2025

ANNUAL REPORT

國浩集團有限公司
GuocoGroup Limited

A Member of the Hong Leong Group

(Stock Code: 53)

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CORPORATE INFORMATION

(AS AT 19 SEPTEMBER 2025)

BOARD OF DIRECTORS

Executive Chairman

KWEK Leng Hai

Executive Director & CEO

Christian K. NOTHHAFT

Non-executive Director

KWEK Leng San

Independent Non-executive Directors

Lester G. HUANG, *SBS, JP*
Paul J. BROUGH
Melissa WU Mao Chin

BOARD AUDIT AND RISK MANAGEMENT COMMITTEE

Paul J. BROUGH – *Chairman*
Lester G. HUANG, *SBS, JP*
Melissa WU Mao Chin

BOARD REMUNERATION COMMITTEE

Lester G. HUANG, *SBS, JP – Chairman*
KWEK Leng Hai
Paul J. BROUGH

BOARD NOMINATION COMMITTEE

KWEK Leng Hai – *Chairman*
Paul J. BROUGH
Melissa WU Mao Chin

GROUP CHIEF FINANCIAL OFFICER

LIU Hong Yuen James

COMPANY SECRETARY

LO Sze Man Stella

PLACE OF INCORPORATION

Bermuda

REGISTERED OFFICE

Clarendon House, 2 Church Street
Hamilton HM 11, Bermuda

PRINCIPAL OFFICE

50th Floor, The Center
99 Queen's Road Central
Hong Kong

Telephone	: (852) 2283 8833
Fax	: (852) 2285 3233
Website	: www.guoco.com

AUDITOR

KPMG,
Public Interest Entity Auditor registered in accordance with the Financial Reporting Council Ordinance

INFORMATION FOR SHAREHOLDERS

FINANCIAL CALENDAR

Announcement of annual results	19 September 2025 (Friday)
Closure of register of members for annual general meeting	11 November 2025 (Tuesday) to 14 November 2025 (Friday)
Date of annual general meeting and record date for determining eligibility to attend the meeting	14 November 2025 (Friday)
Closure of register of members and record date for proposed final dividend Note	21 November 2025 (Friday)
Payment date of proposed final dividend of HK$2.90 per share Note	3 December 2025 (Wednesday)

Note: The declaration of the proposed final dividend is subject to shareholders' approval at the annual general meeting.

Announcement of interim results	24 February 2025 (Monday)
Payment date of interim dividend of HK$0.60 per share	25 March 2025 (Tuesday)

HONG KONG BRANCH SHARE REGISTRAR

Computershare Hong Kong Investor Services Limited
Shops 1712-16, 17th Floor, Hopewell Centre
183 Queen's Road East, Wan Chai, Hong Kong

Telephone : (852) 2862 8555
Fax : (852) 2865 0990

CHOICE OF LANGUAGE AND MEANS OF RECEIPT OF CORPORATE COMMUNICATIONS

This report (English and Chinese versions) is available on the Company's website at www.guoco.com and the HKEXnews website of The Stock Exchange of Hong Kong Limited at www.hkexnews.hk.

Shareholders are entitled, at any time, to request free of charge to (i) receive this report in printed form (in English and/or Chinese); and (ii) change the choice of language and/or means of receipt of the Company's future corporate communications[Note]. Shareholders may make their request by completing the Corporate Communications Request Form which is available on the Company's website under "Shareholder Services" in the "Investor Relations" section, and returning to Computershare Hong Kong Investor Services Limited by post to 17M Floor, Hopewell Centre, 183 Queen's Road East, Wan Chai, Hong Kong, or by email to Guoco.ecom@computershare.com.hk. Please refer to the "Corporate Communications Arrangement" on the Company's website for details.

Note: Shareholders' request will apply to the next batch of corporate communications provided that the Company has at least 7 days prior notice of the request. Otherwise, it may apply to the subsequent batch of corporate communications.

GROUP PROFILE

ABOUT GUOCO

Guoco Group Limited ("Guoco") (Stock Code: 53), listed on the Main Board of The Stock Exchange of Hong Kong Limited, is an investment holding and management company with the vision of achieving long term sustainable returns for its shareholders and creating prime capital value.

Guoco's operating subsidiary companies and investment activities are principally located in Hong Kong, Mainland China, Singapore, Malaysia, the United Kingdom, Continental Europe and Australasia. Guoco has four core businesses, namely, Principal Investment; Property Development and Investment; Hospitality and Leisure Business; and Financial Services.

CORE BUSINESSES

PRINCIPAL INVESTMENT

The objective of the Group's Principal Investment is to produce attractive risk weighted returns and create capital growth through equity and direct investments in global capital markets.

Underpinned by well-trained and experienced professionals, our portfolios include strategic investments and value stocks with solid fundamentals and good dividend yields. The operations are supported by up-to-date information systems and technological infrastructure, with robust risk management and control mechanisms in place. Guoco's Board Investment Committee has the overall responsibility to oversee the principal investment activities of the Group and the related risk policies and controls.

PROPERTY DEVELOPMENT AND INVESTMENT

GuocoLand Limited ("GuocoLand") is a public company listed on the Main Board of the Singapore Exchange Securities Trading Limited since 1978. Headquartered in Singapore, GuocoLand and its subsidiaries (together "GuocoLand Group") is a leading real estate group that is focused on its twin engines of growth in property investment and property development. It develops, invests in and manages a portfolio of quality commercial and mixed-use assets providing stable, recurring rental income with potential for capital appreciation. GuocoLand Group has a strong track record in creating distinctive integrated mixed-use developments and premium residential properties that uplift and transform their local neighbourhoods. Its end-to-end capabilities span across the real estate value chain, from planning and design, property investment, property development and property management to asset management.

GuocoLand Group's investment properties are located across its key markets of Singapore, China and Malaysia, such as Guoco Tower and Guoco Midtown in Singapore, Guoco Changfeng City in Shanghai, and Damansara City in Kuala Lumpur. Iconic residential projects of GuocoLand Group include Goodwood Residence, Leedon Residence, Wallich Residence, Martin Modern, Meyer Mansion, Midtown Modern, Midtown Bay, Lentor Modern, Lentor Mansion and Springleaf Residence.

GuocoLand's 65% owned subsidiary, GuocoLand (Malaysia) Berhad, which is listed on the Main Market of Bursa Malaysia Securities Berhad ("Bursa Malaysia"), is an established property developer of community-centric residential townships and innovative commercial and integrated property projects in Malaysia.

GROUP PROFILE

HOSPITALITY AND LEISURE BUSINESS

The Clermont Hotel Group ("CHG") is one of the largest hotel owner-operators in London with more than 4,000 rooms and over 100 meeting and event spaces across the capital city. It operates the majority of its hotels under "The Clermont" and "Thistle" brands, with offerings in prime locations in London to serve its customers' diversified needs.

The Rank Group Plc ("Rank") is a leading European gaming company, headquartered in Great Britain and listed on the London Stock Exchange. Rank offers a unique blend of gaming experiences through its three key iconic brands, Grosvenor Casinos, Mecca Bingo and Enracha, that operate from over 100 venues and complimentary digital channels in the United Kingdom and Spain. They also operate the market-leading Spanish digital bingo brand YoBingo and its sister brand YoCasino, plus multiple digital-only brands providing online bingo, casino and slot gaming. To extend the customer experience, Rank leverages on cross-channel to create a seamless, continuous and personalised customer experience across any and every device and venue.

FINANCIAL SERVICES

Hong Leong Financial Group Berhad ("HLFG"), an associated company of the Group, is an integrated financial services group listed on the Main Market of Bursa Malaysia.

HLFG provides a broad range of financial products and services, including commercial and Islamic banking under Hong Leong Bank Berhad*; life & general insurance and family takaful under its insurance holding company HLA Holdings Sdn Bhd; and investment banking, stockbroking, and asset management through Hong Leong Capital Berhad*. HLFG's subsidiaries offer an integrated suite of conventional and Islamic financial products and services through its diverse distribution channels to consumers, corporate and institutional customers in Malaysia, Singapore, China, Hong Kong, Vietnam and Cambodia.

HLFG also holds a strategic investment of 18% in the Bank of Chengdu Co. Ltd. (listed on the Shanghai Stock Exchange).

* listed on Bursa Malaysia

GROUP ORGANISATION CHART

(AS AT 19 SEPTEMBER 2025)

國浩集團有限公司
GuocoGroup Limited (1)

PRINCIPAL INVESTMENT

- 100% **GuocoEquity Assets Limited**

PROPERTY DEVELOPMENT & INVESTMENT

- 66.8% **GuocoLand Limited**(2)
  - 100% GuocoLand (Singapore) Pte. Ltd.
  - 100% GuocoLand (China) Limited
  - 65.0% GuocoLand (Malaysia) Berhad(3)
- 100% **Molokai Properties Limited**

HOSPITALITY & LEISURE BUSINESS

- 100% **Clermont Group (Cayman) Limited**
  - 56.2% **The Rank Group Plc**(4)

FINANCIAL SERVICES

- 25.4% **Hong Leong Financial Group Berhad**(3)
  - 64.4% Hong Leong Bank Berhad(3)
    - 100% Hong Leong Islamic Bank Berhad
    - 100% Hong Leong Bank Vietnam Limited
    - 100% Hong Leong Bank (Cambodia) Plc.
    - 18% Bank of Chengdu Co., Ltd.(5)
  - 100% HLA Holdings Sdn Bhd
    - 70% Hong Leong Assurance Berhad
    - 65% Hong Leong MSIG Takaful Berhad
    - 30% MSIG Insurance (Malaysia) Berhad
    - 100% Hong Leong Insurance (Asia) Limited
    - 100% HL Assurance Pte. Ltd.
  - 70.4% Hong Leong Capital Berhad(3)
    - 100% Hong Leong Investment Bank Berhad
    - 100% Hong Leong Asset Management Bhd

OTHERS

- 100% **Manuka Health New Zealand Limited**
  - 55.1% **Bass Strait Oil & Gas Royalty**

(1) Listed in Hong Kong (2) Listed in Singapore (3) Listed in Malaysia (4) Listed in London (5) Listed in Shanghai

Websites:
- Guoco Group Limited (www.guoco.com)
- GuocoLand Limited (www.guocoland.com.sg)
- GuocoLand (Malaysia) Berhad (www.guocoland.com.my)
- Clermont Hotel Group Limited (www.clermonthotel.group)
- The Rank Group Plc (www.rank.com)
- Hong Leong Financial Group Berhad (www.hlfg.com.my)
- Hong Leong Bank Berhad (www.hlb.com.my)
- Hong Leong Islamic Bank Berhad (www.hlisb.com.my)
- Hong Leong Bank Vietnam Limited (www.hlbank.com.vn)
- Hong Leong Bank (Cambodia) Plc. (www.hlb.com.kh)
- Bank of Chengdu Co., Ltd. (www.bocd.com.cn)
- Hong Leong Assurance Berhad (www.hla.com.my)
- Hong Leong MSIG Takaful Berhad (www.hlmtakaful.com.my)
- MSIG Insurance (Malaysia) Bhd (www.msig.com.my)
- Hong Leong Insurance (Asia) Limited (www.hl-insurance.com)
- HL Assurance Pte. Ltd. (www.hlas.com.sg)
- Hong Leong Capital Berhad (www.hlcap.com.my)
- Hong Leong Investment Bank Berhad (www.hlib.com.my)
- Hong Leong Asset Management Bhd (www.hlam.com.my)
- Manuka Health New Zealand Limited (www.manukahealth.com)

BIOGRAPHICAL DETAILS OF DIRECTORS AND SENIOR MANAGEMENT

Mr. KWEK Leng Hai

Age: 72
Tenure as director: Approx. 35 years

Mr. Kwek is the Executive Chairman of the Board of Directors (the "Board") of Guoco Group Limited ("Guoco"), the Chairman of the Board Nomination Committee ("BNC") and a member of the Board Remuneration Committee ("BRC") of Guoco since 1 September 2016. He was appointed to the Board in 1990 and assumed the position of the President, CEO of Guoco from 1995 up to 1 September 2016. He is also a non-executive director of GuocoLand Limited ("GuocoLand", Guoco's subsidiary listed on Singapore Exchange Securities Trading Limited ("SGX-ST")). He is a director and shareholder of GuoLine Capital Assets Limited ("GCAL"), the ultimate holding company of Guoco, and GSL Holdings Limited ("GSL Holdings", which has interests in Guoco required to be disclosed pursuant to Part XV of the Securities and Futures Ordinance). He serves as a non-executive director of Hong Leong Bank Berhad ("HLBB", a subsidiary listed on Bursa Malaysia Securities Berhad ("Bursa Malaysia") of Hong Leong Financial Group Berhad ("HLFG", Guoco's associated company listed on Bursa Malaysia)) and Bank of Chengdu Co., Ltd. (an associated company of HLBB and listed on the Shanghai Stock Exchange) and as the chairman of Lam Soon (Hong Kong) Limited ("LSHK", a Hong Leong Group subsidiary listed on The Stock Exchange of Hong Kong Limited ("HKEX")).

Mr. Kwek qualified as a chartered accountant of the Institute of Chartered Accountants in England and Wales. He has extensive experience in various business sectors, including but not limited to finance, investment, manufacturing and real estate. He is a brother of Mr. KWEK Leng San.

Mr. Christian Karl NOTHHAFT

Age: 60
Tenure as director: Approx. 1.5 years

Mr. Nothhaft is an Executive Director and the Chief Executive Officer of Guoco since 2024. He serves as a non-executive director of The Rank Group Plc (Guoco's subsidiary listed on London Stock Exchange) and LSHK.

Mr. Nothhaft graduated from Munich University of Applied Science in Germany with a Bachelor of Arts Degree in Hospitality and Tourism Management and also holds a Human Resources/Payroll Management Degree from DGFP (German Association for Human Resource Management). He has also attended the Harvard University Young Presidents Organisation (YPO) Program. Mr. Nothhaft has extensive experience in business management and advisory, strategic planning, retail, consumer products, network rollouts, e-commerce, digital transformation, people management, ESG and compliance.

Mr. Nothhaft was the chief executive officer of Watsons Personal Care Stores, China and the managing director of Watsons Wine and Fortress Hong Kong. Before that, he was the regional managing director of Movenpick (Asia Restaurants Group). He is currently an independent non-executive director and a member of the remuneration and nominations committees of DFI Retail Group Holdings Limited, with primary listing on London Stock Exchange and secondary listings in Singapore and Bermuda.

BIOGRAPHICAL DETAILS OF DIRECTORS AND SENIOR MANAGEMENT

Mr. KWEK Leng San
Age: 70
Tenure as director: Approx. 35 years

Mr. Kwek is a Non-executive Director of Guoco since 1990. He is the chairman of Malaysian Pacific Industries Berhad, Hong Leong Industries Berhad and Hume Cement Industries Berhad (all being members of Hong Leong Group and listed on Bursa Malaysia). He is also a shareholder of GCAL and GSL Holdings. He was the chairman of Southern Steel Berhad (listed on Bursa Malaysia) until his resignation on 15 January 2025.

He graduated from University of London with a Bachelor of Science (Engineering) and also holds a Master of Science (Finance) from City University London. He has extensive business experience in various business sectors, including financial services and manufacturing. He is a brother of Mr. KWEK Leng Hai.

Mr. Lester Garson HUANG, *SBS, JP*
Age: 65
Tenure as director: Approx. 6 years

Mr. Huang is an Independent Non-executive Director of Guoco since 2019. He is the Chairman of the BRC and a member of the Board Audit and Risk Management Committee ("BARMC") of Guoco.

Mr. Huang is a practicing solicitor and notary public, and is currently the managing partner and co-chairman of P. C. Woo & Co., a solicitor firm in Hong Kong. Mr. Huang became a qualified solicitor of Hong Kong in 1985 and has over 30 years of post-qualification experience. Mr. Huang graduated with a Bachelor of Laws degree from the University of Hong Kong in 1982 and a Master of Education degree from the Chinese University of Hong Kong in 2006. He has extensive experience in legal industry and public services.

He is a director of Lei Foundation Limited, a Steward of The Hong Kong Jockey Club ("HKJC") and a director of certain group companies of HKJC.

In 2002, the Government of the Hong Kong Special Administrative Region of the People's Republic of China ("the HKSAR Government") appointed Mr. Huang as a Justice of the Peace. In 2018, the HKSAR Government awarded him a Silver Bauhinia Star for his public services.

Mr. Huang is an independent non-executive director of LSHK and Kidsland International Holdings Limited (listed on HKEX).

Mr. Huang was admitted to the Roll of Honour of the Law Society of Hong Kong ("Law Society") in 2021. Previously, he was the president of the Law Society from 2007 to 2009. He was also a non-executive director of the SFC and chaired the Investor and Financial Education Council (a subsidiary of the SFC). Mr. Huang was a member of the Hospital Authority and the Hong Kong Monetary Authority's Exchange Fund Advisory Committee as well as a non-executive director of the Urban Renewal Authority. He also served as the chairman of each of the Council of City University of Hong Kong and Social Welfare Advisory Committee of the Labour and Welfare Bureau, a member of the Standing Committee on Judicial Salaries and Conditions of Service, a director of Pacific Basin Economic Council Limited and other public positions.

BIOGRAPHICAL DETAILS OF DIRECTORS AND SENIOR MANAGEMENT

Mr. Paul Jeremy BROUGH

Age: 68
Tenure as director: Approx. 4 years

Mr. Brough is an Independent Non-executive Director of Guoco since 2021 and Chairman of the BARMC and a member of each of the BRC and BNC of Guoco.

Mr. Brough graduated with a Bachelor's Degree (Honours) in Business Studies. He is an associate member of the Institute of Chartered Accountants in England and Wales and the Hong Kong Institute of Certified Public Accountants. He has extensive experience in areas including finance, accounting, banking, risk management, international transactions/M&A and restructuring practice.

Mr. Brough joined KPMG Hong Kong in 1983 and held appointments as Head of Consulting in 1995 and as Head of Financial Advisory Services in 1997. In 1999, he was appointed the Asia Pacific Head of KPMG's Financial Advisory Services and a member of its global advisory steering group. He held the position of Regional Senior Partner of KPMG Hong Kong from 2009 before retiring in 2012.

Mr. Brough is currently an independent non-executive director and the chairman of each of the audit committee and the remuneration and nomination committee of Vitasoy International Holdings Limited (listed on HKEX), as well as an independent non-executive director, the chairman of the audit committee and a member of the risk committee of The Hongkong and Shanghai Banking Corporation Limited. He is also an independent non-executive director and the chairman of the audit committee of The Executive Centre Limited ("ECL") and a director of certain group companies of ECL; an independent non-executive director of Eagle Investments Holdco (the investment holding company of The LYCRA Company) and Pacific Primary Health Care Holdings Limited as well as a director of Blue Willow Limited, all being privately-owned companies. He is also an independent member of the advisory committee and chairman of the audit committee of Stonepeak SRE Holdings LP. He also serves as a director of Run Hong Kong Limited, a Hong Kong-based non-profit organisation serving the needs of refugees and asylum seekers.

Mr. Brough was an independent non-executive director of Toshiba Corporation (delisted from the Tokyo Stock Exchange, Inc. and Nagoya Stock Exchange, Inc. on 20 December 2023) until he resigned on 22 December 2023. He was also an independent non-executive director and the chairman of the board risk and credit committee of Habib Bank Zurich (Hong Kong) Limited (a Hong Kong based restricted-licence bank) up to 28 February 2023 and the chairman of the general committee of The Hong Kong Club up to 11 May 2023.

Ms. Melissa WU Mao Chin

Age: 58
Tenure as director: Approx. 1 year

Ms. Wu is an Independent Non-executive Director and a member of each of the BARMC and BNC of Guoco since 2024.

Ms. Wu graduated from the University of Birmingham in the United Kingdom with a Bachelor of Commerce (Accounting) degree. She is a fellow of both The Institute of Chartered Accountants in England and Wales and the Hong Kong Institute of Certified Public Accountants. She has extensive experience in auditing, people management and public services.

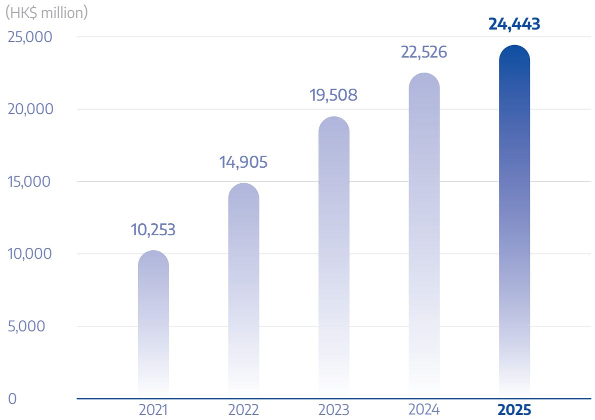
Ms. Wu started her career with KPMG in the United Kingdom and subsequently transferred to KPMG in Hong Kong in 1993. She became a Partner in the audit practice and specialised in providing audit services to multinational and listed companies in Hong Kong and Mainland China, in particular those in the real estate, consumer and transportation sectors. In addition to her role as an Audit Partner, she held a number of management positions during her career with KPMG including the Head of People, Head of Audit and Head of Consumer and Industrial Markets. She retired from KPMG in 2020.

Ms. Wu is currently an independent non-executive director of Link Asset Management Limited, the manager of Link Real Estate Investment Trust (listed on HKEX), and also the chair of its audit and risk management committee and a member of its nomination committee. She is also an independent non-executive director of HSBC Qianhai Securities Limited.

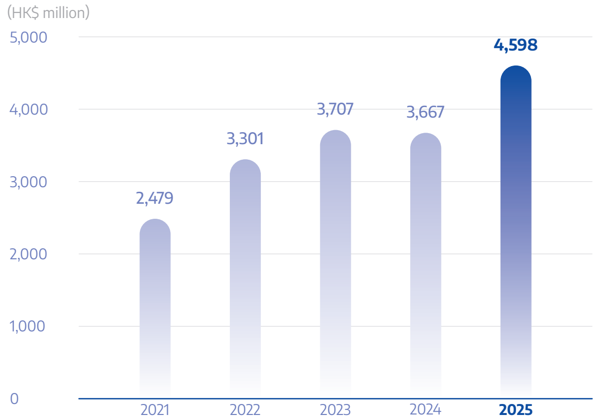
FINANCIAL HIGHLIGHTS

	2025 HK$'M	2024 HK$'M	Increase/ (Decrease)
Turnover	**27,001**	25,786	5%
Revenue	**24,443**	22,526	9%
Profit from operations	**3,746**	2,940	27%
Profit attributable to equity shareholders of the Company	**4,031**	3,581	13%
	HK$	HK$	
Earnings per share	**12.39**	11.01	13%
Dividend per share:			
Interim	**0.60**	0.50	
Proposed final	**2.90**	2.70	
Total	**3.50**	3.20	9%
Equity per share attributable to equity shareholders of the Company	**208.83**	186.46	12%

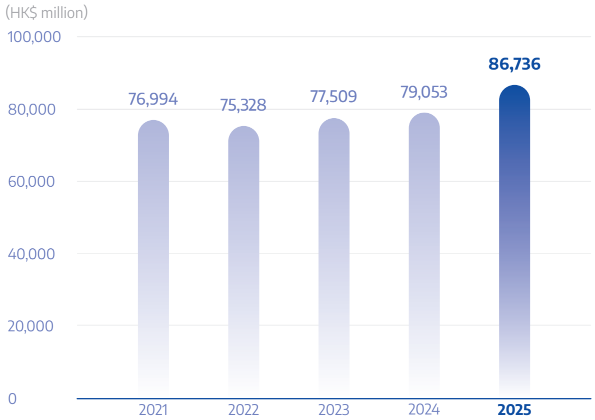
Revenue



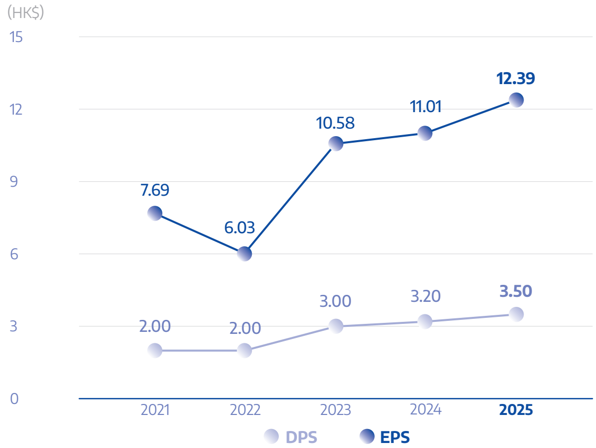
Profit for the year



Total Equity



Basic Earnings per Share and Dividend per Share



TEN-YEAR SUMMARY

US$'000

Years	Total assets	Total liabilities	Total equity attributable to equity shareholders of the Company	Profit/(loss) for the year attributable to equity shareholders of the Company	Dividend per ordinary share US$
2016	14,709,370	5,628,729	7,239,547	397,967	0.52
2017	16,483,381	6,577,487	7,934,057	784,639	0.51
2018	16,809,305	6,022,532	8,344,386	624,297	0.51
2019	16,000,870	5,615,500	7,572,112	431,501	0.51
2020	16,423,552	6,873,157	7,241,321	(112,607)	0.32
2021	16,968,465	7,052,475	7,699,465	322,103	0.26
2022	16,602,327	7,000,306	7,357,199	249,863	0.25
2023	16,947,263	7,055,833	7,594,831	438,974	0.38
2024	17,350,790	7,227,090	7,857,223	458,581	0.41
2025	18,670,386	7,621,050	8,753,711	513,472	0.45

HK$'000

Years	Total assets	Total liabilities	Total equity attributable to equity shareholders of the Company	Profit/(loss) for the year attributable to equity shareholders of the Company	Dividend per ordinary share HK$
2016	114,132,208	43,674,152	56,172,731	3,087,886	4.00
2017	128,657,732	51,339,258	61,927,695	6,124,343	4.00
2018	131,902,616	47,258,808	65,478,397	4,898,859	4.00
2019	124,917,992	43,839,928	59,115,100	3,368,708	4.00
2020	127,284,169	53,267,653	56,120,962	(872,716)	2.50
2021	131,753,344	54,759,648	59,783,266	2,501,001	2.00
2022	130,246,086	54,917,751	57,717,594	1,960,186	2.00
2023	132,798,754	55,289,508	59,513,096	3,439,799	3.00
2024	135,487,981	56,434,539	61,355,090	3,580,943	3.20
2025	146,559,729	59,824,099	68,715,318	4,030,678	3.50

CHAIRMAN'S STATEMENT

On behalf of the board of directors (the "Board"), I am pleased to present the Annual Report of the Company and its subsidiaries (the "Group") for the financial year ended 30 June 2025 ("FY2025").

OVERVIEW

The global economy has faced a variable landscape in the past twelve months. Against a backdrop of escalating geopolitical tensions and uncertain US tariff policies, the US experienced a rebound in economic growth in the second quarter of 2025. In contrast, growth in the UK has slowed. Nonetheless, specific sectors, such as hospitality and leisure in the UK, still found opportunities notwithstanding the economic challenges. China, on the other hand, continued to face headwinds in its property market and in the recovery of its domestic economy. In spite of these challenges, the introduction of stimulus policies by the Chinese government and easing of monetary measures offer potential to steer the nation towards meeting its growth target for the year.

Despite the challenging macroeconomic conditions, the Group has shown improved results compared to prior year in all its major operating businesses other than Property Development and Investment, which recognised impairments on some of our properties. The Group achieved profit attributable to shareholders of HK$4,030.7 million, representing an increase of 13% when compared to HK$3,580.9 million in the prior year.

DIVIDEND

The Board would like to recommend an increased final dividend, reflecting the steadfast performance for the year, of HK$2.90 per share (FY2024: HK$2.70 per share) for shareholders' approval at the forthcoming annual general meeting. Together with the interim dividend of HK$0.60 per share paid in March 2025, the total dividend for the year will be HK$3.50 per share (FY2024: HK$3.20 per share).

CORE BUSINESSES

Principal Investment

Volatility was the key theme in the global equity markets during the year. In particular, the US stock market experienced record highs but took a sharp turn in April following the introduction of new tariffs. Similarly, China's equity market had been turbulent in light of the escalating trade tensions with the US. Our Principal Investment segment's well-balanced investment portfolio and strong commitment to invest in fundamentally strong companies have been

CHAIRMAN'S STATEMENT

instrumental in navigating through this market volatility. Consequently, the Principal Investment segment delivered a respectable level of profit of HK$2,359.5 million, up 29% when compared to prior year. Looking ahead, our focus will continue to stay in equities with justified valuations and companies exhibiting prospects for quality growth and stable dividends. We will continue to build resilience into our portfolio with a measured and disciplined approach that protects us from market shocks and short-term fluctuations.

Property Development and Investment

GuocoLand Limited ("GuocoLand")

GuocoLand has continued to grow based on its twin-engine strategy. The Property Development business in Singapore has notably fueled revenue growth in FY2025, alongside a 22% increase in rental revenue from investment properties. This has offset the impact of an allowance for foreseeable loss on the China development properties amidst continuing challenges in the Chinese real estate sector. Despite these hurdles, projects in Chongqing still delivered solid performance in their sub-markets, enhancing cash flow and lowering gearing levels.

We are pleased to see the demand for GuocoLand's residential projects in Singapore has continued, exemplified by Springleaf Residence's sale of over 90% of its units during its launch weekend. Continuing the momentum, strategic investments in prime land sites have been made during the year, some with joint-venture partners. The acquired land parcels, including Margaret Drive, Faber Walk, Tengah Garden Avenue and River Valley Green (Parcel B), will form a strong pipeline to offer over 2,100 residential units slated for launch from late 2025 into 2026. Simultaneously, our high-quality investment properties are expected to continue provide a steady recurring income base, underpinned by their high occupancy rates, positive rental reversions and an average lease expiry exceeding 3 years. With strong foundations and leveraging our integrated real estate value chain capabilities and superior branding, GuocoLand is well-positioned to promptly respond to market changes and capture opportunities as they emerge.

