量)；
- 根據剩餘價值擔保預期本集團應付的金額；
- 購買選擇權的行使價(倘本集團合理地確定會行使該選擇權)；及
- 終止租賃的罰款付款(倘租期反映本集團會行使選擇權終止租賃)。

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

反映市場租金率變動的可變租賃付款使用於開始日期的市場租金率初始計量。不會依賴指數或利率的可變租賃付款不計入租賃負債及使用權資產計量，並在觸發付款的事件或條件出現的期間內確認為開支。

Variable lease payments that reflect changes in market rental rates are initially measured using the market rental rates as at the commencement date. Variable lease payments that do not depend on an index or a rate are not included in the measurement of lease liabilities and right-of-use assets, and are recognised as an expense in the period in which the event or condition that triggers the payment occurs.

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

2. 會計政策(續)

2.4. 重大會計政策(續)

租賃(續)

本集團作為承租人(續)

(b) 租賃負債(續)

於開始日期後，租賃負債按累計利息及租賃付款作出調整。

倘出現以下情況，本集團重新計量租賃負債(並就相關使用權資產作出相應調整)：

- 租賃期有所變動或行使購買選擇權的評估發生變化，在此情況下，相關租賃負債透過使用重新評估日期的經修訂折現率折現經修訂租賃付款而重新計量。
- 因進行市場租金調查後市場租金率變動而導致租賃付款變動，在此情況下，相關租賃負債透過使用初始折現率折現經修訂租賃付款而重新計量。

本集團於綜合財務狀況表中將租賃負債呈列為單獨項目。

(c) 分配代價至合約組成部分

就含有租賃組成部分以及一項或多項額外租賃或非租賃組成部分的合約而言，本集團將合約的代價分配至各租賃組成部分，基準是租賃組成部分的相對獨立價格及非租賃組成部分的總獨立價格，包括收購物業所有權權益(包括租賃土地及非租賃樓宇組成部分)的合約，除非有關分配不能可靠作出。

非租賃組成部分與租賃組成部分分開，並採用其他適用準則入賬。

For the year ended 31st March, 2025

2. Accounting Policies (Continued)

2.4. Material Accounting Policies (Continued)

Leases (Continued)

Group as a lessee (Continued)

(b) Lease liabilities (Continued)

After the commencement date, lease liabilities are adjusted by interest accretion and lease payments.

The Group remeasures lease liabilities (and makes a corresponding adjustment to the related right-of-use assets) whenever:

- the lease term has been changed or there is a change in the assessment of exercise of a purchase option, in which case the related lease liability is remeasured by discounting the revised lease payments using a revised discount rate at the date of reassessment.
- the lease payments have been changed due to changes in market rental rates following a market rent review, in which case the related lease liability is remeasured by discounting the revised lease payments using the initial discount rate.

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

(c) Allocation of consideration to components of a contract

For a contract that contains a lease component and one or more additional lease or non-lease components, the Group allocates the consideration in the contract to each lease component on the basis of the relative stand-alone price of the lease component and the aggregate stand-alone price of the non-lease components including contract for acquisition of ownership interests of a property which includes both leasehold land and non-lease building components, unless such allocation cannot be made reliably.

Non-lease components are separated from the lease component and are accounted for by applying other applicable standards.

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

2. 會計政策(續)

2. Accounting Policies (Continued)

2.4. 重大會計政策(續)

2.4. Material Accounting Policies (Continued)

租賃(續)

Leases (Continued)

本集團作為承租人(續)

Group as a lessee (Continued)

(d) 短期租賃

(d) Short-term leases

本集團對自開始日期起12個月或以下之租賃期限及並無購置權之零售店舖及辦公室物業租賃採用短期租賃確認豁免。短期租賃之租賃付款在租賃期內以直線法或另一系統性基準確認為開支。

The Group applies the short-term lease recognition exemption to leases of retail stores and office properties that have a lease term of 12 months or less from the commencement date and do not contain a purchase option. Lease payments on short-term leases are recognised as an expense on a straight-line basis or another systematic basis over the lease term.

(e) 可退還租賃按金

(e) Refundable rental deposits

已付可退還租賃按金乃根據香港財務報告準則第9號入賬並按公平價值初始計量。於初始確認時對公平價值之調整被視為額外租賃付款並計入使用權資產成本。

Refundable rental deposits paid are accounted for under HKFRS 9 and initially measured at fair value. Adjustments to fair value at initial recognition are considered as additional lease payments and included in the cost of right-of-use assets.

(f) 租賃修訂

(f) Lease modifications

倘出現以下情況，本集團將租賃修訂作為一項單獨的租賃進行入賬：

The Group accounts for a lease modification as a separate lease if:

- 該項修訂通過增加使用一項或多項相關資產的權利，擴大租賃範圍；及
- 調增租賃的代價，增加的金額相當於範圍擴大對應的單獨價格，以及為反映特定合約情況對單獨價格所作任何適當調整。

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

就未作為一項單獨租賃入賬的租賃修訂而言，本集團基於透過使用修訂生效日期的經修訂折現率折現經修訂租賃付款的經修訂租賃的租期重新計量租賃負債扣減任何租賃優惠應收款項。

For a lease modification that is not accounted for as a separate lease, the Group remeasures the lease liability less any lease incentives receivable, based on the lease term of the modified lease by discounting the revised lease payments using a revised discount rate at the effective date of the modification.

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

2. 會計政策(續)

2. Accounting Policies (Continued)

2.4. 重大會計政策(續)

2.4. Material Accounting Policies (Continued)

租賃(續)

Leases (Continued)

本集團作為承租人(續)

Group as a lessee (Continued)

(f) 租賃修訂(續)

(f) Lease modifications (Continued)

本集團通過對相關使用權資產進行相應調整，對租賃負債的重新計量進行會計處理。當經修訂合約包含租賃組成部分和一個或多個額外租賃或非租賃組成部分時，本集團會按租賃組成部分的相對單獨價格及非租賃組成部分的總單獨價格的基準，將經修訂合約中的代價分配至各租賃組成部分。

The Group accounts for the remeasurement of lease liabilities by making corresponding adjustments to the relevant right-of-use asset. When the modified contract contains a lease component and one or more additional lease or non-lease components, the Group allocates the consideration in the modified contract to each lease component on the basis of the relative stand-alone price of the lease component and the aggregate stand-alone price of the non-lease components.

本集團作為出租人

Group as a lessor

(a) 租賃的分類和計量

(a) Classification and measurement of leases

本集團作為出租人的租賃分類為融資租賃或經營租賃。倘租賃條款將與相關資產所有權有關的絕大部分風險和回報轉移給承租人，合約則被分類為融資租賃。所有其他租賃均分類為經營租賃。

Leases for which the Group is a lessor are classified as finance or operating leases. Whenever the terms of the lease transfer substantially all the risks and rewards incidental to ownership of an underlying asset to the lessee, the contract is classified as a finance lease. All other leases are classified as operating leases.

經營租賃之租金收入於有關租賃期內按直線法在損益中確認。商討及安排經營租賃產生之初始直接成本會加入所租賃資產的賬面值，且該等成本於租賃期內按直線法確認為開支，惟以公平價值模式計量之投資物業除外。取決於指數或利率的經營租賃可變租賃付款已予估計並計入將於租賃期內以直線法確認的租賃付款總額。並非取決於指數或利率的可變租賃付款於其產生時確認為收入。

Rental income from operating leases is recognised in profit or loss on a straight-line basis over the term of the relevant lease. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset, and such costs are recognised as an expense on a straight-line basis over the lease term except for investment properties measured under the fair value model. Variable lease payments for operating leases that depend on an index or a rate are estimated and included in the total lease payments to be recognised on a straight-line basis over the lease term. Variable lease payments that do not depend on an index or a rate are recognised as income when they arise.

(b) 分配代價至合約組成部分

(b) Allocation of consideration to components of a contract

當合約同時包含租賃及非租賃組成部分時，本集團應用香港財務報告準則第15號來自客戶合約之收入將合約代價分配至租賃及非租賃組成部分。非租賃組成部分基於其相對單獨售價與租賃組成部分分開。

When a contract includes both lease and non-lease components, the Group applies HKFRS 15 *Revenue from Contracts with Customers* to allocate consideration in a contract to lease and non-lease components. Non-lease components are separated from the lease component on the basis of their relative stand-alone selling prices.

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

2. 會計政策(續)

2.4. 重大會計政策(續)

租賃(續)

本集團作為出租人(續)

(c) 可退還租賃按金

已收可退還租賃按金乃根據香港財務報告準則第9號入賬及初始按公平價值計量。初始確認時對公平價值作出的調整被視作承租人的額外租賃付款。

(d) 租賃修訂

並非原條款及條件一部分的租賃合約的代價變動作為租賃修訂入賬，包括通過寬免或寬減租金提供的租賃優惠。

鑒於與原租約相關的任何預付或累計租賃付款為新租約租賃付款的一部分，本集團自修訂生效日期起將經營租賃修訂入賬列作新租賃。

投資及其他金融資產

初始確認及計量

金融資產於初始確認時分類為其後按攤銷成本、按公平價值計入其他全面收入及按公平價值計入損益計量。

於初始確認時，金融資產分類取決於金融資產的合約現金流量特點及本集團管理該等金融資產的業務模式。除不含重大融資部分或本集團已應用可行權宜方法不調整重大融資部分的影響的應收貿易款項外，本集團初步按公平價值計量金融資產；如屬並非按公平價值計入損益的金融資產，則另加交易成本。不含重大融資部分或本集團已應用可行權宜方法的應收貿易款項乃根據下文「收入確認」所載的政策，按香港財務報告準則第15號來自客戶合約之收入釐定的交易價格計量。

For the year ended 31st March, 2025

2. Accounting Policies (Continued)

2.4. Material Accounting Policies (Continued)

Leases (Continued)

Group as a lessor (Continued)

(c) Refundable rental deposits

Refundable rental deposits received are accounted for under HKFRS 9 and initially measured at fair value. Adjustments to fair value at initial recognition are considered as additional lease payments from lessees.

(d) Lease modification

Changes in considerations of lease contracts that were not part of the original terms and conditions are accounted for as lease modifications, including lease incentives provided through forgiveness or reduction of rentals.

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

Investments and other financial assets

Initial recognition and measurement

Financial assets are classified, at initial recognition, as subsequently measured at amortised cost, fair value through other comprehensive income and fair value through profit or loss.

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Group's business model for managing them. With the exception of trade receivables that do not contain a significant financing component or for which the Group has applied the practical expedient of not adjusting the effect of a significant financing component, the Group initially measures a financial asset at its fair value plus in the case of a financial asset not at fair value through profit or loss, transaction costs. Trade receivables that do not contain a significant financing component or for which the Group has applied the practical expedient are measured at the transaction price determined under HKFRS 15 *Revenue from Contracts with Customers* in accordance with the policies set out for "Revenue recognition" below.

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

2. 會計政策(續)

2.4. 重大會計政策(續)

投資及其他金融資產(續)

初始確認及計量(續)

為使金融資產按攤銷成本或按公平價值計入其他全面收入分類及計量，需產生純粹為支付本金及未償還本金利息（「純粹為支付本金及利息」）的現金流量。現金流量並非純粹為支付本金及利息的金融資產，不論業務模式如何，均按公平價值計入損益分類及計量。

本集團管理金融資產的業務模式指其如何管理金融資產以產生現金流量。該業務模式確定現金流量是否來自收取合約現金流量、出售金融資產，或兩者兼有。按攤銷成本分類及計量的金融資產的業務模式旨在持有金融資產以收取合約現金流量，而按公平價值計入其他全面收入分類及計量的金融資產的業務模式旨在持有以收取合約現金流量及出售。並非於上述業務模式內持有的金融資產按公平價值計入損益分類及計量。

須按照一般市場規定或慣例訂定的期間內交付資產的金融資產買賣於交易日期確認，即本集團承諾買賣該資產之日期。

按攤銷成本計量的金融資產(債務工具)的其後計量

按攤銷成本計量的金融資產其後使用實際利率法計量，並或會出現減值。當資產終止確認、修訂或減值時，收益及虧損於損益中確認。

For the year ended 31st March, 2025

2. Accounting Policies (Continued)

2.4. Material Accounting Policies (Continued)

Investments and other financial assets (Continued)

Initial recognition and measurement (Continued)

In order for a financial asset to be classified and measured at amortised cost or fair value through other comprehensive income, it needs to give rise to cash flows that are solely payments of principal and interest ("SPPI") on the principal amount outstanding. Financial assets with cash flows that are not SPPI are classified and measured at fair value through profit or loss, irrespective of the business model.

The Group's business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both. Financial assets classified and measured at amortised cost are held within a business model with the objective to hold financial assets in order to collect contractual cash flows, while financial assets classified and measured at fair value through other comprehensive income are held within a business model with the objective of both holding to collect contractual cash flows and selling. Financial assets which are not held within the aforementioned business models are classified and measured at fair value through profit or loss.

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

Subsequent measurement of financial assets at amortised cost (debt instruments)

Financial assets at amortised cost are subsequently measured using the effective interest rate method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

2. 會計政策(續)

2.4. 重大會計政策(續)

解除確認金融資產

金融資產(或一項金融資產的一部分或一組同類金融資產的一部分,倘適用)於下列情況下將首先解除確認(即自本集團綜合財務狀況表剔除):

- 收取該項資產所得現金流量的權利經已屆滿;或
- 本集團已轉讓其收取該項資產所得現金流量的權利,或根據「轉付」安排,在無嚴重延誤的情況下,已承擔全數支付第三方已收現金流量的責任;及(a)本集團已轉讓該項資產的絕大部分風險及回報,或(b)本集團並無轉讓或保留該項資產的絕大部分風險及回報,但已轉讓該項資產的控制權。

當集團已轉讓其收取資產所得現金流量的權利或訂立轉付安排時,會評估其是否保留該項資產所有權的風險及回報以及保留的程度。倘其並無轉讓或保留該項資產的絕大部分風險及回報,且並無轉讓該項資產的控制權,本集團將繼續以持續參與程度為限確認所轉讓資產。在該情況下,本集團亦確認相關負債。已轉讓資產及相關負債按反映本集團已保留的權利及責任的基準計量。

以擔保轉讓資產的方式作出的持續參與,按該資產的原賬面值與本集團可能需償還的最高代價兩者中的較低者計量。

For the year ended 31st March, 2025

2. Accounting Policies (Continued)

2.4. Material Accounting Policies (Continued)

Derecognition of financial assets

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognised (i.e. removed from the Group's consolidated statement of financial position) when:

- the rights to receive cash flows from the asset have expired; or
- the Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a "pass-through" arrangement; and either (a) the Group has transferred substantially all the risks and rewards of the asset, or (b) the Group has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

When the Group has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if, and to what extent, it has retained the risk and rewards of ownership of the asset. When it has neither transferred nor retained substantially all the risks and rewards of the asset nor transferred control of the asset, the Group continues to recognise the transferred asset to the extent of the Group's continuing involvement. In that case, the Group also recognises an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Group has retained.

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Group could be required to repay.

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

2. 會計政策(續)

2.4. 重大會計政策(續)

金融資產減值

本集團就所有並非按公平價值計入損益持有的債務工具確認預期信貸虧損(「預期信貸虧損」)撥備。預期信貸虧損乃基於根據合約到期的合約現金流量與本集團預期收取的所有現金流量之間的差額計算，以原定實際利率近似值折現。預期現金流量將包括出售所持抵押品的現金流量或組成合約條款的其他信貸提升措施。

一般方法

預期信貸虧損分兩個階段確認。對自初始確認起信貸風險並無顯著增加的信貸風險敞口，需為於未來12個月內可能發生的違約事件導致的信貸虧損計提預期信貸虧損(12個月預期信貸虧損)撥備。對該等自初始確認起信貸風險顯著增加的信貸風險敞口，需為於敞口剩餘期間內預期的信貸虧損作出虧損撥備(不論違約時間如何)(全期預期信貸虧損)。

於各報告日期，本集團評估金融工具自初始確認起信貸風險是否顯著增加。於進行評估時，本集團對金融工具於報告日期發生違約的風險與金融工具於初始確認日期發生違約的風險進行比較，並考慮在無需繁重成本或努力下可取得的合理及可支持資料，包括過往及前瞻性資料。本集團認為，合約金額逾期30天以上代表信貸風險已大幅上升。

本集團認為金融資產於合約付款逾期90天時屬違約。然而，於若干情況下，當經計及本集團所持的任何信貸提升措施前，內部或外部資料顯示本集團不太可能全數收回尚未償還合約金額時，本集團亦可能認為金融資產屬違約。當無法合理預期收回合約現金流量時，金融資產予以撇銷。

For the year ended 31st March, 2025

2. Accounting Policies (Continued)

2.4. Material Accounting Policies (Continued)

Impairment of financial assets

The Group recognises an allowance for expected credit losses (“ECLs”) for all debt instruments not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

General approach

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12 months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECL).

At each reporting date, the Group assesses whether the credit risk on a financial instrument has increased significantly since initial recognition. When making the assessment, the Group compares the risk of a default occurring on the financial instrument as at the reporting date with the risk of a default occurring on the financial instrument as at the date of initial recognition and considers reasonable and supportable information that is available without undue cost or effort, including historical and forward-looking information. The Group considers that there has been a significant increase in credit risk when contractual amounts are more than 30 days past due.

The Group considers a financial asset in default when contractual payments are 90 days past due. However, in certain cases, the Group may also consider a financial asset to be in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

2. 會計政策(續)

2. Accounting Policies (Continued)

2.4. 重大會計政策(續)

2.4. Material Accounting Policies (Continued)

金融資產減值(續)

Impairment of financial assets (Continued)

一般方法(續)

General approach (Continued)

按攤銷成本計量的金融資產於一般方法下或會出現減值，其按以下計量預期信貸虧損的階段分類，惟應用下文所述簡化方法的應收貿易款項除外。

Financial assets at amortised cost are subject to impairment under the general approach and they are classified within the following stages for measurement of ECLs except for trade receivables which apply the simplified approach as detailed below.

第1階段 — 自初始確認起信貸風險並未顯著增加及其虧損撥備按相等於12個月預期信貸虧損的金額計量的金融工具

Stage 1 — Financial instruments for which credit risk has not increased significantly since initial recognition and for which the loss allowance is measured at an amount equal to 12-month ECLs

第2階段 — 自初始確認起信貸風險顯著增加但並非信貸減值金融資產及虧損撥備按相等於全期預期信貸虧損的金額計量的金融工具

Stage 2 — Financial instruments for which credit risk has increased significantly since initial recognition but that are not credit-impaired financial assets and for which the loss allowance is measured at an amount equal to lifetime ECLs

第3階段 — 於報告日期已作信貸減值(但並非購買或源生已發生信貸減值)及虧損撥備按相等於全期預期信貸虧損的金額計量的金融資產

Stage 3 — Financial assets that are credit-impaired at the reporting date (but that are not purchased or originated credit-impaired) and for which the loss allowance is measured at an amount equal to lifetime ECLs

信貸減值

Credit-impaired

當發生一項或多項對金融資產估計未來現金流量有不利影響的違約事件時，金融資產出現信貸減值。金融資產信貸減值的證據包括有關以下事件的可觀察數據：

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

- a) 發行人或借款人出現重大財政困難；
- b) 違約，例如拖欠或逾期事項；
- c) 借款人的貸款人因與借款人出現財務困難有關之經濟或合約理由而給予借款人在其他情況下貸款人不予考慮之優惠條件；或
- d) 借款人有可能破產或進行其他財務重組。

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

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

2. 會計政策(續)

2.4. 重大會計政策(續)

金融資產減值(續)

撇銷政策

倘有資料顯示交易方陷入嚴重財務困難且無實際可收回之期望(如交易方已進行清盤或進入破產程序)，本集團則撇銷金融資產。經考慮法律意見(倘適用)後，已撇銷之金融資產仍可能受制於本集團收回程序下之執法活動。撇銷構成解除確認事件。其後的任何收回均在損益中確認。

簡化方法

對於並無重大融資部分的應收貿易款項，或當本集團使用不調整重大融資部分的影響的可行權宜方法時，本集團應用簡化方法計算預期信貸虧損。根據簡化方法，本集團並無追蹤信貸風險的變動，惟於各報告日期根據全期預期信貸虧損確認虧損撥備。本集團已設立根據本集團過往信貸虧損經驗及違約概率計算的撥備矩陣，並按照與債務人相關的前瞻性因素及經濟環境作出調整。此外，本集團已對各債務人應收貿易款項的全期預期信貸虧損進行個別評估。

金融負債

初始確認及計量

金融負債於初始確認時分類為貸款、借貸或應付款項(倘適用)。

所有金融負債初始以公平價值確認，倘為貸款及借貸以及應付款項，則扣除直接應佔交易成本。

For the year ended 31st March, 2025

2. Accounting Policies (Continued)

2.4. Material Accounting Policies (Continued)

Impairment of financial assets (Continued)

Write-off policy

The Group writes off a financial asset when there is information indicating that the counterparty is in severe financial difficulty and there is no realistic prospect of recovery, for example, when the counterparty has been placed under liquidation or has entered into bankruptcy proceedings. Financial assets written off may still be subject to enforcement activities under the Group's recovery procedures, taking into account legal advice where appropriate. A write-off constitutes a derecognition event. Any subsequent recoveries are recognised in profit or loss.

Simplified approach

For trade receivables that do not contain a significant financing component or when the Group applies the practical expedient of not adjusting the effect of a significant financing component, the Group applies the simplified approach in calculating ECLs. Under the simplified approach, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Group has established a provision matrix that is based on its historical credit loss experience, probability of default, adjusted for forward-looking factors specific to the debtors and the economic environment. In addition, the Group has assessed the lifetime ECLs for trade receivables individually for each debtor.

Financial liabilities

Initial recognition and measurement

Financial liabilities are classified, at initial recognition, as loans and borrowings or payables, as appropriate.

All financial liabilities are recognised initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

2. 會計政策(續)

2. Accounting Policies (Continued)

2.4. 重大會計政策(續)

2.4. Material Accounting Policies (Continued)

金融負債(續)

Financial liabilities (Continued)

初始確認及計量(續)

Initial recognition and measurement (Continued)

本集團將供應商融資安排產生的金融負債分類為財務狀況表中的應付貿易款項及應付票據，倘若其性質和功能與應付貿易款項類似。如果供應商融資安排是本集團正常經營周期中使用的營運資金的一部分，提供的擔保水平與應付貿易款項類似，且作為供應鏈融資安排一部分的負債條款與不屬該安排的應付貿易款項條款沒有實質性差異，則屬這種情況。與財務狀況表中分類為應付貿易款項及應付票據的供應商融資安排產生的負債相關的現金流計入現金流量表中的經營業務中。

The Group classifies financial liabilities that arise from a supplier finance arrangement within trade and bills payables in the statement of financial position if they have a similar nature and function to trade payables. This is the case if the supplier finance arrangement is part of the working capital used in the Group's normal operating cycle, the level of security provided is similar to trade payables and the terms of the liabilities that are part of the supply chain finance arrangement are not substantially different from the terms of trade payables that are not part of the arrangement. Cash flows related to liabilities arising from supplier finance arrangements that are classified in trade and bills payables in the statement of financial position are included in operating activities in the statement of cash flows.

按攤銷成本計量的金融負債(貿易及其他應付款項，及借貸)的其後計量

Subsequent measurement of financial liabilities at amortised cost (trade and other payable, and borrowings)

於初始確認後，貿易及其他應付款項，及計息借貸其後以實際利率法按攤銷成本計量，除非折現的影響並不重大，在此情況下則按成本列賬。解除確認負債及透過實際利率攤銷過程中產生的收益及虧損於損益中確認。

After initial recognition, trade and other payables, and interest-bearing borrowings are subsequently measured at amortised cost, using the effective interest rate method unless the effect of discounting would be immaterial, in which case they are stated at cost. Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the effective interest rate amortisation process.

計算攤銷成本時會考慮收購所產生的任何折讓或溢價，亦包括構成實際利率不可或缺的一部分的費用或成本。實際利率攤銷計入損益中的融資成本。

Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the effective interest rate. The effective interest rate amortisation is included in finance costs in profit or loss.