"We believe that the key to ensuring sustainability is the continued co-existence of entrepreneurialism together with professional business management, discipline and governance. This will enable our businesses to achieve sustainable compound growth in revenue, profits and cashflow."

CHAIRMAN'S STATEMENT

Hospitality and Leisure

The Clermont Hotel Group ("CHG")

CHG has achieved a solid set of results in the year, demonstrating growth in both its top- and bottom-lines. This was principally driven by actions taken to drive scale and efficiency in increasing occupancy levels that resulted in an improved occupancy of 88% (85% in prior year) as well as a 6% increase in RevPAR from prior year against a softening market trend. CHG continued to make strategic investments in infrastructure, technology, digital and upgrades that enhance the customer experience across hotel rooms, F&B outlets and M&E spaces. Furthermore, we have consolidated our portfolio in FY2025 by exiting from a non-core site, while focusing on fortifying the positioning of our unique hotel brands and the alignment of standards under the roof of The Clermont.

Looking ahead to FY2026, we will continue to drive growth through targeted investments to improve the comfort and experience for our customers.

The Rank Group Plc ("Rank")

Rank delivered a robust set of results in FY2025 with underlying net gaming revenue and profitability growth compared to prior year. The strong results were supported by targeted investments, with a strategic focus on enhancing the venues, products, and customer support at Grosvenor venues, as well as developing our proprietary digital platforms through new apps and product launches to offer a seamless, consistent cross-channel customer experience. These investments improved customer reception significantly which in turn contributed to double-digit growth in net gaming revenue for both online and offline channels. Furthermore, the recent enactment of land-based casino reforms in July has set a positive pathway for Rank. We are in the process of introducing additional gaming machines and sports betting at Grosvenor venues to better cater to existing customer needs and to attract a broader consumer base to our casinos. With the roadmap in place to seize opportunities ahead and our continuous efforts in driving cost efficiencies under a rigorous internal control framework, we are cautiously optimistic about Rank's growth prospects.

Financial Services

Hong Leong Financial Group Berhad ("HLFG")

The Malaysian economy has sustained moderate growth in FY2025, supported by resilient domestic demand driven by strong private consumption, a stable labour market and favourable government policies. As one of the leading financial institutions in Malaysia, HLFG delivered a strong set of financial results for the year, reporting a 10% increase in profit over prior year. This performance was underpinned by HLFG's strong focus on stringent cost control and risk oversight, and a strategy emphasising superior products and customers service through partnerships with leading international players. Looking ahead, HLFG is poised to pursue its strategic priorities by leveraging its integrated financial ecosystem to enhance cross-selling initiatives, diversify its product offerings, and deliver tailored solutions that cater to the evolving financial service needs of its customers.

Others

Manuka Health New Zealand Limited ("MHNZ")

The performance of MHNZ, the Group's wholly-owned Manuka honey product producer and distributor, declined in the year when compared to prior year. Intense competition in the diverse honey market has continued to present challenges. In spite of this, MHNZ maintained its margin levels through disciplined pricing strategies, strategic brand positioning and a steadfast focus on the product mix. This resilience underscores the strength of the product offerings and the brand in the market. MNHZ will continue its pursuit in strengthening the brand, upholding its product quality and strategically investing in profitable channels to stand out in the market and sustain growth.

CHAIRMAN'S STATEMENT

ENVIRONMENTAL, SOCIAL AND GOVERNANCE

As a conscientious and responsible organisation, we have taken proactive steps in managing our ESG work, recognising its crucial role in realising our long-term sustainability goals, mitigating risks and enhancing resilience. We continued to make considerable progress over the past year as a Group in advancing our sustainability agenda. During the year, we engaged our stakeholders to conduct a materiality assessment, defining priority areas of the Group to drive our sustainability efforts more effectively within our business groups. We also initiated assessments of climate risks and opportunities of our subsidiaries as planned, which aim to enhance our climate disclosure and lay the foundation for a comprehensive climate assessment. Furthermore, a Workforce Diversity Policy was launched to govern and reinforce our commitment to promoting diversity and inclusion within our workforce. The Board will remain steadfast in its oversight on the Group's ESG objectives, as we continue to create long-term shared value and secure a sustainable future for all stakeholders.

STRATEGIC OVERVIEW

The Group's philosophy continues to embody an entrepreneurial vision focused on building long-term sustainable value for all its stakeholders. This vision guides our operating businesses to remain relevant, to be trustworthy, progressive, competitive and sustainable in pursuit of growth and the creation of business value. We will also continue the journey to incorporate digital technology as part of Group's business strategy. Ultimately, the quality of our people forms the bedrock of our business strategies. Our businesses are best served by having the right talent for the right roles, with promotion of a high-performance culture and shared values that bind us together in the workplace. We believe that the key to ensuring sustainability is the continued co-existence of entrepreneurialism together with professional business management, discipline and governance. This will enable our businesses to achieve sustainable compound growth in revenue, profits and cashflow.

GROUP OUTLOOK

Global economic conditions are anticipated to remain uncertain and volatile in light of ongoing geopolitical tensions, trade restrictions and military actions across borders. There are concerns regarding the unstable economic environment upon which businesses and investments are built. Although latent risks persist, there is scope for the US Federal Reserve and global central banks to deploy easing measures, including rate cuts. In China, the economy is expected to benefit from further stimulus measures.

Nevertheless, the Group's balanced portfolio across geographies and industry sectors mitigates some of these risks. The Group maintains a strong balance sheet and continues to support and invest in its businesses. The Group is constantly on the lookout for new investment opportunities and it is well-positioned to seize such opportunities as they arise.

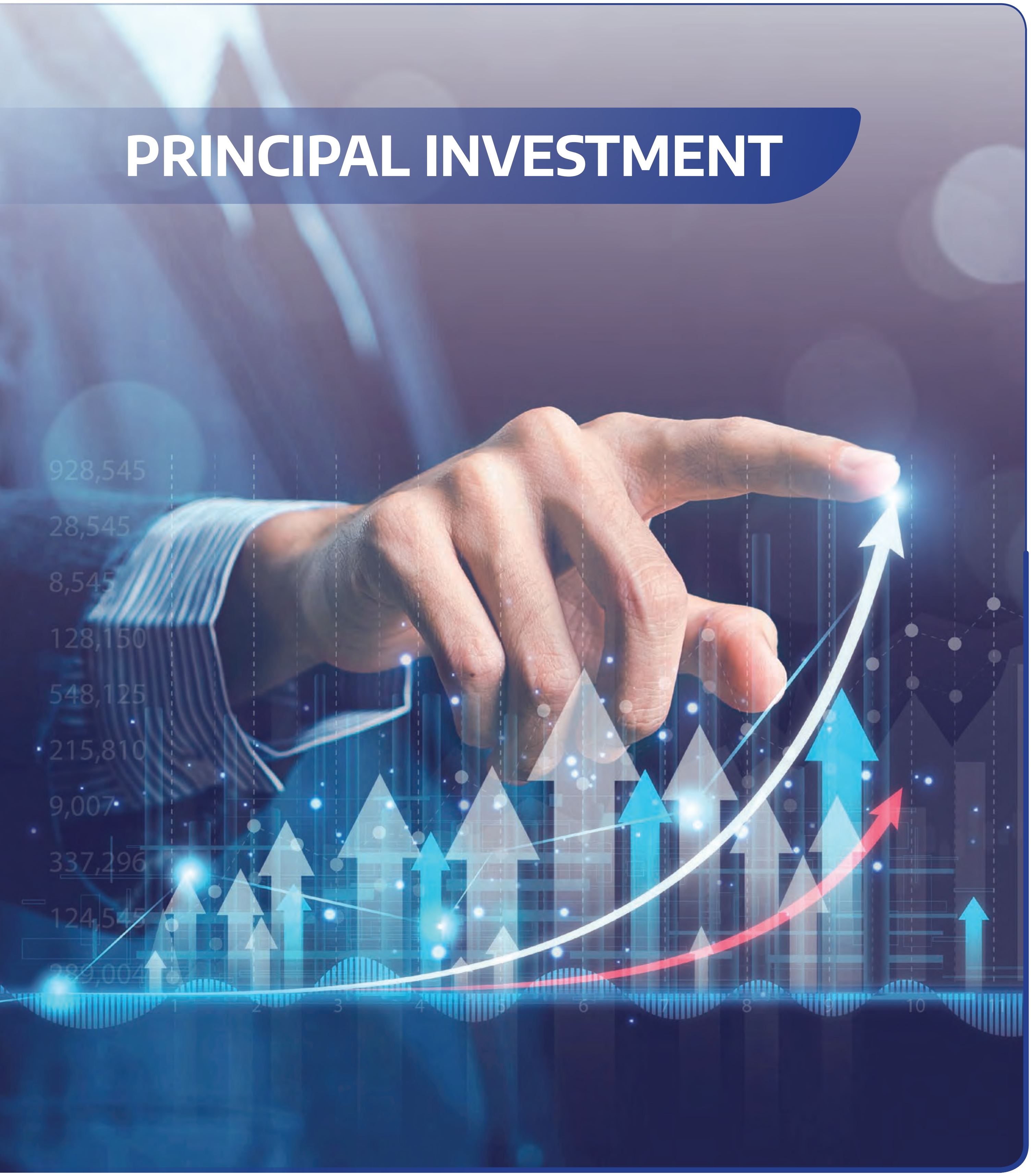
Our management team adopts a cautious approach in navigating complexities and exercises prudent cost and capital management, as well as enhancing efficiencies to support our business objectives and strategies. We will closely monitor changes in the market to ensure resilience during these challenging and uncertain times.

APPRECIATION

On behalf of the Group, I would like to welcome Ms. Melissa WU Mao Chin, who joined the Group in November 2024 as an independent non-executive director, and a member of both the Board Audit and Risk Management Committee and the Board Nomination Committee. I would also like to express my heartfelt appreciation to my fellow board members for their wise counsel and insights. In addition, I would like to thank our shareholders, our valued business partners, customers, and most of all, to our colleagues across the global for their dedication, professionalism and unwavering support throughout the year.

KWEK Leng Hai
Executive Chairman
19 September 2025

PRINCIPAL INVESTMENT



MANAGEMENT DISCUSSION AND ANALYSIS

PRINCIPAL INVESTMENT

In the first half of the financial year, global equity markets, except for Europe, ended the year positively despite intermittent market volatility. The third calendar quarter witnessed a correction in global equities due to US recession concerns and an unexpected rate increase by the Bank of Japan. However, a robust recovery followed, buoyed by rate cuts from the US Federal Reserve and the outcome of the US elections. The Chinese equity markets also delivered one of the strongest half-yearly returns in recent years, driven in part by the announcement of fiscal stimulus measures aimed at bolstering the economy. The latter half of the financial year showcased diverging performances. Market optimism in January soured as the US initiated tariff threats, impacting its own market the most in the first quarter of 2025. European markets benefited from German fiscal policies and increased defence spending, while China saw growth with AI breakthrough. The second quarter saw a relaxation in US-China trade tensions with reduced tariffs and easing geopolitical conflicts, leading to a strong close for the global equity market.

Our investment strategy, which prioritises capital allocation to companies with strong business fundamentals, helped alleviate the impact from short-term fluctuations influenced by macro factors in the financial year. The Principal Investment segment recorded a pre-tax profit of HK$2,403.3 million for the year ended 30 June 2025, primarily due to realised and unrealised gain on trading financial assets and dividend income received in the financial year.

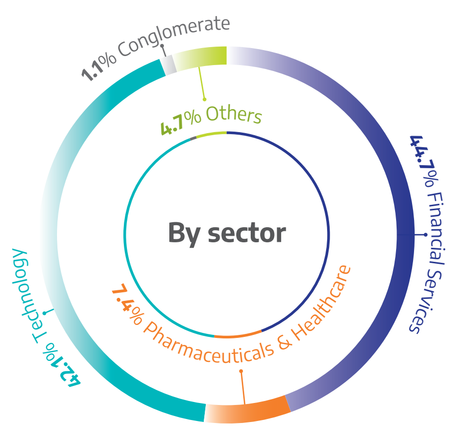
The Principal Investment segment remains focused on investing in high-quality companies expected to create shareholder value over the long term, with the potential to produce tangible returns for the Group. Having said that, shareholders are reminded that this segment's results are subject to fair valuation adjustments and will therefore remain volatile.

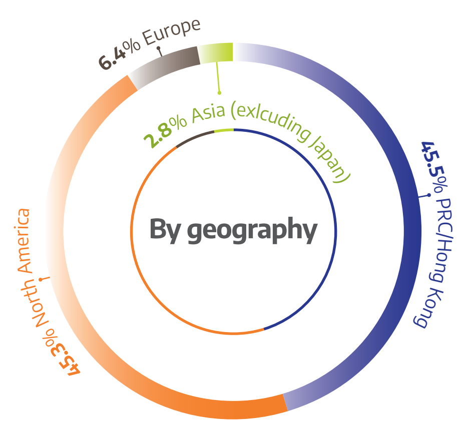
Group Treasury maintained a cautious stance. Net interest expense and foreign exchange exposures were managed albeit still subject to market volatility.

Investment Portfolio

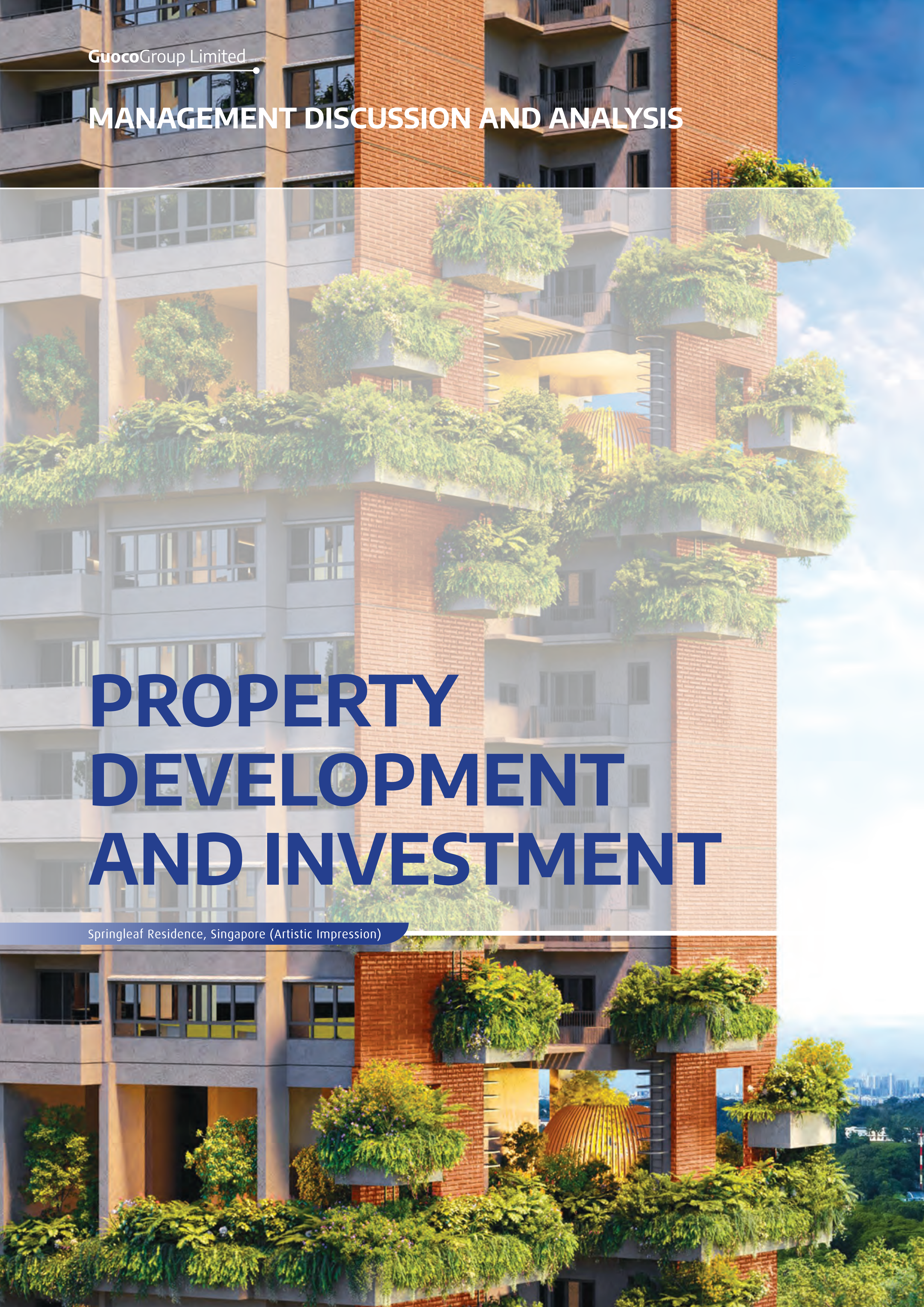
As of 30 June 2025, the Group's total investments under the Principal Investment amounted to US$1,965 million comprising a trading investment portfolio and a long term investment portfolio. No single investment accounted for a value of 5% or more of the Group's total asset value as at 30 June 2025.

The trading investment portfolio consists of around 40 securities and the analysis by sector and geography are as follows:





The long term investment portfolio consists of four securities, mainly represented by an investment in a financial service company listed in Hong Kong.



PROPERTY DEVELOPMENT AND INVESTMENT

Springleaf Residence, Singapore (Artistic Impression)

MANAGEMENT DISCUSSION AND ANALYSIS

PROPERTY DEVELOPMENT AND INVESTMENT

GuocoLand Limited ("GuocoLand")

For the year ended 30 June 2025, GuocoLand's revenue increased by 5% to S$1,916.4 million (approximately HK$11,386.0 million) as compared to the prior year. This was mainly due to the continued growth in both property development and property investment businesses.

Revenue from GuocoLand's property development increased by 3% to S$1,563.0 million (approximately HK$9,286.3 million), driven mainly by the progressive recognition from its residential developments in Singapore that have been substantially sold. In addition, property development revenue from China increased by 28% compared to the prior year, mainly contributed by the handover of some residential units at Guoco Central Park in Chongqing to buyers. As there continues to be challenges in the Chinese residential market, GuocoLand recognised an allowance for foreseeable losses of S$81.8 million (approximately HK$486.0 million) in the second half of the financial year for its China's development properties.

Revenue from GuocoLand's investment properties increased by 22% to S$281.1 million (approximately HK$1,670.1 million) supported mainly by higher recurring rental income from Guoco Tower and Guoco Midtown in Singapore.

Total operating profit for GuocoLand decreased by 7% to S$298.8 million (approximately HK$1,775.3 million) as growth in Singapore was offset by losses in China.

Valuation surplus on investment properties increased by 46% to S$58.9 million (approximately HK$350.0 million), mainly due to an increase in fair value gains from its Singapore investment properties, partially offset by a decrease in valuations of its investment properties in China.

Net finance cost decreased by 12% to S$180.0 million (approximately HK$1,069.4 million). This was mainly due to the lower interest rate environment in the current financial year.

Overall, GuocoLand's profit attributable to equity holders decreased by 17% to S$107.1 million (approximately HK$636.3 million), as compared to the prior year.

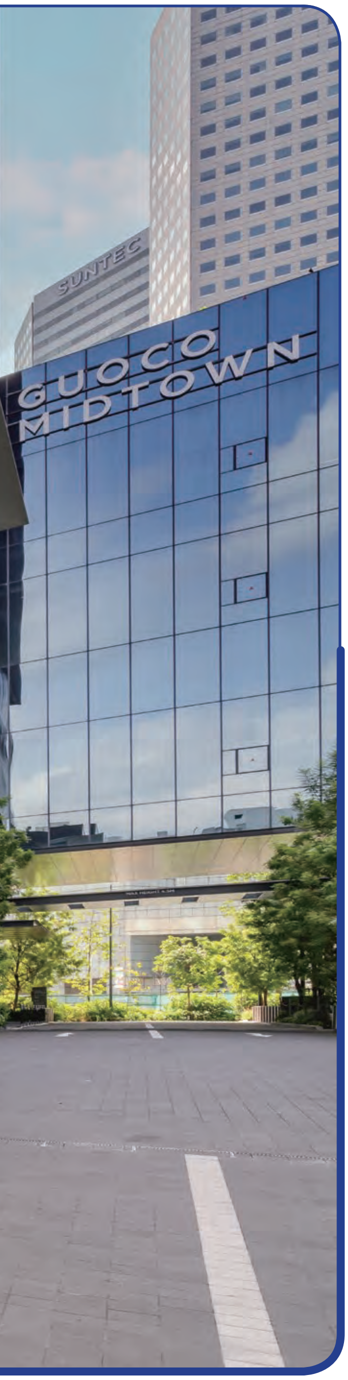
MANAGEMENT DISCUSSION AND ANALYSIS

Guoco Midtown, Singapore

In Singapore, Gross Domestic Product (GDP) increased by an average of 4.3% in the first half of the calendar year. This solid performance prompted the government to upgrade its full-year GDP growth forecast for 2025 to 1.5% to 2.5%, an improvement from its earlier forecast. However, potential risks from global geopolitical and trade tensions remain. Buying demand from homeowners remains resilient, supported by a healthy labour market and moderating interest rates.

Price growth was moderate in the private residential property market. The office market in Singapore showed resilience, particularly in the core Central Business District (CBD). Effective rents for Grade A offices increased slightly, and the vacancy rate improved, indicating a healthy demand for high-quality spaces. This is driven by a notable “flight to quality” trend, where companies are moving to buildings with superior features.

MANAGEMENT DISCUSSION AND ANALYSIS



In China, economy grew by 5.2% year-on-year in the second quarter of 2025, slightly lower than the 5.4% in the previous quarter. Although the second quarter growth was slower than that of the first quarter, the overall growth for first half of 2025 is still in line with the government target of 5%. To support growth, the People's Bank of China has maintained key lending rates at record lows. Recent data suggests a slowing decline in new home prices. A sustainable recovery will be dependent on the overall economy and consumer confidence improving. In the office sector, vacancy rate in Shanghai edged up in second quarter as new supply entered the market and pressuring rents. The authorities have begun taking steps to address the issue, primarily by scaling back commercial land sales, encouraging developers to return plots which have not started development, as well as promoting conversion of existing office stock to alternative uses. These actions will gradually reduce the volume of new office supply entering the market.

In Malaysia, Bank Negara Malaysia (BNM) has adjusted its 2025 GDP growth forecast to a more conservative range of 4.0% to 4.8% (from 4.5% to 5.5%), citing a slowing global economy. BNM reduced the Overnight Policy Rate (OPR) to 2.75% in July as a pre-emptive move to ensure the economy remains on a steady growth path amid moderate inflation pressure. The first quarter of 2025 saw a dip in the overall Malaysian property market, with transaction volumes declining by 6.2% and value by 9.0% year-on-year. The commercial office market in Greater Kuala Lumpur continues to face challenges. The overall vacancy rate was 16.1% in the first quarter of 2025, with Kuala Lumpur City CBD seeing a vacancy rate of 19.4%, which slightly narrowed to 19.2% in the second quarter of 2025.

Lentor Central Residences, Singapore (Artistic Impression)

MANAGEMENT DISCUSSION AND ANALYSIS

HOSPITALITY AND LEISURE

The Lawn, The Tower Hotel, UK

MANAGEMENT DISCUSSION AND ANALYSIS

HOSPITALITY AND LEISURE

The Clermont Hotel Group ("CHG")

CHG, our key hotel operating business unit in the United Kingdom ("UK"), recorded a profit after tax of GBP43.8 million (approximately HK$447.6 million) for the year ended 30 June 2025, compared to GBP39.2 million (approximately HK$385.9 million) for the prior year.

The London hotel market has been challenging in the current financial year as average room rates normalised post-pandemic with pent up demand eased. Nevertheless, CHG outperformed the market and maintained its group average room rate. By implementing a volume strategy to boost occupancy, the business successfully countered rate pressures and drove good revenue growth. CHG's leverage in scale efficiencies at high occupancy levels, particularly in labour, has helped to offset wage inflation. Furthermore, the business has remained committed to cost control, which emphasises operational efficiency in its hotels. These measures have effectively balanced out higher labour and energy expenses as a result.

CHG remains cash generative and further reduced its external debt in the year, which now sits at less than a third of the total from three years ago. At the same time, CHG has increased investment in hotel infrastructure to ensure the estate is well maintained and compliant. Targeted returning investments have also been made, with refurbished food and beverage outlets driving incremental revenue in the year. The business continues to work on larger projects, with refurbishments of meeting and event spaces and bedrooms expected to complete in the coming financial year.

CHG has made significant progress on IT projects during the year, introducing a new revenue management system to optimise pricing and yielding strategies, and a new purchasing system that enhances procurement control. CHG is also ramping up its investments in automation and AI technologies to enhance guest experience and drive efficiency.

In the year, CHG once more earned acclaim as one of the UK's Best Workplaces 2025 by Great Place To Work. 83% of all employees expressed that the company is a great place to work, contrasting to the 54% average among employees at typical UK-based companies. This recognition not only reflects high levels of employee engagement and retention, but also supports the recruitment efforts of the business in the face of a persistently competitive labour market.

Looking ahead to the current financial year and beyond, there is cautious optimism about the outlook of the London market. Despite cost challenges are anticipated, the business is in a good position to leverage emerging opportunities to drive future growth.

The Gladstone Library, The Royal Horseguards Hotel, UK

MANAGEMENT DISCUSSION AND ANALYSIS

The Rank Group Plc ("Rank")

Rank's net gaming revenue increased by 8% to GBP795.4 million (approximately HK$8,129.1 million) for the year ended 30 June 2025 due to growth across the business units. Operating profit increased by 128% to GBP67.0 million (approximately HK$684.7 million), reflecting the operating leverage in the business.

The number of customer visits to Grosvenor venues increased by 3% and the spend per visit also increased by 11%. The business saw an increase in table margin in the year as a result of continued benefits from the investment in both table equipment and table management system being progressively rolled out. For Mecca venues, the number of customer visits were flat compared to the prior year and the spend per visit increased by 5%. In Spain, the number of customer visits to Enracha venues increased by 3% and the spend per visit increased by 6%.

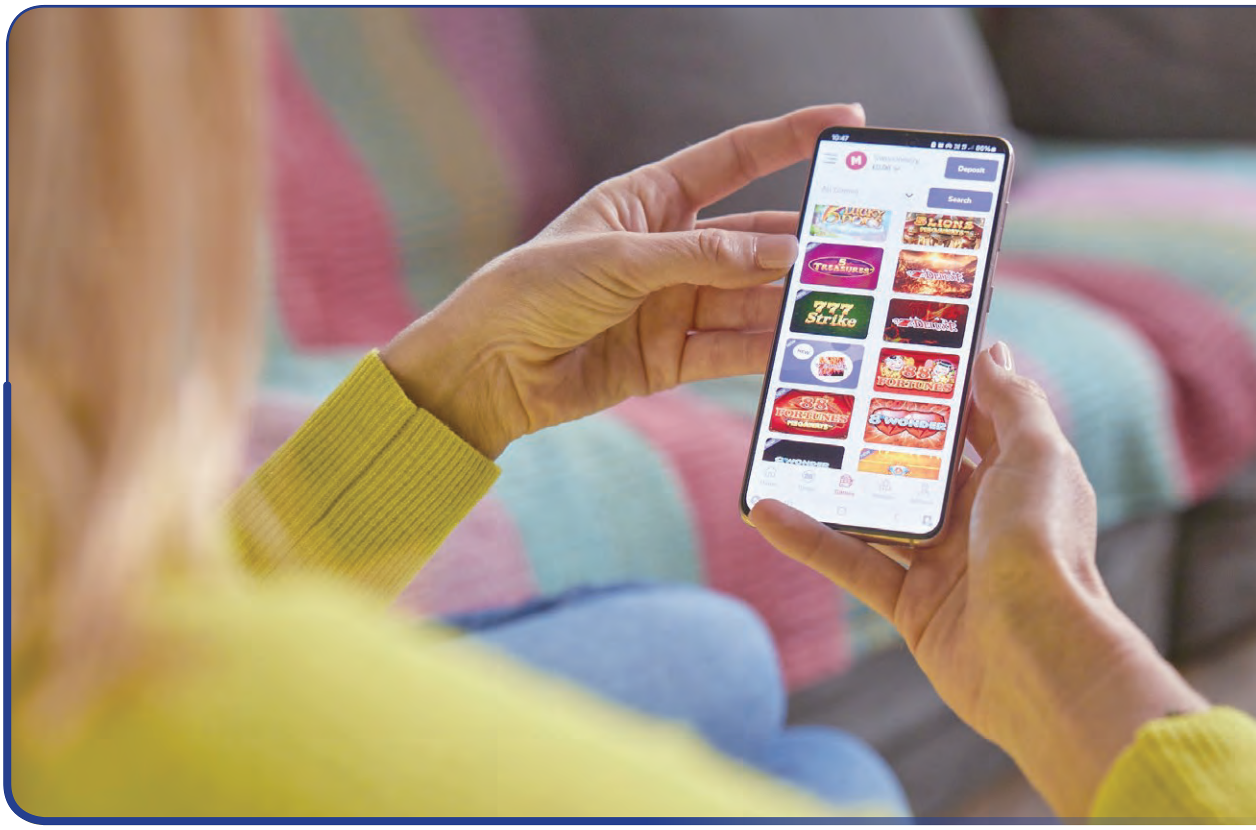
Grosvenor Casinos

Mecca

Enracha

MANAGEMENT DISCUSSION AND ANALYSIS

The digital business continued to perform strongly with robust growth in Grosvenor and Mecca cross-channel brands. Grosvenor and Mecca cross-channel brands recorded an increase of 22% and 11% in net gaming revenue respectively. The revenue growth in our UK core businesses was powered by the continued investment in technology, enabling our market leading proprietary platform to host seamless and tailored cross-channel experiences for our customers. The strong operating leverage in the digital business ensures that as revenues increase, profit improves materially.



Rank is growing profitability and have a strong net cash position which will enable both continued investment and progressive dividend returns for our shareholders. With the long-awaited legislative reforms for casinos now delivered, the business is at an exciting inflection point. The Grosvenor business will benefit from the higher gaming machine allocations and the introduction of sports betting which will better meet existing customer needs and increase the attractiveness of casinos to a broader base of consumers. The bingo businesses continue to strengthen as we invest in the quality and value of the customer offering. Rank has a very strong roadmap of opportunity to build further success over the coming years.

Digital

MANAGEMENT DISCUSSION AND ANALYSIS

Hong Leong Bank Berhad, Malaysia

MANAGEMENT DISCUSSION AND ANALYSIS

FINANCIAL SERVICES

Hong Leong Financial Group Berhad ("HLFG")

HLFG Group recorded a profit before tax of RM6,102.7 million (approximately HK$10,978.3 million) for the year ended 30 June 2025, an increase of 4% from RM5,845.6 million (approximately HK$9,730.8 million) in the prior year. The increase was due to higher contribution from banking divisions and insurance divisions.

Hong Leong Bank Group recorded an increase of 4% in profit before tax, amounting to RM5,360.3 million (approximately HK$9,642.8 million) for the year ended 30 June 2025 as compared to RM5,134.2 million (approximately HK$8,546.6 million) in the prior year. The increase was mainly due to an increase in revenue of RM627.0 million (approximately HK$1,127.9 million) and an increase in write back of impairment losses of RM270.4 million (approximately HK$486.4 million). The profit growth, however, was offset by an increase in operating expenses of RM140.3 million (approximately HK$252.4 million), a decrease in share of profit from associated company of RM123.4 million (approximately HK$222.0 million) and dilution loss from associated companies of RM407.6 million (approximately HK$733.2 million).

HLA Holdings Group recorded a profit before tax of RM667.2 million (approximately HK$1,200.2 million) for the year ended 30 June 2025, an increase of 10% as compared to RM606.2 million (approximately HK$1,090.5 million) in the prior year. The increase was mainly due to an increase in insurance service results of RM106.7 million (approximately HK$192.0 million). The increase, however, was offset by a decrease in share of profit from an associated company of RM24.8 million (approximately HK$44.6 million) and lower net investment income and others of RM20.9 million (approximately HK$37.6 million).

Hong Leong Capital Group recorded a profit before tax of RM78.5 million (approximately HK$141.2 million) for the year ended 30 June 2025, a decrease of 36% as compared to RM121.9 million (approximately HK$202.9 million) in the prior year. This was mainly due to lower contribution from across all operating divisions.

MANAGEMENT DISCUSSION AND ANALYSIS

OTHERS

The Group's wholly-owned Manuka honey product producer and distributor, Manuka Health New Zealand Limited ("MHNZ"), recorded a decline in its results compared to the prior year. This was primarily due to the loss of a key customer and continued pricing pressures in core international markets. Despite this, MHNZ maintained the elevated gross margins percentage achieved in the prior year, reflecting the focus on premium product mix, pricing discipline, and brand positioning. The business remains committed to improving sustainable growth through its premium product strategy, operational efficiency, and focused investment in high-value channels.

The Bass Strait oil and gas business saw a slight improvement in its results for the year ended 30 June 2025 due to an increase in extraction volume of hydrocarbons.

GROUP FINANCIAL COMMENTARY

Financial Results

The Group recorded an audited consolidated profit attributable to shareholders of HK$4,030.7 million for the year ended 30 June 2025, representing an increase of 13% versus the prior year. This is mainly attributable to the favourable performances of most of the Group's segments, partially offset by reduced profit in Property Development and Investment segment and Others segment. Basic earnings per share amounted to HK$12.39 as compared to HK$11.01 in the prior year.

For the year ended 30 June 2025, the Principal Investment segment, Property Development and Investment segment, Hospitality and Leisure segment, Financial Services segment and Others segment reported profits before taxation of HK$2,403.3 million, HK$258.4 million, HK$1,102.9 million, HK$1,485.3 million and HK$10.0 million respectively. Overall, the audited consolidated profit before taxation of the Group increased by 19% to HK$5,259.9 million for the year ended 30 June 2025.

The Group's revenue for the year ended 30 June 2025 increased by 9% to HK$24.4 billion, primarily due to an increase of HK$1.2 billion in revenue from the Hospitality and Leisure segment, arising from the continued growth of the business in the current year. In addition, an increase of HK$0.8 billion in revenue from the Property Development and Investment segment, attributable to the robust sales and higher progressive recognition of sales from residential projects in Singapore, also contributed to the Group's revenue growth.

Capital Management

The consolidated total equity attributable to shareholders of the Company as at 30 June 2025 amounted to HK$68.7 billion. Net debt, being total bank loans and other borrowings less cash and short-term funds as well as trading financial assets, amounted to HK$13.7 billion. The equity-debt ratio was 83:17 as at 30 June 2025.

Liquidity and Financial Resources

The Group's total cash and short-term funds as well as trading financial assets were mostly denominated in USD (37%), HKD (25%), SGD (14%), RMB (10%) and GBP (5%) as at 30 June 2025.

The Group's total bank loans and other borrowings amounted to HK$39.3 billion as at 30 June 2025, and were mostly denominated in SGD (76%), RMB (8%), HKD (7%), USD (5%), and GBP (2%). The Group has borrowings of HK$10.4 billion payable within one year or on demand.

Certain of the Group's bank loans and other borrowings are secured by pledges of various properties, fixed assets, trading financial assets and bank deposits with an aggregate book value of HK$46.9 billion at year end.

Committed borrowing facilities available to the Group and not yet drawn as at 30 June 2025 amounted to approximately HK$13.7 billion.

Interest Rate Exposure

The Group's interest rate risk arises from treasury activities and borrowings. The Group manages its interest rate exposure with a focus on reducing the Group's overall cost of debt and exposure to changes in interest rates. The Group uses interest rate contracts to manage its interest rate exposure when considered appropriate.

As at 30 June 2025, approximately 79% of the Group's bank loans and other borrowings carried interest at floating rates and the remaining 21% carried interest at fixed rates. The Group had outstanding interest rate contracts with a notional amount of HK$3.9 billion.

Foreign Currency Exposure

The Group from time to time enters into foreign exchange contracts, which are primarily over-the-counter derivatives, principally for hedging foreign currency exposure and investments.

As at 30 June 2025, there were outstanding foreign exchange contracts with a total notional amount of HK$4.0 billion entered into by the Group to primarily hedge foreign currency equity investments.

MANAGEMENT DISCUSSION AND ANALYSIS

Equity Price Exposure

The Group maintains an investment portfolio which mainly comprises public listed equities. Equity investments are subject to asset allocation limits.

PRINCIPAL INVESTMENT OBJECTIVE, CONTROLS AND OVERSIGHT

Investment Objective

The objective of the Group's Principal Investment is to produce attractive risk weighted returns and create capital growth through equity and direct investments in global capital markets. The investment strategy of the Group primarily focuses on investing in listed equities of high-quality companies which are expected to create shareholder value over the long term. In seeking to achieve the investment objective, the investment approach adopted is based on a bottom-up fundamental-based stock picking process, which prioritises the assessment of fundamental business aspects of companies in order to identify high quality companies that are expected to bring sustainability of earning growth and create shareholder value over the long term (the "investment lens").

The investment portfolios mainly comprise listed equities in recognised stock exchanges which are selected based on certain quantitative metrics and qualitative insights pursuant to the investment lens and other criteria including but not limited to capitalisation and liquidity.

GuoLine Advisory Pte. Ltd. ("GAPL"), comprising well-trained and experienced professionals, was appointed to manage the discretionary portfolio assigned by the Group and also provide investment advice to facilitate the management of the propriety investments.

Risk Management and Control Measures

The Group's Principal Investment activities are governed by Guoco Investment Operations Manual (the "Investment Manual") which is reviewed regularly from time to time.

Robust risk management and control mechanisms are in place to manage a variety of risks. The Group maintains a risk register which seeks to calibrate our assessment of risks on a regular basis. Investment restrictions and guidelines set out in the Investment Manual form an integral part of risk control. Specific limits are set to control risks (e.g. permissible asset type, asset allocation, etc.). Different types of risks including market volatility, counterparty, foreign exchange, interest rate and liquidity risks are continuously monitored by GAPL and/or treasury team. Please refer to note 38 to the Financial Statements in this annual report for more details.

Approval and Oversight Mechanisms

The Board Investment Committee ("BIC"), comprising the Executive Chairman and the Executive Director and CEO, has the overall responsibility for overseeing the investment activities of the Group and the related risk policies and controls.

Members of the BIC and GAPL meet every month to review markets and portfolio activities, evaluate new investment ideas and monitor existing investments, and for GAPL to make recommendations to the BIC on equity investment matters. Other than monthly meetings, members of the BIC maintain ongoing dialogue with GAPL, undertaking investment decisions and recommendations in response to the changing market conditions when and where required.

The management receives daily investment portfolio reports from the custodian bank for monitoring and reviewing the discretionary portfolio managed by GAPL.

HUMAN RESOURCES AND TRAINING

As at the year end, the Group had around 10,900 employees[Note]. The Group continued to seek an optimal workforce. It is committed to providing its staff with ongoing development programmes to enhance productivity and work quality.

The remuneration policy for the Group's employees is reviewed on a regular basis. Remuneration packages are structured to take into account the level and composition of pay and market conditions in the respective countries and businesses in which the Group operates. Bonus and other merit payments are linked to the financial results of the Group and individual achievement to promote performance. In addition, share based award schemes are in place for granting share options and/or free shares to eligible employees to align their long term interests with those of the shareholders and for the purposes of staff motivation and talent retention.

Note: The total number of employees includes permanent, contract, temporary and part-time employees.

CORPORATE GOVERNANCE REPORT

"Corporate Governance is the process and structure used to direct and manage the business and affairs of the Company towards enhancing business prosperity and corporate accountability with the ultimate objective of realising long term shareholders' value, whilst taking into account the interest of other stakeholders."

The board of directors of the Company (the "Board") has adopted a Corporate Governance Code (the "CG Code", effective up to 30 June 2025) based on the principles as set out in the Appendix C1 (the "HKEX Code") of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the "Listing Rules"). The CG Code is reviewed from time to time and updated as appropriate to align with the revised provisions of the HKEX Code.

The Hong Kong Exchange and Clearing Limited (the "HKEX") revised the HKEX Code (the "Amended HKEX Code") which took effect from 1 July 2025. Accordingly, the Company has revised the CG Code to align with the Amended HKEX Code which is applicable to the Company from the financial year commenced from 1 July 2025 and onwards.

Continuous efforts are made to review and enhance the performance of the Board as well as the Group's risk management and internal control systems, disclosure practices and communication with investors and stakeholders in light of changes in regulations and developments in best practices. To us, maintaining high standards of corporate governance practices is not just complying with the letter of the provisions but also the intent of the regulations to enhance corporate performance and accountability.

The Board is of the opinion that the Company has complied with the applicable HKEX Code throughout the financial year ended 30 June 2025 and up to the date of this report.

A. CORPORATE VISION & PURPOSE, VALUES, CULTURE AND STRATEGY

1. Group Vision & Purpose

The Group's vision is for its businesses to be long-term competitive and sustainable enterprises; and in doing so, create prime value and achieve long-term sustainable growth for its shareholders.

The strategic intent is to transform the businesses in the Group, to focus on core businesses, to build brands and develop competencies. It would include strategies and action plans to achieve sustainable global competitiveness and to deliver consistent compound annual growth in revenue, profits and free cash flow. This is carried out through integrating entrepreneurialism with professional business management as well as strong discipline and governance.

CORPORATE GOVERNANCE REPORT

A. CORPORATE VISION & PURPOSE, VALUES, CULTURE AND STRATEGY (CONT'D)

2. Group Values

Our Group values below underpin our corporate culture and serve as a compass in all we do:

Honour	To conduct business with honour
Human Resources	To enhance the quality of human resources – as the essence of management excellence
Entrepreneurship	To pursue management vision and foster entrepreneurship
Innovation	To nurture and be committed to innovation
Quality	To provide products and services that consistently exceed customers' expectations
Progress	To continuously improve existing operations and to position for expansion and new business opportunities
Unity	To ensure oneness in purpose, harmony and friendship in the pursuit of prosperity for all
Social Responsibility	To create wealth for the betterment of society

3. Group Culture

Group culture serves as the basis of our business operation. The Board plays a leading role in shaping the corporate culture and reviews this from time to time. With the Board's oversight, we promote compliance and ethical behavior across the Group, as well as strict adherence to the code of conduct and corporate policies, together with a whistleblowing framework.

Furthermore, the quality of our people forms the bedrock of our business strategies. The Group commits to create an inclusive workplace for our employees which values open communication to foster growth. Employees are encouraged to collaborate towards shared objectives, seeking win-win solutions and taking ownership of their progress.

Innovation, creativity, and dedication to continuous improvement are vital qualities for a progressive organization. Consequently, we expect all businesses within the Group to be forward-thinking, adaptable, and receptive to new technologies amidst the evolving environment. It is through transformation that the Group is able to achieve sustainable global competitiveness and to deliver consistent growth.

4. Group Strategy

With a strong heritage of value creation, the Group's entrepreneurial vision guides our operating businesses to remain relevant, to be trustworthy, progressive, competitive and sustainable in pursuit of growth and creation of business value. We also seek to advance our development through incorporating digital technology as part of the Group's business strategy. With the growing importance of environmental, social and governance ("ESG"), we are also incorporating this in our business operations and strategic decision-making to derive sustainable solutions that benefit our stakeholders. This is all underpinned by achieving a strong and healthy financial position through strict adherence to prudent financial disciplines that enhance the resilience and sustainability of our businesses.

In summary, taking into account the vision, values and strategy of the Group, the Board considers that they are in alignment with the Group's culture.

CORPORATE GOVERNANCE REPORT

B. DIRECTORS

1. Role of the Board

The Board assumes responsibilities for directing the Company and enhancing its value for shareholders in accordance with good corporate governance principles. The main role and responsibilities of the Board broadly cover, among others, overseeing the corporate mission, value, culture and broad strategies; directing and evaluating the conduct and performance of the Group's businesses; identifying principal risks and ensuring the implementation of appropriate systems to manage these risks; reviewing and approving key matters such as financial results, investments and divestments and other material transactions.

The Board recognises its corporate governance duties as an ongoing commitment and has monitored and reviewed the relevant CG Code, code of conduct, policies, standards and practices of the Company on corporate governance as well as legal and regulatory compliance during the year. It has delegated relevant aspects of the functions to the board committees and management, where appropriate, to assist it in discharging its duties. In addition, the Board has reviewed the Company's compliance with the applicable HKEX Code and the disclosure in the corporate governance report. Through the Board Nomination Committee, the training and continuous professional development of directors and senior management was reviewed and monitored.

The Board has overall responsibility for the ESG matters of the Group. Through the support of the Group ESG Steering Committee, the Board is accountable for setting forth the sustainability mission and related reporting framework, and oversees significant policies which guide the relevant ESG strategies at the business group level. The Board Audit and Risk Management Committee is assigned to assist the Board in overseeing and managing the related ESG risks.

The Board has delegated the day-to-day management and operation of the Group's businesses to the management of the Company and its subsidiaries.

2. Board Composition

The Board during the year and up to the date of this report comprised the following members:

Executive Chairman
KWEK Leng Hai

Executive Director
Christian K. NOTHHAFT – *Chief Executive Officer*

Non-executive Director
KWEK Leng San

Independent Non-executive Directors
David M. NORMAN [Note 1]
Lester G. HUANG, *SBS, JP*
Paul J. BROUGH
Melissa WU Mao Chin [Note 2]

Notes:

1. Mr. David M. NORMAN retired as an independent non-executive director by rotation at the conclusion of the 2024 annual general meeting of the Company held on 13 November 2024 (the "2024 AGM") and did not offer himself for re-election.

2. Ms. Melissa WU Mao Chin was appointed as an independent non-executive director after the conclusion of the 2024 AGM.

CORPORATE GOVERNANCE REPORT

B. DIRECTORS (CONT'D)

2. Board Composition (Cont'd)

Pursuant to the Bye-Laws of the Company (the "Bye-Laws") and the CG Code, not less than one-third of the directors shall retire from office by rotation at each annual general meeting. The directors to retire in every year shall be those who have been longest in office since their last election but as between persons who became directors on the same day shall (unless they otherwise agree between themselves) be determined by lot.

Non-executive directors are not appointed for a specific term. They are subject to retirement by rotation and re-election at the annual general meetings of the Company pursuant to the Bye-Laws and the CG Code.

The Company received confirmation of independence from each of the independent non-executive directors ("INEDs") for the year pursuant to Rule 3.13 of the Listing Rules. The Board is of the view that Mr. Lester G. HUANG, *SBS, JP*, Mr. Paul J. BROUGH and Ms. Melissa WU Mao Chin remain independent.

The brief biographies of the current directors, including their length of tenure and the family relationships among the Board members, if any, are disclosed in the "Biographical Details of Directors and Senior Management" section of this annual report.

3. Chairman, Executive Director and Chief Executive Officer ("CEO")

Currently, Mr. KWEK Leng Hai is the Executive Chairman of the Company. The Executive Chairman sets the vision and strategic direction of the Group, leads the Board and ensures its smooth and effective functioning.

Mr. Christian K. NOTHHAFT is the Executive Director and CEO of the Company and is responsible for implementing policies and Board decisions, initiating business ideas and corporate strategies, overseeing the performance of the Group's business segments, day-to-day operations and tracking compliance and business progress.

The operation of each of the Group's business segments is overseen by a CEO who, with expertise in his particular business, is responsible for delivering the performance results of the business segment.

The roles of the Executive Chairman and the aforesaid management executives are separate with clear division of responsibilities.

4. Board Process

The Board meets regularly, at least four times a year. Additional board meetings are held whenever warranted. For the year ended 30 June 2025, a total of four board meetings were held.

The directors are at liberty to propose matters as appropriate to be included in the meeting agendas. Board agenda items are reviewed by the Executive Chairman and/or CEO of the Company. Board papers are circulated prior to board meetings on a timely manner, which include, among others, financial and corporate information, significant operational and corporate issues and business performance of the Group as well as material or notable transactions which require the approval of the Board.

Where appropriate, decisions are also taken by way of circulated resolutions with supporting explanations and materials, supplemented by additional verbal or written information from the Company Secretary or other executives as and when needed. Monthly updates on the Group's business are provided to the directors of the Company to allow their assessment of the Group's financial performance and position.

CORPORATE GOVERNANCE REPORT

B. DIRECTORS (CONT'D)

4. Board Process (Cont'd)

All directors have separate and independent access to senior management and also have access to the advice and services of the Company Secretary and internal auditor, and upon reasonable request, independent professional advice in appropriate circumstances at the Company's expense, if any.

Details of directors' attendance at the board meetings and the 2024 AGM held during the year are as follows:

	Board Meetings attended/ eligible to attend	2024 AGM attended/ eligible to attend
Executive Chairman		
KWEK Leng Hai	4/4	1/1
Executive Director		
Christian K. NOTHHAFT – *Chief Executive Officer*	4/4	1/1
Non-executive Director		
KWEK Leng San	4/4	1/1
Independent Non-executive Directors		
David M. NORMAN [Note 1]	2/2	1/1
Lester G. HUANG, *SBS, JP*	4/4	1/1
Paul J. BROUGH	4/4	1/1
Melissa WU Mao Chin [Note 2]	2/2	N/A

Notes:

1. Mr. David M. NORMAN retired as an INED by rotation at the conclusion of the 2024 AGM and did not offer himself for re-election. Two board meetings and the 2024 AGM were held during the period from 1 July 2024 to 13 November 2024 (his date of retirement).

2. Ms. Melissa WU Mao Chin was appointed as an INED after the conclusion of the 2024 AGM. Two board meetings were held and no general meeting was held during the period from 13 November 2024 (her date of appointment) to 30 June 2025.

5. Board Independence

Pursuant to the CG Code, the Company has put in place mechanisms within our governance framework to ensure that independent views and input are available to the Board.

During the year, the Board had reviewed the implementation and effectiveness of the mechanisms and is of the view that such mechanisms are effective. The key mechanisms under the Company's governance framework are summarised below:

B. DIRECTORS (CONT'D)

5. Board Independence (Cont'd)

Composition of the Board and Board Committees

The Board comprises more than one-third of INEDs. The Board Audit and Risk Management Committee, Board Remuneration Committee and Board Nomination Committee comprise a majority of INEDs with the former two committees chaired by INEDs.

The composition of the Board is reviewed by the Board Nomination Committee annually to ensure that the number of INEDs meets or exceeds the independence requirements under the Listing Rules.

Directors' Responsibilities

As set out in the terms of reference of the Board, it is the responsibility of the directors (including INEDs) to make positive contribution to the development of the Company's strategy and policies through independent, constructive and informed comments. Directors with different views are encouraged to voice their concerns so as to ensure that independent views and input are available to the Board.

The Executive Chairman encourages a culture of openness and debate by facilitating the effective contribution of non-executive directors in particular and ensuring constructive relations between executive and non-executive directors.

Criteria to Assess Independence of INEDs on Appointment and Re-election

The suitability of the candidates for appointment and the directors subject to re-election as an INED is assessed based on the assessment criteria and guidelines as set out in the Company's Nomination Policy, including among others, their independence and potential/actual conflicts of interest that may arise if the candidate is appointed/re-elected.

Annual Review of Independence of INEDs

Annual review of independence of INEDs is conducted by the Board Nomination Committee pursuant to Rule 3.13 of the Listing Rules.

INED's Remuneration

None of the INEDs receive remuneration based on performance of the Group.

Independent Professional Advice

External independent professional advice is available to all directors, including INEDs, whenever considered appropriate.

Meetings with INEDs

The Executive Chairman at least annually meets with INEDs without the presence of other directors to facilitate INEDs to express their views.

CORPORATE GOVERNANCE REPORT

B. DIRECTORS (CONT'D)

6. Directors' Securities Transactions

The Company had adopted the Model Code for Securities Transactions by Directors of Listed Issuers as set out in Appendix C3 of the Listing Rules (the "Model Code") as the code of conduct governing directors' securities transactions.

Following specific enquiry by the Company, all directors have confirmed that they have complied with the required standard as set out in the Model Code throughout the year.

7. Dividend Policy

Pursuant to the HKEX Code, the Board has adopted a dividend policy (the "Dividend Policy") which is set out as follows:

- The Company intends to create long term value for its shareholders through maintaining a balance between dividend distribution, preserving adequate liquidity and reserve to meet its working capital requirements, and capturing future growth opportunities.
- Pursuant to the Dividend Policy, the Board may propose/declare the payment of dividend(s) after taking into account the current financial performance of the Company, the future financial requirements of the Company and any other factors the Board may deem relevant.
- The Board may also decide on the frequency of dividend payment and further declare/recommend any special distributions. Dividend(s) may be in the form of cash, shares, distribution in-specie or any other form as the Board may determine.

The Board reviews the Dividend Policy from time to time and update, amend, modify and/or cancel the Dividend Policy at any time in the interest of the Company and its shareholders.

8. Whistleblowing Policy and Anti-Corruption Policy

The Company has put in place a whistleblowing policy (the "Whistleblowing Policy") setting out the reporting channels on suspected misconduct, malpractice or non-compliance within the Company and applicable subsidiaries based on which management can take appropriate action. The Whistleblowing Policy is reviewed annually by the Board Audit and Risk Management Committee to ensure its effectiveness.

The Group has implemented policies on anti-corruption and procedures concerning offering or accepting gifts or gratuities. Our contractors and suppliers will also be required to commit to, as appropriate, the code of conduct on anti-corruption and other business ethics.

More details on the Whistleblowing Policy and the anti-corruption policies are disclosed in the "Environmental, Social and Governance Report" of the Company which is available at the Company's website at www.guoco.com.

CORPORATE GOVERNANCE REPORT

B. DIRECTORS (CONT'D)

9. Directors' Continuous Training and Development Programme

Pursuant to the HKEX Code, all directors should participate in continuous professional development to develop and refresh their knowledge and skills. This is to ensure that their contribution to the Board remains informed and relevant.

The Company has put in place training and development programmes for directors which includes (1) induction/familiarization programme for newly appointed directors; and (2) on-going training and professional development programme for directors.

Ms. Melissa WU Mao Chin, who was appointed INED of the Company after the conclusion of the 2024 AGM, attended a training session conducted by an external legal advisor from a firm of solicitors and obtained legal advice pursuant to Rule 3.09D of the Listing Rules on 23 October 2024. She confirmed that she understood her obligations as a director of the Company.

During the year ended 30 June 2025, all directors namely, Messrs. KWEK Leng Hai, Christian K. NOTHHAFT, KWEK Leng San, David M. NORMAN (retired on 13 November 2024), Lester G. HUANG, *SBS, JP*, Paul J. BROUGH and Ms. Melissa WU Mao Chin (appointed on 13 November 2024), received regular briefings and updates on the Group's business, operations, risk management, corporate governance and ESG matters. Materials on new or changes to salient laws and regulations applicable to the Group were provided to the directors. They also attended regulatory update sessions and seminars on relevant topics. All directors are requested to provide the Company with their respective training records pursuant to the CG Code.

C. DIRECTORS' REMUNERATION

1. Board Remuneration Committee ("BRC")

The principal role and functions of the BRC are to make recommendations to the Board on the policy and structure for the remuneration of directors and senior management, as well as to determine, with delegated responsibility from the Board as described under Code E.1.2(c) of the HKEX Code, the individual remuneration packages of all executive directors and senior management, including benefits in kind, pension rights and compensation payment which may include any compensation payable for loss or termination of their office or appointment. It is also responsible to review and approve matters relating to share schemes under Chapter 17 of the Listing Rules. Detailed terms of reference of the BRC is accessible on the Company's website at www.guoco.com and the HKEX's website at www.hkexnews.hk.

CORPORATE GOVERNANCE REPORT

C. DIRECTORS' REMUNERATION (CONT'D)

1. Board Remuneration Committee ("BRC") (Cont'd)

Membership and attendance

For the year ended 30 June 2025, the members of the BRC and their attendance at the meetings are set out below:

	BRC Meetings attended/ eligible to attend
Lester G. HUANG, *SBS, JP** – *Chairman of the BRC*	2/2
KWEK Leng Hai@	2/2
Paul J. BROUGH*	2/2

@ Executive Chairman of the Board
* Independent Non-executive Director

Work done during the year

- reviewed and recommended directors' fees for the non-executive directors for the financial year 2023/24;
- reviewed and approved the discretionary bonuses for the executive directors and senior management for the financial year 2023/24;
- conducted annual review of the remuneration packages of the executive directors and senior management for the year 2025;
- reviewed and approved the remuneration packages of the senior management appointed during the year;
- reviewed the terms of reference of the BRC and recommended proposed changes thereto;
- reviewed the remuneration policy for directors and senior management; and
- deliberated the statement relating to the BRC for inclusion in the Corporate Governance Report.

2. Level and Make-up of Remuneration

The Group's remuneration policy for executive directors and senior management is linked to performance, service seniority, experience and scope of responsibility and is based on the provisions in the Group's Human Resources Manual, which is reviewed from time to time to align with market/industry practices.

The level of remuneration of non-executive directors reflects the level of responsibilities undertaken by them. The fees of directors, primarily for the independent non-executive directors, are recommended and endorsed by the Board for shareholders' approval at the Company's annual general meetings. Details of directors' remuneration for the year ended 30 June 2025 are provided in note 9 to the Financial Statements in this annual report.

D. DIRECTORS' NOMINATION

1. Board Nomination Committee ("BNC")

The principal role and functions of the BNC is to make recommendations to the Board on the structure, size, composition and skills matrix of the Board, to complement the Company's corporate strategy, to review the independence of INEDs, the suitability of directors who will stand for re-election and directors' continuous training and development programme, to assess directors' time commitment and contribution to the Board, to formulate, review and implement a policy for the nomination of directors (including nomination procedures) and to formulate policies concerning board and workforce diversity, monitor the implementation of such policies and to review the same, as appropriate, as well as to support regular evaluation of the Board's performance. Detailed terms of reference of the BNC is accessible on the Company's website at www.guoco.com and HKEX's website at www.hkexnews.hk.

Membership and attendance

For the year ended 30 June 2025, the members of the BNC and their attendance at the meetings are set out below:

	BNC Meetings attended/ eligible to attend
KWEK Leng Hai@ – *Chairman of the BNC*	2/2
David M. NORMAN* Note 1	2/2
Paul J. BROUGH*	2/2
Melissa WU Mao Chin* Note 2	N/A

@ Executive Chairman of the Board
* Independent Non-executive Director

Notes:

1. Mr. David M. NORMAN retired as an INED by rotation at the conclusion of the 2024 AGM and did not offer himself for re-election and ceased to be a member of the BNC on even date. Two BNC meetings were held during the period from 1 July 2024 to 13 November 2024 (his date of retirement).

2. Ms. Melissa WU Mao Chin was appointed as a member of the BNC after the conclusion of the 2024 AGM. No BNC meeting was held during the period from 13 November 2024 (her date of appointment) to 30 June 2025.

CORPORATE GOVERNANCE REPORT

D. DIRECTORS' NOMINATION (CONT'D)

1. Board Nomination Committee ("BNC") (Cont'd)

Work done during the year

- assessed the suitability of candidate for appointment as an independent non-executive director and board committee members of the Company pursuant to the Nomination Policy and the Board Diversity Policy;
- reviewed the structure, size, composition and diversity of the Board (including the mix of skills, knowledge, experience, competences of directors, and the balance between executive director, non-executive director and INEDs) annually and determined the target, timeline and approach for achieving the Board's gender diversity;
- reviewed and assessed the independence of INEDs of the Company;
- reviewed and assessed the suitability of the directors who stood for re-election at the annual general meeting pursuant to the process and criteria as set out in the Nomination Policy;
- reviewed the continuous training and development programmes undertaken by directors to ensure that an appropriate programme is in place;
- reviewed the terms of reference of the BNC and the Board Diversity Policy and recommended proposed changes thereto;
- reviewed the Nomination Policy;
- reviewed and recommended to the Board for establishment of the Workforce Diversity Policy of the Company; and
- deliberated the statement relating to the BNC for inclusion in the Corporate Governance Report.