解除確認金融負債

Derecognition of financial liabilities

金融負債於該負債的責任解除或取消或屆滿時解除確認。

A financial liability is derecognised when the obligation under the liability is discharged or cancelled, or expires.

當現有金融負債被另一項來自相同貸款人且條款有重大不同的金融負債所取代，或現有負債的條款經重大修訂，該等取代或修訂按解除確認原負債並確認一項新負債處理，相關賬面值的差額於損益中確認。

When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and a recognition of a new liability, and the difference between the respective carrying amounts is recognised in profit or loss.

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

2. 會計政策(續)

2.4. 重大會計政策(續)

金融工具的抵銷

倘於目前有強制執行的法律權利可抵銷已確認金額並有意以淨額基準結算或同時變現資產及償還負債時，金融資產和金融負債可抵銷並按淨額列報於綜合財務狀況表內。

存貨

存貨乃按成本與可變現淨值兩者中的較低者列賬。成本乃按加權平均基準計算，而就在製品及製成品而言，包括直接材料、直接工資及合適比例的運作費用。可變現淨值乃根據估計售價減去完成及銷售所需的任何估計成本計算。

現金及現金等值項目

於財務狀況表的現金及現金等值項目包括手頭及銀行現金，以及一般於3個月內到期的短期高流動存款，其可隨時兌換為已知數額現金、價值變動風險不重大且持作以滿足短期現金承諾。

就綜合現金流量表之目的而言，現金及現金等值項目由手頭及銀行現金以及上述所界定的短期存款所組成，並減去須按要求償還及構成本集團現金管理不可或缺的一部分的銀行透支。

撥備

倘因過往事件須承擔現時責任(法定或推定)，而履行該責任可能導致未來資源流出，且該責任所涉金額能夠可靠估計，則確認撥備。

當折現的影響屬重大時，所確認撥備的金額乃為預期履行責任所需的未來開支於報告期末的現值。因時間流逝而導致折現的現值增加的數額，乃計入損益內。

For the year ended 31st March, 2025

2. Accounting Policies (Continued)

2.4. Material Accounting Policies (Continued)

Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the consolidated statement of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, or to realise the assets and settle the liabilities simultaneously.

Inventories

Inventories are stated at the lower of cost and net realisable value. Cost is determined on the weighted average basis and, in the case of work in progress and finished goods, comprises direct materials, direct labour and an appropriate proportion of overheads. Net realisable value is based on estimated selling prices less any estimated costs to be incurred to completion and disposal.

Cash and cash equivalents

Cash and cash equivalents in the statement of financial position comprise cash on hand and at banks, and short-term highly liquid deposits with a maturity of generally within three months that are readily convertible into known amounts of cash, subject to an insignificant risk of changes in value, and held for the purpose of meeting short-term cash commitments.

For the purpose of the consolidated statement of cash flows, cash and cash equivalents comprise cash on hand and at banks, and short-term deposits as defined above, less bank overdrafts which are repayable on demand and form an integral part of the Group's cash management.

Provisions

A provision is recognised when a present obligation (legal or constructive) has arisen as a result of a past event and it is probable that a future outflow of resources will be required to settle the obligation, provided that a reliable estimate can be made of the amount of the obligation.

When the effect of discounting is material, the amount recognised for a provision is the present value at the end of the reporting period of the future expenditures expected to be required to settle the obligation. The increase in the discounted present value amount arising from the passage of time is included in profit or loss.

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

2. 會計政策(續)

2. Accounting Policies (Continued)

2.4. 重大會計政策(續)

2.4. Material Accounting Policies (Continued)

撥備(續)

Provisions (Continued)

虧損性合約

Onerous contracts

虧損性合約項下所產生的現時責任乃確認及計量為撥備。當本集團為履行其所擁有合約項下責任無可避免地產生的成本超出預期自該合約收取的經濟利益時，則被視為存在虧損性合約。

Present obligations arising under onerous contracts are recognised and measured as provisions. An onerous contract is considered to exist where the Group has a contract under which the unavoidable costs of meeting the obligations under the contract exceed the economic benefits expected to be received from the contract.

重置撥備

Restoration provisions

將租賃資產按照租賃條款及條件的規定恢復至其原狀的成本撥備，乃於租賃開始日期按董事最佳估計的恢復資產所需支出確認。估計乃定期審閱及就新情況作出適當調整。

Provisions for the costs to restore leased assets to their original condition, as required by the terms and conditions of the lease, are recognised at the date of inception of the lease at the directors' best estimate of the expenditure that would be required to restore the assets. Estimates are regularly reviewed and adjusted as appropriate for new circumstances.

所得稅

Income tax

所得稅包括即期及遞延稅項。與於損益以外確認的項目有關的所得稅會於損益以外確認，分別於其他全面收入或直接於權益中確認。

Income tax comprises current and deferred tax. Income tax relating to items recognised outside profit or loss is recognised outside profit or loss, either in other comprehensive income or directly in equity.

即期稅項資產及負債根據於報告期末前已頒佈或實質頒佈的稅率(及稅法)，並考慮到本集團業務所在國家的現行詮釋及慣例後按預計從稅務機關退回或向稅務機關支付的金額計量。

Current tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period, taking into consideration interpretations and practices prevailing in the countries in which the Group operates.

就於報告期末資產及負債的稅基與彼等就財務報告而言的賬面值之間的所有暫時性差額，乃以負債法計提遞延稅項撥備。

Deferred tax is provided, using the liability method, on all temporary differences at the end of the reporting period between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes.

遞延稅項負債乃就所有應課稅暫時性差額確認入賬，除非：

Deferred tax liabilities are recognised for all taxable temporary differences, except:

- 在交易時不影響會計溢利或應課稅溢利或虧損且不產生同等應課稅及可扣減暫時性差額的非業務合併之交易中，初始確認資產或負債所產生的遞延稅項負債；及

- when the deferred tax liability arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss and does not give rise to equal taxable and deductible temporary differences; and

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

2. 會計政策(續)

2.4. 重大會計政策(續)

所得稅(續)

- 就與於附屬公司的投資有關的應課稅暫時性差額而言，倘暫時性差額的撥回時間可予控制及暫時性差額可能不會在可見將來撥回。

遞延稅項資產乃就所有可扣減暫時性差額、結轉的未動用稅項抵免及任何未動用稅項虧損予以確認。所確認的遞延稅項資產以可能出現應課稅溢利以動用可扣減暫時性差額、結轉的未動用稅項抵免及未動用稅項虧損為限，惟下列各項除外：

- 在交易時不影響會計溢利或應課稅溢利或虧損且不產生同等應課稅及可扣減暫時性差額的非業務合併之交易中，初始確認資產或負債產生可扣減暫時性差額有關的遞延稅項資產；及
- 就與於附屬公司的投資相關的可扣減暫時性差額而言，僅在暫時性差額有可能在可見將來撥回，而且有可能出現應課稅溢利，可用以抵扣該等暫時性差額時，方會確認遞延稅項資產。

遞延稅項資產的賬面值在報告期末予以審閱，並於不再可能有足夠應課稅溢利用以抵扣全部或部分遞延稅項資產之情況下作出相應扣減。未確認的遞延稅項資產於報告期末重新評估，並於可能有足夠應課稅溢利用以收回全部或部分遞延稅項資產時確認。

遞延稅項資產及負債乃根據於報告期末已頒佈或實質已頒佈的稅率(及稅法)按預期應用於該期間(當資產被變現或負債被清還時)的稅率計量。

For the year ended 31st March, 2025

2. Accounting Policies (Continued)

2.4. Material Accounting Policies (Continued)

Income tax (Continued)

- in respect of taxable temporary differences associated with investments in subsidiaries, when the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred tax assets are recognised for all deductible temporary differences, and the carryforward of unused tax credits and any unused tax losses. Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carryforward of unused tax credits and unused tax losses can be utilised, except:

- when the deferred tax asset relating to the deductible temporary differences arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss and does not give rise to equal taxable and deductible temporary differences; and
- in respect of deductible temporary differences associated with investments in subsidiaries, deferred tax assets are only recognised to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilised.

The carrying amount of deferred tax assets is reviewed at the end of the reporting period and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are reassessed at the end of the reporting period and are recognised to the extent that it has become probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the period when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

2. 會計政策(續)

2.4. 重大會計政策(續)

所得稅(續)

當及僅當本集團存在可依法強制執行的權利，可以即期稅項資產抵銷即期稅項負債，及倘遞延稅項資產及遞延稅項負債與同一稅務機關向同一課稅實體或不同課稅實體徵收的所稅有關，而在預期結清或收回重大遞延稅項負債或資產款額的各未來期間，該等課稅實體有意以淨額結清即期稅項負債及資產，或同時變現資產及結清負債，則遞延稅項資產與遞延稅項負債可互相抵銷。

政府補貼

如能合理確保將獲得補貼，且所有附帶條件將被遵守，則政府補貼按公平價值確認。如補貼與開支項目有關，則會有系統地於擬用作補償成本的列支期間確認為收入。

收入確認

來自客戶合約之收入

本集團於完成履約責任時(或就此)確認收入，即於特定履約責任相關的貨品的「控制權」轉讓予客戶時。

履約責任指可區分的單一貨品(或一批貨品)或一系列大致相同的可區分貨品。

For the year ended 31st March, 2025

2. Accounting Policies (Continued)

2.4. Material Accounting Policies (Continued)

Income tax (Continued)

Deferred tax assets and deferred tax liabilities are offset if and only if the Group has a legally enforceable right to set off current tax assets and current tax liabilities and the deferred tax assets and deferred tax liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities which intend either to settle current tax liabilities and assets on a net basis, or to realise the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

Government grants

Government grants are recognised at their fair value where there is reasonable assurance that the grant will be received and all attaching conditions will be complied with. When the grant relates to an expense item, it is recognised as income on a systematic basis over the periods that the costs, for which it is intended to compensate, are expensed.

Revenue recognition

Revenue from contracts with customers

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

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



Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

2. 會計政策(續)

2.4. 重大會計政策(續)

收入確認(續)

來自客戶合約之收入(續)

倘符合下列其中一項標準，控制權隨時間轉移，而收入會按隨時間就已完成相關履約責任的進度而確認：

- 於本集團履約時，客戶同時取得並耗用本集團履約所提供的利益；
- 本集團的履約產生或提升一項資產，而該項資產於本集團履約時由客戶控制；或
- 本集團的履約並未產生對本集團有替代用途的資產，且本集團對迄今已完成履約的付款具有可強制執行的權利。

否則，收入會在客戶獲得可區分的貨品的控制權時在某一時點確認。

來自其他來源之收入

租金收入於租賃期按時間比例確認，並不依賴指數或利率的可變租賃付款於其產生的會計期間確認為收入。

其他收入

利息收入使用實際利率法按應計基準確認，而實際利率為在金融工具的預計年期或在較短期間內(倘適用)將估計未來現金收入實際折現為金融資產賬面淨值的利率。

For the year ended 31st March, 2025

2. Accounting Policies (Continued)

2.4. Material Accounting Policies (Continued)

Revenue recognition (Continued)

Revenue from contracts with customers (Continued)

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

- the customer simultaneously receives and consumes the benefits provided by the Group's performance as the Group performs;
- the Group's performance creates or enhances an asset that the customer controls as the Group performs; or
- the Group's performance does not create an asset with an alternative use to the Group and the Group has an enforceable right to payment for performance completed to date.

Otherwise, revenue is recognised at the point in time when the customer obtains control of the distinct goods.

Revenue from other sources

Rental income is recognised on a time proportion basis over the lease terms. Variable lease payments that do not depend on an index or a rate are recognised as income in the accounting period in which they are incurred.

Other income

Interest income is recognised on an accrual basis using the effective interest method by applying the rate that exactly discounts the estimated future cash receipts over the expected life of the financial instrument or a shorter period, when appropriate, to the net carrying amount of the financial asset.

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

2. 會計政策(續)

2. Accounting Policies (Continued)

2.4. 重大會計政策(續)

2.4. Material Accounting Policies (Continued)

合約負債

Contract liabilities

合約負債在本集團轉讓相關貨物或服務前自客戶收取款項或款項到期(以較早者為準)時確認。合約負債於本集團履行合約(即向客戶轉移相關貨物制權)時確認為收入。

A contract liability is recognised when a payment is received or a payment is due (whichever is earlier) from a customer before the Group transfers the related goods or services. Contract liabilities are recognised as revenue when the Group performs under the contract (i.e. transfers control of the related goods to the customer).

客戶忠誠度計劃

Customer loyalty programme

本集團實施客戶忠誠度計劃，若干顧客於購物時累積之積分，可讓他們免費或以折扣價購物。客戶忠誠度計劃產生單獨的履約義務，原因為其向客戶提供一項重大權利且根據相對獨立的銷售價格將一部分交易價格分配至授予客戶的忠誠度積分。

The Group operates a customer loyalty programme, where certain customers accumulate points for purchases made which entitle them to purchase goods for free or at a discounted price. The customer loyalty programme gives rise to a separate performance obligation because it provides a material right to the customer and allocates a portion of the transaction price to the loyalty credits awarded to customers based on the relative stand-alone selling price.

已發放的獎賞積分將結轉至下一會計年度末(所有已發放的獎賞積分將於每年3月31日到期)。於合約的任何訂約方已履約時，視乎本集團的履約及客戶的付款之間的關係，本集團於綜合財務狀況表中將合約呈列為合約資產或合約負債。

The awarded points issued will be carried forward to next fiscal year end (All awarded points will expire on 31 March of each year). When either party to a contract has performed, the Group presents the contract in the consolidated statement of financial position as a contract asset or a contract liability, depending on the relationship between the Group's performance and the customer's payment.

倘本集團向客戶轉讓承諾商品前客戶支付代價或本集團有權無條件取得代價金額，則本集團在收訖付款或應收款項入賬時(以較早者為準)將合約呈列為合約負債。合約負債指本集團轉讓承諾商品予客戶的責任，本集團就此從客戶收取代價(或到期的代價金額)。

If a customer pays consideration or the Group has a right to an amount of consideration that is unconditional, before the Group transfers the promised goods to the customer, the Group presents the contract as a contract liability when the payment is received or a receivable is recorded (whichever is earlier). A contract liability is the Group's obligation to transfer the promised goods to a customer for which the Group has received consideration (or an amount of consideration is due) from the customer.

應收款項於本集團對代價擁有無條件權利時入賬。倘代價僅隨時間推移即會成為到期應付，則收取代價的權利為無條件。

A receivable is recorded when the Group has an unconditional right to consideration. A right to consideration is unconditional if only the passage of time is required before payment of that consideration is due.

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

2. 會計政策(續)

2.4. 重大會計政策(續)

以股份為基礎之償付

本公司實施購股權計劃。本集團的僱員(包括董事)按以股份為基礎之償付方式收取酬金，據此僱員以提供服務以換取權益工具的代價(「權益結算交易」)。

與僱員進行權益結算交易的成本參考其授出日期的公平價值進行計量。公平價值以柏力克-舒爾斯期權定價模式釐定，進一步詳情載於綜合財務報表附註27中。

權益結算交易的成本連同權益相應增加部分，在達至業績及／或服務條件期間於僱員福利開支內確認為權益結算交易的累計開支反映歸屬日期屆滿時的水平及本集團對最終歸屬的權益工具數目的最佳估計。於某期間內損益的扣除或入賬反映於該期間開始及結束時確認的累計開支變動。

For the year ended 31st March, 2025

2. Accounting Policies (Continued)

2.4. Material Accounting Policies (Continued)

Share-based payments

The Company operates share option schemes. Employees (including directors) of the Group receive remuneration in the form of share-based payments, whereby employees render services in exchange for equity instruments ("equity-settled transactions").

The cost of equity-settled transactions with employees is measured by reference to the fair value at the date at which they are granted. The fair value is determined by using the Black-Scholes option pricing model, further details of which are given in note 27 to the consolidated financial statements.

The cost of equity-settled transactions is recognised in employee benefit expense, together with a corresponding increase in equity, over the period in which the performance and/or service conditions are fulfilled. The cumulative expense recognised for equity-settled transactions at the end of each reporting period until the vesting date reflects the extent to which the vesting period has expired and the Group's best estimate of the number of equity instruments that will ultimately vest. The charge or credit to profit or loss for a period represents the movement in the cumulative expense recognised as at the beginning and end of that period.

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

2. 會計政策(續)

2.4. 重大會計政策(續)

以股份為基礎之償付(續)

於釐定獎勵於授予日期的公平價值時不計及服務及非市場表現條件，但會評估滿足條件的可能性，作為本集團對最終將歸屬的權益工具數目最佳估計的一部分。市場表現條件會在授予日期公平價值內體現。獎勵附帶但並無相關服務要求的任何其他條件被視為非歸屬條件。非歸屬條件於獎勵的公平價值內反映並導致獎勵直接列為開支，除非還存在服務及／或表現條件。

就因未達至非市場表現及／或服務條件而最終未歸屬的獎勵而言，並無開支予以確認。倘獎勵包括一項市場或非歸屬條件，不論是否達至該市場或非歸屬條件，只要達至所有其他表現及／或服務條件，交易即視作歸屬處理。

倘若以權益結算之獎勵的條款經修訂，而若達至獎勵的原有條款，所確認的開支最少須達至猶如條款並無修訂的水平。此外，倘若按修訂日期計量，任何修改導致以股份為基礎之償付總公平價值增加，或對僱員帶來其他利益，則應就該修訂確認開支。倘若以權益結算之獎勵被註銷，應被視為已於註銷日期歸屬，任何尚未確認之獎勵開支應立即予以確認。

未行使購股權的攤薄效應在計算每股盈利時反映為額外的股份攤薄。

For the year ended 31st March, 2025

2. Accounting Policies (Continued)

2.4. Material Accounting Policies (Continued)

Share-based payments (Continued)

Service and non-market performance conditions are not taken into account when determining the grant date fair value of awards, but the likelihood of the conditions being met is assessed as part of the Group's best estimate of the number of equity instruments that will ultimately vest. Market performance conditions are reflected within the grant date fair value. Any other conditions attached to an award, but without an associated service requirement, are considered to be non-vesting conditions. Non-vesting conditions are reflected in the fair value of an award and lead to an immediate expensing of an award unless there are also service and/or performance conditions.

For awards that do not ultimately vest because non-market performance and/or service conditions have not been met, no expense is recognised. Where awards include a market or non-vesting condition, the transactions are treated as vesting irrespective of whether the market or non-vesting condition is satisfied, provided that all other performance and/or service conditions are satisfied.

Where the terms of an equity-settled award are modified, as a minimum an expense is recognised as if the terms had not been modified, if the original terms of the award are met. In addition, an expense is recognised for any modification that increases the total fair value of the share-based payments, or is otherwise beneficial to the employee as measured at the date of modification. Where an equity-settled award is cancelled, it is treated as if it had vested on the date of cancellation, and any expense not yet recognised for the award is recognised immediately.

The dilutive effect of outstanding options is reflected as additional share dilution in the computation of earnings per share.

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

2. 會計政策(續)

2.4. 重大會計政策(續)

其他僱員福利

退休金計劃

本集團根據《強制性公積金計劃條例》為其所有香港僱員實施一項界定供款強制性公積金退休福利計劃(「強積金計劃」)。根據強積金計劃的規則，供款基於僱員基本薪金的某個百分比作出並於應付時自損益扣除。強積金計劃的資產於一個獨立管理基金內與本集團資產分開存放。本集團的僱主供款於繳入強積金計劃時全部歸屬於僱員。

本集團於中國內地經營的附屬公司的僱員必須參加由當地市政府運行的中央退休金計劃。該等附屬公司須按其工資成本的某一百分比向中央退休金計劃供款。根據中央退休金計劃的規則，供款於應付時自損益中扣除。

於中國內地以外司法權區向國家管理的退休福利計劃作出的付款，於僱員提供服務使其有權獲得供款時扣作開支。

終止福利

終止福利之負債於集團實體不再擁有權撤銷終止福利要約時及於其確認涉及終止福利付款的任何相關重組成本時(以較早者為準)予以確認。

短期僱員福利

短期僱員福利於僱員提供服務時，按預期須予支付之福利之未折現金額予以確認。除非另一香港財務報告準則規定或允許將福利計入一項資產的成本當中，否則所有短期僱員福利確認為支出。

負債乃就應計僱員福利(如工資及薪金、年假及病假)扣除任何已付金額後予以確認。

For the year ended 31st March, 2025

2. Accounting Policies (Continued)

2.4. Material Accounting Policies (Continued)

Other employee benefits

Pension schemes

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

The employees of the Group’s subsidiaries which operate in Mainland China are required to participate in a central pension scheme operated by the local municipal government. These subsidiaries are required to contribute a certain percentage of their payroll costs to the central pension scheme. The contributions are charged to profit or loss as they become payable in accordance with the rules of the central pension scheme.

Payments to state-managed retirement benefit schemes in jurisdictions other than Chinese Mainland are charged as expenses when employees have rendered services entitling them to the contributions.

Termination benefits

A liability for a termination benefit is recognised at the earlier of when the group entity can no longer withdraw the offer of the termination benefit and when it recognises any related restructuring costs involving the payment of termination benefit.

Short-term employee benefits

Short-term employee benefits are recognised at the undiscounted amount of the benefits expected to be paid as and when employees rendered the services. All short-term employee benefits are recognised as an expense unless another HKFRS requires or permits the inclusion of the benefits in the cost of an asset.

A liability is recognised for benefits accruing to employees (such as wages and salaries, annual leave and sick leave) after deducting any amount already paid.

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

2. 會計政策(續)

2. Accounting Policies (Continued)

2.4. 重大會計政策(續)

2.4. Material Accounting Policies (Continued)

借貸成本

Borrowing costs

借貸成本乃於其產生之期間列支。借貸成本包括一間實體就借入資金所產生之利息及其他成本。

Borrowing costs are expensed in the period in which they are incurred. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds.

股息

Dividends

於股東大會獲得股東批准時，末期股息被確認為一項負債。

Final dividends are recognised as a liability when they are approved by the shareholders in a general meeting.

外幣

Foreign currencies

該等財務報表乃以港元(即本公司的功能貨幣)呈列。本集團各實體自行釐定其功能貨幣，各實體的財務報表中的項目均以該功能貨幣計量。本集團內的實體確認的外幣交易初始按交易日彼等各自功能貨幣的現行匯率換算入賬。以外幣計值的貨幣資產及負債，按功能貨幣於報告期末的匯率換算。結算或換算貨幣項目所產生的差額於損益中確認。

These financial statements are presented in HK\$, which is the Company's functional currency. Each entity in the Group determines its own functional currency and items included in the financial statements of each entity are measured using that functional currency. Foreign currency transactions recorded by the entities in the Group are initially recorded using their respective functional currency rates prevailing at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies are translated at the functional currency rates of exchange ruling at the end of the reporting period. Differences arising on settlement or translation of monetary items are recognised in profit or loss.

以外幣列值按歷史成本計算的非貨幣項目按初始交易日期的匯率換算。以外幣列值並按公平價值計量的非貨幣項目按計量公平價值當日的匯率換算。換算按公平價值計量非貨幣項目所產生的收益或虧損以與確認該項目公平價值變動的收益或虧損一致的方式處理(即於其他全面收入或損益中確認公平價值收益或虧損的項目的換算差額亦分別於其他全面收入或損益中確認)。

Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates at the dates of the initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was measured. The gain or loss arising on translation of a non-monetary item measured at fair value is treated in line with the recognition of the gain or loss on change in fair value of the item (i.e. translation difference on the item whose fair value gain or loss is recognised in other comprehensive income or profit or loss is also recognised in other comprehensive income or profit or loss, respectively).