D. DIRECTORS' NOMINATION (CONT'D)

2. Board Diversity Policy

The Company has adopted the Board Diversity Policy which is accessible at the Company's website at www.guoco.com. Pursuant to the Board Diversity Policy, the Company recognises and embraces the benefits of having a diverse Board to enhance the quality of its performance. The Company maintains that selection of candidates for Board appointments will be based on a range of diversity perspectives, including but not limited to gender, age, cultural and educational background, ethnicity, professional experience, skills, knowledge and length of service and the ultimate decision will be based on merit and contribution that the selected candidates will bring to the Board. The BNC reviews the implementation and effectiveness of the Board Diversity Policy on an annual basis.

Assessment and selection of candidates for Board succession will be made pursuant to the objectives of the Board Diversity Policy. While conscious efforts are being taken to achieve board diversity, new appointments are ultimately made on a merit basis taking into account available and suitable candidates. With a view to achieving a sustainable and balanced development, the BNC reviews annually the structure, size, composition and diversity of the Board and the Board confirms that its composition complies with the Listing Rules and reflects an appropriate mix of education disciplines, professional experiences and skill set.

The Company is committed to enhancing gender diversity at Board level. The target of appointing at least one director of a different gender to the Board has been achieved following Ms. Melissa WU Mao Chin's ("Ms. Wu") appointment during the year. As at 30 June 2025, the Company has one female director representing 16.7% of the Board. The Company targets to maintain at least the current level of female representation on the Board. The Company will continue to monitor the need for appointing members of particular gender in order to maintain/enhance diversity, if desired or necessary. The Company will identify suitable candidates by way of referral from directors, shareholders, management or advisors of the Company, etc. and may seek assistance from external executive search firms as and when required.

The appointment of Ms. Wu as an INED of the Company on 13 November 2024 has enhanced board diversity by bringing to the Board her professional knowledge and experience in auditing, people management and public service positions. The extensive education background and professional experience of Board members facilitate effective decision-making process with each director providing constructive advice and contribution to the Board.

The Board is currently diversified in terms of age, gender, cultural and educational background, ethnicity, professional experience, skills, knowledge and length of service. The directors possess various skills and professional experience ranged from, amongst others, finance, accounting, legal, business management & advisory, people management and merger & acquisition. The implementation of Board Diversity Policy is considered to be effective and appropriate.

CORPORATE GOVERNANCE REPORT

D. DIRECTORS' NOMINATION (CONT'D)

3. Nomination Policy

The Board has adopted the Nomination Policy which serves as a guiding mechanism and framework for the BNC on the process for new appointments of directors, CEO and board committee members as well as the re-appointment and assessment of directors.

Under the Nomination Policy, the BNC will assess potential candidates based on various assessment criteria, including the candidate's age, skills, knowledge, experience, expertise, professional and educational qualifications, potential/actual conflicts of interest with the Group and time commitments as well as the overall desired Board composition and the mix of expertise and experience of the Board as a whole. In case of appointment and re-appointment of INEDs, the BNC will also assess the independence of the candidates pursuant to the criteria set out in the Listing Rules. The BNC will make recommendations to the Board in respect of the appointment and re-election.

The BNC reviews annually the Nomination Policy to ensure its effectiveness and application, and will update, amend and modify as appropriate to ensure it continues to be relevant to the needs of the Company and is consistent with regulatory and corporate governance requirements.

The Nomination Policy is accessible on the Company's website at www.guoco.com.

4. Workforce Diversity Policy

The Board has adopted the Workforce Diversity Policy of the Company (the "Workforce Diversity Policy") effective from 1 July 2025. The Workforce Diversity Policy aims to set out the Company's commitment and approach to achieving diversity and inclusion within the workforce. The Group seeks to diversify its workforce across all levels by welcoming individuals of different expertise, cultures, backgrounds, genders, languages and experiences. All employees are provided with equal opportunities without discriminatory biases and are evaluated solely according to their capabilities, competencies and potentials. The BNC will review the Workforce Diversity Policy from time to time to ensure its effectiveness.

As at 30 June 2025, the Group had a total of around 10,900 employees[Note], with gender ratio of male to female (including senior management) of approximately 56% to 44%. The Board is of the view that appropriate balance in gender diversity of workforce is achieved taking into account the operational needs of the Group as well as the industry norms, the geography and local demography of where the Group operates. The Company will continue to take gender diversity into consideration during recruitment process.

Note: The total number of employees includes permanent, contract, temporary and part-time employees.

CORPORATE GOVERNANCE REPORT

E. ACCOUNTABILITY AND AUDIT

1. Board Audit and Risk Management Committee ("BARMC")

The BARMC oversees the financial reporting process and assesses the adequacy and effectiveness of the Company's financial reporting as well as risk management and internal control systems. The BARMC meets with the Company's external and internal auditors, and reviews their audit plans, the internal audit programme, and the results of their examinations as well as their evaluations of the risk management and internal control systems. The BARMC reviews the Group's and the Company's financial statements and the auditor's report thereon and submits its views to the Board. Detailed terms of reference of the BARMC are accessible on the Company's website at www.guoco.com and HKEX's website at www.hkexnews.hk.

Membership and attendance

For the year ended 30 June 2025, the members of the BARMC and their attendance at the meetings are set out below:

	BARMC Meetings attended/ eligible to attend
Paul J. BROUGH* – *Chairman of the BARMC*	4/4
David M. NORMAN* Note 1	2/2
Lester G. HUANG, *SBS, JP* *	4/4
Melissa WU Mao Chin* Note 2	2/2

* Independent Non-executive Director

Notes:

1. Mr. David M. NORMAN retired as an INED by rotation at the conclusion of the 2024 AGM and did not offer himself for re-election and ceased to be a member of the BARMC on even date. Two BARMC meetings were held during the period from 1 July 2024 to 13 November 2024 (his date of retirement).

2. Ms. Melissa WU Mao Chin was appointed as a member of the BARMC after the conclusion of the 2024 AGM. Two BARMC meetings were held during the period from 13 November 2024 (her date of appointment) to 30 June 2025.

The CEO, GCFO and Head of Internal Audit are regular attendees of the BARMC meetings. Representatives of the external auditor are invited to attend the BARMC meetings to present their audit plan, significant audit and accounting matters which they noted in the course of their audit.

CORPORATE GOVERNANCE REPORT

E. ACCOUNTABILITY AND AUDIT (CONT'D)

1. Board Audit and Risk Management Committee ("BARMC") (Cont'd)

Work done during the year

- reviewed the fees charged by external auditor for audit and non-audit services;
- reviewed the nature and scope of external audit, the independence of external auditor and effectiveness of the audit process and approved the engagement terms;
- reviewed the Non-assurance Services Communication and Concurrence Policy (the "NAS Policy");
- reviewed and endorsed the non-assurance service engagements with the external auditor concurred by the BARMC chairman pursuant to the NAS Policy;
- reviewed the external auditor's management letter, any material queries raised by the auditor to management about accounting records, financial accounts or systems of control, as well as management's response thereto;
- reviewed the interim financial report, the interim results announcement, the annual financial statements and the annual results announcement;
- reviewed and discussed with the management the effectiveness of the risk management, including among others, material ESG and climate risks, and internal control system;
- reviewed the adequacy of resources, staff qualifications and experience, training programmes and budget of the accounting, internal audit and financial reporting functions, as well as those relating to the Company's ESG performance and reporting;
- reviewed the Group's accounting policies and practices;
- reviewed and approved the annual internal audit plan;
- reviewed major findings of internal audit assignments and the progress of implementation of remedial measures on control issues identified;
- reviewed the effectiveness of the processes for financial reporting and Listing Rules compliance of the Company;
- reviewed connected transactions entered into by the Group or subsisting during the year;
- reviewed the proposal of ESG consultancy service;
- reviewed the summary of material litigation cases with potential financial impact to the Group;
- reviewed the Climate Risk Management Policy and Whistleblowing Policy;
- reviewed the terms of reference of the BARMC and recommended proposed changes thereto; and
- deliberated the statement relating to the BARMC for inclusion in the Corporate Governance Report.

E. ACCOUNTABILITY AND AUDIT (CONT'D)

2. Financial Reporting

The Listing Rules require listed companies to prepare annual financial statements which shall provide a true and fair view of the state of affairs of the companies and of the results of their operations and cash flows.

The Board is responsible for ensuring the maintenance of proper accounting records of the Group. It has also acknowledged its responsibility for preparing the financial statements.

The Board approves the financial statements after taking into account the BARMC's comments on specific accounting matters.

The Board is satisfied that appropriate accounting policies have been used in preparing the financial statements, consistently applied and complied with the relevant accounting standards.

A statement of the auditor about their reporting responsibilities is included in the Independent Auditor's Report on pages 67 to 72 of this annual report.

3. Risk Management and Internal Control

For business strategy formulation and for improving business performance, a set of Enterprise Risk Management framework ("ERM framework"), as set forth in the company policy, has been established and implemented by all strategic business units ("SBUs") within the Group. This ERM framework consists of iterative processes for each SBU to constantly identify and assess risks (including ESG risks) in terms of their potential impact and probability of occurrence, as well as to establish and implement relevant procedures and internal controls for risk mitigation. Risk profile reports are submitted to the Company's senior management and the BARMC for review on a quarterly basis, to ensure that residual risks after taking into account risk mitigating measures fall within the risk appetite and tolerance set by the Board.

The BARMC oversees the effectiveness of the processes for financial reporting and Listing Rule compliance. It also reviews the adequacy of resources, staff qualifications and experience, training programmes and budget of the Company's accounting, internal audit, financial reporting functions as well as those relating to the Company's ESG performance and reporting.

To assist the BARMC in its oversight and monitoring activities, the Company's internal audit function adopts a risk-based approach and conducts periodic audits of major controls including financial, operational, compliance and the risk management function of the Company and its subsidiaries. Any material control issues identified, together with remedial action plans, are reported to the BARMC at the meetings. The internal audit team shall follow up and ensure that any material control issues are promptly and properly rectified.

CORPORATE GOVERNANCE REPORT

E. ACCOUNTABILITY AND AUDIT (CONT'D)

3. Risk Management and Internal Control (Cont'd)

The effectiveness of the Company's and its subsidiaries' risk management and internal control systems is reviewed by the BARMC on a quarterly basis, based on the risk profile reports submitted and reported audit findings. The BARMC will submit the report to the Board for deliberation. Based on the results of the BARMC reviews, the Board is satisfied that risk management and internal control systems of the Group remained effective and adequate for the year ended 30 June 2025. The extent and frequency of communication of the monitoring results to the BARMC and the Board have been reviewed and are considered sufficient.

The Board acknowledges responsibility for the risk management and internal control systems and reviewing their effectiveness, but would like to explain that such systems are designed to manage rather than eliminate the risk of failure to achieve business objectives, and can only provide reasonable and not absolute assurance against material misstatement or loss.

Handling and Dissemination of Inside Information

The Company has established and implemented relevant procedures and internal controls for the handling and dissemination of inside information, including restricting employee access to inside information on a need-to-know basis and ensuring that those who need to know understand the obligation of keeping the information confidential and refrain from dealing in the relevant securities. All inside information is disclosed to the public if and when required pursuant to the requirements under the Securities and Futures Ordinance and the Listing Rules and kept strictly confidential before disclosure.

4. Auditor's Remuneration

The fees charged by the Group's external auditor for the year in respect of annual audit services amounted to HK$34,045,000 and those in respect of non-audit services (comprising tax advisory and review, transaction support and consultancy services) amounted to HK$16,218,000.

F. INVESTOR RELATIONS

1. Communication with Investors

The Company encourages two-way communication with both its institutional and private investors. Extensive information about the Group's activities is provided in the interim and annual reports published by the Company.

The annual general meeting of the Company provides an opportunity for its shareholders to seek clarification and to obtain a better understanding of the Group's performance. Board members and representatives from the external auditor will attend the annual general meetings to answer shareholders' questions. Shareholders are encouraged to meet and communicate with the Board at the annual general meetings and to vote on the resolutions.

F. INVESTOR RELATIONS (CONT'D)

1. Communication with Investors (Cont'd)

In order to promote effective communication, the Company maintains a website at www.guoco.com to provide:

- latest news, announcements, financials including interim and annual reports;
- other corporate communication materials, e.g. notices of meetings, circulars, proxy forms, etc.;
- details of the arrangements on electronic dissemination of corporate communications of the Company and for requesting printed copies of corporate communications;
- corporate calendar for important shareholders' dates for current financial year;
- constitutional documents of the Company;
- corporate governance information including composition and terms of reference of board committees, corporate governance reports and various governance policies adopted by the Company;
- ESG reports and highlights of the Company's ESG practices and efforts;
- online registration of email alert service for receiving the Company's latest corporate communications; and
- other information relating to the Group and its businesses.

Regular dialogues are maintained with institutional investors. Enquiries from individuals on matters relating to the business of the Group are welcome and are dealt with in an informative and timely manner. Shareholders can make any query in respect of the Group or to make a request for the Group's information to the extent such information is publicly available. The designated contact details are as follows:

By Post : Guoco Group Limited
50th Floor, The Center, 99 Queen's Road Central, Hong Kong
By Fax : (852) 2285 3233
By Email : comsec@guoco.com

Shareholders' questions about their shareholdings are dealt with by Computershare Hong Kong Investor Services Limited, the Company's branch share registrar, at Shops 1712-16, 17th Floor, Hopewell Centre, 183 Queen's Road East, Wan Chai, Hong Kong.

The Company has in place a shareholder communication policy which sets out the provisions to ensure that the Company's shareholders are provided with access to material information about the Company in a timely manner. The Board has conducted a review of the implementation and effectiveness of the shareholder communication policy during the year ended 30 June 2025 and, having considered the various channels of communication in place, was satisfied that the implementation of the policy was effective.

CORPORATE GOVERNANCE REPORT

F. INVESTOR RELATIONS (CONT'D)

2. Rights and Procedures for Shareholders to Convene General Meetings

Pursuant to section 74 of the Bermuda Companies Act 1981 ("Companies Act") and Bye-Law 62 of the Bye-Laws, the directors shall, on the requisition of the Company's shareholders holding at the date of the deposit of the requisition not less than one-tenth (10%) of such of the paid-up capital of the Company carrying the right of voting at general meetings of the Company, forthwith proceed duly to convene a special general meeting of the Company. The requisition must state the purposes of the meeting, and must be signed by the requisitionists and deposited at the registered office of the Company, and may consist of several documents in like form each signed by one or more requisitionists.

3. Rights and Procedures for Shareholders to Put Forward Proposals at General Meetings

Pursuant to sections 79 and 80 of the Companies Act, shareholder(s) of the Company holding at the date of the deposit of the requisition not less than one-twentieth (5%) of the total voting rights of the Company or not less than 100 shareholders of the Company may make a requisition to require the Company to give notice to other shareholders of any resolution to be considered at annual general meetings or to circulate to other shareholders any written statement of not more than 1,000 words with respect to the matter to be dealt with at that meeting. The written requisition must be duly signed by the requisitionist(s) and be deposited at the Company's registered office within the time limit prescribed in section 80 of the Companies Act.

4. Rights and Procedures for Shareholders to Propose a Person for Election as a Director

Pursuant to the Bye-Law 103 of the Bye-Laws, shareholder(s) of the Company may send a notice in writing of the intention to propose a person for election as a director and the notice in writing by that person of his willingness to be elected. Such notices shall be lodged at the Company's principal office at 50th Floor, The Center, 99 Queen's Road Central, Hong Kong, or at the Company's branch share registrar's office at Shops 1712-16, 17th Floor, Hopewell Centre, 183 Queen's Road East, Wan Chai, Hong Kong provided that the minimum length of the period for lodgment of the notices referred to herein shall be at least seven days which shall commence no earlier than the day after the despatch of the notice of the general meeting appointed for such election and end no later than seven days prior to the date of such general meeting.

5. Change in Constitutional Document

With shareholders' approval sought at the annual general meeting held on 13 November 2024, the Bye-Laws was amended and the Company adopted a set of amended and restated new Bye-Laws in order to (i) bring the Bye-Laws in line with the latest regulatory requirements in relation to the expanded paperless listing regime and other relevant amendments made to the Listing Rules which took effect on 31 December 2023; and (ii) make consequential changes in line with the aforesaid amendments and other house-keeping revisions. For further details of these amendments, please refer to the circular of the Company dated 17 October 2024.

Save for the aforesaid, during the year ended 30 June 2025, there was no significant amendment to the Bye-Laws, and such document was published on the websites of the Company and HKEX.

19 September 2025

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REPORT OF THE DIRECTORS

The directors of the Company (the "Directors") present their report together with the audited financial statements of the Group for the year ended 30 June 2025 (the "Financial Statements").

PRINCIPAL ACTIVITIES

The principal activity of the Company is investment holding and management. The principal activities of the subsidiaries which materially affected the results or assets of the Group during the year include principal investment, property development and investment, hospitality and leisure business. The principal activities of the associates which materially affected the results of the Group during the year include commercial banking business, Islamic banking services, insurance and takaful business, investment banking, futures and stockbroking and asset management business.

The analysis of the principal activities and locations of operations of the Company and its subsidiaries during the year is set out in note 17 to the Financial Statements.

BUSINESS REVIEW

A fair review of the business of the Group, a discussion and analysis of the Group's performance during the year, financial key performance indicators, description of the principal risks and uncertainties facing the Group, particulars of important events affecting the Group that have occurred since the end of the financial year (if any) as well as an indication of likely future development in the business of the Group are provided throughout this annual report, particularly in the sections headed Financial Highlights, Chairman's Statement, Management Discussion and Analysis as well as the Segment Reporting, and Financial Risk Management and Fair Value in the notes to the Financial Statements. A discussion on the Group's compliance with relevant laws and regulations that have a significant impact on the Group and an account of the Group's key relationships with its stakeholders as well as the Group's environmental policies and performance are provided in the "Corporate Governance Report" in this annual report and the "Environmental, Social and Governance Report" which is available at the Company's website at www.guoco.com. All such discussions form part of this Report of the Directors.

SUBSIDIARIES

Particulars of the principal subsidiaries of the Company are set out in note 17 to the Financial Statements.

FINANCIAL STATEMENTS

The consolidated net profit of the Group for the year ended 30 June 2025 and the state of the Company's and the Group's affairs as at that date are set out in the Financial Statements on pages 73 to 175.

DIVIDENDS

An interim dividend of HK$0.60 per share (2024: HK$0.50 per share) totalling HK$197,431,000 (2024: HK$162,289,000) was paid on 25 March 2025. The Directors are recommending payment of a final dividend of HK$2.90 per share (2024: HK$2.70 per share) in respect of the year ended 30 June 2025 totalling HK$954,251,000 (2024: HK$888,441,000) on Wednesday, 3 December 2025 to all persons registered as holders of shares on the register of members of the Company on Friday, 21 November 2025, being the record date for determining the entitlement of shareholders of the Company (the "Shareholders") to the proposed final dividend.

REPORT OF THE DIRECTORS

MAJOR CUSTOMERS AND SUPPLIERS

During the year, the five largest customers of the Group accounted for less than 30% of the total turnover of the Group and the five largest suppliers of the Group accounted for less than 30% of the total purchases of the Group.

CHARITABLE DONATIONS

Donations made by the Group during the year amounted to US$1,937,000 (2024: US$1,790,000).

SHARE CAPITAL

The Company did not issue any new shares during the year. Details of the movement in the share capital of the Company are shown in note 35 to the Financial Statements.

RESERVES

Movements in the reserves of the Company and the Group during the year are set out in note 35 to the Financial Statements and the consolidated statement of changes in equity respectively.

EQUITY-LINKED AGREEMENTS

Other than the Executive Share Scheme 2022 of the Company as disclosed in this Report, no equity-linked agreements that will or may result in the Company issuing shares or that require the Company to enter into any agreements that will or may result in the Company issuing shares were entered into by the Company at any time during the year or subsisted at the end of the year.

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

Neither the Company nor any of its subsidiaries purchased, sold or redeemed any of the Company's listed securities (including sale of treasury shares, if any) during the year ended 30 June 2025. As at 30 June 2025, the Company did not hold any treasury shares.

PROPERTIES

Particulars of the major development properties, properties held for sale and investment properties of the Group are shown on pages 176 to 178.

PRE-EMPTIVE RIGHTS

There are no provisions for pre-emptive rights under the Bye-Laws of the Company ("Bye-Laws") or the laws in Bermuda which would oblige the Company to offer new shares on a pro-rata basis to the existing Shareholders.

REPORT OF THE DIRECTORS

DIRECTORS

The Directors during the year and up to the date of this Report are:

KWEK Leng Hai – *Executive Chairman*
Christian K. NOTHHAFT – *Chief Executive Officer*
KWEK Leng San*
David M. NORMAN** Note 1
Lester G. HUANG, *SBS, JP* **
Paul J. BROUGH**
Melissa WU Mao Chin** Note 2

* Non-executive Director
** Independent non-executive Director

Notes:

1. Mr. David M. NORMAN retired as an independent non-executive director ("INED") by rotation at the conclusion of the 2024 annual general meeting of the Company held on 13 November 2024 (the "2024 AGM") and did not offer himself for re-election.

2. Ms. Melissa WU Mao Chin was appointed as an INED after the conclusion of the 2024 AGM.

In accordance with Bye-Law 99 of the Bye-Laws and Code B.2.2 of the Corporate Governance Code of the Company (the "CG Code"), Messrs. KWEK Leng San and Lester G. HUANG, SBS, JP shall retire from office by rotation at the forthcoming annual general meeting of the Company to be held on 14 November 2025 (the "2025 AGM"). Both of them, being eligible, will offer themselves for re-election at the 2025 AGM.

Pursuant to Bye-Law 102 of the Bye-Laws, Ms. Melissa WU Mao Chin, who has been appointed as an INED of the Company after the conclusion of the 2024 AGM, shall hold office until the 2025 AGM and, being eligible, will offer herself for re-election at the 2025 AGM.

DIRECTORS' SERVICE CONTRACTS

None of the Directors who are proposed for re-election at the 2025 AGM has a service contract which is not determinable by the Company or any of its subsidiaries within one year without payment of compensation, other than statutory compensation.

DIRECTORS' MATERIAL INTERESTS IN TRANSACTIONS, ARRANGEMENTS OR CONTRACTS

Details of the continuing connected transactions and material related party transactions are set out in this Report and note 42 to the Financial Statements respectively. Save as disclosed, no transaction, arrangement or contract of significance in relation to the Group's business to which the Company or any of its subsidiaries was a party and in which a Director or his/her connected entity had, directly or indirectly, a material interest subsisted at the end of the year or at any time during the year ended 30 June 2025.

MANAGEMENT CONTRACT

No contract, other than employment contracts, concerning the management and administration of the whole or any substantial part of the Company's business was entered into or existed during the year ended 30 June 2025.

REPORT OF THE DIRECTORS

INDEMNITY OF DIRECTORS

Pursuant to the Bye-Laws, every Director shall be entitled to be indemnified out of the assets of the Company against all losses or liabilities which he/she may sustain or incur in or about the execution of the duties of his/her office or otherwise in relation thereto. The Company maintains a directors' and officers' liability insurance which gives appropriate cover for any legal action brought against its Directors.

DIRECTORS' INTERESTS AND SHORT POSITIONS IN SHARES, UNDERLYING SHARES AND DEBENTURES

As at 30 June 2025, the interests and short positions of the Directors in the shares, underlying shares and debentures of the Company or 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 of Hong Kong Limited (the "Stock Exchange") pursuant to the Model Code for Securities Transactions by Directors adopted by the Company (the "Model Code") were disclosed as follows in accordance with the Listing Rules.

Long positions in the shares of the Company and associated corporations of the Company

(A) The Company

		Number of ordinary shares		
Director	**Capacity**	**Personal interests**	**Total interests**	**Approx. % of total number of shares in issue**
KWEK Leng Hai	Beneficial owner	3,800,775	3,800,775	1.16%
KWEK Leng San	Beneficial owner	209,120	209,120	0.06%

(B) Associated Corporations

(a) GuoLine Capital Assets Limited

		Number of ordinary shares		
Director	**Capacity**	**Personal interests**	**Total interests**	**Approx. % of total number of shares in issue**
KWEK Leng Hai	Beneficial owner	841,000	841,000	2.62%
KWEK Leng San	Beneficial owner	321,790	321,790	1.00%

REPORT OF THE DIRECTORS

DIRECTORS' INTERESTS AND SHORT POSITIONS IN SHARES, UNDERLYING SHARES AND DEBENTURES (CONT'D)

Long positions in the shares of the Company and associated corporations of the Company (cont'd)

(B) Associated Corporations (cont'd)

(b) GuocoLand Limited

Director	Capacity	Number of ordinary shares: Personal interests	Number of ordinary shares: Total interests	Approx. % of total number of shares in issue
KWEK Leng Hai	Beneficial owner	35,290,914	35,290,914	2.98%

(c) Hong Leong Financial Group Berhad

Director	Capacity	Number of ordinary shares: Personal interests	Number of ordinary shares: Total interests	Approx. % of total number of shares in issue
KWEK Leng Hai	Beneficial owner	2,526,000	2,526,000	0.22%
KWEK Leng San	Beneficial owner	654,000	654,000	0.06%

(d) GuocoLand (Malaysia) Berhad

Director	Capacity	Number of ordinary shares: Personal interests	Number of ordinary shares: Total interests	Approx. % of total number of shares in issue
KWEK Leng Hai	Beneficial owner	226,800	226,800	0.03%

DIRECTORS' INTERESTS AND SHORT POSITIONS IN SHARES, UNDERLYING SHARES AND DEBENTURES (CONT'D)

Long positions in the shares of the Company and associated corporations of the Company (cont'd)

(B) Associated Corporations (cont'd)

(e) *The Rank Group Plc*

Director	Capacity	Number of ordinary shares: Personal interests	Number of ordinary shares: Total interests	Approx. % of total number of shares in issue
KWEK Leng Hai	Beneficial owner	1,026,209	1,026,209	0.26%
KWEK Leng San	Beneficial owner	56,461	56,461	0.01%

(f) *Lam Soon (Hong Kong) Limited*

Director	Capacity	Number of ordinary shares: Personal interests	Number of ordinary shares: Family interests	Number of ordinary shares: Total interests	Approx. % of total number of shares in issue
KWEK Leng Hai	Beneficial owner	2,300,000	–	2,300,000	0.95%
Lester G. HUANG, *SBS, JP*	Interests of spouse	–	150,000	150,000	0.06%

Save as disclosed above, as at 30 June 2025, none of the Directors had any interests and 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 recorded in the register required to be kept by the Company pursuant to Section 352 of the SFO, or as otherwise notified to the Company and the Stock Exchange pursuant to the Model Code.

REPORT OF THE DIRECTORS

SHARE SCHEME

Executive Share Scheme 2022 (the "ESS 2022")

The ESS 2022 was approved by the Shareholders at the annual general meeting on 8 November 2022 (the "ESS Approval Date") and took effect on 10 November 2022 (the "ESS Effective Date") for grant of options and/or free shares (share grants) over newly issued and/or existing shares of the Company to executives or directors of the Company or any of its subsidiaries (the "ESS Eligible Executives") from time to time.

The purpose of the ESS 2022 is to (i) align the long term interests of the ESS Eligible Executives with those of the Shareholders and encourage the ESS Eligible Executives to assume greater responsibility for the performance of the businesses that they manage; (ii) motivate the ESS Eligible Executives towards strategic business objectives; (iii) reward the ESS Eligible Executives with an equity stake in the success of the Group; and (iv) make the total compensation package more competitive in order to attract, retain and motivate high calibre executives.

A trust (the "ESS Trust") is in place for the purpose of acquiring and holding existing shares of the Company from time to time to satisfy the exercise of options and vesting of share grants which may be granted under the ESS 2022. A wholly owned subsidiary of the Company as the trustee is responsible for administering the ESS Trust.

The maximum number of new shares of the Company that may be issued upon exercise of share options and vesting of share grants pursuant to the ESS 2022 shall not in aggregate exceed 10% of the shares of the Company in issue as at the ESS Approval Date, i.e. 32,905,137 which represents 10% of the shares in issue of the Company (excluding treasury shares, if any) as at 30 June 2025 and the date of this Report. The maximum entitlement for an ESS Eligible Executive in respect of the total number of shares issued and to be issued upon exercise of options granted and to be granted as well as share grants vested and to be vested in any 12 months period up to the date of the latest grant shall not exceed 1% of the shares of the Company in issue (excluding treasury shares, if any) as at any date of grant.

Except where it is otherwise specifically allowed under the ESS 2022, the share options and/or share grants offered to the ESS Eligible Executives are exercisable/will be vested only during his/her employment or directorship with the Group and the vesting period of the share options and/or share grants shall not be less than 12 months from the date of offer.

The Board Remuneration Committee of the Company (the "BRC") may at its discretion determine the exercise price of the options provided that the exercise price so fixed must be at least the higher of (a) the closing price of a share of the Company as stated in the Stock Exchange's daily quotations sheet on the date of offer of such option, which must be a business day;(b) the average closing price of a share of the Company as stated in daily quotations sheets issued by the Stock Exchange for the five business days immediately preceding the date of offer of such option; and (c) the nominal value of a share of the Company.

Share options and/or share grants offered under the ESS 2022 to an ESS Eligible Executive must be accepted by the offeree within thirty (30) days from the date of offer (or such longer period of time as may be permitted by the BRC at its absolute discretion) by way of a written notice of acceptance and in such manner as may be prescribed by the BRC and accompanied by a payment of HK$1 as consideration. The exercise period of the share options offered shall not be more than ten (10) years from the date of offer.

The life of the ESS 2022 is 10 years from the ESS Effective Date. The ESS 2022 shall remain valid and effective till 9 November 2032.

No share option or share grant had ever been granted to any ESS Eligible Executives pursuant to the ESS 2022 since its adoption and up to 30 June 2025.

REPORT OF THE DIRECTORS

SHARE SCHEME (CONT'D)

Others

Certain other subsidiaries of GuoLine Capital Assets Limited, the ultimate holding company of the Company, maintain share schemes or plans or arrangements which subsisted at the end of the year or at any time during the year, under which eligible Directors may be granted free shares or share options for acquisition of shares of respective companies concerned. No person, being a Director during the year, held shares acquired in pursuance of any aforesaid share schemes or plans or arrangements.

Save for above, at no time during the year was the Company, any of its parent companies, its subsidiary undertakings or subsidiary undertakings of its parent companies a party to any arrangements to enable the Directors to acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate.

INTERESTS AND SHORT POSITIONS OF SUBSTANTIAL SHAREHOLDERS AND OTHER PERSONS

As at 30 June 2025, the substantial shareholders and other persons who had interests or short positions in the shares and underlying shares of 5% or more in the Company's issued share capital as recorded in the register maintained by the Company under Section 336 of the SFO are as follows:

Long positions in the shares and underlying shares of the Company

		Number of shares/underlying shares			
Names	**Capacity**	**Interests in shares**	**Interests under equity derivatives**	**Total**	**Approx. % of total number of shares in issue**
QUEK Leng Chan ("QLC")	Interest of controlled corporations	242,008,117	40,272,716	282,280,833 (Note 1)	85.79%
GuoLine Capital Assets Limited ("GCAL")	Interest of controlled corporations	240,351,792	–	240,351,792 (Note 2)	73.04%
GSL Holdings Limited ("GSLH")	Interest of controlled corporation	–	40,272,716	40,272,716 (Note 3)	12.24%
Hong Leong Investment Holdings Pte. Ltd. ("HLInvt")	Interest of controlled corporations	240,351,792	40,272,716	280,624,508 (Notes 4 & 5)	85.28%
Davos Investment Holdings Private Limited ("Davos")	Interest of controlled corporations	240,351,792	40,272,716	280,624,508 (Notes 4 & 6)	85.28%
KWEK Leng Kee ("KLK")	Interest of controlled corporations	240,351,792	40,272,716	280,624,508 (Notes 4 & 7)	85.28%
First Eagle Investment Management, LLC ("FEIM")	Investment manager	26,238,046	–	26,238,046 (Note 8)	7.97%

REPORT OF THE DIRECTORS

INTERESTS AND SHORT POSITIONS OF SUBSTANTIAL SHAREHOLDERS AND OTHER PERSONS (CONT'D)

Long positions in the shares and underlying shares of the Company (cont'd)

Notes:

1. The interest of controlled corporations of QLC comprised 242,008,117 ordinary shares of the Company and 40,272,716 underlying shares of other unlisted cash settled derivatives, and were directly held by:

	Number of shares/ underlying shares
GuoLine Overseas Limited ("GOL")	236,524,930
GuoLine (Singapore) Pte Ltd ("GSL")	40,272,716
Asset Nominees Limited ("ANL")	3,826,862
Robusto Ltd ("RL")	1,656,325

ANL was wholly owned by Guoco Management Company Limited which in turn was wholly owned by the Company. The Company was 71.88% owned by GOL which in turn was wholly owned by GCAL. GSL was wholly owned by GSLH. Each of GCAL and GSLH was 49.11% owned by QLC while RL was wholly owned by QLC.

2. The interests of GCAL were directly held by GOL and ANL as set out in Note 1 above.

3. The interests of GSLH were underlying shares of unlisted cash settled derivatives directly held by GSL as set out in Note 1 above.

4. The interests of HLInvt, Davos and KLK are duplicated.

5. HLInvt was deemed to be interested in these interests through its controlling interests of 34.49% in each of GCAL and GSLH.

6. Davos was deemed to be interested in these interests through its controlling interests of 33.59% in HLInvt.

7. KLK was deemed to be interested in these interests through his controlling interests of 41.92% in Davos.

8. FEIM was deemed to be interested in these interests held by various management accounts and funds controlled by it.

Save as disclosed above, as at 30 June 2025, the Company had not been notified by any person who had interests or short positions in the shares or underlying shares of the Company of 5% or more which should be disclosed pursuant to Part XV of the SFO or as recorded in the register required to be kept by the Company under Section 336 of the SFO.

INTERESTS IN CONTRACTS AND CONNECTED TRANSACTIONS

Continuing Connected Transactions

Master Services Agreement

A master services agreement dated 30 June 2023 (the "Master Services Agreement") was entered into by the Company (together with its subsidiaries, the "Group") with GuoLine Group Management Company Pte. Ltd. ("GGMC") for the provision of management services (the "Services") as set out in the announcement of the Company dated 30 June 2023 (the "MSA Announcement") to the Group (referred to as "Service Recipient(s)").

GGMC or other Hong Leong Group company(ies) (comprising GuoLine Capital Assets Limited ("GCAL") and Hong Leong Company (Malaysia) Berhad ("HLCM") and their subsidiaries) as may be agreed by the parties from time to time are referred to as "Service Provider(s)".

The Master Services Agreement is for a term of three financial years from 1 July 2023 to 30 June 2026. The fees payable under the Master Services Agreement comprise:

1. a monthly fee (the "Monthly Fee") as agreed from time to time between such Service Recipient(s) and the Service Provider(s) and is currently agreed to be approximately HK$1,928,000 per month in total; and

2. an annual fee (the "Annual Fee") equivalent to 3% of the annual profit before tax of such Service Recipient(s) as shown in its audited profit and loss account for the relevant financial year, subject to appropriate adjustment (for example, to avoid double counting of profit), if any.

The yearly total fees (the "Total Services Fees"), being the sum of the Monthly Fee, the Annual Fee and the total amounts of any fees paid or payable by the Group to any Hong Leong Group company for services of a similar nature as the Services, are subject to an annual cap of HK$410 million for each of the three financial years ending 30 June 2026.

GGMC is a wholly-owned subsidiary of GCAL, the ultimate holding company and a substantial shareholder of the Company, and thus GGMC is an associate of a connected person of the Company as defined under Chapter 14A of the Listing Rules. Mr. QUEK Leng Chan, being a controlling shareholder of GCAL and HLCM, is regarded as a substantial shareholder of the Company. Subsidiaries under GCAL and HLCM which may become Service Provider(s) under the Master Services Agreement are regarded as associates of connected persons of the Company as defined under Chapter 14A of the Listing Rules. The transactions contemplated under the Master Services Agreement constitute continuing connected transactions for the Company under the Listing Rules and the relevant disclosure requirements have been complied with.

The Independent Non-executive Directors of the Company had reviewed the transactions under the Master Services Agreement during the year and confirmed that:

a. the transactions under the Master Services Agreement for the year were entered into:

   – in the ordinary and usual course of business of the Group;

   – on normal commercial terms or better; and

   – in accordance with the relevant documents governing them on terms that are fair and reasonable and in the interests of the shareholders of the Company as a whole.

b. the Total Services Fees paid and payable by the Group under the Master Services Agreement for the year amounted to approximately HK$164.3 million which did not exceed the annual cap of HK$410 million as disclosed in the MSA Announcement.

REPORT OF THE DIRECTORS

INTERESTS IN CONTRACTS AND CONNECTED TRANSACTIONS (CONT'D)

Continuing Connected Transactions (cont'd)

Banking Transactions

The Group has from time to time entered into, and may in future enter into, among others, the following transactions with the licensed banks and regulated financial services companies within Hong Leong Financial Group (comprising Hong Leong Financial Group Berhad and its subsidiaries from time to time), including Hong Leong Asset Management Bhd, Hong Leong Bank Berhad, Hong Leong Islamic Bank Berhad, Hong Leong Bank Vietnam Limited, Hong Leong Bank (Cambodia) PLC and Hong Leong Investment Bank Berhad (each and collectively, "Hong Leong Financial Institution(s)"):

1. placing of deposits by the Group with Hong Leong Financial Institutions; and

2. purchase of and/or subscription for debt securities and investment products issued by Hong Leong Financial Institutions by the Group.

(collectively, the "Banking Transactions").

As part of its principal investment and treasury operations, the Group from time to time places deposits with various financial institutions worldwide and purchases and/or subscribes for fixed income, debt securities and investment products issued by financial institutions and other corporations. The Banking Transactions are conducted in the ordinary and usual course of its business. The treasury functions involve the management of cashflows and cash resources, which the Group conducts with various financial institutions.

The outstanding balance of the Banking Transactions shall be subject to a maximum cap amount of US$122 million or its equivalent in other currencies at any time during the three financial years ending 30 June 2027.

Hong Leong Financial Institutions are associates of a connected person of the Company by virtue of the fact that they are indirect subsidiaries of HLCM of which Mr. QUEK Leng Chan, a deemed controlling shareholder of the Company, is also a deemed controlling shareholder. The Banking Transactions constitute continuing connected transactions for the Company under Chapter 14A of the Listing Rules and the relevant disclosure requirements have been complied with.

From time to time during the year, the Group entered into deposit transactions which involved placing of deposits (including savings, current and other deposits in various currencies) with Hong Leong Financial Institutions as the deposit accepting banks (the "Deposit Transactions"). The Deposit Transactions were based on the relevant market rates at the time of each transaction and are broadly the same as those engaged by the Group with other unconnected financial institutions. During the year, the interest rate for the savings and time deposits for various currencies placed by the Group with Hong Leong Financial Institutions ranged from 0% to 3.75% per annum, and the tenor of the time deposits ranged from overnight to 12 months.

As at 30 June 2025, the balance of deposits placed by the Group with Hong Leong Financial Institutions was approximately US$26.1 million.

REPORT OF THE DIRECTORS

INTERESTS IN CONTRACTS AND CONNECTED TRANSACTIONS (CONT'D)

Continuing Connected Transactions (cont'd)

Banking Transactions (cont'd)

The Independent Non-executive Directors of the Company had reviewed the Banking Transactions during the year and confirmed that:

a. during the year, there was no subscription for or purchase of debt securities and investment products issued by Hong Leong Financial Institutions by the Group;

b. during the year, the maximum relevant aggregate amount of (i) the outstanding balance of deposits placed by the Group with Hong Leong Financial Institutions; and (ii) debt securities and investment products issued by Hong Leong Financial Institutions purchased and/or subscribed by the Group, was approximately US$43.5 million which did not exceed the cap amount of US$122 million or its equivalent as disclosed in the announcement of the Company dated 2 July 2024; and

c. the Deposit Transactions were entered into:

   – in the ordinary and usual course of business of the Group;

   – on normal commercial terms or better; and

   – in accordance with the relevant documents governing them on terms that are fair and reasonable and in the interests of the shareholders of the Company as a whole.

Investment Management and Advisory Agreements

Investment Management Agreement

An investment management agreement dated 1 November 2022 (the "Investment Management Agreement") was entered into between Asia Fountain Assets Limited ("AFAL", an indirect wholly-owned subsidiary of the Company) and GuoLine Advisory Pte. Ltd. ("GAPL") for provision of discretionary fund management services by GAPL to AFAL in relation to all the investment assets (including monies and other investment products) of AFAL, proceeds therefrom and dividend income, other than those which may be designated by AFAL as not forming part of the mandate of GAPL under the Investment Management Agreement (the "IMA Portfolio") for a term commenced from 1 November 2022 and ending on 31 October 2025 (both dates inclusive).

The fees payable under the Investment Management Agreement comprise:

1. a management fee (the "Management Fee") payable monthly in arrears at the rate of 0.5% per annum of the net asset value of the IMA Portfolio managed by GAPL on the last day of a calendar month; and

2. a performance fee (the "Performance Fee") payable annually in arrears of up to 10% per annum on the excess return. Excess return is the return on the IMA Portfolio for the relevant period/year over a reference return calculated based on the 1-year outlook of 3 Month United States Treasury Bill risk-free rate plus 4%.

REPORT OF THE DIRECTORS

INTERESTS IN CONTRACTS AND CONNECTED TRANSACTIONS (CONT'D)

Continuing Connected Transactions (cont'd)

Investment Management and Advisory Agreements (cont'd)

Investment Advisory and Management Agreement

An investment advisory and management agreement dated 1 November 2022 (the "Investment Advisory and Management Agreement") was entered into between Guoco Management Company Limited ("GMC", a direct wholly-owned subsidiary of the Company) and GAPL for provision of investment advisory, management and related services to GMC, Asia Fountain Investment Company Limited (an indirect wholly-owned subsidiary of the Company) and other relevant wholly-owned subsidiaries of the Company (collectively the "Service Recipients") in relation to all their investment assets at any time other than those which may be designated by the Service Recipients as not forming part of the mandate of GAPL for a term commenced from 1 November 2022 and ending on 31 October 2025 (both dates inclusive).

GAPL will charge a monthly advisory fee (the "Advisory Fee") calculated based on the agreed allocation of the staff costs of the investment teams of GAPL and any other related costs as mutually agreed by the parties plus a 10% markup.

The total fees (the "Total Fees"), being the sum of the Management Fee, the Performance Fee and the Advisory Fee payable to GAPL under the Investment Management Agreement and the Investment Advisory and Management Agreement (collectively the "Investment Management and Advisory Agreements") for each of the relevant period/financial year shall be subject to the respective annual cap (the "Annual Cap") as stated below:

	Annual Caps HK$ million
From 1 November 2022 to 30 June 2023	69
For the year ended 30 June 2024	122
For the year ended 30 June 2025	154
From 1 July 2025 to 31 October 2025	55

GAPL is a 50:50 joint venture company owned by GuocoEquity Assets Limited ("GEAL") and GGMC. GEAL is a direct wholly-owned subsidiary of the Company. GGMC is a direct wholly-owned subsidiary of GCAL, the ultimate holding company and a substantial shareholder of the Company. Thus, GAPL is an associate of a connected person of the Company as defined under Chapter 14A of the Listing Rules. The transactions contemplated under the Investment Management and Advisory Agreements constitute continuing connected transactions for the Company under the Listing Rules and the relevant disclosure requirements have been complied with.

INTERESTS IN CONTRACTS AND CONNECTED TRANSACTIONS (CONT'D)

Continuing Connected Transactions (cont'd)

Investment Management and Advisory Agreements (cont'd)

The Independent Non-executive Directors of the Company had reviewed the aforesaid transactions during the year and confirmed that:

a. the transactions under the Investment Management and Advisory Agreements for the year were entered into:

   – in the ordinary and usual course of business of the Group;

   – on normal commercial terms or better; and

   – in accordance with the relevant documents governing them on terms that are fair and reasonable and in the interests of the shareholders of the Company as a whole.

b. the Total Fees paid and payable by the Group to GAPL under the respective agreements for the year were as follows:

	Services fees paid and payable to GAPL HK$' million
Investment Management Agreement	28.8
Investment Advisory and Management Agreement	2.9
Total:	31.7
	(<HK$154 million)

The Total Fees paid and payable by the Group to GAPL under the Investment Management and Advisory Agreements for the year amounted to approximately HK$32 million which did not exceed the Annual Cap of HK$154 million as disclosed in the announcement of the Company dated 1 November 2022.

Auditor's Review

Pursuant to Rule 14A.56 of the Listing Rules, the Company's auditor was engaged to report on the Group's continuing connected transactions as mentioned above in accordance with Hong Kong Standard on Assurance Engagements 3000 (Revised) "Assurance Engagements Other than Audits or Reviews of Historical Financial Information" and with reference to Practice Note 740 (Revised) "Auditor's Letter on Continuing Connected Transactions under the Hong Kong Listing Rules" issued by the Hong Kong Institute of Certified Public Accountants. The auditor issued an unqualified letter containing their findings and conclusions in respect of the continuing connected transactions disclosed by the Group on pages 59 to 63 of this annual report in accordance with Rule 14A.56 of the Listing Rules.

REPORT OF THE DIRECTORS

INTERESTS IN CONTRACTS AND CONNECTED TRANSACTIONS (CONT'D)

Connected Transactions

Joint Venture Agreement for the Upper Thomson Road Parcel Project in Singapore

On 15 July 2024, a joint venture agreement (the "UTR Agreement") was entered into by GuocoLand (Singapore) Pte. Ltd. ("GLS"), a wholly-owned subsidiary of GuocoLand Limited ("GuocoLand", the Company's 66.8% owned subsidiary listed on Singapore Exchange Securities Trading Limited ("SGX")), Intrepid Investments Pte. Ltd. ("Intrepid") (collectively the "UTR Shareholders") and Springleaf Parcel B Pte. Ltd. ("SPB", now known as Springleaf Residence Pte. Ltd.), whereby the UTR Shareholders agreed to jointly participate in development of all that parcel of land known as Lot 2072L of Mukim 14 and situated at Upper Thomson Road, Singapore with a site area of 32,023.7 square meters (the "UTR Property"). The agreed shareholding proportions in SPB held by GLS and Intrepid are 60% and 40% respectively.

Pursuant to the UTR Agreement, SPB is the joint venture project company to undertake the acquisition and development of the UTR Property (the "UTR Project"), including, among other things, the completion of the acquisition of the UTR Property, implementation and construction of the UTR Project, management, operation and maintenance of the UTR Property and the UTR Project (including marketing for sale of the residential units) and funding for and dealing with the UTR Property and the UTR Project. The UTR Property was won through a tender accepted by the Urban Redevelopment Authority of Singapore.

The total funding contribution of GLS is S$179 million comprising share capital of S$45 million and a loan of S$134 million.

Intrepid is a wholly-owned subsidiary of Hong Leong Holdings Limited ("HLHL") which is in turn a subsidiary of Hong Leong Investment Holdings Pte. Ltd. ("HLIH"). As HLIH is a deemed substantial shareholder of the Company, Intrepid is an associate of a connected person of the Company as defined under Chapter 14A of the Listing Rules. The UTR Agreement therefore constitutes a connected transaction of the Company and the relevant disclosure requirements have been complied with.

Details of the transaction are set out in the announcement of the Company dated 15 July 2024.

Joint Venture Agreement for the Margaret Drive Parcel Project in Singapore

On 5 November 2024, a joint venture agreement (the "MD Agreement") was entered into by GLS, Intrepid and Hong Realty (Private) Limited ("Hong Realty") (collectively the "MD Shareholders") as well as Margaret Rise Development Pte. Ltd. ("MRD"), whereby the MD Shareholders agreed to jointly participate in development of all that parcel of land known as Lot 5803T of Mukim 3 and situated at Margaret Drive, Singapore with a site area of 9,522.3 square meters (the "MD Property"). The agreed shareholding proportions in MRD held by GLS, Intrepid and Hong Realty are 30%, 35% and 35% respectively.

Pursuant to the MD Agreement, MRD is the joint venture project company to undertake the acquisition, development and dealing of the MD Property (the "MD Project"), including, among other things, the completion of the acquisition of the MD Property, implementation and construction of the MD Project, management, operation and maintenance of the MD Property and the MD Project (including marketing for sale of the residential units and lease of the early childhood development centre) and funding for and dealing with the MD Property and the MD Project. The MD Property was won through a tender accepted by the Urban Redevelopment Authority of Singapore.

The total funding contribution of GLS is S$54 million comprising share capital of S$1.2 million and a loan of S$53 million.

Intrepid is a wholly-owned subsidiary of HLHL which is in turn a subsidiary of HLIH. Hong Realty is also a subsidiary of HLIH. As HLIH is a deemed substantial shareholder of the Company, Intrepid and Hong Realty are associates of a connected person of the Company as defined under Chapter 14A of the Listing Rules. The MD Agreement therefore constitutes a connected transaction of the Company and the relevant disclosure requirements have been complied with.

Details of the transaction are set out in the announcement of the Company dated 5 November 2024.

REPORT OF THE DIRECTORS

INTERESTS IN CONTRACTS AND CONNECTED TRANSACTIONS (CONT'D)

Connected Transactions (cont'd)

Joint Venture Agreement for the Faber Walk Parcel Project in Singapore

On 24 February 2025, a joint venture agreement (the "FW Agreement") was entered into by GLS, TID Residential Pte. Ltd. ("TIDR") and Intrepid (collectively the "FW Shareholders") as well as Faber Walk Residence Pte. Ltd. ("FWR", now known as Faber Residence Pte. Ltd.), whereby the FW Shareholders agreed to jointly participate in development of all that parcel of land known as Lot 9584L of Mukim 5 and situated at Faber Walk, Singapore with a site area of 25,795.4 square meters (the "FW Property"). The agreed shareholding proportions in FWR held by GLS, TIDR and Intrepid are 50%, 40% and 10% respectively.

Pursuant to the FW Agreement, FWR is the joint venture project company to undertake the acquisition and development of the FW Property (the "FW Project"), including, among other things, the completion of the acquisition of the FW Property, implementation and construction of the FW Project, management, operation and maintenance of the FW Property and the FW Project (including marketing for sale of the residential units) and funding for and dealing with the FW Property and the FW Project. The FW Property was won through a tender accepted by the Urban Redevelopment Authority of Singapore.

The total funding contribution of GLS is S$63 million comprising share capital of S$17 million and a loan of S$46 million.

TIDR is a wholly-owned subsidiary of TID Pte. Ltd. which is in turn a subsidiary of HLHL, whilst Intrepid is a wholly-owned subsidiary of HLHL. HLHL is a subsidiary of HLIH. As HLIH is a deemed substantial shareholder of the Company, TIDR and Intrepid are associates of a connected person of the Company as defined under Chapter 14A of the Listing Rules. The FW Agreement therefore constitutes a connected transaction of the Company and the relevant disclosure requirements have been complied with.

Details of the transaction are set out in the announcement of the Company dated 24 February 2025.

Joint Venture Agreement for the Tengah Garden Avenue Parcel Project in Singapore

On 22 April 2025, a joint venture agreement (the "TG Agreement") was entered into by GLS, Intrepid and CSC Land Group (Singapore) Pte. Ltd. ("CSC Land") (collectively the "TG Shareholders") as well as TGA Development Pte. Ltd. ("TG Commercial") and Tengah Garden Development Pte. Ltd. ("TG Residential"), whereby the TG Shareholders agreed to jointly participate in development of all that parcel of land known as Lot 05496A of Mukim 10 and situated at Tengah Garden Avenue, Singapore with a site area of 25,458.4 square meters (the "TG Property"). The agreed shareholding proportions in each of TG Commercial and TG Residential held by GLS, Intrepid and CSC Land are 20%, 60% and 20% respectively.

Pursuant to the TG Agreement, TG Commercial and TG Residential are the joint venture project companies to own the interests in, develop and deal with the commercial component and residential component of the TG Property respectively. TG Commercial and TG Residential undertake the acquisition and development the TG Property (the "TG Project"), including, among other things, the completion of the acquisition of the TG Property, implementation and construction of the TG Project, management, operation and maintenance of the TG Property and the TG Project (including management, sales and marketing for sale of the residential units and management, lease and marketing for lease of the commercial component) and funding for and dealing with the TG Property and the TG Project. The TG Property was won through a tender accepted by the Urban Redevelopment Authority of Singapore.

The total funding contribution of GLS is S$51 million comprising share capital of S$1.6 million and loans of S$50 million.

Intrepid is a wholly-owned subsidiary of HLHL which is in turn a subsidiary of HLIH. As HLIH is a deemed substantial shareholder of the Company, Intrepid is an associate of a connected person of the Company as defined under Chapter 14A of the Listing Rules. The TG Agreement therefore constitutes a connected transaction of the Company and the relevant disclosure requirements have been complied with.

Details of the transaction are set out in the announcement of the Company dated 22 April 2025.

REPORT OF THE DIRECTORS

DIRECTORS' INTERESTS IN COMPETING BUSINESS

Mr. KWEK Leng Hai and Mr. KWEK Leng San are directors and shareholders of HLCM which is an investment holding company with subsidiaries engaging in, amongst others, financial services as well as manufacturing and distribution business.

Mr. KWEK Leng Hai and Mr. KWEK Leng San are shareholders of GCAL. Mr. KWEK Leng Hai is also a director of GCAL. GCAL is an investment holding company with subsidiaries engaging in, amongst others, principal investments as well as production and distribution of consumer goods.

The above Directors are considered as having interests in business apart from the Group's business, which may be likely to compete, directly or indirectly, with the Group's business during the year ended 30 June 2025 under Rule 8.10 of the Listing Rules.

CHANGE IN INFORMATION OF DIRECTORS

Saved as disclosed in this annual report, there was no change to any of the information required to be disclosed in relation to any Director pursuant to paragraphs (a) to (e) and (g) of Rule 13.51(2) of the Listing Rules for the year ended 30 June 2025.

SUFFICIENCY OF PUBLIC FLOAT

According to the information that is publicly available to the Company and within the knowledge of the Directors, the Company maintained sufficient public float as at the date of this Report.

AUDITOR

A resolution for the re-appointment of KPMG as auditor of the Company is to be proposed at the forthcoming annual general meeting.

By Order of the Board

Christian K. NOTHHAFT
Executive Director and Chief Executive Officer

Hong Kong, 19 September 2025

INDEPENDENT AUDITOR'S REPORT

INDEPENDENT AUDITOR'S REPORT TO THE SHAREHOLDERS OF GUOCO GROUP LIMITED

(Incorporated in Bermuda with limited liability)

OPINION

We have audited the consolidated financial statements of Guoco Group Limited ("the Company") and its subsidiaries (hereinafter referred to as "the Group") set out on pages 73 to 175, which comprise the consolidated statement of financial position as at 30 June 2025, the consolidated income statement, the consolidated statement of comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended and notes comprising material accounting policy information and other explanatory information.

In our opinion, the consolidated financial statements give a true and fair view of the consolidated financial position of the Group as at 30 June 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.

BASIS FOR OPINION

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

KEY AUDIT MATTERS

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

INDEPENDENT AUDITOR'S REPORT

IMPAIRMENT OF HOTEL PROPERTIES, INTANGIBLE ASSETS AND RIGHT-OF-USE ASSETS RELATED TO HOSPITALITY AND LEISURE BUSINESSES

Refer to notes 14, 15 and 16 to the consolidated financial statements and the material accounting policies in notes 2(e), 2(f), 2(h) and 2(k)(ii).

The Key Audit Matter	How the matter was addressed in our audit
The Group owns, leases and manages a number of hotels located in the United Kingdom which are measured at cost less accumulated depreciation and impairment losses. The Group also operates gaming and leisure businesses and holds casino and other gaming licences, and concessions in the United Kingdom, as well as a smaller number in Spain, the majority of which are classified as intangible assets with indefinite useful lives. As at 30 June 2025, the carrying values of hotel properties, capitalised casino and other gaming licences and concessions and related right-of-use assets totalled US$2,680 million in aggregate, representing 14% of the Group's total assets as at that date. The estimation of the recoverable amount of each cash generating unit ("CGU") to which these assets have been allocated is sensitive to the key assumptions applied, which include occupancy rates and revenue per available room in deriving the projected cash flows for hotel properties and related right-of-use assets; earnings multiples in deriving the projected cash flows for right-of-use assets related to casinos, casino and other gaming licences, and concessions, growth rates and the discount rates applied. We identified assessing potential impairment provision of hotel properties, intangible assets and right-of-use assets related to hospitality and leisure businesses as a key audit matter because of the significant level of management judgement required to be exercised in determining the assumptions adopted in the impairment assessments which can be inherently uncertain and could be subject to management bias.	Our audit procedures to assess potential impairment of hotel properties, intangible assets and right-of-use assets related to hospitality and leisure businesses included the following: • evaluating the Group's identification of CGUs and the amounts of hotel properties, casino and other gaming licences, and concessions and right-of-use assets related to hospitality and leisure businesses allocated to each CGU; • evaluating the Group's process for identification of indicators of potential impairment of hotel properties and related right-of-use assets; • assessing whether the Group's impairment assessment models were prepared in accordance with the requirements of the prevailing accounting standards; • with the involvement of valuation specialists, assessing the discount rates adopted in the impairment assessment for right-of-use assets related to casinos, casino and other gaming licences, and concessions; • assessing the valuation methodology adopted by the Group and comparing the key assumptions applied in the computation of recoverable amounts with external economic forecast and available industry data, which included occupancy rates and revenue per available room for hotel properties and related right-of-use assets, and earnings multiples for right-of-use assets related to casinos, casino and other gaming licences, and concessions; • assessing the growth rates and discount rates adopted in the impairment assessments related to hotel properties and right-of-use assets related to hospitality by comparing them with historical rates, external economic forecast and available industry data, taking into consideration comparability and market factors; • evaluating the historical accuracy of management's calculations of the recoverable amounts of each CGU by comparing the forecasts at the end of the previous financial year for key assumptions and estimates with the actual outcomes in the current year and evaluating the reasonableness of management's forecasts for financial performance by comparing with external data such as economic and industry, if available; and • determining the extent of change in those estimates that, either individually or collectively, would be required for each CGU to be materially misstated and considering the likelihood of such a movement in those key estimates arising and whether there was any evidence of management bias.

INDEPENDENT AUDITOR'S REPORT

VALUATION OF INVESTMENT PROPERTIES

Refer to note 14 to the consolidated financial statements and the material accounting policies in note 2(g).

The Key Audit Matter	How the matter was addressed in our audit
The Group owns a portfolio of investment properties, comprising commercial properties in Hong Kong, Singapore, Malaysia, and China. As at 30 June 2025, the carrying value of investment properties was US$5,361 million, representing 29% of the Group's total assets as at that date. The fair values of the Group's investment properties were assessed by management based on independent valuations prepared by external property valuers. The net changes in fair value of investment properties in the consolidated income statement represented 1% of the Group's profit before taxation for the year ended 30 June 2025. We identified valuation of investment properties as a key audit matter because the determination of the fair values involves significant judgement and estimation, particularly in selecting the appropriate valuation methodology and in determining the underlying assumptions, which increase the risk of error or potential management bias, and because the valuations are sensitive to the key assumptions applied, including those relating to capitalisation rate, comparable sales price, the discount rates applied and terminal yield rates.	Our audit procedures to assess the valuation of investment properties included the following: • evaluating the qualifications, experience and competence of the external property valuers engaged by management and holding discussions with the external property valuers to understand their valuation methods; • assessing the rental information used in the valuations by comparing specific details with underlying leases and externally available industry data; and • with the involvement of internal property valuation specialists, evaluating the valuation methodology used by the external property valuers based on our knowledge of other property valuers for similar types of properties, assessing the key assumptions adopted in the valuations, including those relating to capitalisation rate, comparable sales price, the discount rates applied and terminal yield rates, by comparing them with historical rates and available industry data, taking into consideration comparability and market factors and conditions, and considering the possibility of error or management bias in the selection of assumptions adopted, on a sample basis.