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

2. 會計政策(續)

2.4. 重大會計政策(續)

外幣(續)

於解除確認涉及預付代價的非貨幣資產或非貨幣負債時，為確定相關資產、開支或收入於初始確認時的匯率，初始交易日期為本集團初始確認預付代價所產生非貨幣資產或非貨幣負債的日期。倘存在多次付款或收取預付款項，則本集團釐定每次付款或收取預付款項的交易日期。

若干海外附屬公司的功能貨幣為港元以外的貨幣。於報告期末，該等實體的資產及負債按報告期末的現行匯率換算為港元，且其損益按與該等交易日期現行的匯率相若的匯率換算為港元。

所產生的匯兌差額於其他全面收入中確認，並於匯兌儲備中累計，惟歸因於非控股權益的差額除外。於出售一項海外業務時，與該特定海外業務有關於儲備中累計的金額於損益中確認。

就綜合現金流量表而言，海外附屬公司之現金流量按現金流量當日之匯率換算為港元。海外附屬公司於整個年度之經常性現金流量則按本年度加權平均匯率換算為港元。

For the year ended 31st March, 2025

2. Accounting Policies (Continued)

2.4. Material Accounting Policies (Continued)

Foreign currencies (Continued)

In determining the exchange rate on initial recognition of the related asset, expense or income on the derecognition of a non-monetary asset or non-monetary liability relating to an advance consideration, the date of initial transaction is the date on which the Group initially recognises the non-monetary asset or non-monetary liability arising from the advance consideration. If there are multiple payments or receipts in advance, the Group determines the transaction date for each payment or receipt of the advance consideration.

The functional currencies of certain overseas subsidiaries are currencies other than the HK\$. As at the end of the reporting period, the assets and liabilities of these entities are translated into HK\$ at the exchange rates prevailing at the end of the reporting period and their profit or loss is translated into HK\$ at the exchange rates that approximate to those prevailing at the dates of the transactions.

The resulting exchange differences are recognised in other comprehensive income and accumulated in the translation reserve, except to the extent that the differences are attributable to non-controlling interest. On disposal of a foreign operation, the cumulative amount in the reserve relating to that particular foreign operation is recognised in profit or loss.

For the purpose of the consolidated statement of cash flows, the cash flows of overseas subsidiaries are translated into HK\$ at the exchange rates ruling at the dates of the cash flows. Frequently recurring cash flows of overseas subsidiaries which arise throughout the year are translated into HK\$ at the weighted average exchange rates for the year.

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

3. 主要會計判斷及估計

編製本集團財務報表需要管理層作出判斷、估計及假設，該等判斷、估計及假設會影響營業額、開支、資產及負債的報告金額及其附帶披露，以及或然負債的披露。有關該等假設及估計之不確定性可能導致須對日後受到影響的資產或負債的賬面值作出重大調整。

判斷

在應用本集團會計政策的過程中，管理層已作出以下判斷（涉及估計者除外），該等判斷對於財務報表內確認的金額產生重大影響：

投資物業之遞延稅項

就計量採用公平價值模式計量之投資物業所產生的遞延稅項負債而言，本公司董事已審閱本集團之投資物業組合，並認為：

- (i) 本集團位於香港之投資物業並非透過隨時間消耗該等物業所包含的絕大部分經濟利益之商業模式持有。因此，於計量本集團位於香港之投資物業之遞延稅項時，本公司董事已決定按公平價值模式計量之投資物業之賬面值可透過出售全數收回之假定並無被駁回。由於本集團無須就出售其投資物業繳納任何所得稅，故此本集團並無按位於香港之投資物業公平價值變動確認任何遞延稅項。

3. Significant Accounting Judgements and Estimates

The preparation of the Group's financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and their accompanying disclosures, and the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could result in outcomes that could require a material adjustment to the carrying amounts of the assets or liabilities affected in the future.

Judgements

In the process of applying the Group's accounting policies, management has made the following judgements, apart from those involving estimations, which have the most significant effect on the amounts recognised in the financial statements:

Deferred taxation on investment properties

For the purposes of measuring deferred tax liabilities arising from investment properties that are measured using the fair value model, the directors of the Company have reviewed the Group's investment property portfolios and concluded that:

- (i) the Group's investment properties located in Hong Kong are not held under a business model whose objective is to consume substantially all of the economic benefits embodied in the investment properties over time. Therefore, in measuring the Group's deferred taxation on investment properties located in Hong Kong, the directors of the Company have determined that the presumption that the carrying amounts of investment properties measured using the fair value model are recovered entirely through sale is not rebutted. As a result, the Group has not recognised any deferred taxes on changes in fair value of investment properties located in Hong Kong as the Group is not subject to any income taxes on disposal of its investment properties.

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

3. 主要會計判斷及估計(續)

判斷(續)

投資物業之遞延稅項(續)

- (ii) 本集團位於中國內地之投資物業乃以透過隨時間消耗該等物業所包含的絕大部分經濟利益之商業模式持有。因此，於計量本集團位於中國內地之投資物業之遞延稅項時，本公司董事已決定按公平價值模式計量之投資物業之賬面值可透過出售全數收回之假定已被駁回。本集團按投資物業公平價值變動確認遞延稅項，基準為遞延稅項將跟隨本集團預期於報告期末收回投資物業賬面值之方式反映稅務影響。

估計之不確定性

下文所述為有關未來以及報告期末估計不確定性的其他主要來源的主要假設，該等假設具在下一個財政年度內對資產及負債的賬面值進行重大調整的重大風險。

已識別之產業、廠房及設備及已識別之使用權資產之減值

已識別之產業、廠房及設備及已識別之使用權資產乃按成本減累計折舊及累計減值虧損(如有)列賬。於釐定資產是否發生減值時，本集團管理層須行使判斷並作出假設，特別是當評估：(1)是否有事件已發生或有任何指標可能影響資產價值；(2)資產賬面值是否能夠由可收回金額支持，如為使用價值，即按照持續使用資產估計的未來現金流量的淨現值；及(3)將應用於包括在現金流量預測中的估計使用價值的適當關鍵假設。

3. Significant Accounting Judgements and Estimates (Continued)

Judgements (Continued)

Deferred taxation on investment properties (Continued)

- (ii) the Group's investment properties located in Mainland China are held under a business model whose objective is to consume substantially all of the economic benefits embodied in the investment properties over time. Therefore, in measuring the Group's deferred taxation on investment properties located in Mainland China, the directors of the Company have determined whether the presumption that the carrying amounts of investment properties measured using the fair value model are recovered entirely through sale is rebutted and the Group has recognised deferred tax on changes in fair value of investment properties on the basis that the deferred tax reflects the tax consequences that will follow from the manner in which the Group expects at the end of the reporting period to recover the carrying amount of the investment properties.

Estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the end of the reporting period, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are described below.

Impairment of the Identified PPE and the Identified ROU assets

The Identified PPE and the Identified ROU assets are carried at cost less accumulated depreciation and accumulated impairment losses, if any. In determining whether an asset is impaired, the management of the Group has to exercise judgement and make assumptions, particularly when assessing: (1) whether an event has occurred or any indicators that may affect the asset value; (2) whether the carrying value of an asset can be supported by the recoverable amount, in the case of value in use and the net present value of future cash flows which are estimated based upon the continued use of the asset; and (3) the appropriate key assumptions to be applied in estimating the value in use included in the cash flow projections.

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

3. 主要會計判斷及估計(續)

估計之不確定性(續)

已識別之產業、廠房及設備及已識別之使用權資產之減值(續)

倘不可能估計個別資產的可收回金額，本集團會估計資產所屬現金產生單位的可收回金額，包括當可確立合理及一致的分配基準時分配企業資產，否則按獲分配相關企業資產之現金產生單位之最小組別釐定可收回金額。變更基本假設及主要輸入數據(包括但不限於現金流量預測中的預測營業額、毛利率及折現率)可能會對預估可收回金額造成重大影響。

於2025年3月31日，已識別之產業、廠房及設備及已識別之使用權資產之賬面值分別為4,351,000港元(2024年：5,751,000港元)及87,831,000港元(2024年：125,486,000港元)。已識別之產業、廠房及設備及已識別之使用權資產之可收回金額已由本集團管理層通過對該等資產所屬個別零售店舖進行使用價值計算釐定。使用價值計算使用基於管理層對市場發展的預期以及過去表現的折現現金流預測，當中的主要輸入參數包括預測營業額、毛利率及折現率。由於無法個別估計各已識別之產業、廠房及設備及已識別之使用權資產的可收回金額，故此本集團估計各零售店舖的可收回金額。截至2025年3月31日止年度，就已識別之產業、廠房及設備以及已識別之使用權資產分別於損益中確認減值虧損482,000港元(2024年：442,000港元)及5,495,000港元(2024年：5,783,000港元)。

投資物業之估值

各項投資物業於各報告日期由獨立外部估值師按其市場價值評估個別釐定。

3. Significant Accounting Judgements and Estimates (Continued)

Estimation uncertainty (Continued)

Impairment of the Identified PPE and the Identified ROU assets (Continued)

When it is not possible to estimate the recoverable amount of an individual asset, the Group estimates the recoverable amount of the cash-generating unit to which the asset belong, including allocation of corporate assets when a reasonable and consistent basis of allocation can be established, otherwise the recoverable amount is determined at the smallest group of cash-generating units, for which the relevant corporate assets have been allocated. Changing the underlying assumptions and key inputs, including but not limited to the forecasted revenue, gross profit margins and discount rates, in the cash flow projections, could materially affect the estimated recoverable amounts.

As at 31st March, 2025, the carrying amounts of the Identified PPE and the Identified ROU assets were HK\$4,351,000 (2024: HK\$5,751,000) and HK\$87,831,000 (2024: HK\$125,486,000), respectively. The recoverable amounts of the Identified PPE and the Identified ROU assets have been determined by the management of the Group using value in use calculations of the individual retail stores to which these assets belong. The value in use calculations are based on the discounted cash flow projections based on management's expectations on the market development and the past performance, where the key input parameters include forecasted revenue, gross profit margins and discount rates. The Group estimates the recoverable amount of each retail store as it is not possible to estimate the recoverable amount of each of the Identified PPE and the Identified ROU assets individually. During the year ended 31st March, 2025, impairment losses on the Identified PPE and Identified ROU assets of HK\$482,000 (2024: HK\$442,000) and HK\$5,495,000 (2024: HK\$5,783,000), respectively, were recognised in profit or loss.

Valuation of investment properties

The fair value of each investment property is individually determined at each reporting date by independent external valuers based on a market value assessment.

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

3. 主要會計判斷及估計(續)

估計之不確定性(續)

投資物業之估值(續)

管理層與估值師緊密合作、行使判斷以制定適當之估值技術和模式之主要輸入數據。用於釐定泊車位和一個位於香港的工業物業之公平價值的主要輸入數據包括類似物業於市場上的可觀察交易、並考慮到直接比較法項下的該等投資物業位置及狀況之差異。用於釐定位於香港的商用物業和位於中國內地的工業物業之公平價值的主要輸入數據包括收入資本化法項下的資本化比率及每平方米／米之市值月租。

管理層認為本集團的投資物業之估值屬最佳估計。該等假設的變動，包括宏觀經濟環境變化、國際貿易緊張局勢及地緣政治愈趨複雜、政策方向及／或抵押要求的變化或其他突發事件導致的任何市場違規、政策、地緣政治和社會變化或其他突發事件的風險，將導致本集團投資物業的公平價值產生變動，並對損益中報告的收益或虧損金額作出相應調整。

於2025年3月31日，本集團投資物業之公平價值為513,552,000港元(2024年：552,651,000港元)。進一步詳情載於綜合財務報表附註13，當中包括公平價值計量所用的主要假設及敏感度分析。

存貨撥備

存貨按成本與可變現淨值兩者間的較低者列賬。管理層已按存貨賬齡分析、預期市況改變(影響需求及價格)，以及將存貨賬面值與其估計可變現淨值(主要按最近期售價估計)作比較，以決定於報告期末之廢棄及慢流存貨項目之撥備。估計存貨之可變現淨值時，當中涉及重大程度之管理層判斷、假設及估計。當存貨的可變現淨值低於預期時，可能產生進一步撥備。

3. Significant Accounting Judgements and Estimates (Continued)

Estimation uncertainty (Continued)

Valuation of investment properties (Continued)

Management works closely with the valuers and exercises judgement to establish the appropriate valuation technique and key inputs to the model. The key inputs used in determining the fair values of parking spaces and an industrial property located in Hong Kong include market observable transactions of similar properties and taking into account the differences in the location and condition of the investment properties under the direct comparison approach. The key inputs used in determining the fair value of the commercial properties in Hong Kong and industrial properties in Mainland China include capitalisation rates and monthly market rents per square foot/metre under income capitalisation approach.

The management considers the valuations of the Group's investment properties are the best estimates. Changes to these assumptions, including the potential risk of any market violation, policy, geopolitical and social changes or other unexpected incidents as a result of change in macroeconomic environment, the increased complexity in international trade tension and geopolitics, changes in policy direction and/or mortgage requirements, or other unexpected incidents would result in changes in the fair values of the Group's investment properties and the corresponding adjustments to the amount of gain or loss reported in profit or loss.

As at 31st March, 2025, the fair value of the Group's investment properties amounted to HK\$513,552,000 (2024: HK\$552,651,000). Further details, including the key assumptions used for fair value measurement and a sensitivity analysis, are given in note 13 to the consolidated financial statements.

Allowance for inventories

Inventories are stated at the lower of cost and net realisable values. Management has determined the allowance for obsolete and slow-moving inventory items at the end of reporting period with reference to the inventory ageing analysis, changes in expected market conditions impacting the demand and pricing and by comparing the carrying amount of inventories with their estimated net realisable values, primarily based on the latest selling prices. When estimating the net realisable value of the inventories, a significant degree of management judgement, assumptions and estimation are applied. When the net realisable values of the inventories are lower than expectation, further allowance may arise.

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

3. 主要會計判斷及估計(續)

估計之不確定性(續)

存貨撥備(續)

於2025年3月31日，存貨賬面值(扣除存貨撥備額12,944,000港元(2024年：18,095,000港元))為120,605,000港元(2024年：106,501,000港元)。

4. 營業額及分類資料

(a) 營業額

截至2025年3月31日止年度

分拆來自客戶合約之收入

For the year ended 31st March, 2025

3. Significant Accounting Judgements and Estimates (Continued)

Estimation uncertainty (Continued)

Allowance for inventories (Continued)

As at 31st March, 2025, the carrying amount of inventories was HK\$120,605,000 (2024: HK\$106,501,000) after netting off the allowance for inventories of HK\$12,944,000 (2024: HK\$18,095,000).

4. Revenue and Segment Information

(a) Revenue

For the year ended 31st March, 2025

Disaggregation of revenue from contracts with customers

商品類別	Types of goods
銷售化妝品	Sale of cosmetics
製造及銷售女仕時裝	Manufacture and sale of ladies fashion
總計	Total
收入確認的時間	Timing of revenue recognition
在某一時點	At point in time
地區市場	Geographical markets
香港及澳門	Hong Kong and Macau
中國之其他地區	Other regions of the PRC
總計	Total

化妝品 Cosmetics 千港元 HK\$'000	時裝 Fashion 千港元 HK\$'000	總計 Total 千港元 HK\$'000
350,815	—	350,815
—	130,669	130,669
<u>350,815</u>	<u>130,669</u>	<u>481,484</u>
<u>350,815</u>	<u>130,669</u>	<u>481,484</u>
350,815	130,669	481,484
—	—	—
<u>350,815</u>	<u>130,669</u>	<u>481,484</u>

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

4. 營業額及分類資料(續)

4. Revenue and Segment Information (Continued)

(a) 營業額(續)

(a) Revenue (Continued)

截至2024年3月31日止年度

For the year ended 31st March, 2024

分拆來自客戶合約之收入

Disaggregation of revenue from contracts with customers

		化妝品 Cosmetics 千港元 HK\$'000	時裝 Fashion 千港元 HK\$'000	總計 Total 千港元 HK\$'000
商品類別	Types of goods			
銷售化妝品	Sale of cosmetics	426,537	–	426,537
製造及銷售女仕時裝	Manufacture and sale of ladies fashion	–	160,173	160,173
總計	Total	426,537	160,173	586,710
收入確認的時間	Timing of revenue recognition			
在某一時點	At point in time	426,537	160,173	586,710
地區市場	Geographical markets			
香港及澳門	Hong Kong and Macau	426,537	160,147	586,684
中國之其他地區	Other regions of the PRC	–	26	26
總計	Total	426,537	160,173	586,710

就向批發市場銷售女仕時裝而言，收入於貨品控制權轉移時確認（即貨品已付運至批發商的特定地點（交付））。於交付後，批發商可全權酌情決定分銷方式及出售貨品的價格、於出售貨品時承擔主要責任並承擔貨品陳舊過時及損失的風險。正常信貸期為交付後的60天至120天。

For sales of ladies fashion to the wholesale market, revenue is recognised when control of the goods has been transferred, being when the goods have been shipped to the wholesaler's specific location (delivery). Following the delivery, the wholesaler has the full discretion over the manner of distribution and price to sell the goods, has the primary responsibility when selling the goods and bears the risks of obsolescence and loss in relation to the goods. The normal credit term is 60 to 120 days upon delivery.

就向零售客戶出售化妝品及女仕時裝而言，收入於貨品的控制權轉移時（即客戶於零售店購買貨品的時間點）確認。交易價的付款應於緊隨客戶購買貨品的時間點後支付。就透過百貨公司的銷售櫃位銷售女仕時裝予零售顧客而言，正常信貸期為顧客購買貨品後的30天至60天。

For sales of cosmetics products and ladies fashion to retail customers, revenue is recognised when control of the goods has been transferred, being at the point when the customer purchases the goods at the retail stores. Payment of the transaction price is due immediately at the point when the customer purchases the goods. For sales of ladies fashion to retail customers through sales counters in department stores, the normal credit term is 30 to 60 days upon the customer purchases the goods.

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

4. 營業額及分類資料(續)

(a) 營業額(續)

於報告期末，概無分配至履約責任的交易價尚未獲償付(或部分尚未獲償付)。

(b) 分類資料

向本公司執行董事(即主要營運決策人(「主要營運決策人」))報告之資料乃為針對所交付的貨品類別作出資源分配及評核分類表現。向主要營運決策人報告的資料會進一步按香港及澳門境內不同零售店舖劃分，而該等零售店舖各自被主要營運決策人視作獨立營運分類。就分類報告而言，該等個別營運分類已合併為單一報告分類。本集團呈列以下兩個報告分類：

- (a) 從事化妝品銷售業務的化妝品分類；及
- (b) 從事女仕時裝製造及銷售業務的時裝分類。

營運分類之會計政策與綜合財務報表附註2.4所述本集團之重大會計政策相同。

分類表現根據報告分類虧損評估，此乃經調整除稅前虧損的計量方式。除投資物業的公平價值變動、若干其他收入及收益淨額、中央行政費用、銀行及其他借貸利息開支及若干租賃負債之利息外，經調整除稅前虧損的計量方法與本集團的除稅前虧損的計量方式一致。

由於主要營運決策人並無審閱分類資產及負債之資料以分配資源及評估表現，故並無呈列有關分析。

分類間之銷售及轉讓參考向第三方銷售的當時市價之售價而進行。

4. Revenue and Segment Information (Continued)

(a) Revenue (Continued)

There are no transaction prices allocated to the performance obligations that are unsatisfied (or partially unsatisfied) as at the end of the reporting period.

(b) Segment information

Information reported to the executive directors of the Company, being the chief operating decision makers (“CODM”), for the purposes of resource allocation and assessment of segment performance focuses on the types of goods delivered. The information reported to the CODM is further categorised into different retail stores within Hong Kong and Macau, each of which is considered as a separate operating segment by the CODM. For segment reporting, these individual operating segments have been aggregated into a single reportable segment. The Group has presented the following two reportable segments:

- (a) the cosmetics segment engages in the sales of cosmetics; and
- (b) the fashion segment engages in the manufacture and sale of ladies fashion.

The accounting policies of the operating segments are the same as the Group’s material accounting policies described in note 2.4 to the consolidated financial statements.

Segment performance is evaluated based on reportable segment loss, which is a measure of adjusted loss before tax. The adjusted loss before tax is measured consistently with the Group’s loss before tax except the change in fair value of investment properties, certain other income and gains, net, central administration costs, interest expense on bank and other borrowings and interest on certain lease liabilities.

No analysis of segment assets and liabilities is presented as the CODM do not review such information for the purposes of resource allocation and performance assessment.

Inter-segment sales and transfers are transacted with reference to the selling prices used for sales made to third parties at the prevailing market prices.

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

4. 營業額及分類資料(續)**(b) 分類資料(續)**

分類收益及業績

截至2025年3月31日止年度

For the year ended 31st March, 2025

4. Revenue and Segment Information (Continued)**(b) Segment information (Continued)**

Segment revenue and results

For the year ended 31st March, 2025

	化妝品	時裝	分類總額	抵銷	綜合
	Cosmetics	Fashion	Segment total	Eliminations	Consolidated
	千港元	千港元	千港元	千港元	千港元
	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000
營業額					
對外銷售	350,815	130,669	481,484	–	481,484
分類間之銷售	–	36	36	(36)	–
	<u>350,815</u>	<u>130,705</u>	<u>481,520</u>	<u>(36)</u>	<u>481,484</u>
分類虧損	(32,612)	(25,297)	(57,909)	–	(57,909)
投資物業公平價值下降					(40,918)
其他收入及收益淨額					12,158
中央行政費用					(5,501)
融資成本					(31,823)
除稅前虧損					<u>(123,993)</u>

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

4. 營業額及分類資料(續)

(b) 分類資料(續)

分類收益及業績(續)

截至2024年3月31日止年度

4. Revenue and Segment Information (Continued)

(b) Segment information (Continued)

Segment revenue and results (Continued)

For the year ended 31st March, 2024

		化妝品	時裝	分類總額	抵銷	綜合
		Cosmetics	Fashion	Segment total	Eliminations	Consolidated
		千港元	千港元	千港元	千港元	千港元
		HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000
營業額	REVENUE					
對外銷售	External sales	426,537	160,173	586,710	–	586,710
分類間之銷售	Inter-segment sales	–	12	12	(12)	–
		<u>426,537</u>	<u>160,185</u>	<u>586,722</u>	<u>(12)</u>	<u>586,710</u>
分類虧損	SEGMENT LOSS	<u>(19,467)</u>	<u>(3,618)</u>	<u>(23,085)</u>	–	(23,085)
投資物業公平價值上升	Increase in fair value of investment properties					5,324
其他收入及收益淨額	Other income and gains, net					12,459
中央行政費用	Central administration costs					(6,042)
融資成本	Finance costs					<u>(27,067)</u>
除稅前虧損	Loss before tax					<u>(38,411)</u>

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

4. 營業額及分類資料(續)

(b) 分類資料(續)

其他分類資料

4. Revenue and Segment Information (Continued)

(b) Segment information (Continued)

Other segment information

2025年

存貨之撥備/(回撥)

存貨之撇賬

產業、廠房及設備之折舊

使用權資產之折舊

出售產業、廠房及設備項目

之虧損

資本開支

—產業、廠房及設備

—使用權資產

虧損性合約之回撥

產業、廠房及設備

之減值

使用權資產之減值

2025

Provision for/(reversal of) inventories

Write-off of inventories

Depreciation of property, plant and equipment

Depreciation of right-of-use assets

Loss on disposal of items of property, plant and equipment

Capital expenditure

— Property, plant and equipment

— Right-of-use assets

Reversal of onerous contracts

Impairment of property, plant and equipment

Impairment of right-of-use assets

化妝品	時裝	分類總額	公司	綜合
Cosmetics	Fashion	Segment total	Corporate	Consolidated
千港元	千港元	千港元	千港元	千港元
HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000
3,305	(5,211)	(1,906)	—	(1,906)
747	755	1,502	—	1,502
1,861	1,693	3,554	128	3,682
55,437	36,965	92,402	467	92,869
258	22	280	—	280
1,201	1,302	2,503	—	2,503
27,377	33,445	60,822	—	60,822
(569)	—	(569)	—	(569)
252	230	482	—	482
1,661	3,834	5,495	—	5,495

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

4. 營業額及分類資料(續)

(b) 分類資料(續)

其他分類資料(續)

4. Revenue and Segment Information (Continued)

(b) Segment information (Continued)

Other segment information (Continued)

		化妝品	時裝	分類總額	公司	綜合
		Cosmetics	Fashion	Segment total	Corporate	Consolidated
		千港元	千港元	千港元	千港元	千港元
		HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000
2024年	2024					
存貨之撥備／(回撥)	Provision for/(reversal of) inventories	4,722	(3,735)	987	–	987
存貨之撇賬	Write-off of inventories	1,082	339	1,421	–	1,421
產業、廠房及設備之折舊	Depreciation of property, plant and equipment	1,367	2,165	3,532	1,347	4,879
使用權資產之折舊	Depreciation of right-of-use assets	52,359	40,657	93,016	121	93,137
出售產業、廠房及設備項目之虧損／(收益)	Loss/(gain) on disposal of items of property, plant and equipment	18	(293)	(275)	–	(275)
資本開支	Capital expenditure					
– 產業、廠房及設備	– Property, plant and equipment	4,041	2,098	6,139	–	6,139
– 使用權資產	– Right-of-use assets	103,253	43,837	147,090	2,337	149,427
虧損性合約之撥備／(回撥)	Provision for/(reversal of) onerous contracts	443	(129)	314	–	314
產業、廠房及設備之減值	Impairment of property, plant and equipment	421	21	442	–	442
使用權資產之減值	Impairment of right-of-use assets	5,403	380	5,783	–	5,783
應收貿易款項之預期信貸虧損之回撥	Reversal of expected credit loss for trade receivables	–	(3,381)	(3,381)	–	(3,381)

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

4. 營業額及分類資料(續)

(b) 分類資料(續)

地區資料

本集團之營運主要位於香港及澳門。本集團來自外來客戶之收入的資料乃按營運所在地區呈列。

香港及澳門
中國之其他地區

Hong Kong and Macau
Other regions of the PRC

概無來自本集團任何客戶之營業額佔超過本集團相應年度總營業額10%。

有關本集團非流動資產(不包括金融工具)之資料乃按資產所在地區呈列。

4. Revenue and Segment Information (Continued)

(b) Segment information (Continued)

Geographical information

The Group's operations are principally located in Hong Kong and Macau. Information about the Group's revenue from external customers is presented based on the geographical locations of operations.

2025 千港元 HK\$'000	2024 千港元 HK\$'000
481,484	586,684
—	26
481,484	586,710

No revenue from a customer of the Group contributed over 10% of the total revenue of the Group for the corresponding years.

Information about the Group's non-current assets (excluding financial instruments) is presented based on the geographical locations of the assets.

香港及澳門
中國之其他地區
南韓

Hong Kong and Macau
Other regions of the PRC
South Korea

2025 千港元 HK\$'000	2024 千港元 HK\$'000
527,964	606,739
91,302	91,563
217	714
619,483	699,016

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

5. 其他收入及收益淨額

5. Other Income and Gains, Net

其他收入

銀行利息收入
已付租金按金之利息收入
來自投資物業之租金收入
(包括可省略之支出)

Other income

Bank interest income
Interest income from rental deposits paid
Rental income from investment properties, with
negligible outgoings

收益淨額

出售產業、廠房及設備項目
之(虧損)/收益
淨匯兌差額
虧損性合約之回撥/(撥備)
(附註24)
修訂租賃之收益
終止租賃之收益
租戶提前終止租賃之罰款
其他

Gains, net

(Loss)/gain on disposal of items of property,
plant and equipment, net
Foreign exchange differences, net
Reversal of/(provision for) onerous contract
(note 24)
Gains on modification of leases
Gains on termination of leases
Penalties from tenants for early termination
of leases
Others

2025 千港元 HK\$'000	2024 千港元 HK\$'000
1,949	13
1,557	1,224
10,148	11,564
13,654	12,801
(280)	275
41	1,012
569	(314)
48	499
6	755
58	868
1,065	2,138
1,507	5,233
15,161	18,034

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

6. 除稅前虧損

本集團的除稅前虧損乃經(計入)/扣除下列各項後達至：

6. Loss Before Tax

The Group's loss before tax is arrived at after (crediting)/charging:

		2025 千港元 HK\$'000	2024 千港元 HK\$'000
已售存貨成本	Cost of inventories sold	260,720	324,981
產業、廠房及設備之折舊	Depreciation of property, plant and equipment	3,682	4,879
使用權資產之折舊包括在：	Depreciation of right-of-use assets included in:		
– 已售貨品成本	– Cost of goods sold	125	138
– 銷售及分銷成本	– Selling and distribution costs	90,183	89,953
– 行政費用	– Administrative expenses	2,561	3,046
		92,869	93,137
不包括在計量租賃負債內的租賃付款	Lease payments not included in the measurement of lease liabilities	8,549	13,293
核數師酬金	Auditors' remuneration		
– 核數服務	– audit services	2,110	2,258
– 非核數服務	– non-audit services	420	392
員工福利開支(包括董事酬金) (附註8)：	Employee benefits expense (including directors' emoluments) (note 8):		
薪酬和其他福利	Salaries and other benefits	115,643	115,701
以股份為基礎之償付	Share-based payments	80	155
退休福利計劃供款**	Retirement benefit scheme contributions**	6,610	6,518
		122,333	122,374

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

6. 除稅前虧損(續)

6. Loss Before Tax (Continued)

		2025 千港元 HK\$'000	2024 千港元 HK\$'000
淨匯兌差額	Foreign exchange differences, net	(41)	(1,012)
應收貿易款項之預期信貸虧損之回撥	Reversal of expected credit loss for trade receivables	–	(3,381)
產業、廠房及設備之減值	Impairment of property, plant and equipment	482	442
使用權資產之減值	Impairment of right-of-use assets	5,495	5,783
存貨之(回撥)/撥備*	(Reversal of)/provision for inventories*	(1,906)	987
存貨之撇賬*	Write-off of inventories*	1,502	1,421
虧損性合約之(回撥)/撥備	(Reversal of)/provision for onerous contracts	(569)	314
投資物業公平價值之變動淨額	Change in fair value of investment properties, net	40,918	(5,324)
出售產業、廠房及設備項目之虧損/ (收益)	Loss/(gains) on disposal of items of property, plant and equipment	280	(275)

* 年內存貨報廢、耗損及慢流存貨之撥備計入綜合損益及其他全面收入表之「銷售成本」內。

* Scrap, shrinkage and provision for slow-moving inventories for the year are included in “cost of goods sold” in the consolidated statement of profit or loss and other comprehensive income.

** 本集團作為僱主並無已沒收之供款可供動用以減少現有之供款水平。

** There are no forfeited contributions that may be used by the Group as the employer to reduce the existing level of contributions.

7. 融資成本

7. Finance Costs

		2025 千港元 HK\$'000	2024 千港元 HK\$'000
銀行借貸的利息開支	Interest expense on bank borrowings	15,605	25,917
租賃負債的利息開支	Interest expense on lease liabilities	8,111	7,778
來自董事貸款的利息開支	Interest expense on loans from directors	16,065	1,110
		<u>39,781</u>	<u>34,805</u>

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

8. 董事及行政總裁酬金

根據上市規則、香港公司條例第383(1)(a)、(b)、(c)及(f)條及公司(披露董事利益資料)規例第2部披露之年內董事及行政總裁酬金如下：

8. Directors' and Chief Executive's Remuneration

Directors' and chief executive's remuneration for the year, disclosed pursuant to the Listing Rules, section 383(1)(a), (b), (c) and (f) of the Hong Kong Companies Ordinance and Part 2 of the Companies (Disclosure of Information about Benefits of Directors) Regulation, is as follows:

2025年

2025

袍金
其他酬金
薪金及津貼
退休福利計劃供款

Fees
Other emoluments
Salaries and allowances
Retirement benefit scheme contributions

酬金總額

Total emoluments

執行董事 (附註a) Executive director (note a)		非執行董事 (附註b) Non-executive director (note b)		獨立非執行董事 (附註b) Independent non-executive director (note b)			合計 Total
林玉森女士 (行政總裁)* Ms. Lam Yuk Sum	(Chief Executive Officer)*	林文細先生 Mr. Lam Man Tin	歐陽厚昌先生 Mr. Au-Yeung Hau Cheong	鄭文龍先生 Mr. Cheng Man Loong, Monty	劉詩彤女士 Ms. Lau Sze Tung	楊永基先生 Mr. Yeung Wing Kay	
鄭鐘文先生 Mr. Cheng Chung Man, Johnny	千港元 HK\$'000	千港元 HK\$'000	千港元 HK\$'000	千港元 HK\$'000	千港元 HK\$'000	千港元 HK\$'000	千港元 HK\$'000
					(附註d) (note d)	(附註e) (note e)	
袍金	-	-	130	130	130	38	534
其他酬金	-	-	-	-	-	-	-
薪金及津貼	1,560	660	-	-	-	-	2,220
退休福利計劃供款	18	31	-	-	-	-	49
酬金總額	1,578	691	130	130	130	38	2,803

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

8. 董事及行政總裁酬金(續)

8. Directors' and Chief Executive's Remuneration (Continued)

2024年	2024						
		執行董事(附註a) Executive director (note a)		非執行董事(附註b) Non-executive director (note b)		獨立非執行董事(附註b) Independent non-executive director (note b)	
		林玉森女士 (行政總裁)* Ms. Lam Yuk Sum		林文鈞先生 Mr. Lam Man Tin	歐陽厚昌先生 Mr. Au-Yeung Hau Cheong	鄭文龍先生 Mr. Cheng Loong, Monty	楊永基先生 Mr. Yeung Wing Kay
		鄭鍾文先生 Mr. Cheng Chung Man, Johnny	(Chief Executive Officer)* 千港元 HK\$'000	千港元 HK\$'000	千港元 HK\$'000	千港元 HK\$'000	千港元 HK\$'000
							合計 Total 千港元 HK\$'000
							(附註e) (note e)
袍金	Fees	–	–	130	130	130	150
其他酬金	Other emoluments						
薪金及津貼	Salaries and allowances	1,560	660	–	–	–	–
退休福利計劃供款	Retirement benefit scheme contributions	18	31	–	–	–	–
酬金總額	Total emoluments	1,578	691	130	130	130	150
							2,809

* 林玉森女士亦為本公司行政總裁，上述披露有關彼之酬金包括彼擔任行政總裁時所提供之服務。

* Ms. Lam Yuk Sum is also the Chief Executive Officer of the Company and her emoluments disclosed above included those services rendered by her as the Chief Executive Officer.

附註：

Notes:

- (a) 上表所示之執行董事酬金主要就彼等管理本公司及本集團事務之相關服務而發放。
- (b) 上表所示之非執行董事及獨立非執行董事酬金主要就彼等擔任本公司董事之服務而發放。
- (c) 截至2025年及2024年3月31日止年度，本集團並無向董事及行政總裁支付酬金，作為其加入本集團之誘因或離職補償。此外，行政總裁或任何董事概無於截至2025年及2024年3月31日止年度放棄任何酬金。
- (d) 劉詩彤女士於2024年12月14日獲委任為獨立非執行董事。
- (e) 楊永基先生於2024年12月14日辭任為獨立非執行董事。

- (a) The executive directors' emoluments shown above were mainly for their services in connection with the management of the affairs of the Company and the Group.
- (b) The non-executive directors' and independent non-executive directors' emoluments shown above were mainly for their services as directors of the Company.
- (c) During the years ended 31st March, 2025 and 2024, no emoluments were paid by the Group to the directors and the Chief Executive Officer as an inducement to join or upon joining the Group or as compensation for loss of office. In addition, neither the Chief Executive Officer nor any of the directors waived any emoluments during the years ended 31st March, 2025 and 2024.
- (d) Ms. Lau Sze Tung was appointed as an independent non-executive director on 15th December, 2024.
- (e) Mr. Yeung Wing Kay resigned as an independent non-executive director on 15th December, 2024.

Notes to the Consolidated Financial Statements
綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

9. 五位最高薪僱員

於本年度內，5位最高薪人士包括1位(2024年：1位)本公司董事，有關其酬金的詳情載於上文附註8，餘下4位(2024年：4位)最高薪人士的酬金如下：

薪金、以股份為基礎之償付及
其他福利
與表現相關之獎勵款項
退休福利計劃供款

Salaries, share-based payment and
other benefits
Performance related incentive payments
Retirement benefit scheme contributions

2025 千港元 HK\$'000	2024 千港元 HK\$'000
3,440	3,518
28	—
69	72
<u>3,537</u>	<u>3,590</u>

酬金屬於下列範圍的非董事及非主要行政人員最高薪僱員人數如下：

The number of non-director and non-chief executive highest paid employees whose remuneration fell within the following bands is as follows:

零至1,000,000港元

Nil to HK\$1,000,000

僱員人數 Number of employees	
2025	2024
<u>4</u>	<u>4</u>

截至2025年及2024年3月31日止年度，本集團並無向該5位最高薪人士支付酬金，作為其加入本集團之誘因或離職補償。

During the years ended 31st March, 2025 and 2024, no emoluments were paid by the Group to these five highest paid individuals as an inducement to join or upon joining the Group or as compensation for loss of office.

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

10. 利得稅

10. Income Tax

		2025 千港元 HK\$'000	2024 千港元 HK\$'000
即期－香港	Current – Hong Kong		
本年度開支	Charge for the year	369	572
過往年度撥備不足	Underprovision in prior years	283	–
		652	572
即期－其他司法權區	Current – Other jurisdictions		
本年度開支	Charge for the year	92	(2)
過往年度撥備不足／(超額撥備)	Underprovision/(overprovision) in prior years	79	(69)
		171	(71)
遞延稅項(附註25)	Deferred tax (note 25)	(49)	1,131
		774	1,632

除本集團一間附屬公司為利得稅兩級制下的合資格實體外，根據年內於香港產生之估計應課稅溢利按16.5%(2024年：16.5%)之稅率撥備香港利得稅。該附屬公司的首2,000,000港元(2024年：2,000,000港元)應課稅溢利按8.25%(2024年：8.25%)的稅率徵稅，而餘下應課稅溢利則按16.5%(2024年：16.5%)的稅率徵稅。

若干於澳門營運之附屬公司須按12%(2024年：12%)稅率繳付澳門補充稅，惟仍有待相關稅務當局敲定稅務負債。此外，於截至2025年及2024年3月31日止年度，特別所得補充稅減免措施予以實行，在有關措施下，應課稅收入的免稅額為600,000澳門幣(相等於582,000港元)，超出600,000澳門幣(相等於582,000港元)的溢利則按固定稅率12%(2024年：12%)徵稅。

根據《中華人民共和國企業所得稅法》(「企業所得稅法」)及企業所得稅法實施細則，中國附屬公司之稅率為25%(2024年：25%)。

Hong Kong profits tax has been provided at the rate of 16.5% (2024: 16.5%) on the estimated assessable profits arising in Hong Kong during the year, except for one subsidiary of the Group which is a qualifying entity under the two-tiered profits tax rates regime. The first HK\$2,000,000 (2024: HK\$2,000,000) of assessable profits of this subsidiary are taxed at 8.25% (2024: 8.25%) and the remaining assessable profits are taxed at 16.5% (2024: 16.5%).

Certain subsidiaries operating in Macau are subject to Macau complementary tax of 12% (2024: 12%), subject to finalisation of the tax liability with the relevant tax authority. In addition, for the years ended 31st March, 2025 and 2024, a special complementary tax incentive was provided to the effect that the tax-free income threshold was Macau Pataca (“MOP”) 600,000 (equivalent to HK\$582,000) with profit above MOP600,000 (equivalent to HK\$582,000) being taxed at a fixed rate of 12% (2024: 12%).

Under the Law of the PRC on Enterprise Income Tax (“EIT”) (the “EIT Law”) and the Implementation Regulations of the EIT Law, the tax rate of the PRC subsidiaries is 25% (2024: 25%).

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

10. 利得稅(續)

本年度之利得稅開支與綜合損益及其他全面收入表之除稅前虧損調節如下：

除稅前虧損

Loss before tax

按香港利得稅稅率16.5%計算的稅項
適用於其他司法權區的業務之

Tax at the Hong Kong profits tax rate of 16.5%
Effect of different tax rates applicable to

不同稅率之影響

operations in other jurisdictions

就稅項而言不可扣減開支之稅項影響

Tax effect of expenses not deductible for tax
purposes

就稅項而言無須課稅收入之稅項影響
動用先前尚未確認之稅項虧損

Tax effect of income not taxable for tax purposes
Utilisation of tax losses previously not
recognised

尚未確認之稅項虧損之稅項影響

Tax effect of tax losses not recognised

尚未確認之可扣減暫時性差額之
稅項影響

Tax effect of deductible temporary
difference not recognised

調整先前期間的即期稅項

Adjustments in respect of current tax of previous
periods

利得稅兩級制／免稅之稅項影響

Tax effect of the two-tiered profits tax rates
regime/tax exemption

本年度的利得稅開支

Income tax expense for the year

10. Income Tax (Continued)

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

2025 千港元 HK\$'000	2024 千港元 HK\$'000
(123,993)	(38,411)
(20,459)	(6,338)
186	407
8,107	1,816
(50)	(3,446)
(1,330)	(151)
14,346	10,495
34	(909)
107	(69)
(167)	(173)
774	1,632

11. 股息

董事會不建議派付截至2025年3月31日止年度任何末期股息
(2024年：無)。

11. Dividends

The board of directors did not recommend the payment of any final dividend for the year ended 31st March, 2025 (2024: nil).

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

12. 每股虧損

每股基本虧損金額乃根據於年內母公司普通權益擁有人應佔年內虧損124,767,000港元(2024年: 40,043,000港元)及已發行普通股加權平均數2,518,001,334股(2024年: 2,518,001,334股)計算。

由於截至2025年及2024年3月31日止年度之每股攤薄虧損之計算時並無假設本公司之購股權會獲行使，因為行使該等購股權的話，每股虧損會減少，故並無對截至2025年及2024年3月31日止年度呈列的每股基本虧損金額作出任何攤薄調整。

12. Loss Per Share

The calculation of the basic loss per share amounts is based on the loss for the year of HK\$124,767,000 (2024: HK\$40,043,000) attributable to ordinary equity holders of the parent and the weighted average number of ordinary shares of 2,518,001,334 (2024: 2,518,001,334) in issue during the year.

No adjustment has been made to the basic loss per share amounts presented for the years ended 31st March, 2025 and 2024 in respect of dilution as the calculation of diluted loss per share for the year ended 31st March, 2025 and 2024 does not assume the exercise of the Company's share options since their assumed exercise would result in a decrease in loss per share.

13. 投資物業

13. Investment Properties

		2025 千港元 HK\$'000	2024 千港元 HK\$'000
年初	At the beginning of the year	552,651	472,456
轉自產業、廠房及設備(附註)	Transferred from property, plant and equipment (note)	1,057	78,200
轉自使用權資產(附註)	Transferred from right-of-use assets (note)	1,649	—
於損益中確認之公平價值 淨(下降)/上升	Net (decrease)/increase in fair value recognised in profit or loss	(40,918)	5,324
匯兌調整	Exchange realignment	(887)	(3,329)
年終	At the end of the year	513,552	552,651

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

13. 投資物業(續)

附註：於截至2025年3月31日止年度，賬面值分別為433,000港元(2024年：18,032,000港元)及132,000港元(2024年：無)並於早前列入產業、廠房及設備之工業物業及已列入使用權資產之相關土地使用權已轉移至投資物業。轉移產業、廠房及設備以及使用權資產之公平價值收益分別為624,000港元(2024年：60,168,000港元)及1,517,000港元(2024年：無)(經扣除遞延稅項分別為156,000港元(2024年：無)及379,000港元(2024年：無))，於轉移當日於其他全面收入中確認。

該等物業於轉移當日由仲量聯行有限公司及仲量聯行企業評估及諮詢有限公司根據收入資本化法估值。

本集團之投資物業即位於香港的一幢工業大廈內之泊車位、位於香港的商用物業及位於中國內地及香港的若干工業物業。本集團為賺取租金及／或為資本增值目的而持有之所有物業權益均利用公平價值模式計值，並分類及列作投資物業。

本集團投資物業於2025年及2024年3月31日之公平價值乃根據與本集團並無關連之獨立合資格專業估值師仲量聯行有限公司及仲量聯行企業評估及諮詢有限公司進行之估值計算，該等公司於相關地點之物業估值具備適當資格及經驗。仲量聯行有限公司及仲量聯行企業評估及諮詢有限公司為香港測量師學會會員。

13. Investment Properties (Continued)

Note: During the year ended 31st March, 2025, the industrial properties previously included in property, plant and equipment and the relevant land use rights included in right-of-use assets with carrying values of HK\$433,000 (2024: HK\$18,032,000) and HK\$132,000 (2024: nil), respectively, were transferred to investment properties. The fair value gains on transfer of property, plant and equipment and right-of-use assets of HK\$624,000 (2024: HK\$60,168,000) and HK\$1,517,000 (2024: nil), net of deferred tax charges of HK\$156,000 (2024: Nil) and HK\$379,000 (2024: nil), respectively, were recognised in other comprehensive income on the date of transfer.

The properties were valued by Jones Lang LaSalle Limited ("JLL") and Jones Lang LaSalle Corporate Appraisal and Advisory Limited ("JLLCAA") based on the income capitalisation approach at the date of transfer.

The investment properties of the Group represents the parking spaces in an industrial building located in Hong Kong, commercial properties located in Hong Kong and certain industrial properties located in Mainland China and Hong Kong. All of the Group's properties interests held to earn rental and/or for capital appreciation purposes are measured using the fair value model and are classified and accounted for as investment properties.

The fair values of the Group's investment properties at 31st March, 2025 and 2024 have been arrived at on the basis of valuations carried out on that date by JLL and JLLCAA, independent qualified professional valuers not connected with the Group and possessing the appropriate qualifications and experience in the valuation of properties in the relevant locations. JLL and JLLCAA are members of the Hong Kong Institute of Surveyors.

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

13. 投資物業(續)

估值乃採用1)直接比較法(於位於香港的泊車位及工業物業)及2)收入資本化法(於位於香港的商用物業和位於中國內地的工業物業)釐定。

直接比較法反映類似物業於市場上可觀察之交易，主要因應投資物業之位置及狀況之差異而作出調整。

收入資本化法反映未到期租約期間之合約租約租金收入撥充資本，以及租約屆滿後之復歸市場租金。於年度內，所採用的估值技術並無變動。

於估計物業公平價值時，物業最高及最佳用途被視為其目前用途。

直接比較法

評估泊車位價值時所用之其中一項主要輸入數據為類似泊車位於市場上可觀察之價格介乎1,480,000港元至3,000,000港元(2024年：1,568,000港元至4,350,000港元)不等。

評估位於香港的工業物業價值時所用之其中一項主要輸入數據為類似物業於市場上可觀察之價格介乎每平方呎4,485港元至每平方呎6,543港元(2024年：每平方呎4,574港元至每平方呎6,537港元)不等。

位於香港的泊車位之市場價格及工業物業之每平方呎價格上升，將導致位於香港的泊車位及工業物業公平價值上升，反之亦然。

13. Investment Properties (Continued)

The valuations were determined using 1) the direct comparison approach for parking spaces and an industrial property located in Hong Kong and 2) the income capitalisation approach for commercial properties located in Hong Kong and industrial properties located in Mainland China.

The direct comparison approach reflects market observable transactions for similar properties, mainly adjusted for differences in the location and condition of the investment properties.

The income capitalisation approach reflects the rental income of contractual tenancy capitalised for the unexpired terms of tenancy and the reversionary market rent after expiry of tenancy in capitalisation. There have been no changes to the valuation technique used during the years.

When estimating the fair value of the properties, the highest and best use of the properties is considered to be their current use.

Direct comparison approach

One of the key inputs used when valuing the parking spaces was the market observable price of similar parking spaces which ranged from HK\$1,480,000 to HK\$3,000,000 (2024: HK\$1,568,000 to HK\$4,350,000).

One of the key inputs used in valuing the industrial property located in Hong Kong was the market observable price per square foot of similar properties which ranged from HK\$4,485 per square foot ("sq.ft.") to HK\$6,543 per sq.ft. (2024: HK\$4,574 per sq.ft. to HK\$6,537 per sq.ft.).

The increase in the market prices of the parking spaces and the price per square foot of industry properties located in Hong Kong would result in an increase in the fair value of the parking spaces and the industrial property located in Hong Kong respectively, and vice versa.