INDEPENDENT AUDITOR'S REPORT

VALUATION OF DEVELOPMENT PROPERTIES AND PROPERTIES HELD FOR SALE

Refer to notes 22 and 23 to the consolidated financial statements and the material accounting policies in note 2(i).

The Key Audit Matter	How the matter was addressed in our audit
The Group's development properties and properties held for sale mainly comprise residential properties under development and completed properties in Singapore, Malaysia and China. As at 30 June 2025, the carrying values of development properties and properties held for sale totalled US$1,894 million in aggregate, representing 10% of the Group's total assets as at that date. Development properties and properties held for sale are stated at the lower of their costs and net realisable values ("NRV"). The assessment of NRV of development properties and properties held for sale involves the exercise of significant management judgement, particularly in estimating forecast selling prices and estimated costs to complete the development of the properties. The uncertain macro-economic outlook and market sentiments might exert downward pressure on property prices given the current economic slowdown and prevailing government policies in the jurisdictions in which the development properties are located. Total development costs may also vary with market conditions and unforeseen circumstances may arise during construction leading to cost overruns. We identified valuation of development properties and properties held for sale as a key audit matter because the assessment of NRV is inherently subjective and requires significant management judgement and estimation in relation to forecasting selling prices, development costs and selling expenses, which increases the risk of error or potential management bias.	Our audit procedures to assess the valuation of development properties and properties held for sale included the following: • evaluating the Group's estimated total development costs, by comparing the costs with contracts and related agreements, taking into consideration the costs incurred to date, construction progress and any significant deviation in design plans or cost overruns; and • assessing the Group's forecast selling prices, by comparison with recent transacted sales prices for the same project and/or comparable properties in the vicinity of the development and considering the possibility of error or management bias.

INDEPENDENT AUDITOR'S REPORT

INFORMATION OTHER THAN THE CONSOLIDATED FINANCIAL STATEMENTS AND AUDITOR'S REPORT THEREON

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

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

The directors are assisted by the Board Audit and Risk Management Committee in discharging their responsibilities for overseeing the Group's financial reporting process.

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

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. This report is made solely to you, as a body, in accordance with Section 90 of the Bermuda Companies Act 1981, and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this report.

Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with HKSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

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

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

INDEPENDENT AUDITOR'S REPORT

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

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

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

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

- Plan and perform the Group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the Group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the Group audit. We remain solely responsible for our audit opinion.

We communicate with the Board Audit and Risk Management 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 Board Audit and Risk Management Committee with a statement that we have complied with relevant ethical requirements regarding independence and 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 Board Audit and Risk Management Committee, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

The engagement partner on the audit resulting in this independent auditor's report is HUI, Chuen Hoi (practicing certificate number: P05551).

KPMG
Certified Public Accountants
8th Floor, Prince's Building
10 Chater Road
Central, Hong Kong

19 September 2025

CONSOLIDATED INCOME STATEMENT

FOR THE YEAR ENDED 30 JUNE 2025

	Note	2025 US$'000	2024 US$'000	2025 HK$'000 (note 1(c))	2024 HK$'000 (note 1(c))
Turnover	5	**3,439,632**	3,302,150	**27,000,595**	25,785,664
Revenue	5	**3,113,839**	2,884,686	**24,443,169**	22,525,792
Cost of sales		**(1,873,204)**	(1,696,588)	**(14,704,370)**	(13,248,232)
Other attributable costs		**(128,754)**	(119,691)	**(1,010,700)**	(934,637)
		1,111,881	1,068,407	**8,728,099**	8,342,923
Other revenue	6(a)	**43,910**	40,594	**344,687**	316,988
Other net income	6(b)	**222,578**	139,613	**1,747,204**	1,090,203
Administrative and other operating expenses		**(635,103)**	(582,253)	**(4,985,463)**	(4,546,668)
Profit from operations before finance costs		**743,266**	666,361	**5,834,527**	5,203,446
Finance costs	7(a)	**(266,062)**	(289,867)	**(2,088,547)**	(2,263,499)
Profit from operations		**477,204**	376,494	**3,745,980**	2,939,947
Valuation surplus on investment properties	14	**6,106**	3,167	**47,931**	24,730
Share of profits of associates		**189,827**	173,081	**1,490,113**	1,351,546
Share of (losses)/profits of joint ventures		**(3,074)**	12,716	**(24,130)**	99,296
Profit for the year before taxation	7	**670,063**	565,458	**5,259,894**	4,415,519
Taxation	8(a)	**(84,320)**	(95,868)	**(661,899)**	(748,609)
Profit for the year		**585,743**	469,590	**4,597,995**	3,666,910
Attributable to:					
Equity shareholders of the Company		**513,472**	458,581	**4,030,678**	3,580,943
Non-controlling interests		**72,271**	11,009	**567,317**	85,967
Profit for the year		**585,743**	469,590	**4,597,995**	3,666,910
Earnings per share		**US$**	US$	**HK$**	HK$
Basic	12	**1.58**	1.41	**12.39**	11.01
Diluted	12	**1.58**	1.41	**12.39**	11.01

The notes on pages 81 to 175 form part of these financial statements. Details of dividends payable to equity shareholders of the Company attributable to the profit for the year are set out in note 11.

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 30 JUNE 2025

	2025 US$'000	2024 US$'000	2025 HK$'000 (note 1(c))	2024 HK$'000 (note 1(c))
Profit for the year	**585,743**	469,590	**4,597,995**	3,666,910
Other comprehensive income for the year (after tax and reclassification adjustments)				
Items that will not be reclassified to profit or loss:				
Equity investments at fair value through other comprehensive income ("FVOCI") – net movement in fair value reserve (non-recycling)	**124,559**	(78,233)	**977,769**	(610,902)
Actuarial (loss)/gain on defined benefit obligation	**(164)**	321	**(1,287)**	2,507
	124,395	(77,912)	**976,482**	(608,395)
Items that may be reclassified subsequently to profit or loss:				
Exchange translation differences relating to financial statements of foreign subsidiaries, associates and joint ventures	**579,588**	(20,953)	**4,549,679**	(163,617)
Exchange translation reserve reclassified to profit or loss upon disposal of subsidiaries and joint ventures	**–**	15,014	**–**	117,241
Changes in fair value of cash flow hedge	**(12,605)**	(979)	**(98,947)**	(7,645)
Changes in fair value on net investment hedge	**13,186**	554	**103,508**	4,326
Share of other comprehensive income of associates	**(33,774)**	13,727	**(265,121)**	107,191
	546,395	7,363	**4,289,119**	57,496
Other comprehensive income for the year, net of tax	**670,790**	(70,549)	**5,265,601**	(550,899)
Total comprehensive income for the year	**1,256,533**	399,041	**9,863,596**	3,116,011
Total comprehensive income for the year attributable to:				
Equity shareholders of the Company	**1,041,132**	384,920	**8,172,730**	3,005,744
Non-controlling interests	**215,401**	14,121	**1,690,866**	110,267
	1,256,533	399,041	**9,863,596**	3,116,011

The notes on pages 81 to 175 form part of these financial statements.

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

AT 30 JUNE 2025

	Note	2025 US$'000	2024 US$'000	2025 HK$'000 (note 1(c))	2024 HK$'000 (note 1(c))
NON-CURRENT ASSETS					
Investment properties	14	**5,361,142**	4,952,477	**42,084,161**	38,672,655
Other property, plant and equipment	14	**1,670,409**	1,530,833	**13,112,460**	11,953,892
Right-of-use assets	15	**848,688**	729,664	**6,662,073**	5,697,764
Interest in associates	18	**2,004,250**	1,678,238	**15,733,062**	13,104,941
Interest in joint ventures	18	**507,168**	515,255	**3,981,193**	4,023,497
Equity investments at FVOCI	20	**749,706**	626,042	**5,885,080**	4,888,605
Deferred tax assets	34	**80,329**	109,581	**630,571**	855,691
Intangible assets	16	**901,983**	850,220	**7,080,431**	6,639,155
Goodwill	21	**313,731**	305,229	**2,462,740**	2,383,457
Pensions surplus	32	**10,617**	9,343	**83,342**	72,957
		12,448,023	11,306,882	**97,715,113**	88,292,614
CURRENT ASSETS					
Development properties	22	**1,724,241**	1,827,610	**13,535,033**	14,271,350
Properties held for sale	23	**169,593**	207,870	**1,331,280**	1,623,205
Inventories	24	**53,517**	55,052	**420,100**	429,887
Contract assets	25	**624,010**	523,801	**4,898,385**	4,090,231
Trade and other receivables	26	**387,002**	274,501	**3,037,908**	2,143,510
Tax recoverable		**2,952**	12,700	**23,173**	99,171
Trading financial assets	27	**1,215,190**	1,232,723	**9,539,059**	9,626,026
Cash and short term funds	28	**2,045,858**	1,909,223	**16,059,678**	14,908,645
Assets held for sale	29	**–**	428	**–**	3,342
		6,222,363	6,043,908	**48,844,616**	47,195,367
CURRENT LIABILITIES					
Contract liabilities	25	**130,448**	206,565	**1,023,997**	1,613,014
Trade and other payables	30	**764,225**	727,563	**5,999,052**	5,681,358
Bank loans and other borrowings	31	**1,322,559**	1,800,637	**10,381,890**	14,060,724
Taxation		**24,311**	11,502	**190,838**	89,816
Provisions and other liabilities	32	**16,792**	17,791	**131,815**	138,925
Lease liabilities	33	**60,337**	50,756	**473,636**	396,341
		2,318,672	2,814,814	**18,201,228**	21,980,178
NET CURRENT ASSETS		**3,903,691**	3,229,094	**30,643,388**	25,215,189
TOTAL ASSETS LESS CURRENT LIABILITIES		**16,351,714**	14,535,976	**128,358,501**	113,507,803

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

AT 30 JUNE 2025

	Note	2025 US$'000	2024 US$'000	2025 HK$'000 (note 1(c))	2024 HK$'000 (note 1(c))
NON-CURRENT LIABILITIES					
Bank loans and other borrowings	31	**3,680,249**	2,929,200	**28,889,403**	22,873,391
Amount due to non-controlling interests		**362,356**	373,490	**2,844,440**	2,916,490
Provisions and other liabilities	32	**66,497**	55,385	**521,991**	432,488
Deferred tax liabilities	34	**103,522**	71,915	**812,632**	561,566
Lease liabilities	33	**1,089,754**	982,286	**8,554,405**	7,670,426
		5,302,378	4,412,276	**41,622,871**	34,454,361
NET ASSETS		**11,049,336**	10,123,700	**86,735,630**	79,053,442
CAPITAL AND RESERVES					
Share capital	35(c)	**164,526**	164,526	**1,291,504**	1,284,742
Reserves		**8,589,185**	7,692,697	**67,423,814**	60,070,348
Total equity attributable to equity shareholders of the Company		**8,753,711**	7,857,223	**68,715,318**	61,355,090
Non-controlling interests		**2,295,625**	2,266,477	**18,020,312**	17,698,352
TOTAL EQUITY		**11,049,336**	10,123,700	**86,735,630**	79,053,442

Approved and authorised for issue by the Board of Directors on 19 September 2025.

KWEK Leng Hai
Christian K. NOTHHAFT
Directors

The notes on pages 81 to 175 form part of these financial statements.

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 30 JUNE 2025

	Attributable to equity shareholders of the Company													
	Share capital US$'000	Share premium US$'000	Capital and other reserves US$'000	Contributed surplus US$'000	ESOS reserve US$'000	Share option reserve US$'000	Exchange translation reserve US$'000	Fair value reserve US$'000	Hedging reserve US$'000	Revaluation reserve US$'000	Retained profits US$'000	Total US$'000	Non-controlling interests US$'000	Total equity US$'000
At 1 July 2024	164,526	10,493	(33,672)	2,806	(39,017)	850	(676,428)	(868,375)	14,987	46,692	9,234,361	7,857,223	2,266,477	10,123,700
Profit for the year	-	-	-	-	-	-	-	-	-	-	513,472	513,472	72,271	585,743
Exchange translation differences relating to financial statements of foreign subsidiaries, associates and joint ventures	-	-	-	-	-	-	434,569	-	-	-	-	434,569	145,019	579,588
Changes in fair value of equity investments at FVOCI	-	-	-	-	-	-	-	124,559	-	-	-	124,559	-	124,559
Changes in fair value of cash flow hedge	-	-	-	-	-	-	-	-	(6,379)	-	-	(6,379)	(6,226)	(12,605)
Changes in fair value on net investment hedge	-	-	-	-	-	-	-	-	8,814	-	-	8,814	4,372	13,186
Actuarial loss on defined benefit obligation	-	-	-	-	-	-	-	-	-	-	(129)	(129)	(35)	(164)
Share of other comprehensive income of associates	-	-	468	-	-	-	(47,433)	13,296	-	-	(105)	(33,774)	-	(33,774)
Total comprehensive income for the year	-	-	468	-	-	-	387,136	137,855	2,435	-	513,238	1,041,132	215,401	1,256,533
Transfer between reserves	-	-	36,156	-	-	-	-	-	-	-	(36,156)	-	-	-
Issue of perpetual securities	-	-	-	-	-	-	-	-	-	-	-	-	140,082	140,082
Distribution payment for perpetual securities	-	-	-	-	-	-	-	-	-	-	-	-	(14,477)	(14,477)
Accrued distribution for perpetual securities	-	-	-	-	-	-	-	-	-	-	(10,334)	(10,334)	10,334	-
Redemption of perpetual securities	-	-	-	-	-	-	-	-	-	-	-	-	(313,861)	(313,861)
Equity-settled share-based transactions	-	-	2,280	-	-	1,200	-	-	-	-	-	3,480	260	3,740
Capitalisation of shareholders' loan from non-controlling interests of a subsidiary	-	-	-	-	-	-	-	-	-	-	-	-	15,693	15,693
Dividends paid to non-controlling interests by subsidiaries	-	-	-	-	-	-	-	-	-	-	-	-	(24,284)	(24,284)
Final dividend paid in respect of the prior year	-	-	-	-	-	-	-	-	-	-	(112,826)	(112,826)	-	(112,826)
Interim dividend paid in respect of the current year	-	-	-	-	-	-	-	-	-	-	(25,113)	(25,113)	-	(25,113)
Refund of unclaimed dividends	-	-	-	-	-	-	-	-	-	-	149	149	-	149
At 30 June 2025	164,526	10,493	5,232	2,806	(39,017)	2,050	(289,292)	(730,520)	17,422	46,692	9,563,319	8,753,711	2,295,625	11,049,336

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 30 JUNE 2025

	Attributable to equity shareholders of the Company													
	Share capital US$'000	Share premium US$'000	Capital and other reserves US$'000	Contributed surplus US$'000	ESOS reserve US$'000	Share option reserve US$'000	Exchange translation reserve US$'000	Fair value reserve US$'000	Hedging reserve US$'000	Revaluation reserve US$'000	Retained profits US$'000	Total US$'000	Non-controlling interests US$'000	Total equity US$'000
At 1 July 2023	164,526	10,493	(50,115)	2,806	(39,017)	23	(667,910)	(813,127)	15,734	46,692	8,924,726	7,594,831	2,296,599	9,891,430
Profit for the year	-	-	-	-	-	-	-	-	-	-	458,581	458,581	11,009	469,590
Exchange translation differences relating to financial statements of foreign subsidiaries, associates and joint ventures	-	-	-	-	-	-	(18,340)	-	-	-	-	(18,340)	(2,613)	(20,953)
Exchange translation reserve reclassified to profit or loss upon disposal of subsidiaries and joint ventures	-	-	-	-	-	-	9,611	-	-	-	-	9,611	5,403	15,014
Changes in fair value of equity investments at FVOCI	-	-	-	-	-	-	-	(78,233)	-	-	-	(78,233)	-	(78,233)
Transfer upon disposal of equity investments at FVOCI	-	-	-	-	-	-	-	8,787	-	-	(8,787)	-	-	-
Changes in fair value of cash flow hedge	-	-	-	-	-	-	-	-	(1,074)	-	-	(1,074)	95	(979)
Changes in fair value on net investment hedge	-	-	-	-	-	-	-	-	327	-	-	327	227	554
Actuarial gain on defined benefit obligation	-	-	-	-	-	-	-	-	-	-	321	321	-	321
Share of other comprehensive income of associates	-	-	(230)	-	-	-	136	13,678	-	-	143	13,727	-	13,727
Total comprehensive income for the year	-	-	(230)	-	-	-	(8,593)	(55,768)	(747)	-	450,258	384,920	14,121	399,041
Transfer between reserves	-	-	13,994	-	-	-	-	520	-	-	(14,514)	-	-	-
Distribution payment for perpetual securities	-	-	-	-	-	-	-	-	-	-	-	-	(13,561)	(13,561)
Accrued distribution for perpetual securities	-	-	-	-	-	-	-	-	-	-	(13,598)	(13,598)	13,598	-
Equity-settled share-based transactions	-	-	2,679	-	-	827	-	-	-	-	-	3,506	806	4,312
Acquisition of additional interests in subsidiaries	-	-	-	-	-	-	75	-	-	-	12,474	12,549	(24,389)	(11,840)
Capitalisation of shareholders' loan from non-controlling interests of a subsidiary	-	-	-	-	-	-	-	-	-	-	-	-	27	27
Dividends paid to non-controlling interests by subsidiaries	-	-	-	-	-	-	-	-	-	-	-	-	(20,724)	(20,724)
Final dividend paid in respect of the prior year	-	-	-	-	-	-	-	-	-	-	(104,339)	(104,339)	-	(104,339)
Interim dividend paid in respect of the current year	-	-	-	-	-	-	-	-	-	-	(20,783)	(20,783)	-	(20,783)
Refund of unclaimed dividends	-	-	-	-	-	-	-	-	-	-	137	137	-	137
At 30 June 2024	164,526	10,493	(33,672)	2,806	(39,017)	850	(676,428)	(868,375)	14,987	46,692	9,234,361	7,857,223	2,266,477	10,123,700

The notes on pages 81 to 175 form part of these financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 30 JUNE 2025

	Note	2025 US$'000	2024 US$'000
Operating activities			
Profit for the year before taxation		**670,063**	565,458
Adjustments for:			
– Finance costs	7(a)	**266,062**	289,867
– Interest income	5	**(76,867)**	(77,184)
– Dividend income	5	**(109,273)**	(103,245)
– Depreciation charged on other property, plant and equipment	7(c)	**67,676**	59,826
– Depreciation charged on right-of-use assets	7(c)	**39,657**	32,834
– Amortisation of intangible assets	7(c)	**23,134**	33,633
– Equity-settled share-based payment expenses	7(b)	**3,740**	4,330
– Net impairment loss recognised on other property, plant and equipment	7(c)	**4,578**	3,304
– Net impairment loss recognised on intangible assets	7(c)	**335**	2,327
– Net impairment loss (reversed)/recognised on right-of-use assets	7(c)	**(94)**	3,986
– Impairment loss recognised on interest in an associate	7(c)	**–**	2,976
– Impairment loss recognised on goodwill	7(c)	**11,752**	–
– Net write down and allowance for foreseeable losses of development properties and properties held for sale	7(c)	**114,764**	108,540
– Valuation surplus on investment properties	14	**(6,106)**	(3,167)
– Share of profits of associates		**(189,827)**	(173,081)
– Share of losses/(profits) of joint ventures		**3,074**	(12,716)
– Net losses on disposal of property, plant and equipment	6(b)	**8,352**	1,616
– Net losses on disposal of intangible assets	6(b)	**9**	–
– Loss on disposal of interest in a joint venture	6(b)	**–**	6,663
– (Gain)/loss on disposal of a subsidiary	6(b)	**(8,511)**	431
– Provision made during the year	6(b)	**9,353**	2,501
– Gain on increase in interest in an associate	6(b)	**–**	(10,333)
– Gain on extinguishment of lease liabilities in relation to surrender of leases	6(b)	**(12,752)**	–
– Fair value gain on transfer from properties held for sale to investment properties	23	**–**	(91,826)
Operating profit before changes in working capital		**819,119**	646,740
Increase in trade and other receivables		**(114,875)**	(41,303)
Decrease in trading financial assets		**17,533**	436
Decrease in equity investments at FVOCI		**–**	29,618
Decrease in development properties		**102,199**	526,569
Decrease in properties held for sale		**54,555**	26,822
Decrease in deposits for land		**–**	129,118
Increase in contract assets		**(66,343)**	(498,847)
Decrease/(increase) in inventories		**1,535**	(6,234)
Decrease in provisions and other liabilities		**(6,246)**	(399)
Decrease in contract liabilities		**(89,473)**	(11,520)
Increase in trade and other payables		**47,302**	86,416
Cash generated from operations		**765,306**	887,416
Interest received		**79,241**	73,967
Dividend received from equity investments		**109,273**	102,732
Taxation			
– Hong Kong Profits Tax paid		**–**	(171)
– Overseas tax refund/(paid)		**3,210**	(46,949)
Net cash generated from operating activities		**957,030**	1,016,995

CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 30 JUNE 2025

	Note	2025 US$'000	2024 US$'000
Investing activities			
Net repayment from/(advance to) associates and joint ventures		**49,072**	(225,130)
Purchase of property, plant and equipment		**(102,716)**	(74,964)
Additions in investment properties under development		**(86,652)**	(44,397)
Purchase of intangible assets		**(16,900)**	(20,284)
Acquisition of additional interests in subsidiaries		**–**	(11,840)
Net cash inflows/(outflows) from disposal of a subsidiary		**8,939**	(1,065)
Proceeds from disposal of property, plant and equipment		**2,486**	58
Dividends received from associates and joint ventures		**43,743**	86,596
(Increase)/decrease in fixed deposits with maturity over three months		**(601,144)**	22,301
Capital contribution to an associate and joint ventures		**(15,537)**	(40,821)
Proceeds from disposal of interest in a joint venture		**–**	44,844
Net cash used in investing activities		**(718,709)**	(264,702)
Financing activities			
Net proceeds from bank loans and other borrowings		**6,806**	24,381
(Increase)/decrease in cash collateral		**(4,722)**	131
Distribution payment of perpetual securities		**(14,477)**	(13,561)
Proceeds from issue of perpetual securities		**140,082**	–
Redemption of perpetual securities		**(313,861)**	–
(Repayment to)/advance from non-controlling interests		**(28,444)**	42,148
Capital element of lease rentals paid		**(51,656)**	(51,448)
Interest element of lease rentals paid		**(56,074)**	(50,392)
Interest paid		**(216,315)**	(256,680)
Dividends paid to non-controlling interests by subsidiaries		**(24,284)**	(20,724)
Dividends paid to equity shareholders of the Company		**(137,939)**	(125,122)
Net cash used in financing activities		**(700,884)**	(451,267)
Net (decrease)/increase in cash and cash equivalents		**(462,563)**	301,026
Cash and cash equivalents at 1 July	28(a)	**1,538,177**	1,243,770
Effect of foreign exchange rate changes		**(2,022)**	(6,619)
Cash and cash equivalents at 30 June	28(a)	**1,073,592**	1,538,177

The notes on pages 81 to 175 form part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS

1. BASIS OF PREPARATION

(a) Statement of compliance

Although not required under the Bye-Laws of the Company, these financial statements have been prepared in accordance with all applicable Hong Kong Financial Reporting Standards ("HKFRS Accounting Standards"), which collective term includes all applicable individual Hong Kong Financial Reporting Standards ("HKFRSs"), Hong Kong Accounting Standards ("HKASs") and Interpretations issued by the Hong Kong Institute of Certified Public Accountants ("HKICPA"). These financial statements also comply with the applicable disclosure provisions of the Hong Kong Companies Ordinance and the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited. Material accounting policies adopted by the Group are disclosed.

The HKICPA has issued certain amendments to HKFRS Accounting Standards that are first effective or available for early adoption for the current accounting period of the Group. Note 4 provides information on any changes in material accounting policies resulting from initial application of these developments to the extent that they are relevant to the Group for the current accounting period reflected in these financial statements.

(b) Basis of preparation of the financial statements

The consolidated financial statements for the year ended 30 June 2025 comprise the Company and its subsidiaries and the Group's interest in associates and joint ventures.

The measurement basis used in the preparation of the financial statements is the historical cost basis modified by the revaluation of investment properties and the marking to market of certain financial instruments as explained in the material accounting policies set out in note 2.

The preparation of financial statements in conformity with HKFRS Accounting Standards requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets, liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

Judgements made by management in the application of HKFRS Accounting Standards that have a significant effect on the financial statements and major sources of estimation uncertainty are discussed in note 3.

(c) Hong Kong dollar amounts

The Hong Kong dollar figures shown in the consolidated income statement, consolidated statement of comprehensive income and consolidated statement of financial position are for information only. The Company's functional currency is United States dollars. The Hong Kong dollar figures are translated from United States dollars at the rates ruling at the respective financial year ends.

NOTES TO THE FINANCIAL STATEMENTS

2. MATERIAL ACCOUNTING POLICIES

(a) Revenue recognition

Income is classified by the Group as revenue when it arises from the sale of goods, the provision of services or the use by others of the Group's assets under leases in the ordinary course of the Group's business.

Revenue is recognised when control over a product or service is transferred to the customer, or the lessee has the right to use the asset, at the amount of promised consideration to which the Group is expected to be entitled, excluding those amounts collected on behalf of third parties. Revenue excludes value added tax or other sales taxes and is after deduction of any trade discounts.

Where the contract contains a financing component which provides a significant financing benefit to the customer for more than 12 months, revenue is measured at the present value of the amount receivable, discounted using the discount rate that would be reflected in a separate financing transaction with the customer, and interest income is accrued separately under the effective interest method. Where the contract contains a financing component which provides a significant financing benefit to the Group, revenue recognised under that contract includes the interest expense accreted on the contract liability under the effective interest method. The Group takes advantage of the practical expedient in paragraph 63 of HKFRS 15 and does not adjust the consideration for any effects of a significant financing component if the period of financing is 12 months or less.

Further details of the Group's revenue and other income recognition policies are as follows:

(i) Sale of properties

The Group develops and sells residential projects to customers through fixed-price contracts. Revenue is recognised when the control over the residential project has been transferred to the customer. At contract inception, the Group assesses whether the Group transfers control of the residential project over time or at a point in time by determining if (a) its performance does not create an asset with an alternative use to the Group; and (b) the Group has an enforceable right to payment for performance completed to date.

The residential projects have no alternative use for the Group due to contractual restriction, and the Group has enforceable rights to payment arising from the contractual terms. For these contracts, revenue is recognised over time by reference to the Group's progress towards completing the construction of the residential project. The measurement of progress is determined based on the proportion of contract costs incurred to date to the estimated total contract costs. Costs incurred that are not related to the contract or that do not contribute towards satisfying a performance obligation are excluded from the measurement of progress and instead are expensed as incurred.

For certain contracts where the Group does not have enforceable rights to payment, revenue is recognised only when the completed residential project is delivered to the customer and the customer has accepted it in accordance with the sales contract.

2. MATERIAL ACCOUNTING POLICIES (CONT'D)

(a) Revenue recognition (cont'd)

(i) Sale of properties (cont'd)

Under certain payment schemes, the time when payments are made by the buyer and the transfer of control of the property to the buyer do not coincide and, where the difference between the timing of receipt of the payments and the satisfaction of a performance obligation is 12 months or more, the entity adjusts the transaction price with its customer and recognises a financing component. In adjusting for the financing component, the entity uses a discount rate that would reflect that of a separate financing transaction between the entity and its customer at contract inception. A finance income or finance expense will be recognised depending on the arrangement.

Revenue is measured at the transaction price agreed under the contract. Estimates of revenues, costs or extent of progress towards completion are revised if circumstances change. Any resulting increases or decreases in estimated revenues or costs are reflected in the profit or loss in the period in which the circumstances that give rise to the revision become known by management.

(ii) Rental income from operating leases

Rental income from operating leases is recognised in profit or loss in equal instalments over the periods covered by the lease term, except where an alternative basis is more representative of the pattern of benefits to be derived from the use of the leased asset. Lease incentives granted are recognised in profit or loss as an integral part of the aggregate net lease payments receivable. 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 earned.

(iii) Sales of goods and services

Revenue is recognised when the customer takes possession of and accepts the products. If the products are a partial fulfilment of a contract covering other goods and/or services, then the amount of revenue recognised is an appropriate proportion of the total transaction price under the contract, allocated between all the goods and services promised under the contract on a relative stand-alone selling price basis.

(iv) Dividends

- Dividend income from unlisted investments is recognised when the shareholder's right to receive payment is established.

- Dividend income from listed investments is recognised when the share price of the investment goes ex-dividend.

(v) Interest income

Interest income is recognised as it accrues under the effective interest method using the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to the gross carrying amount of the financial asset.

NOTES TO THE FINANCIAL STATEMENTS

2. MATERIAL ACCOUNTING POLICIES (CONT'D)

(a) Revenue recognition (cont'd)

(vi) Royalty income is recognised on an accrual basis in accordance with the substance of the relevant agreements.

(vii) Casino revenue represents the gaming win before deduction of gaming related duty.

(viii) Revenue from hotel operations is recognised in profit or loss on an accrual basis, upon services being rendered. Revenue from hotel operations includes room rental, income earned from sales of food and beverages, rendering of laundry services and other miscellaneous income.

(b) Investments

(i) Investments in debt and equity securities

Investments in debt and equity securities are recognised/derecognised on the date the Group commits to purchase/sell the investment. The investments are initially stated at fair value plus directly attributable transaction costs, except for those investments measured at fair value through profit or loss ("FVPL") for which transaction costs are recognised directly in profit or loss. For an explanation of how the Group determines fair value of financial instruments, see note 38(f). These investments are subsequently accounted for as follows, depending on their classification.

Investments other than equity investments

Non-equity investments held by the Group are classified into one of the following measurement categories:

- amortised cost, if the investment is held for the collection of contractual cash flows which represent solely payments of principal and interest. Interest income from the investment is calculated using the effective interest method (see note 2(a)(v)).

- FVOCI - recycling, if the contractual cash flows of the investment comprise solely payments of principal and interest and the investment is held within a business model whose objective is achieved by both the collection of contractual cash flows and sale. Changes in fair value are recognised in other comprehensive income, except for the recognition in profit or loss of expected credit losses, interest income (calculated using the effective interest method) and foreign exchange gains and losses. When the investment is derecognised, the amount accumulated in other comprehensive income is recycled from equity to profit or loss.