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

13. 投資物業(續)

收入資本化法

評估位於香港之商用物業價值所用之其中兩項主要輸入數據為1)資本化比率2.9%(2024年：2.5%)及2)市值月租每平方呎242港元(2024年：250港元)。

評估位於中國內地之工業物業價值所用之其中兩項主要輸入數據為1)資本化比率5%(2024年：5%)及2)每平方米之市值月租介乎人民幣22元至人民幣60元(2024年：人民幣21元至人民幣60元)不等。

資本化比率的任何上升，將導致該等商用及工業物業之公平價值下降，反之亦然，而每平方呎／米之市值月租的任何上升將會導致該等商用及工業物業之公平價值上升，反之亦然。

於2025年及2024年3月31日，本集團之投資物業已予分類為公平價值層級當中的第3層。

於本年度內，並無第3層之輸入或輸出數據。

本集團已抵押總值454,218,000港元(2024年：552,651,000港元)之投資物業，以取得本集團獲授予的一般銀行授信(附註29)。

For the year ended 31st March, 2025

13. Investment Properties (Continued)

Income capitalisation approach

Two of the key inputs used in valuing the commercial properties located in Hong Kong were 1) the capitalisation rate of 2.9% (2024: 2.5%) and 2) the monthly market rent of 242 (2024: HK\$250) per sq.ft..

Two of the key inputs used in valuing the industrial properties located in Mainland China were 1) the capitalisation rate of 5% (2024: 5%) and 2) the monthly market rent ranging from RMB22 to RMB60 (2024: RMB21 to RMB60) per square metre.

Any increase in the capitalisation rate would result in a decrease in the fair value of the commercial and industrial properties, and vice versa and, any increase in the monthly market rent per square foot/meter would result in an increase in the fair value of the commercial and industrial properties, and vice versa.

The Group's investment properties are categorised within level 3 of the fair value hierarchy as at 31st March, 2025 and 2024.

There were no transfers into or out of Level 3 during the year.

The Group has pledged investment properties with a total of HK\$454,218,000 (2024: HK\$552,651,000) to secure general banking facilities granted to the Group (note 29).

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

14. 產業、廠房及設備

14. Property, Plant and Equipment

		租賃土地 及樓宇 Leasehold land and buildings 千港元 HK\$'000	租賃 樓宇裝潢 Leasehold improvements 千港元 HK\$'000	廠房及機器 Plant and machinery 千港元 HK\$'000	傢俬及裝置 Furniture and fixtures 千港元 HK\$'000	辦公室設備 Office equipment 千港元 HK\$'000	汽車 Motor vehicles 千港元 HK\$'000	合計 Total 千港元 HK\$'000
成本值	COST							
於2023年4月1日	At 1st April, 2023	71,003	75,129	20,804	59,127	23,507	6,016	255,586
匯兌調整	Exchange realignment	(855)	(307)	(890)	(73)	(22)	(22)	(2,169)
添置	Additions	-	4,582	-	749	808	-	6,139
出售	Disposals	-	(4,153)	(23)	(1,546)	(195)	(3,007)	(8,924)
轉至投資物業	Transferred to investment properties	(33,666)	-	-	-	-	-	(33,666)
於2024年3月31日及2024年4月1日	At 31st March, 2024 and 1st April, 2024	36,482	75,251	19,891	58,257	24,098	2,987	216,966
匯兌調整	Exchange realignment	(189)	(102)	(211)	(17)	(11)	(5)	(535)
添置	Additions	-	1,539	29	374	561	-	2,503
出售	Disposals	-	(9,327)	(100)	(4,560)	(110)	(484)	(14,581)
轉至投資物業	Transferred to investment properties	(774)	-	-	-	-	-	(774)
於2025年3月31日	At 31st March, 2025	35,519	67,361	19,609	54,054	24,538	2,498	203,579
累計折舊及減值	ACCUMULATED DEPRECIATION AND IMPAIRMENT							
於2023年4月1日	At 1st April, 2023	37,887	72,978	20,725	58,587	23,164	5,893	219,234
匯兌調整	Exchange realignment	(348)	(282)	(887)	(63)	(19)	(22)	(1,621)
年內撥備	Provided for the year	1,811	2,070	60	344	471	123	4,879
減值虧損	Impairment loss	-	324	-	118	-	-	442
出售/撇賬時抵銷	Eliminated on disposals/write-off	-	(4,087)	(23)	(1,539)	(195)	(3,007)	(8,851)
轉至投資物業	Transferred to investment properties	(15,634)	-	-	-	-	-	(15,634)
於2024年3月31日及2024年4月1日	At 31st March, 2024 and 1st April, 2024	23,716	71,003	19,875	57,447	23,421	2,987	198,449
匯兌調整	Exchange realignment	(83)	(100)	(210)	(16)	(11)	(5)	(425)
年內撥備	Provided for the year	576	2,302	20	311	473	-	3,682
減值虧損	Impairment loss	-	422	-	60	-	-	482
出售/撇賬時抵銷	Eliminated on disposals/write-off	-	(9,075)	(100)	(4,501)	(110)	(484)	(14,270)
轉至投資物業	Transferred to investment properties	(341)	-	-	-	-	-	(341)
於2025年3月31日	At 31st March, 2025	23,868	64,552	19,585	53,301	23,773	2,498	187,577
賬面淨值	NET CARRYING AMOUNT							
於2025年3月31日	At 31st March, 2025	11,651	2,809	24	753	765	-	16,002
於2024年3月31日	At 31st March, 2024	12,766	4,248	16	810	677	-	18,517

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

14. 產業、廠房及設備(續)

本集團之租賃土地及樓宇位於香港及中國內地。

本集團已抵押賬面值5,181,000港元(2024年: 12,766,000港元)之租賃土地及樓宇, 以取得本集團獲授予的一般銀行授信(附註29)。

於截至2025年3月31日止年度, 賬面值433,000港元(2024年: 18,032,000港元)之租賃土地及樓宇已轉移至投資物業, 導致重估物業收益624,000港元(2024年: 60,168,000港元)以及相關遞延稅項開支為156,000(2024年: 零)於其他全面收入中確認。

已識別之產業、廠房及設備以及已識別之使用權資產之減值評估

鑑於本集團若干零售店舖之表現欠佳, 管理層認為有減值跡象並就香港及澳門所有零售店舖進行減值評估。

倘不可能估計一項個別資產的可收回金額, 則本集團會估計該項資產所屬的現金產生單位的可收回金額。現金產生單位的可收回金額已根據使用價值計算釐定。該項計算使用基於經本集團管理層批核之預測之現金流量預測, 並涵蓋餘下租賃期, 於2025年3月31日的稅前折現率介乎每年13.4%至13.8%(2024年: 每年13.9%至14.4%)不等。預測營業額及毛利率乃經參考預期市場發展及零售店舖之過往表現而釐定。

For the year ended 31st March, 2025

14. Property, Plant and Equipment (Continued)

The Group's leasehold land and buildings are located in Hong Kong and Mainland China.

The Group has pledged leasehold land and buildings with a carrying value of HK\$5,181,000 (2024: HK\$12,766,000) to secure general banking facilities granted to the Group (note 29).

During the year ended 31st March, 2025, leasehold land and buildings with a carrying value of HK\$433,000 (2024: HK\$18,032,000) were transferred to investment properties, resulting in a gain on revaluation of properties of HK\$624,000 (2024: HK\$60,168,000), and the related deferred tax charge of 156,000 (2024: nil) recognised in other comprehensive income.

Impairment assessment of the Identified PPE and the Identified ROU assets

Giving the underperformance of the Group's certain retail stores, management concluded there was an indication for impairment and performed impairment assessment for all retail stores in Hong Kong and Macau.

The Group estimates the recoverable amount of the cash-generating unit to which the assets belong when it is not possible to estimate the recoverable amount individually. The recoverable amount of the cash-generating unit has been determined based on a value in use calculations using cash flow projections based on forecasts approved by the management of the Group covering the remaining lease terms with a pre-tax discount rate ranging from 13.4% to 13.8% per annum (2024: 13.9% to 14.4% per annum) as at 31st March, 2025. The forecasted revenue and gross profit margin have been determined with reference to the expected market development and the past performance of the retail stores.

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

14. 產業、廠房及設備(續)

已識別之產業、廠房及設備以及已識別之使用權資產之減值評估(續)

管理層就已識別之產業、廠房及設備以及已識別之使用權資產之可收回金額進行減值評估(如本附註及附註15所披露)，其賬面值分別為4,351,000港元(2024年：5,751,000港元)及87,831,000港元(2024年：125,486,000港元)，經扣除累計折舊及減值虧損分別為161,211,000港元(2024年：171,746,000港元)及599,031,000港元(2024年：539,880,000港元)。

根據評估結果，本集團管理層認為若干現金產生單位的可收回金額低於其相應賬面值。減值金額已分配至已識別之產業、廠房及設備及已識別之使用權資產之各個類別，以使各資產類別的賬面值不會被減至低於其使用價值、其公平價值減出售成本後之金額及零之最高者。根據使用價值計算及分配，已分別確認已識別之產業、廠房及設備及已識別之使用權資產之賬面值之減值虧損為482,000港元(2024年：442,000港元)及5,495,000港元(2024年：5,783,000港元)。

14. Property, Plant and Equipment (Continued)

Impairment assessment of the Identified PPE and the Identified ROU assets (Continued)

Management conducted impairment assessment on the recoverable amounts of the Identified PPE and the Identified ROU assets as disclosed in this note and note 15, with carrying amounts of HK\$4,351,000 (2024: HK\$5,751,000) and HK\$87,831,000 (2024: HK\$125,486,000), net of accumulated depreciation and impairment losses of HK\$161,211,000 (2024: HK\$171,746,000) and HK\$599,031,000 (2024: HK\$539,880,000), respectively.

Based on the result of the assessment, the management of the Group determined that the recoverable amounts of certain cash-generating units are lower than the corresponding carrying amounts. The impairment amount has been allocated to each category of the Identified PPE and the Identified ROU assets such that the carrying amount of each category of asset is not reduced below the highest of its value in use, fair value less cost of disposal and zero. Based on the value in use calculations and the allocation, impairment losses of HK\$482,000 (2024: HK\$442,000) and HK\$5,495,000 (2024: HK\$5,783,000) have been recognised against the carrying amounts of the Identified PPE and the Identified ROU assets, respectively.

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

14. 產業、廠房及設備(續)

已識別之產業、廠房及設備以及已識別之使用權資產之減值評估(續)

租賃土地及樓宇、汽車及香港境外的租賃土地之賬面值於2025年及2024年3月31日並無調減，原因為租賃土地及樓宇、汽車及香港境外的租賃土地之公平價值減出售成本的金額高於其賬面值。

15. 租賃

本集團作為承租人

為自擁有人取得香港境外的租賃土地(租賃期為50年)，一整筆款項已預先支付，根據該等土地租賃的條款，毋須持續付款。

本集團訂有供營運使用的多項零售店舖、辦公室物業及汽車的租賃合約。零售店舖及辦公室物業的租期通常為1至4年(2024年：1至3年)，而汽車的租期通常為4至5年。一般而言，本集團不可向本集團以外人士轉讓及分租租賃資產。目前訂有若干包含延期選擇權和可變租賃付款的租賃合約，有關詳情進一步論述如下。

租賃條款乃按個別基準磋商，並包含不同條款及條件。於釐定租賃期及評估不可撤銷期間的長度時，本集團應用合約的定義並釐定合約可執行的期間。

14. Property, Plant and Equipment (Continued)

Impairment assessment of the Identified PPE and the Identified ROU assets (Continued)

The carrying amounts of the leasehold land and buildings, motor vehicles and leasehold land outside Hong Kong as at 31st March, 2025 and 2024 have not been reduced since the amounts of fair value less costs of disposal of the leasehold land and buildings, motor vehicles and leasehold land outside Hong Kong are higher than their carrying amounts.

15. Leases

Group as a lessee

Lump sum payments were made upfront to acquire the leasehold land outside Hong Kong from the owners with lease periods of 50 years, and no ongoing payments will be made under the terms of these land leases.

The Group has lease contracts for various items of retail stores, office properties and motor vehicles in its operations. Leases of retail stores and office properties generally have lease terms between 1 and 4 years (2024: between 1 and 3 years), while motor vehicles generally have lease terms between 4 to 5 years. Generally, the Group is restricted from assigning and subleasing the leased assets outside the Group. There are several lease contracts that include extension options and variable lease payments, which are further discussed below.

Lease terms are negotiated on an individual basis and contain different terms and conditions. In determining the lease term and assessing the length of the non-cancellable period, the Group applies the definition of a contract and determines the period for which the contract is enforceable.

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

15. 租賃(續)

本集團作為承租人(續)

(a) 使用權資產

於2023年4月1日	At 1st April, 2023
匯兌調整	Exchange realignment
添置(包括來自租賃修訂之調整)	Additions (including adjustments arising from lease modification)
租賃之終止	Termination of leases
折舊開支	Depreciation charge
已確認之減值虧損	Impairment loss recognised
於2024年3月31日 及2024年4月1日	At 31st March, 2024 and 1st April, 2024
匯兌調整	Exchange realignment
添置(包括來自租賃修訂之調整)	Additions (including adjustments arising from lease modification)
租賃之終止	Termination of leases
折舊開支	Depreciation charge
已確認之減值虧損	Impairment loss recognised
轉移至投資物業	Transferred to investment properties
於2025年3月31日	At 31st March, 2025

於2025年3月31日，本集團已抵押賬面值537,000港元(2024年：2,362,000港元)的使用權資產，以取得本集團獲授予的一般銀行授信(附註29)。

於截至2025年3月31日止年度，計入使用權資產且賬面值為132,000港元(2024年：無)之土地使用權已轉移至投資物業。使用權資產之公平價值收益1,517,000港元(2024年：無)以及相關遞延稅項開支379,000港元(2024年：無)已於轉移日在其他全面收入中確認。

15. Leases (Continued)

Group as a lessee (Continued)

(a) Right-of-use assets

香港境外的 租賃土地 Leasehold land outside Hong Kong 千港元 HK\$'000	零售店舖及 辦公室物業 Retail stores and office properties 千港元 HK\$'000	汽車 Motor Vehicles 千港元 HK\$'000	總計 Total 千港元 HK\$'000
2,584	78,425	—	81,009
(111)	(35)	—	(146)
—	146,096	3,331	149,427
—	(3,522)	—	(3,522)
(111)	(92,853)	(173)	(93,137)
—	(5,783)	—	(5,783)
2,362	122,328	3,158	127,848
(24)	(41)	—	(65)
—	60,822	—	60,822
—	(180)	—	(180)
(108)	(92,045)	(716)	(92,869)
—	(5,495)	—	(5,495)
(132)	—	—	(132)
2,098	85,389	2,442	89,929

As at 31st March, 2025, the Group has pledged right-of-use assets with a carrying value of HK\$537,000 (2024: HK\$2,362,000) to secure general banking facilities granted to the Group (note 29).

During the year ended 31st March, 2025, the land use rights included in right-of-use assets with a carrying amount of HK\$132,000 (2024: nil) were transferred to investment properties. The fair value gain of right-of-use assets of HK\$1,517,000 (2024: nil), and the related deferred tax charge of HK\$379,000 (2024: nil) were recognised in other comprehensive income at the date of transfer.

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

15. 租賃(續)

本集團作為承租人(續)

(a) 使用權資產(續)

於本年度，5,495,000港元(2024年：5,783,000港元)之減值確認於已識別之使用權資產，其詳情載於附註14。

(b) 租賃負債

於本年度，租賃負債的賬面值及變動如下：

年初	At the beginning of the year
匯兌調整	Exchange realignment
新租賃	New leases
於本年度確認之利息增幅	Accretion of interest recognised during the year
付款	Payments
租賃修訂	Lease modification
年終	At the end of the year
分析為：	Analysed into:
流動部分	Current portion
非流動部分	Non-current portion

15. Leases (Continued)

Group as a lessee (Continued)

(a) Right-of-use assets (Continued)

During the year, impairment of HK\$5,495,000 (2024: HK\$5,783,000) was recognised on the Identified ROU assets, details of which are included in note 14.

(b) Lease liabilities

The carrying amount of lease liabilities and the movements during the year are as follows:

2025 千港元 HK\$'000	2024 千港元 HK\$'000
138,611	91,069
(47)	(37)
8,383	45,682
8,111	7,778
(104,112)	(101,421)
51,056	95,540
102,002	138,611
64,544	78,103
37,458	60,508
102,002	138,611

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

15. 租賃(續)

本集團作為承租人(續)

(b) 租賃負債(續)

租賃負債之期限分析如下：

1年以內	Within one year
第2年	In the second year
第3至第5年(包括首尾兩年)	In the third to fifth years, inclusive

應用於租賃負債的加權平均增量借款年利率介乎4.85%至7.82%(2024年：2.46%至7.81%)不等。

按相關集團實體功能貨幣以外的貨幣計值的租賃責任列載如下：

港元	HK\$
----	------

(c) 於損益中確認的租賃相關金額如下：

租賃負債利息	Interest on lease liabilities
使用權資產折舊開支	Depreciation charge of right-of-use assets
修訂租賃之收益	Gains on modification of leases
終止租賃之收益	Gains on termination of leases
與短期租賃有關的開支*	Expense relating to short-term leases*
不計入租賃負債計量之可變租賃付款*	Variable lease payments not included in the measurement of lease liabilities*
使用權資產之減值	Impairment of right-of-use assets

* 該等項目計入綜合損益及其他全面收入表之「銷售及分銷成本」內。

15. Leases (Continued)

Group as a lessee (Continued)

(b) Lease liabilities (Continued)

The maturity analysis of lease liabilities is as follows:

2025 千港元 HK\$'000	2024 千港元 HK\$'000
64,543	78,103
31,344	57,678
6,115	2,830
102,002	138,611

The weighted average incremental borrowing rates applied to lease liabilities range from 4.85% to 7.82% (2024: 2.46% to 7.81%) per annum.

Lease obligations that are denominated in currencies other than the functional currencies of the relevant group entities are set out below:

2025 千港元 HK\$'000	2024 千港元 HK\$'000
7,091	6,349

(c) The amounts recognised in profit or loss in relation to leases are as follows:

2025 千港元 HK\$'000	2024 千港元 HK\$'000
8,111	7,778
92,869	93,137
(48)	(499)
(6)	(755)
7,485	10,903
1,064	2,390
5,495	5,783
114,970	118,737

* These items are included in "Selling and distribution costs" in the consolidated statement of profit or loss and other comprehensive income.

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

15. 租賃(續)

本集團作為承租人(續)

(d) 延期選擇權

本集團就多項零售店舖租賃具有延期選擇權。該等選擇權乃用於令管理本集團營運所用資產方面的營運靈活性達至最大。本集團持有的大部分延期選擇權僅可由其行使，相關出租人不得行使。

本集團於租賃開始日期評估是否合理地確定會行使延期選擇權。

於2025年及2024年3月31日，本集團並無未能合理地確定會行使之延期選擇權。

(e) 本集團租入多家零售店舖及處所，其中包含基於本集團零售店舖的營業額的可變租賃付款條款。下文提供有關本集團可變租賃付款的資料，包括與固定付款有關的數額：

2025年	2025
固定租金	Fixed rents
僅可變租金	Variable rents only
總計	Total
2024年	2024
固定租金	Fixed rents
僅可變租金	Variable rents only
總計	Total

For the year ended 31st March, 2025

15. Leases (Continued)

Group as a lessee (Continued)

(d) Extension options

The Group has extension options in a number of leases for retail stores. There 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 at the option of the Group and not by the respective lessors.

The Group assesses at the lease commencement date whether it is reasonably certain to exercise the extension options.

As at 31st March, 2025 and 2024, there are no extension options in which the Group is not reasonably certain to exercise.

(e) The Group leases a number of retail stores and premises which contain variable lease payment terms that are based on the Group's turnover generated from the retail stores. The following provides information on the Group's variable lease payments, including the magnitude in relation to fixed payments:

固定付款 Fixed payments	可變付款 Variable payments	總計 Total
千港元 HK\$'000	千港元 HK\$'000	千港元 HK\$'000
7,485	–	7,485
–	1,064	1,064
7,485	1,064	8,549
10,903	–	10,903
–	2,390	2,390
10,903	2,390	13,293

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

15. 租賃(續)

本集團作為承租人(續)

(f) 租賃的現金流出總額於綜合財務報表附註28(c)中作出披露。

本集團作為出租人

本集團出租其根據經營租賃安排持有作為出租或持有作資本增值的投資物業(附註13)，包括位於香港的9個(2024年：9個)泊車位及5個(2024年：5個)物業以及位於中國內地的一個物業的25個(2024年：20個)部分。租賃條款一般要求租戶支付抵押按金。

本集團於本年度確認的租金收入為10,148,000港元(2024年：11,564,000港元)，有關詳情載於綜合財務報表附註5。

所持有之物業均已承有承諾租賃介乎6個月至5年(2024年：3個月至5年)期之租戶。於本報告期末，本集團於未來期間根據不可撤銷經營租賃應自其租戶收取的未折現租賃付款如下：

1年內	Within one year
第2年	In the second year
第3年	In the third year
第4年	In the fourth year
第5年	In the fifth year

15. Leases (Continued)

Group as a lessee (Continued)

(f) The total cash outflow for leases is disclosed in note 28(c) to the consolidated financial statements.

Group as a lessor

The Group leases its investment properties (note 13) consisting of 9 (2024: 9) carparks and 5 (2024: 5) properties located in Hong Kong and 25 (2024: 20) portions of a property located in Mainland China held to be leased under operating lease arrangements or held for capital appreciation. The terms of the leases generally require the tenants to pay security deposits.

Rental income recognised by the Group during the year was HK\$10,148,000 (2024: HK\$11,564,000), details of which are included in note 5 to the consolidated financial statements.

All of the properties held have committed tenants with terms that ranged from 6 months to 5 years (2024: 3 months to 5 years). At the end of the reporting period, the undiscounted lease payments receivable by the Group in future periods under non-cancellable operating leases with its tenants are as follows:

2025 千港元 HK\$'000	2024 千港元 HK\$'000
8,973	8,802
4,386	6,336
972	2,341
691	38
537	—
15,559	17,517

16. 預付款項及其他應收款項

預付款項	Prepayments
其他應收款項(附註)	Other receivables (note)

附註：

計入上述結餘的金融資產與近期並無拖欠記錄及逾期金額的應收款項有關。於2025年及2024年3月31日，虧損撥備經評估屬輕微。

16. Prepayments and Other Receivables

2025 千港元 HK\$'000	2024 千港元 HK\$'000
5,077	3,375
3,663	2,320
8,740	5,695

Note:

The financial assets included in the above balances relate to receivables for which there was no recent history of default and past due amounts. As at 31st March, 2025 and 2024, the loss allowance was assessed to be minimal.

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

16. 預付款項及其他應收款項(續)

附註：(續)

該金額包括支付予一間關連公司之租賃按金300,000港元(2024年：300,000港元)，其由本公司主要股東實益擁有。有關結餘為免息，並須按要求償還。

16. Prepayments and Other Receivables (Continued)

Note: (Continued)

The amount included a rental deposit paid to a related company of HK\$300,000 (2024: HK\$300,000), which is beneficially owned by the substantial shareholder of the Company. The balance is interest-free and repayable on demand.