- FVPL, if the investment does not meet the criteria for being measured at amortised cost or FVOCI (recycling). Changes in the fair value of the investment (including interest) are recognised in profit or loss.

NOTES TO THE FINANCIAL STATEMENTS

2. MATERIAL ACCOUNTING POLICIES (CONT'D)

(b) Investments (cont'd)

(i) Investments in debt and equity securities (cont'd)

Equity investments

An investment in equity securities is classified as FVPL unless the equity investment is not held for trading purposes and on initial recognition of the investment the Group makes an irrevocable election to designate the investment at FVOCI (non-recycling) such that subsequent changes in fair value are recognised in other comprehensive income. Such elections are made on an instrument-by-instrument basis, but may only be made if the investment meets the definition of equity from the issuer's perspective. Where such an election is made, the amount accumulated in other comprehensive income remains in the fair value reserve (non-recycling) until the investment is disposed of. At the time of disposal, the amount accumulated in the fair value reserve (non-recycling) is transferred to retained earnings. It is not recycled through profit or loss. Dividends from an investment in equity securities, irrespective of whether classified as at FVPL or FVOCI, are recognised in profit or loss as other income in accordance with the policy set out in note 2(a)(iv).

(ii) Subsidiaries and non-controlling interests

Subsidiaries are entities controlled by the Group. The Group controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The financial statements of subsidiaries are included in the consolidated financial statements from the date on which control commences until the date on which control ceases.

Intra-group balances and transactions, and any unrealised income and expenses (except for foreign currency transaction gains or losses) arising from intra-group transactions, are eliminated. Unrealised losses resulting from intra-group transactions are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment. For each business combination, the Group can elect to measure any non-controlling interests ("NCI") either at fair value or at the NCI's proportionate share of the subsidiary's net identifiable assets. NCI are presented in the consolidated statement of financial position within equity, separately from equity attributable to the equity shareholders of the Company. NCI in the results of the Group are presented on the face of the consolidated statement of profit or loss and the consolidated statement of profit or loss and other comprehensive income as an allocation of the total profit or loss and total comprehensive income for the year between NCI and the equity shareholders of the Company. Loans from holders of NCI and other contractual obligations towards these holders are presented as financial liabilities in the consolidated statement of financial position in accordance with notes 2 (l) or (n) depending on the nature of the liability.

Changes in the Group's interests in a subsidiary that do not result in a loss of control are accounted for as equity transactions.

When the Group loses control of a subsidiary, it derecognises the assets and liabilities of the subsidiary, and any related NCI and other components of equity. Any resulting gain or loss is recognised in profit or loss. Any interest retained in that former subsidiary is measured at fair value when control is lost.

In the Company's statement of financial position, an investment in a subsidiary is stated at cost less impairment losses (see note 2 (k)(ii)), unless it is classified as held for sale (or included in a disposal group classified as held for sale).

NOTES TO THE FINANCIAL STATEMENTS

2. MATERIAL ACCOUNTING POLICIES (CONT'D)

(b) Investments (cont'd)

(iii) Associates and joint ventures

An associate is an entity in which the Group or the Company has significant influence, but not control or joint control, over the financial and operating policies. A joint venture is an arrangement in which the Group or the Company has joint control, whereby the Group or the Company has the rights to the net assets of the arrangement, rather than rights to its assets and obligations for its liabilities.

An interest in an associate or a joint venture is accounted for using the equity method, unless it is classified as held for sale (or included in a disposal group classified as held for sale). They are initially recognised at cost, which includes transaction costs. Subsequently, the consolidated financial statements include the Group's share of the profit or loss and other comprehensive income of those investees, until the date on which significant influence or joint control ceases.

When the Group's share of losses exceeds its interest in the associate or the joint venture, the Group's interest is reduced to nil and recognition of further losses is discontinued except to the extent that the Group has incurred legal or constructive obligations or made payments on behalf of the investee. For this purpose, the Group's interest is the carrying amount of the investment under the equity method, together with any other long-term interests that in substance form part of the Group's net investment in the associate or the joint venture, after applying the expected credit loss ("ECL") model to such other long-term interests where applicable (see note 2(k)(i)). Unrealised gains arising from transactions with equity-accounted investees are eliminated against the investment to the extent of the Group's interest in the investee. Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent there is no evidence of impairment.

In the Company's statement of financial position, an investment in an associate or a joint venture is stated at cost less impairment losses (see note 2(k)(ii)), unless it is classified as held for sale (or included in a disposal group classified as held for sale).

(c) Derivative financial instruments and hedging activities

Derivative financial instruments are recognised at fair value. At the end of each reporting period the fair value is remeasured. The gain or loss on remeasurement to fair value is recognised immediately in profit or loss, except where the derivatives qualify for cash flow hedge accounting or hedge of net investment in a foreign operation, in which case recognition of any resultant gain or loss depends on the nature of the item being hedged (see below).

(i) Cash flow hedges

Where a derivative financial instrument is designated as a hedging instrument in a cash flow hedge, the effective portion of any gain or loss on the derivative financial instrument is recognised in other comprehensive income and accumulated separately in equity in the hedging reserve. The ineffective portion of any gain or loss is recognised immediately in profit or loss.

If a hedge of a forecast transaction subsequently results in the recognition of a non-financial asset or non-financial liability, the associated gain or loss is reclassified from equity to be included in the initial cost or other carrying amount of the non-financial asset or liability.

For all other hedged forecast transactions, the amount accumulated in the hedging reserve is reclassified through other comprehensive income to profit or loss as a reclassification adjustment in the same period or periods during which the hedged cash flows affect profit or loss.

NOTES TO THE FINANCIAL STATEMENTS

2. MATERIAL ACCOUNTING POLICIES (CONT'D)

(c) Derivative financial instruments and hedging activities (cont'd)

(i) Cash flow hedges (cont'd)

If a hedge no longer meets the criteria for hedge accounting (including when the hedging instrument expires or is sold, terminated or exercised), then hedge accounting is discontinued prospectively. When hedge accounting is discontinued, the amount that has been accumulated in the hedging reserve remains in equity until the transaction occurs and it is recognised in accordance with the above policy. If the hedged transaction is no longer expected to occur, the amount that has been accumulated in the hedging reserve is reclassified through other comprehensive income to profit or loss immediately.

(ii) Hedge of net investments in foreign operations

The effective portion of any foreign exchange gain or loss on the borrowings is recognised in other comprehensive income and presented in the exchange translation reserve within equity until the disposal of the foreign operation, at which time the cumulative gain or loss is reclassified through other comprehensive income to profit or loss as a reclassification adjustment. The ineffective portion is recognised immediately in profit or loss.

(d) Goodwill

Goodwill arising on acquisition of businesses is measured at cost less accumulated impairment losses and is tested annually for impairment (see note 2(k)(ii)).

(e) Intangible assets

Intangible assets that are acquired by the Group are stated at cost less accumulated amortisation (where the estimated useful life is finite) and impairment losses (see note 2(k)(ii)). Expenditure on internally generated goodwill and brands is recognised as an expense in the period in which it is incurred.

Amortisation of intangible assets with finite useful lives is charged to profit or loss on a straight-line basis over the assets' estimated useful lives. Both the period and method of amortisation are reviewed annually.

Intangible assets are not amortised while their useful lives are assessed to be indefinite. Any conclusion that the useful life of an intangible asset is indefinite is reviewed annually to determine whether events and circumstances continue to support the indefinite useful life assessment for that asset. If they do not, the change in the useful life assessment from indefinite to finite is accounted for prospectively from the date of change and in accordance with the policy for amortisation of intangible assets with finite lives as set out above.

(f) Other property, plant and equipment and depreciation

(i) Other property, plant and equipment are stated at cost less accumulated depreciation and impairment loss (see note 2(k)(ii)). Depreciation is calculated to write off the cost of the assets less their estimated residual value using the straight-line method over their estimated useful lives as follows:

- Freehold land is not depreciated.
- Building situated on freehold land are depreciated over their remaining useful economic lives (up to 100 years).
- Leasehold land and buildings thereon are depreciated over the shorter of the unexpired term of lease and their estimated useful lives, being no more than 50 years after the date of completion.

NOTES TO THE FINANCIAL STATEMENTS

2. MATERIAL ACCOUNTING POLICIES (CONT'D)

(f) Other property, plant and equipment and depreciation (cont'd)

(ii) Furniture, fixtures and equipment are stated at cost less accumulated depreciation and impairment loss (see note 2(k)(ii)). Depreciation is calculated on a straight-line basis to write off the cost of the assets over their estimated useful lives, taken as being 3 to 15 years.

Depreciation methods, useful lives and residual values, are reviewed annually and adjusted if appropriate.

Any gains or losses on disposal of an item of property, plant and equipment are recognised in profit or loss.

(g) Investment properties

Investment properties are initially measured at cost, and subsequently at fair value with changes therein recognised in profit or loss.

Any gain or loss on disposal of investment property is recognised in profit or loss. Rental income from investment properties is recognised in accordance with note 2(a)(ii).

(h) Leased assets

At inception of a contract, the Group assesses whether the 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. Control is conveyed where the customer has both the right to direct the use of the identified asset and to obtain substantially all of the economic benefits from that use.

(i) As a lessee

Where the contract contains lease component(s) and non-lease component(s), the Group has elected not to separate non-lease components and accounts for each lease component and any associated non-lease components as a single lease component for all leases.

At the lease commencement date, the Group recognises a right-of-use asset and a lease liability, except for short-term leases that have a lease term of 12 months or less and leases of low-value assets. When the Group enters into a lease in respect of a low-value asset, the Group decides whether to capitalise the lease on a lease-by-lease basis. The lease payments associated with those leases which are not capitalised are recognised as an expense on a systematic basis over the lease term.

Where the lease is capitalised, the lease liability is initially recognised at the present value of the lease payments payable over the lease term, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, using a relevant incremental borrowing rate. After initial recognition, the lease liability is measured at amortised cost and interest expense is calculated using the effective interest method. Variable lease payments that do not depend on an index or a rate are not included in the measurement of the lease liability and hence are charged to profit or loss in the accounting period in which they are incurred.

2. MATERIAL ACCOUNTING POLICIES (CONT'D)

(h) Leased assets (cont'd)

(i) As a lessee (cont'd)

The right-of-use asset recognised when a lease is capitalised is initially measured at cost, which comprises the initial amount of the lease liability plus any lease payments made at or before the commencement date, and any initial direct costs incurred. Where applicable, the cost of the right-of-use assets also includes an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, discounted to their present value, less any lease incentives received. The right-of-use asset is subsequently stated at cost less accumulated depreciation and impairment losses (see note 2(k)(ii)). The right-of-use assets are generally depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis.

Refundable rental deposits are accounted for separately from the right-of-use assets in accordance with the accounting policy applicable to investments in non-equity securities carried at amortised cost (see note 2(b)(i)). Any excess of the nominal value over the initial fair value of the deposits is accounted for as additional lease payments made and is included in the cost of right-of-use assets.

The lease liability is remeasured when there is a change in future lease payments arising from a change in an index or a rate, or there is a change in the Group's estimate of the amount expected to be payable under a residual value guarantee, or there is a change arising from the reassessment of whether the Group will be reasonably certain to exercise a purchase, extension or termination option. When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

The lease liability is also remeasured when there is a change in the scope of a lease or the consideration for a lease that is not originally provided for in the lease contract ("lease modification") that is not accounted for as a separate lease. In this case, the lease liability is remeasured based on the revised lease payments and lease term using a revised discount rate at the effective date of the modification.

In the consolidated statement of financial position, the current portion of long-term lease liabilities is determined as the present value of contractual payments that are due to be settled within twelve months after the reporting period.

(ii) As a lessor

The Group determines at lease inception whether each lease is a finance lease or an operating lease. A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to the ownership of an underlying assets to the lessee. Otherwise, the lease is classified as an operating lease.

When a contract contains lease and non-lease components, the Group allocates the consideration in the contract to each component on a relative stand-alone selling price basis. The rental income from operating leases is recognised in accordance with note 2(a)(ii).

When the Group is an intermediate lessor, the sub-leases are classified as a finance lease or as an operating lease with reference to the right-of-use asset arising from the head lease. If the head lease is a short-term lease to which the Group applies the exemption described in note 2(h)(i), then the Group classifies the sub-lease as an operating lease.

NOTES TO THE FINANCIAL STATEMENTS

2. MATERIAL ACCOUNTING POLICIES (CONT'D)

(i) Inventories

Inventories are carried at the lower of cost and net realisable value as follows:

Property development

Cost and net realisable values are determined as follows:

– *Property under development for sale*

The cost of properties under development for sale comprises specifically identified cost, including the acquisition cost of land, aggregate cost of development, materials and supplies, wages and other direct expenses, an appropriate proportion of overheads and borrowing costs capitalised (see note 2(t)). Net realisable value represents the estimated selling price less estimated costs of completion and costs to be incurred in selling the property.

– *Completed property held for resale*

The cost of completed properties held for sale comprises all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition.

In the case of completed properties developed by the Group which comprise of multiple units which are sold individually, the cost of each unit is determined by apportionment of the total development costs for that development project to each unit on a per square foot basis, unless another basis is more representative of the cost of the specific unit. Net realisable value represents the estimated selling price less costs to be incurred in selling the property.

Other inventories

Cost is calculated using the weighted average cost formula and comprises all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

Other contract costs

Other contract costs are either the incremental costs of obtaining a contract with a customer or the costs to fulfil a contract with a customer which are not capitalised as inventory (see note 2(i)), other property, plant and equipment (see note 2(f)) or intangible assets (see note 2(e)).

Incremental costs of obtaining a contract are those costs that the Group incurs to obtain a contract with a customer that it would not have incurred if the contract had not been obtained e.g. an incremental sales commission. Incremental costs of obtaining a contract are capitalised when incurred if the costs relate to revenue which will be recognised in a future reporting period and the costs are expected to be recovered. Other costs of obtaining a contract are expensed when incurred.

2. MATERIAL ACCOUNTING POLICIES (CONT'D)

(i) Inventories (cont'd)

Other contract costs (cont'd)

Costs to fulfil a contract are capitalised if the costs relate directly to an existing contract or to a specifically identifiable anticipated contract; generate or enhance resources that will be used to provide goods or services in the future; and are expected to be recovered. Costs that relate directly to an existing contract or to a specifically identifiable anticipated contract may include direct labour, direct materials, allocations of costs, costs that are explicitly chargeable to the customer and other costs that are incurred only because the Group entered into the contract (for example, payments to sub-contractors). Other costs of fulfilling a contract, which are not capitalised as inventory, property, plant and equipment or intangible assets, are expensed as incurred.

Capitalised contract costs are stated at cost less accumulated amortisation and impairment losses.

Amortisation of capitalised contract costs is charged to profit or loss when the revenue to which the asset relates is recognised.

(j) Contract assets and contract liabilities

A contract asset is recognised when the Group recognises revenue (see note 2(a)) before being unconditionally entitled to the consideration under the payment terms set out in the contract. Contract assets are assessed for ECL in accordance with the policy set out in note 2(k)(i) and are reclassified to receivables when the right to the consideration has become unconditional (see note 2(m)).

A contract liability is recognised when the customer pays non-refundable consideration before the Group recognises the related revenue (see note 2(a)). A contract liability would also be recognised if the Group has an unconditional right to receive non-refundable consideration before the Group recognises the related revenue. In such cases, a corresponding receivable would also be recognised (see note 2(m)).

When the contract includes a significant financing component, the contract balance includes interest accrued under the effective interest method (see note 2(a)).

(k) Credit losses and impairment of assets

(i) Credit losses from financial instruments and contract assets

The Group recognises a loss allowance for ECLs on the following items:

- financial assets measured at amortised cost (including cash and cash equivalents, trade and other receivables and amounts due from associates and joint ventures which are held for the collection of contractual cash flow which represent solely payments of principal and interest); and

- contract assets as defined in HKFRS 15.

NOTES TO THE FINANCIAL STATEMENTS

2. MATERIAL ACCOUNTING POLICIES (CONT'D)

(k) Credit losses and impairment of assets (cont'd)

(i) Credit losses from financial instruments and contract assets (cont'd)

Measurement of ECLs

ECLs are a probability-weighted estimate of credit losses. Generally, credit losses are measured as the present value of all expected cash shortfalls between the contractual and expected amounts.

The expected cash shortfalls are discounted using the following discount rates where the effect of discounting is material:

– fixed-rate financial assets, trade and other receivables and contract assets: effective interest rate determined at initial recognition or an approximation thereof; and

– variable-rate financial assets: current effective interest rate.

The maximum period considered when estimating ECLs is the maximum contractual period over which the Group is exposed to credit risk.

ECLs are measured on either of the following bases:

– 12-month ECLs: these are losses that are expected to result from possible default events within the 12 months after the reporting date (or a shorter period if the expected life of the instrument is less than 12 months); and

– lifetime ECLs: these are losses that are expected to result from all possible default events over the expected lives of the items to which the ECL model applies.

Loss allowances for trade receivables, and contract assets are always measured at an amount equal to lifetime ECLs.

Significant increases in credit risk

When determining whether the credit risk of a financial instrument has increased significantly since initial recognition and when measuring ECLs, the Group considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Group's historical experience and informed credit assessment, that includes forward-looking information.

The Group considers a financial asset to be in default when:

– the debtor is unlikely to pay its credit obligations to the Group in full, without recourse by the Group to actions such as realising security (if any is held); or

– the financial asset is 90 days past due.

The Group considers a financial instrument to have low credit risk when its credit risk rating is equivalent to the globally understood definition of 'investment grade'.

ECLs are remeasured at each reporting date to reflect changes in the financial instrument's credit risk since initial recognition. Any change in the ECL amount is recognised as an impairment gain or loss in profit or loss. The Group recognises an impairment gain or loss for all financial instruments with a corresponding adjustment to their carrying amount through a loss allowance account.

2. MATERIAL ACCOUNTING POLICIES (CONT'D)

(k) Credit losses and impairment of assets (cont'd)

(i) Credit losses from financial instruments and contract assets (cont'd)

Credit-impaired financial assets

At each reporting date, the Group assesses whether a financial asset is credit-impaired. A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred.

Evidence that a financial asset is credit-impaired includes the following observable events:

– significant financial difficulties of the debtor;

– a breach of contract, such as a default or delinquency in interest or principal payments;

– the restructuring of a loan or advance by the Group on terms that the Group would not consider otherwise;

– it becoming probable that the borrower will enter into bankruptcy or other financial reorganisation; or

– the disappearance of an active market for a security because of financial difficulties of the issuer.

Write-off policy

The gross carrying amount of a financial asset, lease receivable or contract asset is written off (either partially or in full) to the extent that there is no realistic prospect of recovery. This is generally the case when the Group determines that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off.

Subsequent recoveries of an asset that was previously written off are recognised as a reversal of impairment in profit or loss in the period in which the recovery occurs.

(ii) Impairment of other non-current assets

At each reporting date, the Group reviews the carrying amounts of its non-financial assets (other than property carried at revalued amounts, investment property, inventories and other contract costs, contract assets and deferred tax assets) to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated. Goodwill is tested annually for impairment.

For impairment testing, assets are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or cash-generating units ("CGU"s). Goodwill arising from a business combination is allocated to CGUs or groups of CGUs that are expected to benefit from the synergies of the combination.

The recoverable amount of an asset or CGU is the greater of its value in use and its fair value less costs of disposal. Value in use is based on the estimated future cash flow, discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risk specific to the asset or CGU.

NOTES TO THE FINANCIAL STATEMENTS

2. MATERIAL ACCOUNTING POLICIES (CONT'D)

(k) Credit losses and impairment of assets (cont'd)

(ii) Impairment of other non-current assets (cont'd)

An impairment loss is recognised if the carrying amount of an asset or CGU exceeds its recoverable amount.

Impairment losses are recognised in profit or loss. They are allocated first to reduce the carrying amount of any goodwill allocated to the CGU, and then to reduce the carrying amounts of the other assets in the CGU on a pro rata basis.

An impairment loss in respect of goodwill is not reversed. For other assets, an impairment loss is reversed only to the extent that the resulting carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

(l) Interest-bearing borrowings

Interest-bearing borrowings are measured initially at fair value less transaction costs. Subsequent to initial recognition, interest-bearing borrowings are stated at amortised cost using the effective interest method. Interest expense is recognised in accordance with the Group's accounting policy for borrowing costs (see note 2(t)).

(m) Trade and other receivables

A receivable is recognised when the Group has an unconditional right to receive consideration. A right to receive consideration is unconditional if only the passage of time is required before payment of that consideration is due.

Receivables are stated at amortised cost using the effective interest method less allowance for credit losses (see note 2(k)(i)).

(n) Trade and other payables

Trade and other payables are initially recognised at fair value. Subsequent to initial recognition, trade and other payables are stated at amortised cost unless the effect of discounting would be immaterial, in which case they are stated at invoice amounts.

(o) Perpetual securities

Perpetual securities do not have a maturity date and coupon payment is optional at the discretion of the Group. As the Group does not have a contractual obligation to repay the principal nor make any distributions, perpetual securities are classified as equity.

Any distributions made are treated as dividends and directly debited from equity. Incremental costs directly attributable to the issue of the perpetual securities are deducted against the proceeds from the issue.

2. MATERIAL ACCOUNTING POLICIES (CONT'D)

(p) Cash and cash equivalents

Cash and cash equivalents comprise cash at bank and on hand, demand deposits with banks and other financial institutions, and short-term, highly liquid investments that are readily convertible into known amounts of cash and which are subject to an insignificant risk of changes in value, i.e. having less than three months maturity on acquisition. Bank overdrafts that are repayable on demand and form an integral part of the Group's cash management are also included as a component of cash and cash equivalents for the purpose of the consolidated statement of cash flows. Cash and cash equivalents are assessed for ECL in accordance with the policy set out in note 2(k)(i).

(q) Income tax

Income tax expense comprises current tax and deferred tax. It is recognised in profit or loss except to the extent that it relates to a business combination, or items recognised directly in equity or in other comprehensive income.

Current tax comprises the estimated tax payable or receivable on the taxable income or loss for the year and any adjustments to the tax payable or receivable in respect of previous years. The amount of current tax payable or receivable is the best estimate of the tax amount expected to be paid or received that reflects any uncertainly related to income taxes. It is measured using tax rates enacted or substantively enacted at the reporting date. Current tax also includes any tax arising from dividends.

Current tax assets and liabilities are offset only if certain criteria are met.

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is not recognised for:

– temporary differences on the initial recognition of assets or liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit or loss and does not give rise to equal taxable and deductible temporary differences;

– temporary differences related to investment in subsidiaries, associates and joint venture to the extent that the Group is able to control the timing of the reversal of the temporary differences and it is probable that they will not reverse in the foreseeable future;

– taxable temporary differences arising on the initial recognition of goodwill; and

– those related to the income taxes arising from tax laws enacted or substantively enacted to implement the Pillar Two model rules published by the Organisation for Economic Co-operation and Development.

Deferred tax assets are recognised for unused tax losses, unused tax credits and deductible temporary differences to the extent that it is probable that future taxable profits will be available against which they can be used. Future taxable profits are determined based on the reversal of relevant taxable temporary differences. If the amount of taxable temporary differences is insufficient to recognise a deferred tax asset in full, then future taxable profits, adjusted for reversals of existing temporary differences, are considered, based on the business plans for individual subsidiaries in the Group. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised; such reductions are reversed when the probability of future taxable profits improves.

NOTES TO THE FINANCIAL STATEMENTS

2. MATERIAL ACCOUNTING POLICIES (CONT'D)

(q) Income tax (cont'd)

Where investment properties are carried at their fair value in accordance with note 2(g), the amount of deferred tax recognised is measured using the tax rates that would apply on sale of those assets at their carrying value at the reporting date, unless the property is depreciable and is held within a business model whose objective is to consume substantially all of the economic benefits embodied in the property over time, rather than through sale. In all other cases, the measurement of deferred tax reflects the tax consequences that would follow from the manner in which the Group expects, at the reporting date, to recover or settle the carrying amount of its assets and liabilities.

Deferred tax assets and liabilities are offset only if certain criteria are met.

(r) Translation of foreign currencies

Transactions in foreign currencies are translated into the respective functional currencies of group companies at the exchange rates at the dates of the transactions.

Monetary assets and liabilities denominated in foreign currencies are translated into the functional currency at the exchange rate at the reporting date. Non-monetary assets and liabilities that are measured at fair value in a foreign currency are translated into the functional currency at the exchange rate when the fair value was determined. Non-monetary assets and liabilities that are measured based on historical cost in a foreign currency are translated at the exchange rate at the date of the transaction. Foreign currency differences are generally recognised in profit or loss.

However, foreign currency differences arising from the translation of the following items are recognised in other comprehensive income:

– an investment in equity securities designated as at FVOCI.

– a financial liability designated as a hedge of the net investment in a foreign operation to the extent that the hedge is effective (see note 2(c)(ii)); and

– qualifying cash flow hedges to the extent that the hedges are effective (see note 2(c)(i)).

The assets and liabilities of foreign operations, including goodwill and fair value adjustments arising on acquisition, are translated into United States dollars at the exchange rates at the reporting date. The income and expenses of foreign operations are translated into United States dollars at the exchange rates at the dates of the transactions.

Foreign currency differences are recognised in other comprehensive income and accumulated in the exchange reserve, except to the extent that the translation difference is allocated to NCI.

When a foreign operation is disposed of in its entirety or partially such that control, significant influence or joint control is lost, the cumulative amount in the exchange reserve related to that foreign operation is reclassified to profit or loss as part of the gain or loss on disposal. On disposal of a subsidiary that includes a foreign operation, the cumulative amount of the exchange differences relating to that foreign operation that have been attributed to the NCI shall be derecognised, but shall not be reclassified to profit or loss. If the Group disposes of part of its interest in a subsidiary but retains control, then the relevant proportion of the cumulative amount is reattributed to NCI. When the Group disposes of only part of an associate or joint venture while retaining significant influence or joint control, the relevant proportion of the cumulative amount is reclassified to profit or loss.

NOTES TO THE FINANCIAL STATEMENTS

2. MATERIAL ACCOUNTING POLICIES (CONT'D)

(s) Employee benefits

(i) Short term employee benefits and contributions to defined contribution retirement plans

Short term employee benefits are expensed as the related service is provided. A liability is recognised for the amount expected to be paid if the Group has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

Obligations for contributions to defined contribution retirement plans are expensed as the related service is provided.

(ii) Defined benefit retirement plan obligations

The Group's net obligation in respect of defined benefit retirement plans is calculated separately for each plan by estimating the amount of future benefit that employees have earned in return for their service in the current and prior periods; that benefit is discounted to determine the present value and the fair value of any plan assets is deducted. The calculation is performed by a qualified actuary using the projected unit credit method. When the calculation results in a benefit to the Group, the recognised asset is limited to the present value of economic benefits available in the form of any future refunds from the plan or reductions in future contributions to the plan.

Remeasurements arising from defined benefit plans, which comprise actuarial gains and losses, the return on plan assets in pension plans (excluding interest) and the effect of any asset ceiling (excluding interest), are recognised immediately in other comprehensive income. Net interest expense for the period is determined by applying the discount rate used to measure the defined benefit obligation at the beginning of the reporting period to the then net defined benefit liability, taking into account any changes in the net defined benefit liability during the period. Net interest expense and other expenses related to defined benefit plans are recognised in profit or loss.

(iii) Share-based payments

The grant-date fair value of equity-settled share-based payments granted to employees is measured using the binomial lattice model. The amount is generally recognised as an expense, with a corresponding increase in equity, over the vesting period of the awards. The amount recognised as an expense is adjusted to reflect the number of awards for which the related service conditions are expected to be met, such that the amount ultimately recognised is based on the number of awards that meet the related service conditions at the vesting date. The equity amount is recognised in the capital reserve until either the option is exercised (when it is included in the amount recognised in share capital for the shares issued) or the option expires (when it is released directly to retained profits).

NOTES TO THE FINANCIAL STATEMENTS

2. MATERIAL ACCOUNTING POLICIES (CONT'D)

(t) Borrowing costs

Borrowing costs that are directly attributable to the acquisition, construction or production of an asset which necessarily takes a substantial period of time to get ready for its intended use or sale are capitalised as part of the cost of that asset. Other borrowing costs are expensed in the period in which they are incurred.

The capitalisation of borrowing costs as part of the cost of a qualifying asset commences when expenditure for the asset is being incurred, borrowing costs are being incurred and activities that are necessary to prepare the asset for its intended use or sale are in progress. Capitalisation of borrowing costs is suspended or ceases when substantially all the activities necessary to prepare the qualifying asset for its intended use or sale are interrupted or complete.

(u) Provisions and contingent liabilities

Generally provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessment of the time value money and the risks specific to the liability.

A provision for onerous contracts is measured at the present value of the lower of the expected cost of terminating the contract and the expected net cost of continuing with the contract, which is determined based on the incremental costs of fulfilling the obligation under that contract and an allocation of other costs directly related to fulfilling that contract. Before a provision is established, the Group recognises any impairment loss on the assets associated with that contract (see note 2(k)(ii)).

Where it is not probable that an outflow of economic benefits will be required, or the amount cannot be estimated reliably, the obligation is disclosed as a contingent liability, unless the probability of outflow of economic benefits is remote. Possible obligations, whose existence will only be confirmed by the occurrence or non-occurrence of one or more future events are also disclosed as contingent liabilities unless the probability of outflow of economic benefits is remote.

Where some or all of the expenditure required to settle a provision is expected to be reimbursed by another party, a separate asset is recognised for any expected reimbursement that would be virtually certain. The amount recognised for the reimbursement is limited to the carrying amount of the provision.

(v) Related parties

(i) A person, or a close member of that person's family, is related to the Group if that person:

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

(b) has significant influence over the Group; or

(c) is a member of the key management personnel of the Group or the Group's parent.

NOTES TO THE FINANCIAL STATEMENTS

2. MATERIAL ACCOUNTING POLICIES (CONT'D)

(v) Related parties (cont'd)

(ii) An entity is related to the Group if any of the following conditions applies:

(a) The entity and the Group are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others).