17. 存貨

原料	Raw materials
在製品	Work in progress
製成品	Finished goods

17. Inventories

2025 千港元 HK\$'000	2024 千港元 HK\$'000
2,060	3,085
6,218	5,729
112,327	97,687
120,605	106,501

18. 應收貿易款項

應收貿易款項	Trade receivables
減值虧損淨額	Impairment losses, net

18. Trade Receivables

2025 千港元 HK\$'000	2024 千港元 HK\$'000
1,957	5,969
—	—
1,957	5,969

本集團就其位於百貨公司的銷售櫃位應收款項給予30日至60日之信貸期；而給予批發客戶之信貸期介乎60日至120日。以下為於本報告期末，按發票日期呈列之應收貿易款項之賬齡分析：

The Group allows credit periods of 30 to 60 days for receivables from department stores in which sales counters are located and credit periods of 60 to 120 days for its wholesale customers. The following is an ageing analysis of trade receivables presented based on the invoice date at the end of the reporting period:

30日內	Within 30 days
31至60日	31 to 60 days
61至90日	61 to 90 days
91至120日	91 to 120 days
逾120日	Over 120 days

2025 千港元 HK\$'000	2024 千港元 HK\$'000
1,579	5,136
290	530
—	278
—	—
88	25
1,957	5,969

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

18. 應收貿易款項(續)

本集團於接納任何新批發客戶前，會先調查客戶之過往信貸記錄，以評估潛在客戶之信貸狀況，並訂定客戶之信貸額度。本集團會為信貸記錄良好且可信之客戶提供信貸銷售，並定期審核授予客戶之信貸額度。

於2025年及2024年3月31日，本集團並無應收貿易款項於報告日已逾期。逾期已超過90日或以上的餘額不被視為違約。根據歷史經驗及經計及前瞻性資料，本公司董事認為收回該債務的可能性為高。本集團並無就該等餘額持有任何抵押品。

應收貿易款項及其他應收款項的減值評估詳情載於附註33。

19. 現金及現金等值項目

現金及銀行結餘	Cash and bank balances
抵押存款	Pledged deposits
小計	Subtotal
減：為銀行授信作抵押(附註29)	Less: pledged for banking facilities (note 29)
現金及現金等值項目	Cash and cash equivalents

於本報告期末，本集團以人民幣(「人民幣」)計值之現金及銀行結餘為1,279,000港元(2024年：594,000港元)。人民幣不能自由兌換為其他貨幣。然而，根據中國內地之外匯管制條例及結匯以及售匯及付匯管理規定，本集團獲准透過認可進行外匯交易業務的銀行將人民幣兌換為其他貨幣。

銀行結餘存於信譽良好且並無近期違約記錄之銀行內。本集團之銀行結餘及存款按現行銀行存款年利率介乎0.001%至6.220%(2024年：0.001%至4.750%)計息，原訂期限為3個月或以下。

18. Trade Receivables (Continued)

Before accepting any new wholesale customers, the Group assesses the potential customers' credit quality by investigating their historical credit record and defines credit limits by customer. Credit sales are made to customers with a satisfactory and trustworthy credit history. Credit limits attributed to customers are reviewed regularly.

As at 31st March, 2025 and 2024, there are no trade receivables which were past due as at the reporting date. The balances past due for 90 days or more are not considered as in default. The directors of the Company consider that the recoverability of these debts is high based on historical experience and taking into consideration forward-looking information. The Group does not hold any collateral over these balances.

Details of the impairment assessment of trade and other receivables are set out in note 33.

19. Cash and Cash Equivalents

2025 千港元 HK\$'000	2024 千港元 HK\$'000
13,126	8,537
13,070	2,231
26,196	10,768
(13,070)	(2,231)
13,126	8,537

At the end of the reporting period, the Group's cash and bank balances denominated in Renminbi ("RMB") amounted to HK\$1,279,000 (2024: HK\$594,000). The RMB is not freely convertible into other currencies, however, under Mainland China's Foreign Exchange Control Regulations and Administration of Settlement, and Sale and Payment of Foreign Exchange Regulations of the PRC, the Group is permitted to exchange RMB for other currencies through banks authorised to conduct foreign exchange business.

The bank balances are deposited with creditworthy banks with no recent history of default. The Group's bank balances and deposits carry interest at prevailing bank deposit rates ranging from 0.001% to 6.220% (2024: 0.001% to 4.750%) per annum and have an original maturity of three months or less.

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

20. 應付貿易款項

於各報告期末應付貿易款項根據發票日期呈列之賬齡分析如下：

30日內	Within 30 days
31至60日	31 to 60 days
61至90日	61 to 90 days
逾90日	Over 90 days

20. Trade Payables

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

2025 千港元 HK\$'000	2024 千港元 HK\$'000
7,231	16,401
12,269	10,267
2,946	3,016
1,109	936
23,555	30,620

應付貿易款項為不計息，一般於30日至60日之信貸期內結清。

Trade payables are non-interest-bearing and are normally settled on credit terms of 30 to 60 days.

21. 其他應付款項及應計費用

應計費用	Accrued expenses	
其他應付款項	Other payables	(a)
還原成本撥備	Provision for reinstatement costs	(b)
合約負債	Contract liabilities	(c)
其他應付稅項	Other taxes payable	
減：非即期部分	Less: non-current portion	
— 還原成本撥備	— Provision for reinstatement costs	
即期部分	Current portion	

21. Other Payables and Accruals

附註 Notes	2025 千港元 HK\$'000	2024 千港元 HK\$'000
	24,289	27,368
(a)	3,745	3,509
(b)	8,697	9,180
(c)	1,656	5,533
	96	111
	38,483	45,701
	(2,369)	(3,523)
	36,114	42,178

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

21. 其他應付款項及應計費用(續)

附註：

- (a) 其他應付款項為不計息，且金額為按要求或在1個月內按信貸期結算。
- (b) 本集團就還原成本撥備之變動如下：

年初	At the beginning of the year
年內撥備	Provision during the year
實際已付成本	Actual costs paid

年內，還原成本撥備為205,000港元(2024年：680,000港元)已入賬至使用權資產。

- (c) 合約負債之詳情如下：

已收客戶之短期墊款	Short-term advances received from customers
化妝品零售	Retail sales of cosmetics
客戶忠誠度計劃	Customer loyalty programme

合約負債包括就預訂化妝品所收之短期墊款。2025年及2024年合約負債減少主要由於年底已收客戶之短期墊款減少。

21. Other Payables and Accruals (Continued)

Notes:

- (a) Other payables are non-interest-bearing and the amounts are repayable on demand or settled on a credit term within 1 month.
- (b) Movements in the Group's provision for reinstatement costs are as follows:

2025 千港元 HK\$'000	2024 千港元 HK\$'000
9,180	10,067
205	680
(687)	(1,567)
8,698	9,180

During the year, provision for reinstatement costs of HK\$205,000 (2024: HK\$680,000) has been recorded in right-of-use assets.

- (c) Details of contract liabilities are as follows:

2025年 3月31日 31st March, 2025 千港元 HK\$'000	2024年 3月31日 31st March, 2024 千港元 HK\$'000	2023年 4月1日 1st April, 2023 千港元 HK\$'000
1,235	5,533	6,126
421	—	—
1,656	5,533	6,126

Contract liabilities include short-term advances received for the reservation of cosmetics. The decrease in contract liabilities in 2025 and 2024 was mainly due to the decrease in short-term advances received from customers at the end of the year.

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

22. 其他借貸

來自董事的貸款為無抵押，按香港銀行同業拆息加1%計息及需於2027年償還(2024年：需於2025年至2026年償還)。

22. Other Borrowings

The loans from directors are unsecured, interest-bearing at Hong Kong Inter-bank Offered Rate ("HIBOR") +1% and repayable in 2027 (2024: repayable in 2025 to 2026).

23. 計息之銀行借貸

23. Interest-Bearing Bank Borrowings

銀行透支	Bank overdraft
銀行貸款	Bank loans
進口貸款	Import loans

2025 千港元 HK\$'000	2024 千港元 HK\$'000
–	2,182
166,647	337,827
11,448	50,445
178,095	390,454

有抵押銀行借貸須按下列償還：

The secured bank borrowings are repayable as follows:

須按原到期期限償還之本金金額*：	Principal amounts repayable based on original maturity terms*:
按要求	On demand
1年內	Within one year
第2年	In the second year
第3至第5年(包括首尾兩年)	In the third to fifth years, inclusive

2025 千港元 HK\$'000	2024 千港元 HK\$'000
–	2,182
171,988	382,561
3,127	1,738
2,980	3,973
178,095	390,454

* 該等金額的到期日乃貸款協議所載既定還款日期。

* The amounts due are based on the scheduled repayment dates set out in the loan agreements.

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

23. 計息之銀行借貸(續)

借貸的賬面金額以下列的貨幣計值：

港元	HK\$
美元	USD
人民幣	RMB

本集團之借貸乃浮動利率借貸，按實際年利率（亦等於訂約利率）介乎2.90%至7.09%（2024年：3.85%至7.66%）計息。

本集團之貸款含按要求還款之條文，因此於2025年及2024年3月31日被列為流動負債。

於該等財務報表之批准日期，本集團並無違反任何銀行契約。

銀行借貸以本集團若干資產為抵押（附註29）。

23. Interest-Bearing Bank Borrowings (Continued)

The carrying amounts of borrowings are dominated in the following currencies:

2025 千港元 HK\$'000	2024 千港元 HK\$'000
174,962	390,309
—	145
3,133	—
178,095	390,454

The Group's borrowings are floating-rate borrowings which carry interest at effective interest rates (which are also equal to contracted interest rates) ranging from 2.90% to 7.09% (2024: 3.85% to 7.66%) per annum.

The Group's loans containing a repayment on demand clause hence shown as current liabilities as at 31st March, 2025 and 2024.

At the date of approval of these financial statements, the Group did not breach any bank covenants.

The bank borrowings are secured by certain assets of the Group (note 29).

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

24. 撥備

於本年度及過往年度內，所確認之虧損性合約撥備及其變動如下：

年初	At the beginning of the year
年內(回撥)/撥備	(Reversed)/provided for the year
年終	At the end of the year

24. Provision

The following are the provision for onerous contracts recognised and its movement during the current and prior years:

2025 千港元 HK\$'000	2024 千港元 HK\$'000
898	584
(569)	314
329	898

虧損性合約撥備乃根據就本集團履行附帶短期租賃的租賃協議項下責任時產生且超出預期將自所有化妝品及時裝業務表現欠佳的零售店舖取得之經濟利益之不可避免成本所進行之評估而作出。本集團根據本集團的會計政策審閱於不可撤銷租賃期之各租賃協議中附帶不可撤銷條文的所有具有短期租賃之零售店舖的經折現現金流量預測，釐定是否有任何跡象顯示零售店舖表現欠佳。

Provision for onerous contracts is made based on an assessment of the unavoidable costs of meeting the obligations under the lease agreement, with short-term leases, that exceed the economic benefits expected to be received under it from all underperforming retail stores of the cosmetics and fashion businesses. In accordance with the Group's accounting policies, the Group reviews the discounted cash flow forecasts of all of the retail stores with short-term leases under the non-cancellable clause in the respective lease agreements to determine whether there is any indication of underperforming of the retail stores.

虧損性合約撥備乃根據本集團於對其具短期租賃的所有表現欠佳的零售店舖進行截至不可撤銷租賃期末之折現現金流量預測計提，並按介乎每年13.4%至13.8% (2024年：13.9%至14.4%) 之稅前折現率進行折現。經折現現金流量的主要假設包括營業額增長、毛利率及餘下租賃期的不可避免成本。金額乃根據過往表現及管理層對市場發展的預期，經考慮業務之營業額及開支增長而釐定。於2025年3月31日，虧損性合約撥備為329,000港元 (2024年：898,000港元)。

The provision for onerous contracts is calculated based on discounted cash flow forecasts of all of the Group's underperforming retail stores with short-term leases to the end of the non-cancellable lease period and discounted with a pre-tax discount rate ranging from 13.4% to 13.8% (2024: 13.9% to 14.4%) per annum. Key assumptions used when determining the discounted cash flow forecasts include revenue growth, gross profit margins and unavoidable costs that will be incurred during the remaining lease period. Amounts are determined based on past performance and management's expectations on the market development, after taking into consideration revenue and expenditure growth of the business. As at 31st March, 2025, the provision for onerous contracts was HK\$329,000 (2024: HK\$898,000).

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

25. 遞延稅項

下文為本年度及過往年度確認之主要遞延稅項(負債)/資產及其變動：

25. Deferred Tax

The following are the major deferred tax (liabilities)/assets recognised and the movements thereon during the current and prior years:

		重估物業 Revaluation of properties 千港元 HK\$'000	稅項折舊所致 之暫時性差額 Temporary difference from tax depreciation 千港元 HK\$'000	總計 Total 千港元 HK\$'000
於2023年4月1日	At 1st April, 2023	(17,635)	386	(17,249)
於損益中扣除	Charged to profit or loss	(1,050)	(81)	(1,131)
匯兌調整	Exchange realignment	624	—	624
於2024年3月31日	At 31st March, 2024			
及2024年4月1日	and 1st April, 2024	(18,061)	305	(17,756)
於損益中扣除	Charged to profit or loss	130	(81)	49
於其他全面收入中扣除 (附註13)	Charged to other comprehensive income (note 13)	(535)	—	(535)
匯兌調整	Exchange realignment	171	—	171
於2025年3月31日	At 31st March, 2025	(18,295)	224	(18,071)

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

25. 遞延稅項(續)

並無就以下項目確認遞延稅項資產：

稅項虧損	Tax losses
可扣減暫時性差額	Deductible temporary differences

25. Deferred Tax (Continued)

Deferred tax assets have not been recognised in respect of the following items:

2025 千港元 HK\$'000	2024 千港元 HK\$'000
824,400	741,010
1,810	1,810
826,210	742,820

上述稅項虧損包括於香港產生的808,595,000港元(2024年：722,413,000港元)，其可無限期動用；於澳門產生的10,032,000港元(2024年：9,856,000港元)，其將於3年內屆滿；及於中國內地產生的5,773,000港元(2024年：8,741,000港元)，其將於1至5年內屆滿，用以抵銷產生虧損之公司的未來應課稅溢利。並無就上述項目確認遞延稅資產，此乃由於不大可能有可用上述項目抵扣的應課稅溢利。

The above tax losses which included HK\$808,595,000 (2024: HK\$722,413,000) arising in Hong Kong are available indefinitely; HK\$10,032,000 (2024: HK\$9,856,000) arising in Macau will expire in three years; and HK\$5,773,000 (2024: HK\$8,741,000) arising in Mainland China that will expire in one to five years for offsetting against future taxable profits of the companies in which the losses arose. Deferred tax assets have not been recognised in respect of the above items as it is not considered probable that taxable profits will be available against which the above items can be utilised.

根據中國企業所得稅法，於中國成立之外商投資企業向海外投資者宣派的股息時須繳納10%的預扣稅。有關規定於2008年1月1日起生效，並適用於2007年12月31日之後的盈利。倘中國內地與海外投資者的司法權區訂有稅務條約，則可能享有較低的預扣稅率。就本集團而言，適用稅率為5%(2024年：5%)。因此，本集團須就中國附屬公司於2008年1月1日起賺取盈利後宣派的股息繳納預扣稅。

Pursuant to the PRC Corporate Income Tax Law, a 10% withholding tax is levied on dividends declared to foreign investors from the foreign investment enterprises established in the PRC. The requirement is effective from 1st January, 2008 and applies to earnings after 31st December, 2007. A lower withholding tax rate may be applied if there is a tax treaty between Mainland China and the jurisdiction of the foreign investors. For the Group, the applicable rate is 5% (2024: 5%). The Group is therefore liable for withholding taxes on dividends distributed by the PRC subsidiaries in respect of their earnings generated from 1st January, 2008.

於2025年3月31日，本集團並未就與附屬公司的未分派溢利有關的暫時性差額確認因分派此等滾存溢利而應付的遞延稅項負債45,554,000港元(2024年：43,019,000港元)，原因是本公司可控制此等附屬公司的股息政策，並已決定有關溢利可能不會在可見將來分派。

At 31st March, 2025, the Group has not recognised deferred tax liabilities of HK\$45,554,000 (2024: HK\$43,019,000) in respect of temporary differences relating to the undistributed profits of subsidiaries, that would be payable on the distribution of these retained profits as the Company controls the dividend policy of these subsidiaries and determines that it is not probable that these profits will be distributed in the foreseeable future.

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

26. 股本

26. Share Capital

法定：

Authorised:

10,000,000,000 (2024年：10,000,000,000)
股每股0.01港元之普通股

10,000,000,000 (2024: 10,000,000,000)
ordinary shares of HK\$0.01 each

已發行及繳足：

Issued and fully paid:

2,518,001,334 (2024年：2,518,001,334)
股每股0.01港元之
普通股

2,518,001,334 (2024: 2,518,001,334)
ordinary shares of HK\$0.01 each

2025 千港元 HK\$'000	2024 千港元 HK\$'000
100,000	100,000
25,180	25,180

27. 購股權計劃

27. Share Option Scheme

2023年購股權計劃

2023 Share Option Scheme

根據本公司於2023年9月11日舉行之股東週年大會上通過之普通決議案，本公司採納一項購股權計劃（「2023年購股權計劃」），旨在向合資格參與者提供機會以取得本公司之獨有權益，並鼓勵參與者為提升本公司及其股份之價值而努力，致使本公司及其股東整體受惠。本公司董事會全權酌情認為曾經或將會對本集團作出貢獻之全體董事、全職僱員及任何其他人士均符合資格參與2023年購股權計劃。

Pursuant to an ordinary resolution passed at the annual general meeting of the Company on 11th September, 2023, a share option scheme (the “2023 Share Option Scheme”) was adopted by the Company for the purpose of providing eligible participants with the opportunity to acquire proprietary interests in the Company and encouraging participants to work towards enhancing the value of the Company and its shares for the benefit of the Company and its shareholders as a whole. All directors, full-time employees and any other persons who, in the sole discretion of the board of directors of the Company, have contributed or will contribute to the Group are eligible to participate in the 2023 Share Option Scheme.

根據2023年購股權計劃或本公司採納之任何其他購股權計劃，因行使所授出之所有購股權而發行的股份，合計不得超過於採納日期本公司已發行股份之10%。

Shares which may be issued upon exercise of all options to be granted under the 2023 Share Option Scheme or any other share option scheme adopted by the Company must not in aggregate exceed 10% of the shares of the Company in issue on the date of adoption.

本公司在股東批准下可更新此10%限制，惟每次更新則不得超過於股東批准之日本公司已發行股份之10%。

The Company may renew this 10% limit with shareholders' approval provided that each such renewal may not exceed 10% of the shares in the Company in issue as at the date of the shareholders' approval.

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

27. 購股權計劃(續)

2023年購股權計劃(續)

除非取得本公司股東批准，否則在任何12個月期間內，根據2023年購股權計劃或本公司採納之任何其他購股權計劃，因行使向各參與者所授出之購股權(包括已行使及尚未行使購股權)而發行及將予發行的本公司股份總數，不得超過本公司已發行股份之1%。

購股權之行使期間將由本公司於授出時釐定，該期間不得遲於購股權授出日期起計10年後屆滿。於授出購股權時，本公司可釐定在行使前須持有購股權之最低期限。授出購股權之要約須於向該參與者發出載有該要約函件日期起計的21日內接納，而於接納購股權時須支付1港元。

行使購股權時將予發行之本公司股份的認購價，不得低於下列3者之最高者：(i)於要約日期，本公司股份於聯交所發出之每日報價表之股份收市價；(ii)緊接要約日期前5個辦公日本公司股份於聯交所發出之每日報價表之股份平均收市價；及(iii)於要約日期之本公司股份面值。本公司董事會向參與者提供購股權時釐定認購價。

在採納2023年購股權計劃10週年之日期後本公司不得根據計劃授出購股權。

於截至2025年及2024年3月31日止年度內，本公司概無根據2023年購股權計劃向本公司董事授出購股權。

For the year ended 31st March, 2025

27. Share Option Scheme (Continued)

2023 Share Option Scheme (Continued)

Unless approved by shareholders of the Company, the total number of shares of the Company issued and to be issued upon the exercise of the options granted to each participant (including both exercised and unexercised options) under the 2023 Share Option Scheme or any other share option scheme adopted by the Company in any 12-month period must not exceed 1% of the shares of the Company in issue.

The period within which the options must be exercised will be specified by the Company at the time of grant. This period must expire no later than 10 years from the date of grant of the options. At the time of grant of the options, the Company may specify a minimum period for which an option must be held before it can be exercised. The offer of a grant of share options may be accepted within 21 days from the date on which the letter containing the offer is delivered to that participant and the amount payable on acceptance of an option is HK\$1.

The subscription price for the shares of the Company to be issued upon exercise of the options shall be no less than the highest of (i) the closing price of the shares of the Company as stated in the daily quotations sheets issued by the Stock Exchange on the date of offer; (ii) the average closing price of the shares of the Company as stated in the daily quotations sheets issued by the Stock Exchange for the five business days immediately preceding the date of offer; and (iii) the nominal value of a share of the Company on the date of offer. The subscription price will be established by the board of directors of the Company at the time when the option is offered to the participants.

No options may be granted under the 2023 Share Option Scheme after the date of the tenth anniversary of the adoption of the scheme.

No options were granted to the directors of the Company for the years ended 31st March, 2025 and 2024 under the 2023 Share Option Scheme.

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

27. 購股權計劃(續)

2013年購股權計劃(續)

根據本公司於2013年8月30日舉行之股東週年大會上通過之普通決議案，本公司採納一項購股權計劃（「2013年購股權計劃」），主要目的為獎勵董事及合資格僱員等參與者，而該計劃已於2023年8月30日屆滿。概無進一步購股權將根據2013年購股權計劃予以授出。

下表披露本集團僱員所持有根據2013年購股權計劃授出之購股權詳情及該等購股權之變動。

於截至2025年3月31日止年度內：

授出日期 Date of grant	行使前持有期 Vesting period	行使期間 Exercise period	每股行使價 Exercise price per share	於2024年 4月1日 之結餘 Balance at 1st April, 2024	於年度內 授出 Granted during the year	於年度內 失效 Lapsed during the year	於年度內 註銷 Cancelled during the year	於2025年 3月31日 尚未行使 Outstanding at 31st March, 2025
2021年1月29日 29th January, 2021	2021年1月29日至 2024年1月28日 29th January, 2021 to 28th January, 2024	2024年1月29日至 2026年1月28日 29th January, 2024 to 28th January, 2026	0.0534港元 HK\$0.0534	16,800,000	–	(1,900,000)	(350,000)	14,550,000
2021年1月29日 29th January, 2021	2021年1月29日至 2026年1月28日 29th January, 2021 to 28th January, 2026	2026年1月29日至 2028年1月28日 29th January, 2026 to 28th January, 2028	0.0534港元 HK\$0.0534	16,450,000	–	(1,900,000)	–	14,550,000
2022年2月16日 16th February, 2022	2022年2月16日至 2025年2月15日 16th February, 2022 to 15th February, 2025	2025年2月16日至 2027年2月15日 16th February, 2025 to 15th February, 2027	0.0506港元 HK\$0.0506	5,150,000	–	(1,400,000)	–	3,750,000
2022年2月16日 16th February, 2022	2022年2月16日至 2027年2月15日 16th February, 2022 to 15th February, 2027	2027年2月16日至 2029年2月15日 16th February, 2027 to 15th February, 2029	0.0506港元 HK\$0.0506	5,150,000	–	(1,400,000)	–	3,750,000
				43,550,000	–	(6,600,000)	(350,000)	36,600,000
可於年終行使 Exercisable at the end of the year								18,300,000
加權平均行使價 Weighted average exercise price				0.0527	–	0.0522	0.0534	0.0528

27. Share Option Scheme (Continued)

2013 Share Option Scheme (Continued)

Pursuant to an ordinary resolution passed at the annual general meeting of the Company on 30th August, 2013, a share option scheme (the “2013 Share Option Scheme”) was adopted by the Company for the primary purpose of providing incentives to, among other participants, directors and eligible employees and expired on 30th August, 2023. No further share options would be granted under 2013 Share Option Scheme.

The following tables disclose details of options granted under the 2013 Share Option Scheme held by employees of the Group and movements in such holdings.

During the year ended 31st March, 2025:

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

27. 購股權計劃(續)**27. Share Option Scheme (Continued)****2013年購股權計劃(續)****2013 Share Option Scheme (Continued)**

於截至2024年3月31日止年度內：

During the year ended 31st March, 2024:

授出日期 Date of grant	行使前持定期 Vesting period	行使期間 Exercise period	每股行使價 Exercise price per share	於2023年 4月1日 之結餘 Balance at 1st April, 2023	於年度內 授出 Granted during the year	於年度內 失效 Lapsed during the year	於年度內 註銷 Cancelled during the year	於2024年 3月31日 尚未行使 Outstanding at 31st March, 2024
2017年1月9日 9th January, 2017	2017年1月9日至 2022年1月8日 9th January, 2017 to 8th January, 2022	2022年1月9日至 2024年1月8日 9th January, 2022 to 8th January, 2024	0.1832港元 HK\$0.1832	2,500,000	-	(2,500,000)	-	-
2021年1月29日 29th January, 2021	2021年1月29日至 2024年1月28日 29th January, 2021 to 28th January, 2024	2024年1月29日至 2026年1月28日 29th January, 2024 to 28th January, 2026	0.0534港元 HK\$0.0534	16,800,000	-	-	-	16,800,000
2021年1月29日 29th January, 2021	2021年1月29日至 2026年1月28日 29th January, 2021 to 28th January, 2026	2026年1月29日至 2028年1月28日 29th January, 2026 to 28th January, 2028	0.0534港元 HK\$0.0534	16,800,000	-	-	(350,000)	16,450,000
2022年2月16日 16th February, 2022	2022年2月16日至 2025年2月15日 16th February, 2022 to 15th February, 2025	2025年2月16日至 2027年2月15日 16th February, 2025 to 15th February, 2027	0.0506港元 HK\$0.0506	5,150,000	-	-	-	5,150,000
2022年2月16日 16th February, 2022	2022年2月16日至 2027年2月15日 16th February, 2022 to 15th February, 2027	2027年2月16日至 2029年2月15日 16th February, 2027 to 15th February, 2029	0.0506港元 HK\$0.0506	5,150,000	-	-	-	5,150,000
可於年終行使 Exercisable at the end of the year				46,400,000	-	(2,500,000)	(350,000)	43,550,000
加權平均行使價 Weighted average exercise price				0.0598	-	0.1832	0.0534	0.0527

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

27. 購股權計劃(續)

2013年購股權計劃(續)

截至2025年3月31日止年度內，並無購股權獲行使(2024年：無)。

本集團確認於截至2025年3月31日止年度與本公司授出之行使前持有購股權有關之總開支為80,000港元(2024年：155,000港元)。

截至2025年3月31日止年度後及直至該等財務報表之批准日期，並無購股權已失效。

於本報告期末，本公司共有36,600,000(2024年：43,550,000)份2013年購股權計劃下尚未行使的購股權。根據本公司當前的資本架構，悉數行使尚未行使之購股權將令本公司額外發行36,600,000(2024年：43,550,000)股普通股及366,000港元(2024年：435,500港元)的股本以及1,567,000港元(2024年：1,861,000港元)的股份溢價(未扣除發行費用)。

於該等財務報表之批准日期，本公司共有36,600,000份2013年購股權計劃下尚未行使的購股權，佔本公司於該日已發行股份約1.5%。

於截至2025年及2024年3月31日止年度內，本公司概無根據2013年購股權計劃向本公司董事授出購股權。

For the year ended 31st March, 2025

27. Share Option Scheme (Continued)

2013 Share Option Scheme (Continued)

No share options were exercised during the year ended 31st March, 2025 (2024: nil).

The Group recognised the total expense of HK\$80,000 for the year ended 31st March, 2025 (2024: HK\$155,000) in relation to the vesting of share options granted by the Company.

Subsequent to the year ended 31st March, 2025 and up to the date of approval of these financial statements, no share options were lapsed.

At the end of the reporting period, the Company had 36,600,000 (2024: 43,550,000) share options outstanding under the 2013 Share Option Scheme. The exercise in full of the outstanding share options would, under the present capital structure of the Company, result in the issue of 36,600,000 (2024: 43,550,000) additional ordinary shares of the Company and additional share capital of HK\$366,000 (2024: HK\$435,500) and share premium of HK\$1,567,000 (2024: HK\$1,861,000) (before issuing expenses).

At the date of approval of these financial statements, the Company had 36,600,000 share options outstanding under the 2013 Share Option Scheme, which represented approximately 1.5% of the Company's shares in issue as at that date.

No options were granted to the directors of the Company for the years ended 31st March, 2025 and 2024 under the 2013 Share Option Scheme.

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

28. 綜合現金流量表之附註

(a) 主要非現金交易

於本年度內，本集團就零售店舖(2024年：零售店舖及汽車)所擁有非現金添置包括使用權資產及租賃負債之租賃修訂所產生的調整分別為60,822,000港元(2024年：149,427,000港元)及59,439,000港元(2024年：141,222,000港元)。

(b) 融資業務產生的負債變動

28. Notes To The Consolidated Statement Of Cash Flows

(a) Major non-cash transactions

During the year, the Group had non-cash additions including adjustments arising from lease modification to right-of-use assets and lease liabilities of HK\$60,822,000 (2024: HK\$149,427,000) and HK\$59,439,000 (2024: HK\$141,222,000), respectively, in respect of retail stores (2024: retail stores and motor vehicles).

(b) Changes in liabilities arising from financing activities

		其他借貸 Other borrowings	計息之銀行借貸 Interest-bearing bank borrowings	租賃負債 Lease liabilities
		千港元 HK\$'000	千港元 HK\$'000	千港元 HK\$'000
於2023年4月1日	At 1st April, 2023	13,790	383,818	91,069
融資現金流淨額	Financing cash flows, net	23,660	6,636	(93,643)
已訂立的新租賃／已修訂的租賃	New leases entered/leases modified	—	—	141,222
利息開支	Interest expenses	—	—	7,778
分類為經營業務現金流的已付利息	Interest paid classified as operating cash flows	—	—	(7,778)
匯兌調整	Exchange realignment	—	—	(37)
於2024年3月31日及2024年4月1日	At 31st March, 2024 and 1st April, 2024	37,450	390,454	138,611
融資現金流淨額	Financing cash flows, net	331,650	(212,359)	(96,001)
已訂立的新租賃／已修訂的租賃	New leases entered/leases modified	—	—	59,439
利息開支	Interest expenses	—	—	8,111
分類為經營業務現金流的已付利息	Interest paid classified as operating cash flows	—	—	(8,111)
匯兌調整	Exchange realignment	—	—	(47)
於2025年3月31日	At 31st March, 2025	369,100	178,095	102,002

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

28. 綜合現金流量表之附註(續)

28. Notes To The Consolidated Statement Of Cash Flows (Continued)

(c) 租賃現金流出總額

(c) Total cash outflow for leases

		2025 千港元 HK\$'000	2024 千港元 HK\$'000
經營業務內	Within operating activities	16,660	21,071
融資業務內	Within financing activities	96,001	93,643
		<u>112,661</u>	<u>114,714</u>

29. 資產抵押

29. Pledge of Assets

於本報告期末，本集團抵押予若干銀行以獲得授予本集團的一般銀行授信的資產如下：

At the end of the reporting period, the following assets were pledged by the Group to certain banks to secure general banking facilities granted to the Group:

		附註 Notes	2025 千港元 HK\$'000	2024 千港元 HK\$'000
投資物業	Investment properties	13	454,218	552,651
租賃土地及樓宇	Leasehold land and buildings	14	5,181	12,766
使用權資產	Right-of-use assets	15(a)	537	2,362
抵押存款	Pledged deposits	19	13,070	2,231
			<u>473,006</u>	<u>570,010</u>

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

30. 關聯方交易

(a) 除了該等財務報表其他部分詳述之交易，本集團於本年度亦有以下與關聯方之交易：

交易性質

Nature of transactions

有關短期租賃之開支*
付予董事的利息

Expenses relating to short-term leases*
Interest paid to directors

* 該實體由本公司執行董事鄭鐘文先生控制。

(b) 主要管理人員之補償

於本年度內，董事及其他主要管理人員之薪酬如下：

短期福利
僱用後福利
以股份為基礎之償付

Short-term benefits
Post-employment benefits
Share-based payments

董事及主要管理人員之其他成員之薪酬乃由薪酬委員會視乎個別表現及市場趨勢而向董事會提出建議。

30. Related Party Transactions

(a) In addition to the transactions detailed elsewhere in these financial statements, the Group had the following transactions with related parties during the year:

2025 千港元 HK\$'000	2024 千港元 HK\$'000
1,800	1,800
16,065	1,110

* The entity is controlled by Mr. Cheng Chung Man, Johnny, an executive director of the Company.

(b) Compensation of key management personnel

The remuneration of directors and other members of key management during the year was as follows:

2025 千港元 HK\$'000	2024 千港元 HK\$'000
4,521	5,362
106	121
39	47
4,666	5,530

The remuneration of directors and other members of key management is recommended to the board of directors by the remuneration committee having regard to the performance of individuals and market trends.

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

31. 按類別劃分的金融工具

於報告期末，各類金融工具之賬面值如下：

31. Financial Instruments by Category

The carrying amounts of each of the categories of financial instruments as at the end of the reporting period are as follows:

		2025 千港元 HK\$'000	2024 千港元 HK\$'000
按攤銷成本計量之金融資產	<i>Financial assets at amortised cost</i>		
已付租金及水電按金	Rental and utility deposits paid	34,846	39,273
應收貿易款項	Trade receivables	1,957	5,969
其他應收款項	Other receivables	783	752
抵押存款	Pledged deposits	13,070	2,231
現金及現金等值項目	Cash and cash equivalents	13,126	8,537
		63,782	56,762
按攤銷成本計量之金融負債	<i>Financial liabilities at amortised cost</i>		
應付貿易款項	Trade payables	23,555	30,620
其他應付款項及應計費用	Other payables and accruals	12,474	15,781
已收租金按金	Rental deposits received	2,730	2,515
計息之銀行借貸	Interest-bearing bank borrowings	178,095	390,454
其他借貸	Other borrowings	369,100	37,450
租賃負債	Lease liabilities	102,002	138,611
		687,956	615,431

Notes to the Consolidated Financial Statements 綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

32. 金融工具公平價值及公平價值層級

管理層評估現金及現金等值項目，抵押存款、應收貿易款項、應付貿易款項、已付租金及水電按金即期部分、其他應收款項、其他應付款項及應計費用、已收租金按金以及計息之銀行借貸之公平價值與其賬面值相若，主要由於該等工具乃於短期內到期。

已付租金按金、已收租金按金及其他借貸非流動部分的公平價值已採用有類似條款、信貸風險及餘下期限之當前可動用工具利率折現預期未來現金流量計算。於2025年3月31日，因本集團本身的其他借貸不履約風險而導致的公平價值變動被評估為不重大。

本集團以財務總監為首的財務部門負責釐定金融工具公平價值計量的政策及程序。財務總監直接向董事會及審核委員會報告。於各報告日期，財務部門分析金融工具的價值變動並釐定估值所適用的主要參數。估值由董事會審核並批准。估值過程及結果與審核委員會每年討論兩次以進行中期及年度財務報告。

金融資產及負債的公平價值按自願方之間的當前交易（強制或清算銷售除外）中可交換工具的金額列賬。估計公平價值時已採用以下方法及假設：

於2025年及2024年3月31日，本集團並無任何按公平價值計量之金融資產及負債。於年內，金融資產及金融負債第1層與第2層之間並無公平價值計量轉移，亦無轉入或轉出第3層（2024年：無）。

32. Fair Value and Fair Value Hierarchy of Financial Instruments

Management has assessed that the fair values of cash and cash equivalents, pledged deposits, trade receivables, trade payables, current portion of rental and utility deposits paid, other receivables, other payables and accruals, rental deposits received and interest-bearing bank borrowings approximate to their carrying amounts largely due to the short-term maturities of these instruments.

The fair value of non-current portion of rental deposits paid, rental deposits received and other borrowings have been calculated by discounting the expected future cash flows using rates currently available for instruments with similar terms, credit risk and remaining maturities. The changes in fair value as a result of the Group's own non-performance risk for other borrowings as at 31st March, 2025 were assessed to be insignificant.

The Group's finance department headed by the chief financial officer is responsible for determining the policies and procedures for the fair value measurement of financial instruments. The chief financial officer reports directly to the board of directors and the audit committee. At each reporting date, the finance department analyses the movements in the values of financial instruments and determines the major inputs applied in the valuation. The valuation is reviewed and approved by the board of directors. The valuation process and results are discussed with the audit committee twice a year for interim and annual financial reporting.

The fair values of the financial assets and liabilities are included at the amount at which the instrument could be exchanged in a current transaction between willing parties, other than in a forced or liquidation sale. The following methods and assumptions were used to estimate the fair values:

The Group did not have any financial assets and liabilities measured at fair value as at 31st March, 2025 and 2024. During the year, there were no transfers of fair value measurements between Level 1 and Level 2 and no transfers into or out of Level 3 for both financial assets and financial liabilities (2024: nil).

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

33. 財務風險管理目標及政策

本集團之金融工具包括應收貿易款項、其他應收款項、已付租金及水電按金、現金及現金等值項目、抵押存款、應付貿易款項、其他應付款項及應計費用、已收租金按金、計息之銀行借貸、其他借貸及租賃負債。

與此等金融工具有關之風險包括市場風險(指利率風險及外幣風險)、信貸風險及流動資金風險。下述為緩減此等風險之政策。管理層管理及監控此等風險，以確保可及時及有效地採取適合的措施。

利率風險

本集團面對主要與短期銀行結餘及存款(附註19)、以浮動利率計息之銀行借貸(附註23)及其他借貸(附註22)有關之市場利率變動風險。本集團之政策乃將其借貸利率保持浮動，從而減少公平價值利率之風險。所承受之短期銀行結餘之利率風險並不重大。

本集團之現金流利率風險，主要來自本集團銀行貸款產生之香港銀行同業拆息及擔保隔夜融資利率之波動。本集團現時並無就公平價值及現金流利率風險實施任何利率對沖政策。然而，管理層持續監察利率之變動，並在有需要時考慮對重大利率變動風險進行對沖。

以下敏感度分析乃根據銀行及其他借貸之利率風險而釐定。該分析乃假設於本報告期末之負債金額乃全年之餘額而編製。50個(2024年：50個)基點增加或減少代表管理層對利率合理可能變動之評估。倘利率提高／降低50個(2024年：50個)基點及所有其他變動因素保持不變，本集團截至2025年3月31日止年度之稅後虧損將增加／減少2,285,000港元(2024年：1,786,000港元)。

33. Financial Risk Management Objectives and Policies

The Group's financial instruments include trade receivables, other receivables, rental and utility deposits paid, cash and cash equivalents, pledged deposits, trade payables, other payables and accruals, rental deposits received, interest-bearing bank borrowings, other borrowings and lease liabilities.

The risks associated with these financial instruments include market risk (represented by interest rate risk and foreign currency risk), credit risk and liquidity risk. The policies on how to mitigate these risks are set out below. Management manages and monitors these exposures to ensure appropriate measures are implemented on a timely and effective manner.

Interest rate risk

The Group's exposure to the risk of changes in market interest rates relates primarily to the short-term bank balances and deposits (note 19), interest-bearing bank borrowings (note 23) and other borrowings (note 22) with floating interest rates. It is the Group's policy to keep its borrowings at floating interest rates so as to minimise the fair value interest rate risk. The exposure to the interest rate risk for short-term bank balances is insignificant.

The Group's cash flow interest rate risk is mainly concentrated on the fluctuation of HIBOR and Secured Overnight Financing Rate arising from the Group's bank loans. The Group currently does not have any interest rate hedging policy in relation to fair value and cash flow interest rate risks. However, management monitors interest rate exposure on an ongoing basis and will consider hedging significant interest rate risk should the need arise.

The sensitivity analysis below has been determined based on the exposure to interest rates of bank and other loans. The analysis is prepared assuming the amount of liability outstanding at the end of the reporting period was outstanding for the whole year. A 50 (2024: 50) basis point increase or decrease represents management's assessment of the reasonably possible change in interest rates. If interest rates had been 50 (2024: 50) basis point higher/lower and all other variables were held constant, the Group's post-tax loss for the year ended 31st March, 2025 would increase/decrease by HK\$2,285,000 (2024: HK\$1,786,000).

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

33. 財務風險管理目標及政策(續)

外幣風險

本集團面對交易貨幣風險。該等風險來自計息之銀行借貸及營運單位使用單位功能貨幣以外貨幣進行之採購。此外，集團實體因集團內部應收及應付之款項(該等應收及應付款項並非以相關集團公司之功能貨幣結算)而承受外幣風險。

本集團現時並無一套外幣對沖政策。然而，管理層密切監察外匯風險水平，並會在有需要時考慮對重大外匯風險進行對沖。

本集團之外匯風險主要來自現金及現金等值項目、應收貿易款項及其他應收款項、應付貿易款項及其他應付款項、計息之銀行借貸，其他借貸及集團之間應收款項及應付款項，該等款項以人民幣、港元及美元列示。於本報告期末，其賬面值如下：

人民幣	RMB
港元	HK\$
美元	USD

敏感度分析

因港元與美元掛鈎，本集團預期美元／港元匯率不會有任何重大變動。就此而言，本集團並無來自美元之重大貨幣風險。

33. Financial Risk Management Objectives and Policies (Continued)

Foreign currency risk

The Group has transactional currency exposures. Such exposures arise from interest-bearing bank borrowings and purchases by operating units in currencies other than the units' functional currencies. In addition, group entities are exposed to foreign currency risk attributable to intra-group receivables and payables where the denomination of the receivables and payables is in currencies other than the functional currency of the relevant group entities.

The Group currently does not have a foreign currency hedging policy. However, management closely monitors the foreign exchange exposure and will consider hedging significant foreign currency exposure should the need arise.

The Group's currency risk is mainly attributable to the exposure to cash and cash equivalents, trade and other receivables, trade and other payables, interest-bearing bank borrowings, other borrowings and intra-group receivables and payables denominated in RMB, HK\$ and USD. The carrying amounts at the end of the reporting period are as follows:

資產 Assets		負債 Liabilities	
2025 千港元 HK\$'000	2024 千港元 HK\$'000	2025 千港元 HK\$'000	2024 千港元 HK\$'000
74	7	149	—
80,844	40,941	7,836	6,965
<u>5,687</u>	<u>1,906</u>	<u>—</u>	<u>145</u>

Sensitivity analysis

As HK\$ is pegged to USD, the Group does not expect any significant movements in the USD/HK\$ exchange rate. In this regard, the Group does not expose to significant currency risk arising from USD.

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

33. 財務風險管理目標及政策(續)

外幣風險(續)

敏感度分析(續)

下表顯示在所有其他變動因素維持不變之情況下，於本報告期末，本集團之除稅後溢利／虧損對人民幣及港元匯率的合理可能變動之敏感度，該等變動乃由於本集團未折算的外幣結算貨幣項目以及集團內部應收及應付款項(該等應收及應付款項並非以相關集團公司之功能貨幣結算)之公平價值變動所致。

2025年

倘港元兌人民幣貶值

倘港元兌人民幣升值

2025

If the Hong Kong dollar weakens
against the RMBIf the Hong Kong dollar strengthens
against the RMB

33. Financial Risk Management Objectives and Policies (Continued)

Foreign currency risk (Continued)

Sensitivity analysis (Continued)

The following table demonstrates the sensitivity at the end of the reporting period to a reasonably possible change in the RMB and HK\$ exchange rates, with all other variables held constant, of the Group's profit/loss after tax due to changes in the fair values of the Group's outstanding foreign currency denominated monetary items, intra-group receivables and payables where the denomination of the receivables and payables is in currencies other than the functional currency of the relevant group entities.

港元匯率 上升／(下降) Increase/ (decrease) in HK\$ rate 百分比 %	除稅後虧損 增加／(減少) Increase/ (decrease) in loss after tax 千港元 HK\$'000
(5)	(3,045)
5	3,045

港元匯率 上升／(下降) Increase/ (decrease) in HK\$ rate 百分比 %	除稅後虧損 增加／(減少) Increase/ (decrease) in loss after tax 千港元 HK\$'000
(5)	(1,419)
5	1,419

2024年

倘港元兌人民幣貶值

倘港元兌人民幣升值

2024

If the Hong Kong dollar weakens
against the RMBIf the Hong Kong dollar strengthens
against the RMB

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

33. 財務風險管理目標及政策(續)

信貸風險

由於對約方未能履行有關各類已確認金融資產之責任，本集團須承擔並引致本集團出現財務虧損之最大信貸風險為綜合財務狀況表內該等資產之賬面值。本集團並無持有任何抵押品或其他信貸提升措施以涵蓋其財務資產相關之信貸風險。

本集團就預期信貸虧損模式下之金融資產進行減值評估。有關本集團之信貸風險管理、最大信貸風險敞口及相關減值評估(倘適用)之資料概述如下：

為盡量減低信貸風險，本集團管理層已委派團隊負責釐定信貸額度、信貸審批及其他監察程序，以確保採取跟進行動追收逾期債項。此外，本集團根據預期信貸虧損模式對債務人的應收貿易款項個別進行減值評估。估計虧損率乃根據債務人的可觀察歷史違約率並結合毋須繁重成本或努力即可獲得的前瞻性資料(包括但不限於行業預期的增長率)而估計得出。就此而言，本公司董事認為本集團的信貸風險已大幅降低。

本集團按地理位置劃分的信貸風險主要集中在中國內地及香港。

由於銀行結餘及存款存放於被國際信貸評級機構評定為高信貸評級的銀行，故信貸風險有限。除存放於若干具有良好信譽和高信貸評級的銀行中的流動資金存在集中信貸風險情況，有關風險分散至若干對約方及客戶，故本集團並無任何其他重大信貸風險集中。

33. Financial Risk Management Objectives and Policies (Continued)

Credit Risk

The Group's maximum exposure to credit risk which will cause a financial loss to the Group due to the failure to discharge an obligation by the counterparties arises from the carrying amounts of the respective recognised financial assets as stated in the consolidated statement of financial position. The Group does not hold any collateral or other credit enhancements to cover its credit risks associated with its financial assets.

The Group performed impairment assessment for financial assets under the ECL model. Information about the Group's credit risk management, maximum credit risk exposures and the related impairment assessment, if applicable, is summarised below:

In order to minimise the credit risk, the management of the Group has delegated a team responsible for the determination of credit limits, credit approvals and other monitoring procedures to ensure that a follow-up action is taken to recover overdue debts. In addition, the Group performs impairment assessment under ECL model on trade receivables individually for debtors. The estimated loss rates are estimated based on historical observed default rates over the expected lives of the debtors and are adjusted for forward-looking information, including but not limited to the expected growth rate of the industry that is available without undue cost or effort. In this regard, the directors of the Company consider that the Group's credit risk is significantly reduced.

The Group's concentration of credit risk by geographical location is mainly in Mainland China and Hong Kong.

The credit risks on bank balances and deposits are limited because the counterparties are banks with high credit ratings assigned by international credit-rating agencies. Other than the concentration of credit risk on liquid funds which are deposited with several banks with good reputation and high credit ratings, the Group does not have any other significant concentration of credit risk, with exposure spread over a number of counterparties and customers.

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

33. 財務風險管理目標及政策(續)

信貸風險(續)

本集團認為其他應收款項、已付租金及水電按金、銀行結餘及存款的信貸風險自初始確認起無顯著增加，並且基於本集團對相關對約方違約風險的評估，按照12個月預期信貸虧損法評估預期信貸虧損率。

本集團之內部信貸風險評估級別包括以下類別：

類別 Category	描述 Description	應收貿易款項 Trade receivables	其他金融資產 Other financial assets
低風險 Low risk	對約方的違約風險屬低，且並無任何逾期款項 The counterparty has a low risk of default and does not have any past-due amounts	全期預期信貸虧損－並無信貸減值 Lifetime ECL – not credit-impaired	12個月預期信貸虧損 12m ECL
觀察名單 Watch list	債務人經常於逾期後悉數償付 Debtor frequently repays after the due dates but usually settles in full after the due dates	全期預期信貸虧損－並無信貸減值 Lifetime ECL – not credit-impaired	12個月預期信貸虧損 12m ECL
存疑 Doubtful	信貸風險自透過內部建立的資料或外部資源初始確認起大幅增加 There has been a significant increase in credit risk since initial recognition through information developed internally or external resources	全期預期信貸虧損－已信貸減值 Lifetime ECL – credit-impaired	全期預期信貸虧損－已信貸減值 Lifetime ECL – credit-impaired
虧損 Loss	有證據顯示資產已信貸減值 There is evidence indicating that the asset is credit-impaired	全期預期信貸虧損－已信貸減值 Lifetime ECL – credit-impaired	全期預期信貸虧損－已信貸減值 Lifetime ECL – credit-impaired
撇銷 Write-off	有證據顯示債務人處於嚴峻財務困難，且本集團並無實際收回的可能 There is evidence indicating that the debtor is in severe financial difficulty and the Group has no realistic prospect of recovery	款項已撇銷 Amount is written off	款項已撇銷 Amount is written off

33. Financial Risk Management Objectives and Policies (Continued)

Credit Risk (Continued)

The Group has considered that credit risk on other receivables, rental and utility deposits paid, bank balances and deposits has not increased significantly since initial recognition and has assessed the ECL rate under the 12-month (“12m”) ECL method based on the Group’s assessment in the risk of default of the respective counterparties.

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

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

33. 財務風險管理目標及政策(續)

信貸風險(續)

下表載列本集團金融資產所面臨之信貸風險詳情，該等風險須進行預期信貸虧損評估：

		外部信貸評級	內部信貸評級	12個月或 全期預期信貸虧損	2025年 賬面總值 2025	2024年 賬面總值 2024
	附註 Notes	External credit rating	Internal credit rating	12m or lifetime ECL	Gross carrying amount 千港元 HK\$'000	Gross carrying amount 千港元 HK\$'000
應收貿易款項	18	不適用	附註i	全期預期信貸虧損－ 並無信貸減值	1,957	5,969
Trade receivables		N/A	Note i	Lifetime ECL – not credit-impaired		
其他應收款項	16	不適用	附註ii	12個月預期信貸虧損	783	752
Other receivables		N/A	Note ii	12m ECL		
抵押存款	19	Aa3至A1	附註ii	12個月預期信貸虧損	13,070	2,231
Pledged deposits		Aa3 to A1	Note ii	12m ECL		
現金及現金等值項目	19	Aa3至A1	附註ii	12個月預期信貸虧損	13,126	8,537
Cash and cash equivalents		Aa3 to A1	Note ii	12m ECL		
已付租金及水電按金		不適用	附註ii	12個月預期信貸虧損	34,846	39,273
Rental and utility deposits paid		N/A	Note ii	12m ECL		

附註：

- 就應收貿易款項而言，本集團應用香港財務報告準則第9號簡化方法按全期預期信貸虧損計量虧損撥備。本集團根據個別評估釐定的應收貿易款項的預期信貸虧損。於2025年3月31日，本集團認為就應收貿易款項的預期信貸虧損的撥備為零(2024年：零)。
- 就內部信貸風險管理而言，由於信貸風險自初始確認以來並無大幅上升，本集團已應用香港財務報告準則第9號的一般方法，以12個月預期信貸虧損計算虧損撥備。本集團透過評估違約率釐定其他應收款項、現金及現金等值項目、抵押存款以及已付租金及水電按金的預期信貸虧損。截至2025年及2024年3月31日止年度，鑒於該等結餘的性質、過往償還記錄及對約方的良好聲譽，本集團認為就其他應收款項、現金及現金等值項目、抵押存款以及已付租金及水電按金減值虧損作出的撥備並不重大。

Notes:

- For trade receivables, the Group has applied the simplified approach in HKFRS 9 to measure the loss allowance at lifetime ECL. The Group determines the ECL for trade receivables based on individual assessment. As at 31st March, 2025, the Group considers that the allowance for ECL for trade receivables is nil (2024: nil).
- For the purposes of internal credit risk management, the Group has applied the general approach in HKFRS 9 to measure the loss allowance at 12m ECL as there is no significant increase in credit risk since initial recognition. The Group determines the ECL for other receivables, cash and cash equivalents, pledged deposits, and rental and utility deposits paid by assessment of probability of default. During the years ended 31st March, 2025 and 2024, in view of the nature of these balances, historical settlement records and good reputations of the counterparties, the Group considers the provision for impairment losses for other receivables, cash and cash equivalents, pledged deposits, and rental and utility deposits paid is insignificant.

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

33. 財務風險管理目標及政策(續)

信貸風險(續)

下表提供應收貿易款項(於全期預期信貸虧損內於2025年3月31日個別進行評估)所面臨之信貸風險資料。於2025年3月31日賬面總值為零(2024年：零)的信貸減值債務人乃個別進行評估。

賬面總值

於2025年3月31日

At 31st March, 2025

內部信貸評級

低風險

觀察名單

存疑

Internal credit rating

Low risk

Watch list

Doubtful

33. Financial Risk Management Objectives and Policies (Continued)

Credit Risk (Continued)

The following table provides information about the exposure to credit risk for trade receivables which are assessed individually as at 31st March, 2025 within lifetime ECL. Credit-impaired debtors with a gross carrying amount of nil as at 31st March, 2025 (2024: nil) were assessed individually.

Gross carrying amount

平均虧損率 Average loss rate	應收貿易款項 Trade receivables 千港元 HK\$'000
#	1,957
#	—
100%	—
	<u>1,957</u>

於2024年3月31日

At 31st March, 2024

內部信貸評級

低風險

觀察名單

存疑

Internal credit rating

Low risk

Watch list

Doubtful

平均虧損率 Average loss rate	應收貿易款項 Trade receivables 千港元 HK\$'000
#	5,969
#	—
100%	—
	<u>5,969</u>

百分比少於0.1%

The percentage was lower than 0.1%

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

33. 財務風險管理目標及政策(續)

信貸風險(續)

考慮到貿易債務人的預期後續及歷史還款情況，本公司董事認為，於本報告期末已逾期超過90日屬於低風險及觀察名單組別之應收貿易款項並未違約。

於截至2025年及2024年3月31日止年度，本集團就除應收貿易款項以外之金融資產進行減值評估，並認為對約方違約的可能性並不重大，因此並無就預期信貸虧損計提撥備。

下表列示已根據簡化方法就應收貿易款項確認的全期預期信貸虧損(已信貸減值)的變動。

年初	At the beginning of the year
減值之回撥	Reversal of impairment
匯兌調整	Exchange realignment
年終	At the end of the year

For the year ended 31st March, 2025

33. Financial Risk Management Objectives and Policies (Continued)

Credit Risk (Continued)

In the opinion of the directors of the Company, the trade receivables within low risk and watch list at the end of the reporting period which have been past due over 90 days are not considered as in default by considering the expected subsequent and historical repayment from trade debtors.

For the years ended 31st March, 2025 and 2024, the Group performed impairment assessment on financial assets other than trade receivables and concluded that the probability of default of the counterparty is insignificant and accordingly, no allowance for ECL is provided.

The following table shows the movements in lifetime ECL (credit-impaired) that has been recognised for trade receivables under the simplified approach.

2025 千港元 HK\$'000	2024 千港元 HK\$'000
—	3,818
—	(3,381)
—	(437)
—	—

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

33. 財務風險管理目標及政策(續)

流動資金風險

本集團監控及維持管理層認為充足之現金及現金等值項目水平，為本集團營運提供資金及減低現金流波動之影響，以管理流動資金風險。管理層監察有抵押銀行借貸的使用情況(附註23)，以確保未動用之銀行授信屬足夠，及確保遵守貸款契約或向相關銀行取得豁免(倘本集團未能滿足任何契約規定)。倘出現任何潛在違反承諾或財務契約的情況，本集團將積極與銀行協商並獲得有關承諾或財務契約的豁免，以避免銀行要求立即償還根據授信提取的任何尚未償還的銀行借款，從而使授信及銀行借款可繼續供本集團使用。於2025年3月31日，本集團可用的未動用銀行授信為61,142,000港元(2024年：45,983,000港元)，包括17,585,000港元(2024年：17,825,000港元)未動用銀行擔保授信。

截至2025年3月31日止年度，本集團錄得來自營運的淨虧損124,767,000港元及於2025年3月31日，本集團的流動負債超過其流動資產120,964,000港元(2024年：387,756,000港元)。此外，本集團之現金及現金等值項目為13,126,000港元(2024年：8,537,000港元)，而於一年內到期或含須按要求還款條款之銀行借貸總額為178,095,000港元(2024年：390,454,000港元)。

本集團成功重續於年內已到期的銀行授信。此外，本公司董事已評估本集團目前未提取的銀行授信及可重續銀行借貸。管理層就持續遵守貸款契約，監控銀行借貸的到期情況以及銀行授信的增加或贖回現有債務，與本集團的主要銀行保持持續溝通。本公司股東會向本集團提供持續財務支持以履行到期債務。

於本年度，本公司董事向本集團一家全資附屬公司提供最高為375,000,000港元的貸款授信，以提供本集團在正常業務過程中的營運資金以及償還本集團的銀行授信貸款以減少借貸利息支出。

33. Financial Risk Management Objectives and Policies (Continued)

Liquidity risk

In the management of liquidity risk, the Group monitors and maintains a level of cash and cash equivalents deemed adequate by management to finance the Group's operations and mitigate the effects of fluctuations in cash flows. Management monitors the utilisation of secured bank borrowings (note 23) to ensure unutilised banking facilities are adequate and ensure compliance with loan covenants or to obtain waiver from the relevant banks if the Group is not able to satisfy any of the covenant requirements. When there is any potential breach of undertaking or financial covenants, the Group will actively negotiate with the bank to obtain a waiver for the relevant undertaking or financial covenants to avoid the bank from requesting for immediate repayment of any outstanding bank borrowings drawn under the facility, such that the facility and bank borrowings will continue to be available to the Group. As at 31st March, 2025, the Group has unutilised banking facilities of HK\$61,142,000 (2024: HK\$45,983,000) including HK\$17,585,000 (2024: \$17,825,000) unutilised bank guarantee facilities available.

During the year ended 31st March, 2025, the Group incurred a net loss of HK\$124,767,000 from operations and as at 31st March, 2025, the Group's current liabilities exceeded its current assets by HK\$120,964,000 (2024: HK\$387,756,000). In addition, the Group had cash and cash equivalents of HK\$13,126,000 (2024: HK\$8,537,000) with total bank borrowings due within one year or contain a repayable on demand clause amounting to HK\$178,095,000 (2024: HK\$390,454,000).

The Group successfully renewed the banking facilities that were due during the year. The directors of the Company have evaluated the Group's current undrawn banking facilities and renewable bank borrowings and management maintains continuous communication with the Group's principal banks on the ongoing loan covenant compliance, monitoring the maturity of bank borrowings as well as the increase of banking facilities or redemption of existing debt. The shareholders of the Company will provide continuous financial support to the Group to meet their liabilities as and when they fall due.

During the year, the directors of the Company provided loan facilities of up to HK\$375,000,000 to a wholly-owned subsidiary of the Group to provide working capital for the normal course of business of the Group and to repay the loans under the Group's banking facilities so as to reduce loan interest.

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

33. 財務風險管理目標及政策(續)

流動資金風險(續)

本公司董事已評估該等可得的所有相關事實及已檢討本集團的銀行借貸及本集團可用之銀行授信，並認為銀行貸款及銀行授信將於其當前期限屆滿時予以重續。截至該等綜合財務報表獲批准之日，本公司董事並不知悉本集團的主要銀行有意於報告期末後未來12個月內撤回已授出的銀行授信或要求提前償還已使用的授信。

儘管存在附註2.1所述之不確定因素，本公司董事認為，經考慮現金及現金等值項目、現有銀行授信、本公司董事之貸款授信及經營活動所產生的現金流量後，本集團將有足夠資金自該等綜合財務報表獲批准之日起計未來最少12個月內履行其財務責任。

下表載列本集團非衍生金融負債之合約到期日之詳情，其乃按金融負債的未折現現金流量根據本集團最早可被要求付款的日期編製。具體而言，內含須按要求償還條款之銀行借貸乃列入最早的時段內而不論銀行選擇行使其權利之可能性。其他非衍生金融負債之到期日乃以經協定還款日為基準。

此表包括利息及本金現金流量。在利息流量為浮動利率的情況下，未折現金額將按於報告期末的利率曲線釐定。

33. Financial Risk Management Objectives and Policies (Continued)

Liquidity risk (Continued)

The directors of the Company have evaluated all the relevant facts available and reviewed the Group's bank loans and banking facilities available to the Group. In opinion of the directors of the Company that the bank loans and banking facilities would be renewed when their current terms expire. Up to the date of approval of these consolidated financial statements, the directors of the Company are not aware of any intention of the Group's principal banks to withdraw their banking facilities granted or request early repayment of the utilised facilities within the next twelve months from the end of the reporting period.

Despite the uncertainties mentioned in note 2.1, the directors of the Company consider that, after taking into account the cash and cash equivalents, existing banking facilities, loan facilities from the directors of the Company and cash flows to be generated from operations, the Group will have sufficient funds to meet its financial obligations for at least the next twelve months from the date of approval of these consolidated financial statements.

The following tables detail the Group's contractual maturity for its non-derivative financial liabilities. The tables have been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the Group can be required to pay. Specifically, bank borrowings containing a repayment on demand clause are included in the earliest time band regardless of the probability of the banks choosing to exercise their rights. The maturity dates for other non-derivative financial liabilities are based on the agreed repayment dates.

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

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

33. 財務風險管理目標及政策(續)

33. Financial Risk Management Objectives and Policies (Continued)

流動資金風險(續)

Liquidity risk (Continued)

	加權平均利率 Weighted average interest rate	按要求或 少於1年 On demand or less than 1 year	1年至2年 1 to 2 years	2年至5年 2 to 5 years	未折現現金 流量總額 Total undiscounted cash flows	於2025年
						3月31日
						之賬面值
						Carrying amount at 31.3.2025
	百分比 %	千港元 HK\$'000	千港元 HK\$'000	千港元 HK\$'000	千港元 HK\$'000	千港元 HK\$'000
2025年						
應付貿易款項及其他應付款項		–	–	–	38,759	38,759
計息之銀行借貸						
– 浮息	5.79	180,071	–	–	180,071	178,095
其他借貸	4.73	–	395,581	–	395,581	369,100
租賃負債	6.60	68,806	34,499	7,649	110,954	102,002
		<u>287,636</u>	<u>430,080</u>	<u>7,649</u>	<u>725,365</u>	<u>687,956</u>

	加權平均利率 Weighted average interest rate	按要求或 少於1年 On demand or less than 1 year	1年至2年 1 to 2 years	2年至5年 2 to 5 years	未折現現金 流量總額 Total undiscounted cash flows	於2024年
						3月31日
						之賬面值
						Carrying amount at 31.3.2024
	百分比 %	千港元 HK\$'000	千港元 HK\$'000	千港元 HK\$'000	千港元 HK\$'000	千港元 HK\$'000
2024年						
應付貿易款項及其他應付款項		–	–	–	48,916	48,916
計息之銀行借貸						
– 浮息	6.64	416,380	–	–	416,380	390,454
其他借貸	5.80	–	40,950	–	40,950	37,450
租賃負債	6.32	83,036	63,228	3,507	149,771	138,611
		<u>548,332</u>	<u>104,178</u>	<u>3,507</u>	<u>656,017</u>	<u>615,431</u>

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

33. 財務風險管理目標及政策(續)

流動資金風險(續)

於上列之到期日分析中，內含須按要求還款條款之銀行借貸乃列入「按要求或少於1個月」之時段內。於2025年3月31日，該等銀行借貸之合計賬面值為178,095,000港元(2024年：390,454,000港元)。考慮到本集團之財務狀況，本公司董事不相信銀行會行使其酌情權要求即時還款。董事相信，有關銀行借貸將根據貸款協議載列之協定還款日期於報告期末之後4年(2024年：4年)內償還，詳情載列於下表：

33. Financial Risk Management Objectives and Policies (Continued)

Liquidity risk (Continued)

Bank borrowings with a repayment on demand clause are included in the “on demand or less than 1 month” time band in the above maturity analysis. As at 31st March, 2025, the aggregate carrying amounts of these bank borrowings amounted to HK\$178,095,000 (2024: HK\$390,454,000). Taking into account the Group’s financial position, the directors of the Company do not believe that it is probable that the banks will exercise their discretionary rights to demand immediate repayment. The directors believe that such bank borrowings will be repaid within four years (2024: four years) after the end of the reporting period in accordance with the scheduled repayment dates set out in the loan agreements, details of which are set out in the table below:

到期日分析－內含須按要求還款條文之銀行借貸(按協定還款日期呈列)

Maturity analysis – Bank borrowings with a repayment on demand clause based on scheduled repayments

		按要求或 少於1個月					未折現現金 流出總額	賬面值
		On demand or less than 1 month	1至3個月 1 to 3 months	3個月至1年 3 months to 1 year	1至2年 1 to 2 years	2至5年 2 to 5 years	5年以上 More than 5 years	
		千港元 HK\$'000	千港元 HK\$'000	千港元 HK\$'000	千港元 HK\$'000	千港元 HK\$'000	千港元 HK\$'000	千港元 HK\$'000
於2025年3月31日	As at 31st March, 2025	<u>163,911</u>	<u>5,298</u>	<u>3,831</u>	<u>3,402</u>	<u>3,629</u>	<u>-</u>	<u>178,095</u>
於2024年3月31日	As at 31st March, 2024	<u>386,872</u>	<u>4,258</u>	<u>19,160</u>	<u>1,853</u>	<u>4,237</u>	<u>-</u>	<u>390,454</u>

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

33. 財務風險管理目標及政策(續)

資本管理

本集團管理其資本以確保本集團之實體將能夠持續經營，並透過優化債務及權益結餘為股東帶來最大回報。自過往年度，本集團之整體策略維持不變。

本集團之資本架構包括淨債務，其包括於附註23披露之計息之銀行借貸、扣減現金及現金等值項目及母公司普通權益擁有人應佔權益，其包括已發行股本及儲備。

本公司董事定期審閱資本架構。作為此審閱之一環，董事考慮資本成本及與各類別資本相關之風險。本集團將根據董事之建議透過監控計息之銀行借貸的到期情況以及銀行授信的增加以平衡其整體資本架構。

For the year ended 31st March, 2025

33. Financial Risk Management Objectives and Policies (Continued)

Capital management

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

The capital structure of the Group consists of net debt, which includes interest-bearing bank borrowings disclosed in note 23, net of cash and cash equivalents and equity attributable to ordinary equity holders of the parent, comprising issued share capital and reserves.

The directors of the Company review the capital structure on a regular basis. As part of this review, the directors consider the cost of capital and the risks associated with each class of capital. Based on recommendations of the directors, the Group will balance its overall capital structure through monitoring the maturity of interest-bearing bank borrowings as well as the increase of banking facilities.

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

34. 本公司財務狀況表

34. Statement of Financial Position of the Company

		2025 千港元 HK\$'000	2024 千港元 HK\$'000
非流動資產	Non-current Assets		
附屬公司權益	Interests in subsidiaries	53,631	53,631
流動資產	Current Assets		
其他應收款項	Other receivables	336	348
附屬公司欠款	Due from subsidiaries	248,387	299,933
銀行結餘及現金	Bank balances and cash	106	43
		248,829	300,324
流動負債	Current Liabilities		
其他應付款項	Other payables	843	842
欠附屬公司之款項	Due to subsidiaries	222,340	222,381
		223,183	223,223
流動資產淨值	Net Current Assets	25,646	77,101
資產淨值	Net Assets	79,277	130,732
權益	Equity		
股本	Share capital	25,180	25,180
儲備(附註)	Reserves (note)	54,097	105,552
總權益	Total Equity	79,277	130,732

Notes to the Consolidated Financial Statements

綜合財務報表附註

截至2025年3月31日止年度

For the year ended 31st March, 2025

34. 本公司財務狀況表(續)

附註：

34. Statement of Financial Position of the Company (Continued)

Note:

		股份溢價	繳入盈餘	購股權儲備	累積虧損	合計
		Share premium	Contributed surplus	Share option reserve	Accumulated losses	Total
		千港元	千港元	千港元	千港元	千港元
		HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000
於2023年4月1日	At 1st April, 2023	223,654	53,135	453	(156,449)	120,793
本年度虧損及總全面虧損	Loss and total comprehensive loss for the year	–	–	–	(2,803)	(2,803)
確認權益結算之以股份為基礎之償付	Recognition of equity-settled share-based payments	–	–	155	–	155
已失效之購股權	Share options lapsed	–	–	(3)	–	(3)
已付股息	Dividend paid	(12,590)	–	–	–	(12,590)
於2024年3月31日及2024年4月1日	At 31st March, 2024 and 1st April, 2024	211,064	53,135	605	(159,252)	105,552
本年度虧損及總全面虧損	Loss and total comprehensive loss for the year	–	–	–	(51,457)	(51,457)
確認權益結算之以股份為基礎之償付	Recognition of equity-settled share-based payments	–	–	80	–	80
已註銷之購股權	Share options cancelled	–	–	(4)	–	(4)
已失效之購股權	Share options lapsed	–	–	(74)	–	(74)
於2025年3月31日	At 31st March, 2025	211,064	53,135	607	(210,709)	54,097

35. 比較金額

若干比較金額已重列以符合本年度的呈列和披露。

35. Comparative Amounts

Certain comparative amounts have been re-presented to conform with the current year's presentation and disclosures.

36. 批核財務報表

董事會已於2025年6月27日批核及授權發放本財務報表。

36. Approval of the Financial Statements

The financial statements were approved and authorised for issue by the board of directors on 27th June, 2025.



Financial Summary 財務摘要

業績

RESULTS

		截至3月31日止年度 Year ended 31st March,				
		2021 千港元 HK\$'000	2022 千港元 HK\$'000	2023 千港元 HK\$'000	2024 千港元 HK\$'000	2025 千港元 HK\$'000
營業額	REVENUE	<u>517,246</u>	<u>499,849</u>	<u>472,625</u>	<u>586,710</u>	<u>481,484</u>
除稅前(虧損)/溢利	(LOSS)/PROFIT BEFORE TAX	(179,319)	(52,431)	6,109	(38,411)	(123,993)
利得稅開支	INCOME TAX EXPENSE	<u>(5,563)</u>	<u>(935)</u>	<u>(1,082)</u>	<u>(1,632)</u>	<u>(774)</u>
年度(虧損)/溢利	(LOSS)/PROFIT FOR THE YEAR	<u>(184,882)</u>	<u>(53,366)</u>	<u>5,027</u>	<u>(40,043)</u>	<u>(124,767)</u>

資產與負債

ASSETS AND LIABILITIES

		於3月31日 At 31st March,				
		2021 千港元 HK\$'000	2022 千港元 HK\$'000	2023 千港元 HK\$'000	2024 千港元 HK\$'000	2025 千港元 HK\$'000
資產總額	TOTAL ASSETS	812,025	759,450	772,588	867,600	811,953
負債總額	TOTAL LIABILITIES	<u>(615,609)</u>	<u>(560,039)</u>	<u>(572,378)</u>	<u>(664,279)</u>	<u>(732,676)</u>
股東資金	SHAREHOLDERS' FUNDS	<u>196,416</u>	<u>199,411</u>	<u>200,210</u>	<u>203,321</u>	<u>79,277</u>

調色爆水珠珠

透亮完美素肌

FreshNation 

NEW
新登場

藍色

自然光澤 改善暗啞

綠色

修正泛紅 遮蓋痘印

紫色

祛黃淨白剔透感

防曬調色粒子底霜SPF10/PA+

Veeko®

VEEKO INTERNATIONAL HOLDINGS LIMITED

威高國際控股有限公司

VEEKO INTERNATIONAL HOLDINGS LIMITED 威高國際控股有限公司

10/F., Wyler Centre Phase II, 192-200 Tai Lin Pai Road, Kwai Chung, N.T., Hong Kong. 香港新界葵涌大連排道192-200號偉倫中心二期十樓

Tel 電話:(852)2887 0888 Fax 傳真:(852)2310 9017 Websites 網址: www.veeko.com.hk www.irasia.com/listco/hk/veeko/index.htm

Listed on The Main Board of The Stock Exchange of Hong Kong Limited 香港聯合交易所有限公司主板上市公司 Stock Code 股份代號 : 1173