(b) One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member).

(c) Both entities are joint ventures of the same third party.

(d) One entity is a joint venture of a third entity and the other entity is an associate of the third entity.

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

(f) The entity is controlled or jointly controlled by a person identified in (i).

(g) A person identified in (i)(a) 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).

(h) 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 Group's parent.

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

(w) Segment reporting

Operating segments, and the amounts of each segment item reported in the financial statements, are identified from the financial information provided regularly to the Group's most senior executive management for the purposes of allocating resources to, and assessing the performance of, the Group's various lines of business.

Individually material operating segments are not aggregated for financial reporting purposes unless the segments have similar economic characteristics and are similar in respect of the nature of products and services, the nature of production processes, the type or class of customers, the methods used to distribute the products or provide the services, and the nature of the regulatory environment. Operating segments which are not individually material may be aggregated if they share a majority of these criteria.

NOTES TO THE FINANCIAL STATEMENTS

3. ACCOUNTING ESTIMATES AND JUDGEMENTS

Estimates and judgements used in preparing the financial statements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The Group makes estimates and assumptions concerning the future. The key assumptions concerning the future and the accounting estimates that have a significant effect on the carrying value of assets and liabilities in the statement of financial position and the profit or loss items are discussed below:

(a) Investment properties (note 14)

At the end of reporting period, investment properties are stated at fair value based on valuations performed by independent professional valuers. The valuers determine fair value based on a method of valuation which involves certain estimates. In relying on the valuation report prepared by the valuers, management has reviewed the valuation including the assumptions and estimates adopted.

(b) Impairment of assets

The Group tests at least annually whether goodwill and casino licences that have indefinite useful lives have suffered any impairment. Hotel properties, casino licences and brand names with definite useful lives are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount of the asset exceeds its recoverable amount. The recoverable amount of an asset or a cash-generating unit has been determined based on value in use calculations or fair value less cost to sell. There are a number of assumptions and estimates involved in the calculations.

(c) Development properties and properties held for sale (notes 22 and 23)

The Group's development properties comprise residential properties in the course of development and properties held for sale comprise completed properties in Singapore, Malaysia and China. Development properties and properties held for sale are stated at the lower of their cost and their net realisable value. The determination of the net realisable value of a development property in the course of development is dependent on the Group's forecast selling price for the property and estimated costs to complete the development of the property. The costs to complete the development of the property is in turn derived from the Group's estimate of the total development costs of the property less the actual expenditure incurred. The determination of the net realisable value of a completed property is dependent on the Group's forecast selling price for the property.

(d) Income taxes (notes 8 and 34)

The Group is subject to income taxes in numerous jurisdictions. Significant judgement is required in determining the worldwide provision for income taxes. There are transactions and calculations for which the ultimate tax determination is uncertain during the ordinary course of business. The Group recognises liabilities for potential tax exposures based on its estimates of whether additional taxes will be due. Where the final tax outcome of these matters is different from the amounts that were initially recorded, such differences would impact the income tax and deferred tax provisions in the period in which such determination is made.

(e) Defined benefit retirement plan obligations (note 37)

The Group's net obligation in respect of defined benefit retirement plans is calculated separately for each plan by estimating the amount of future benefit that employees have earned in return for their service in the current and prior periods; that benefit is discounted to determine its present value and the fair value of any plan assets is deducted. The calculation is performed annually using the projected unit credit method. The amount of the excess of the present value of each plan's liabilities over the fair value of that plan's assets is recognised upon notification to the Group.

The actuaries use assumptions and estimates in determining the fair value of the defined benefit retirement plans. Judgement is required to determine the principal actuarial assumptions to determine the present value of defined benefit obligations and service costs. Changes to the principal actuarial assumptions can significantly affect the present value of plan obligations and service costs in future periods.

NOTES TO THE FINANCIAL STATEMENTS

4. CHANGES IN ACCOUNTING POLICIES

The Group has applied the following amendments to HKFRSs issued by the HKICPA, which are first effective for the current accounting period of the Group, to these financial statements for the current accounting period:

– Amendments to HKAS 1 - *Presentation of financial statements - Classification of liabilities as current or non-current ("2020 amendments")* and amendments to HKAS 1 - *Presentation of financial statements - Non-current liabilities with covenants ("2022 amendments")*

– Amendments to HKFRS 16 - *Leases - Lease liability in a sale and leaseback*

– Amendments to HKAS 7 - *Statement of cash flows* and HKFRS 7 - *Financial instruments: Disclosure - Supplier finance arrangements*

The Group has not applied any new or amended standards that is not yet effective for the current accounting period.

5. TURNOVER AND REVENUE

The Company is an investment holding and investment management company. The principal activities of the subsidiaries which materially affected the results or assets of the Group during the year include principal investment, property development and investment, and hospitality and leisure businesses.

The amount of each significant category of turnover and revenue is as follows:

	2025 US$'000	2024 US$'000
Revenue from sale of properties	**1,183,768**	1,126,478
Revenue from hospitality and leisure	**1,474,357**	1,333,479
Interest income	**76,867**	77,184
Dividend income	**109,273**	103,245
Rental income from properties	**198,613**	164,343
Revenue from sales of goods	**55,843**	67,228
Others	**15,118**	12,729
Revenue	**3,113,839**	2,884,686
Proceeds from sale of investments in securities	**325,793**	417,464
Turnover	**3,439,632**	3,302,150

Transaction price allocated to the remaining performance obligations

As at 30 June 2025, the amount allocated to the sale of development properties is US$671.3 million (2024: US$1,245.5 million). This will be recognised as revenue by reference to surveys of work performed, which is expected to complete over the next four years.

NOTES TO THE FINANCIAL STATEMENTS

6. OTHER REVENUE AND NET INCOME

(a) Other revenue

	2025 US$'000	2024 US$'000
Sublease income	**12,371**	9,189
Bass Strait oil and gas royalty	**24,215**	25,045
Hotel management fee	**736**	971
Income from forfeiture of deposit from sale of properties	**4,194**	1,273
Others	**2,394**	4,116
	43,910	40,594

(b) Other net income

	2025 US$'000	2024 US$'000
Net realised and unrealised gain on trading financial assets	**188,152**	127,982
Net realised and unrealised gain/(loss) on derivative financial instruments	**1,792**	(8,949)
Net gain on foreign exchange contracts	**2,806**	3,289
Other exchange gain	**19,727**	11,225
Net losses on disposal of property, plant and equipment	**(8,352)**	(1,616)
Net losses on disposal of intangible assets	**(9)**	–
Provision made during the year (note 32)	**(9,353)**	(2,501)
Gain/(loss) on disposal of a subsidiary (note 36)	**8,511**	(431)
Loss on disposal of interest in a joint venture	**–**	(6,663)
Gain on increase in interest in an associate (note 18)	**–**	10,333
Gain on extinguishment of lease liabilities in relation to surrender of leases	**12,752**	–
Others	**6,552**	6,944
	222,578	139,613

NOTES TO THE FINANCIAL STATEMENTS

7. PROFIT FOR THE YEAR BEFORE TAXATION

Profit for the year before taxation is arrived at after charging/(crediting):

(a) Finance costs

	2025 US$'000	2024 US$'000
Interest on bank loans and other borrowings	**206,967**	246,996
Interest on lease liabilities	**56,074**	50,392
Other borrowing costs	**12,737**	12,889
Total borrowing costs	**275,778**	310,277
Less: borrowing costs capitalised into:		
– development properties	**(1,875)**	(11,057)
– investment properties	**(7,841)**	(9,353)
Total borrowing costs capitalised (note)	**(9,716)**	(20,410)
	266,062	289,867

Note:

These borrowing costs have been capitalised at rates of 2.62% to 5.08% per annum (2024: 3.88% to 5.08%).

(b) Staff cost

	2025 US$'000	2024 US$'000
Salaries, wages and other benefits	**483,608**	424,531
Contributions to defined contribution retirement plans	**16,194**	14,852
Social security costs	**36,479**	29,362
Expenses recognised in respect of defined benefit retirement plans	**409**	146
Equity-settled share-based payment expenses	**3,740**	4,330
	540,430	473,221

NOTES TO THE FINANCIAL STATEMENTS

7. PROFIT FOR THE YEAR BEFORE TAXATION (CONT'D)

(c) Other items

	2025 US$'000	2024 US$'000
Depreciation		
– other property, plant and equipment	**67,676**	59,826
– right-of-use assets	**39,657**	32,834
Net impairment losses recognised/(reversed)		
– other property, plant and equipment (note a & b)	**4,578**	3,304
– intangible assets (note a & c)	**335**	2,327
– right-of-use assets (note a & b)	**(94)**	3,986
– goodwill (note c)	**11,752**	–
– interest in an associate (note d)	**–**	2,976
Amortisation		
– customer relationship, licences and brand names	**1,570**	2,021
– casino licences and brand names	**57**	66
– Bass Strait oil and gas royalty	**4,331**	5,649
– other intangible assets	**17,176**	25,897
Net write down and allowance for foreseeable losses of development properties and properties held for sale (note e)	**114,764**	108,540
Cost of inventories recognised in cost of sales	**25,856**	28,129
Cost of development properties and properties held for sale recognised in cost of sales	**1,026,442**	920,659
Expense relating to short-term leases and other leases with remaining lease term ending within one year	**273**	317
Auditors' remuneration		
– audit services	**4,337**	4,091
– tax services	**665**	500
– other services	**1,401**	828
Donations	**1,937**	1,790
Gross rental income from investment properties (note 5)	**(198,613)**	(164,343)
Less: direct outgoings	**45,550**	42,341
Net rental income	**(153,063)**	(122,002)

NOTES TO THE FINANCIAL STATEMENTS

7. PROFIT FOR THE YEAR BEFORE TAXATION (CONT'D)

(c) Other items (cont'd)

Notes:

a. During the year, the Group has conducted the impairment testing of right-of-use assets, other property, plant and equipment and intangible assets of individual casino venues and clubs. Testing was carried out by allocating the carrying value of these assets to the individual venues and clubs. The recoverable amounts of individual venues and clubs have been calculated with reference to their value in use. Value in use calculations are based upon estimates of future cash flows derived from the Group's strategic plan for the following four years and are most sensitive to revenue growth, the pre-tax discount rate of 12% to 15% (2024: 13% to 14%) and growth rates of 2% to 4% (2024: 2%) used to extrapolate cash flow beyond the forecast period.

   As a result of the impairment assessment, the Group recognised impairment charges on right-of-use assets of US$2.0 million (2024: US$13.0 million), other property, plant and equipment of US$8.3 million (2024: US$9.4 million) and intangible assets of US$4.6 million (2024: US$14.0 million) due to lower than anticipated performance in certain venues reduced forecast performance and lease events.

   On the other hand, on the same basis, the Group also recognised reversals of previously impaired right-of-use assets of US$5.3 million (2024: US$9.0 million), other property, plant and equipment of US$4.2 million (2024: US$6.1 million) and intangible assets of US$6.6 million (2024: US$11.7 million) during the year. The reversal in the current year was driven by better than anticipated performance, improved financial forecasts and higher multiples and improved growth rates in the identified venues.

b. During the year, the Group has conducted the impairment testing of other property, plant and equipment and right-of-use assets of individual hotels. The assets of each hotel property have been identified as individual cash generating units ("CGUs") for impairment assessment. The Group estimates the recoverable amount of assets using the value in use derived from discounted cash flow projections of the CGUs. The estimation of value in use of hotel assets involves the assumption of occupancy and room rates over the next few years, the projection of earnings before interest, taxes, depreciation and amortisation forecasts, long term revenue growth rate of 2% (2024: 2%) and maintenance capital expenditure over a period, and discounting the income stream with a pre-tax discount rate of 9% to 16% (2024: 8% to 15%).

   Based on the result of the impairment assessment as at 30 June 2025, a hotel property was written down to its recoverable amount, and accordingly, impairment losses on other property, plant and equipment of US$0.5 million (2024: Nil) and right-of-use assets of US$3.2 million (2024: Nil) were recognised in the year.

c. During the year, the Group has conducted the impairment assessment on Manuka Health New Zealand Limited ("Manuka Health"). The recoverable amount of this CGU was based on value in use, estimated using discounted cash flows. The pre-tax discount rate of 14% (2024: 15%) was estimated based on the historical industry average weighted-average cost of capital assumptions and the debt structure of the CGU. The cash flow projections included specific estimates for the following five years and a terminal growth rate thereafter. Forecasted revenue was estimated taking into account past experience, adjusted for additional revenue growth opportunities from sales volume and price growth. The terminal growth rate of 2% was determined based on management's estimate of the long-term compound annual revenue growth rate which was consistent with the assumptions that a market participant would make.

   As a result of the assessment, an impairment loss on goodwill of US$11.8 million and an impairment loss on intangible assets US$2.3 million of the CGU was recognised in the year.

d. During the year ended 30 June 2024, the Group undertook an impairment assessment of its investment in an associate and estimated its recoverable amount, taking into consideration the fair value of the underlying properties held by the associate. Based on the assessment, the Group recognised an impairment loss of US$3.0 million as the recoverable amount of the investment is below its carrying value.

e. The Group recognised an allowance for foreseeable losses of US$114.8 million (2024: US$108.5 million) on development properties and properties held for sale, taking into consideration the selling prices of comparable properties, timing of sale launches, location of property, expected net selling prices and development expenditure.

NOTES TO THE FINANCIAL STATEMENTS

8. TAXATION

(a) Taxation in the consolidated income statement represents:

	2025 US$'000	2024 US$'000
Current tax - Hong Kong Profits Tax		
Under-provision in respect of prior years	–	167
	–	167
Current tax - Overseas		
Provision for the year	**21,715**	31,511
Pillar Two income tax	**1,694**	–
Under/(over)-provision in respect of prior years	**193**	(2,850)
Land appreciation tax	**(4,255)**	1,671
	19,347	30,332
Deferred tax		
Origination and reversal of temporary differences	**65,726**	65,369
Effect of changes in tax rate on deferred tax balances	**(753)**	–
	64,973	65,369
	84,320	95,868

The provision for Hong Kong Profits Tax is calculated at 16.5% (2024: 16.5%) of the estimated assessable profits for the year ended 30 June 2025. Taxation for overseas subsidiaries is similarly charged at the appropriate current rates of taxation ruling in the relevant countries.

Land appreciation tax is levied on properties developed by the Group for sale, at progressive rates ranging from 30% to 60% on the appreciation of land value, which under the applicable regulations is calculated based on the proceeds of sales of properties less deductible expenditures including lease charges of land use rights, borrowing costs and relevant property development expenditures.

The ultimate holding company ("UHC") and its subsidiaries (the "UHC Group") of which the Group is a part of, is within the scope of the Organisation for Economic Co-operation and Development ("OECD") Pillar Two model rules whereby top-up tax on profits is required in any jurisdictions in which it operates when the blended effective tax rate in each of those jurisdictions is lower than the minimum effective tax rate of 15%.

Jersey, the jurisdiction of the UHC, will be implementing the Pillar Two model rules effective from the financial year beginning on or after 1 January 2025. Certain jurisdiction(s) in which the Group operates, i.e. Australia, New Zealand, and United Kingdom, have implemented the Pillar Two model rules earlier starting from the financial year beginning on or after 1 January 2024.

As a result of the implementation, the UHC Group has performed an assessment of the potential exposure to Pillar Two income taxes including the "Transitional CbCR Safe Harbour" based on the CbCR and financial statements information for the year ended 30 June 2024 for the constituent entities in UHC Group for Pillar Two purposes.

NOTES TO THE FINANCIAL STATEMENTS

8. TAXATION (CONT'D)

(a) Taxation in the consolidated income statement represents: (cont'd)

Except for the top up tax liability of US$1,694,000, there is no other significant impact on the Group's tax expense for the current financial year.

The Amendments to HKAS 12 "Income Taxes – International Tax Reform – Pillar Two Model Rules" introduce a temporary mandatory exception to the accounting for deferred taxes arising from the jurisdictional implementation of the Pillar Two model rules as well as disclosure requirements on the exposure to Pillar Two income taxes upon adoption.

Accordingly, the Group has applied the temporary mandatory exception in Amendments to HKAS 12 "International Tax Reform – Pillar Two Model Rules" retrospectively and is not accounting for deferred taxes arising from any top-up tax due to the Pillar Two model rules in the consolidated financial statements.

The UHC Group continues to monitor Pillar Two legislative developments and evaluate the potential exposure to the Pillar Two income taxes for all of its subsidiaries that operate in the same jurisdictions as the Group.

(b) Reconciliation between taxation and accounting profit at applicable tax rates:

	2025 US$'000	2024 US$'000
Profit for the year before tax	**670,063**	565,458
Notional tax on profit before tax, calculated at the rates applicable to profits in the countries concerned	**105,756**	114,486
Tax effect of non-deductible expenses	**55,280**	44,481
Tax effect of non-taxable income	**(88,524)**	(66,889)
Tax effect of unused tax losses not recognised	**1,007**	56
Tax effect of utilisation of tax losses not previously recognised	**(81)**	(3,222)
Tax effect of unrecognised deductible temporary differences	**5,698**	6,609
Tax effect of changes in tax rate on deferred tax balances	**(753)**	–
Land appreciation tax	**(4,255)**	1,671
Under/(over)-provision in respect of prior years	**193**	(2,683)
Current income tax impact arising from Pillar two model rules	**1,694**	–
Others	**8,305**	1,359
Taxation	**84,320**	95,868

(c) Tax effects relating to the components of other comprehensive income:

The net tax effects relating to the components of other comprehensive income were insignificant for disclosure purpose for the years ended 30 June 2025 and 2024.

NOTES TO THE FINANCIAL STATEMENTS

9. DIRECTORS' EMOLUMENTS

Directors' emoluments comprise payments to Directors by the Company and its subsidiaries in connection with the management of the affairs of the Company and its subsidiaries. The amounts paid and payable to each Director of the Company are as below:

Name	Fees US$'000	Salaries, allowances and benefits in kind[(1)] US$'000	Discretionary bonuses US$'000	Pension contributions US$'000	Total emoluments US$'000
2025					
KWEK Leng Hai	–[(2)]	1,730	3,144	–	4,874
Christian K. NOTHHAFT	–[(2)]	1,202	554	36	1,792
KWEK Leng San *	–[(2)]	–	–	–	–
Paul J. BROUGH **	69	–	–	–	69
David M. NORMAN **	23[(5)]	–	–	–	23
Lester G. HUANG, SBS, JP **	63	–	–	–	63
Melissa WU Mao Chin **	39[(6)]	–	–	–	39
	194	2,932	3,698	36	6,860

Name	Fees US$'000	Salaries, allowances and benefits in kind[(1)] US$'000	Discretionary bonuses US$'000	Pension contributions US$'000	Total emoluments US$'000
2024					
KWEK Leng Hai	–[(2)]	1,650	1,412	–	3,062
Christian K. NOTHHAFT	–[(2)(3)]	234	–	1	235
CHEW Seong Aun	–[(2)(4)]	586	496	22	1,104
KWEK Leng San *	–[(2)]	–	–	–	–
Paul J. BROUGH **	69	–	–	–	69
David M. NORMAN **	61	–	–	–	61
Lester G. HUANG, SBS, JP **	63	–	–	–	63
	193	2,470	1,908	23	4,594

Notes:

* Non-executive director

** Independent non-executive director

(1) Benefits in kind include insurance premium, club membership and motor vehicle expenses

(2) No directors' fees have been paid to any salaried directors employed by the Company or its related corporations

(3) Appointed as Executive Director on 15 April 2024

(4) Retired as Executive Director on 15 May 2024

(5) Retired as Independent non-executive director on 13 November 2024

(6) Appointed as Independent non-executive director on 13 November 2024

NOTES TO THE FINANCIAL STATEMENTS

10. EMOLUMENTS OF THE FIVE HIGHEST PAID INDIVIDUALS

Among the five highest paid individuals of the Group, two (2024: two) are directors of the Company whose emoluments are disclosed in note 9. The emoluments of the other three (2024: three) individuals are as follows:

	2025 US$'000	2024 US$'000
Salaries, allowances and benefits in kind	**2,223**	2,022
Discretionary bonuses	**1,529**	620
Share-based payment expenses	**654**	1,843
Pension contributions	**49**	45
	4,455	4,530

The number of individuals whose emolument falls within the following bands are:

US$	2025 Number of individuals	2024 Number of individuals
800,001 – 850,000	**–**	1
900,001 – 950,000	**1**	1
1,450,001 – 1,500,000	**1**	–
2,050,001 – 2,100,000	**1**	–
2,750,001 – 2,800,000	**–**	1
	3	3

NOTES TO THE FINANCIAL STATEMENTS

11. DIVIDENDS

	2025 US$'000	2024 US$'000
Dividends payable/paid in respect of the current year:		
– Interim dividend of HK$0.60 (2024: HK$0.50) per ordinary share	**25,113**	20,783
– Proposed final dividend of HK$2.90 (2024: HK$2.70) per ordinary share	**121,563**	113,775
	146,676	134,558
Dividends paid in respect of the prior year:		
– Final dividend of HK$2.70 (2024: HK$2.50) per ordinary share	**112,826**	104,339

The final dividend for the year ended 30 June 2025 of US$121,563,000 (2024: US$113,775,000) is calculated based on 329,051,373 ordinary shares (2024: 329,051,373 ordinary shares) in issue as at 30 June 2025.

The final dividend proposed after the end of the reporting period has not been recognised as a liability at the end of the reporting period in the financial statements.

12. EARNINGS PER SHARE

(a) Basic earnings per share

The calculation of basic earnings per share is based on the profit attributable to equity shareholders of the Company of US$513,472,000 (2024: US$458,581,000) and the weighted average number of 325,224,511 ordinary shares (2024: 325,224,511 ordinary shares) in issue during the year.

(b) Diluted earnings per share

The diluted earnings per share is equal to the basic earnings per share as there were no dilutive potential ordinary shares outstanding during the years ended 30 June 2025 and 2024.

NOTES TO THE FINANCIAL STATEMENTS

13. SEGMENT REPORTING

In a manner consistent with the way in which information is reported internally to the Group's senior executive management, the Group has four reportable segments, as described below, which are the Group's strategic business units. The strategic business units engage in different business activities, offer different products and services and are managed separately. The following summary describes the operations in each segment:

Segment	Business activities	Operated by
Principal investment:	This segment covers debt, equity and direct investments as well as treasury operations and provision of investment advisory and management services, with trading and strategic investments in global capital markets.	Subsidiaries and joint venture
Property development and investment:	This segment involves development of residential and commercial properties and holding properties for rental income in the key geographical markets of Singapore, China, Malaysia and Hong Kong.	Subsidiaries, associates and joint ventures
Hospitality and leisure:	This segment owns, leases or manages hotels and operates gaming and leisure businesses in the United Kingdom and Spain.	Subsidiaries
Financial services:	This segment covers commercial and consumer banking, Islamic banking, investment banking, life and general insurance, Takaful insurance, fund management and unit trust, corporate advisory services and stockbroking.	Associate

Other segments include royalty entitlement from the Group's Bass Strait's oil and gas production investment and the manufacture, marketing and distribution of health products through Manuka Health New Zealand Limited. None of these segments met any of the quantitative thresholds for determining reportable segments in 2025 or 2024.

The material accounting policies of the operating segments are the same as those described in the material accounting policies in note 2. Performance is evaluated on the basis of profit or loss from operations before taxation. Inter-segment pricing is determined on an arm's length basis. The Group's measurement methods used to determine reported segment profit or loss remain unchanged from the financial year 2023/24.

NOTES TO THE FINANCIAL STATEMENTS

13. SEGMENT REPORTING (CONT'D)

Information regarding the Group's reportable segments for the year is set out below.

(a) Reportable segment revenue and profit or loss, assets and liabilities

Segment revenue and profit or loss

	Principal investment US$'000	Property development and investment US$'000	Hospitality and leisure US$'000	Financial services US$'000	Others US$'000	Total US$'000
For the year ended 30 June 2025						
Turnover	482,588	1,424,041	1,477,144	–	55,859	3,439,632
Disaggregated by timing of revenue						
– Point in time	156,795	459,056	1,477,144	–	55,859	2,148,854
– Over time	–	964,985	–	–	–	964,985
Revenue from external customers	156,795	1,424,041	1,477,144	–	55,859	3,113,839
Inter-segment revenue	10,161	1,894	–	–	–	12,055
Reportable segment revenue	166,956	1,425,935	1,477,144	–	55,859	3,125,894
Reportable segment operating profit	336,984	192,278	215,311	–	7,445	752,018
Finance costs	(31,697)	(162,135)	(74,805)	–	(6,177)	(274,814)
Valuation surplus on investment properties	–	6,106	–	–	–	6,106
Share of profits of associates	–	605	–	189,222	–	189,827
Share of profits/(losses) of joint ventures	865	(3,939)	–	–	–	(3,074)
Profit before taxation	306,152	32,915	140,506	189,222	1,268	670,063
For the year ended 30 June 2024						
Turnover	569,682	1,329,921	1,335,309	–	67,238	3,302,150
Disaggregated by timing of revenue						
– Point in time	152,218	532,032	1,335,309	–	67,238	2,086,797
– Over time	–	797,889	–	–	–	797,889
Revenue from external customers	152,218	1,329,921	1,335,309	–	67,238	2,884,686
Inter-segment revenue	11,593	1,889	–	–	–	13,482
Reportable segment revenue	163,811	1,331,810	1,335,309	–	67,238	2,898,168
Reportable segment operating profit	271,478	222,213	152,341	–	30,645	676,677
Finance costs	(36,524)	(180,196)	(76,352)	–	(7,111)	(300,183)
Valuation surplus on investment properties	–	3,167	–	–	–	3,167
Share of profits of associates	–	148	–	172,933	–	173,081
Share of profits of joint ventures	1,958	10,758	–	–	–	12,716
Profit before taxation	236,912	56,090	75,989	172,933	23,534	565,458

NOTES TO THE FINANCIAL STATEMENTS

13. SEGMENT REPORTING (CONT'D)

(a) Reportable segment revenue and profit or loss, assets and liabilities (cont'd)

Segment assets and liabilities

	Principal investment US$'000	Property development and investment US$'000	Hospitality and leisure US$'000	Financial services US$'000	Others US$'000	Total US$'000
At 30 June 2025						
Reportable segment assets	**3,439,716**	**8,774,802**	**3,784,110**	**–**	**160,340**	**16,158,968**
Interest in associates	**–**	**68,111**	**–**	**1,936,139**	**–**	**2,004,250**
Interest in joint ventures	**1,735**	**505,433**	**–**	**–**	**–**	**507,168**
Total assets	**3,441,451**	**9,348,346**	**3,784,110**	**1,936,139**	**160,340**	**18,670,386**
Reportable segment liabilities	**588,853**	**5,143,223**	**1,799,288**	**–**	**89,686**	**7,621,050**
At 30 June 2024						
Reportable segment assets	3,093,988	8,426,898	3,427,873	–	208,538	15,157,297
Interest in associates	–	60,652	–	1,617,586	–	1,678,238
Interest in joint ventures	1,647	513,608	–	–	–	515,255
Total assets	3,095,635	9,001,158	3,427,873	1,617,586	208,538	17,350,790
Reportable segment liabilities	596,039	4,804,966	1,713,349	–	112,736	7,227,090

Other information

	Principal investment US$'000	Property development and investment US$'000	Hospitality and leisure US$'000	Financial services US$'000	Others US$'000	Total US$'000
2025						
Interest income	**55,902**	**26,914**	**2,787**	**–**	**16**	**85,619**
Depreciation and amortisation	**4,920**	**8,458**	**109,799**	**–**	**7,290**	**130,467**
Additions to non-current segment assets	**110**	**98,570**	**115,149**	**–**	**1,184**	**215,013**
2024						
Interest income	58,960	26,700	1,830	–	10	87,500
Depreciation and amortisation	4,923	8,180	103,839	–	9,351	126,293
Additions to non-current segment assets	296	237,410	114,763	–	2,228	354,697

Major customers

During the years ended 30 June 2025 and 2024, there is no major customer accounting for more than 10% of the total revenue of the Group.

NOTES TO THE FINANCIAL STATEMENTS

13. SEGMENT REPORTING (CONT'D)

(b) Reconciliations of reportable segment revenue, finance costs and interest income

Revenue

	2025 US$'000	2024 US$'000
Reportable segment revenue	**3,125,894**	2,898,168
Elimination of inter-segment revenue	**(12,055)**	(13,482)
Consolidated revenue (note 5)	**3,113,839**	2,884,686

Finance costs

	2025 US$'000	2024 US$'000
Reportable finance costs	**274,814**	300,183
Elimination of inter-segment finance costs	**(8,752)**	(10,316)
Consolidated finance costs (note 7(a))	**266,062**	289,867

Interest income

	2025 US$'000	2024 US$'000
Reportable interest income	**85,619**	87,500
Elimination of inter-segment interest income	**(8,752)**	(10,316)
Consolidated interest income (note 5)	**76,867**	77,184

13. SEGMENT REPORTING (CONT'D)

(c) Geographical information

The following table illustrates the geographical location of the Group's revenue from external customers and non-current assets other than financial instruments, deferred tax assets and pensions surplus ("specified non-current assets"). The geographical information is classified by reference to the location of the income generating entities.

	Revenue from external customers		Specified non-current assets	
	2025 US$'000	**2024 US$'000**	**2025 US$'000**	**2024 US$'000**
The People's Republic of China				
– Hong Kong	**158,672**	154,172	**188,931**	233,132
– Mainland China	**161,056**	128,183	**421,563**	427,753
United Kingdom and Continental Europe	**1,443,215**	1,305,798	**3,164,310**	2,841,800
Singapore	**1,213,223**	1,153,831	**5,502,844**	5,054,648
Australasia and others	**137,673**	142,702	**2,329,723**	2,004,583
	3,113,839	2,884,686	**11,607,371**	10,561,916

NOTES TO THE FINANCIAL STATEMENTS

14. INVESTMENT PROPERTIES AND OTHER PROPERTY, PLANT AND EQUIPMENT

	Investment properties US$'000	Interests in leasehold land and buildings US$'000	Freehold land and buildings US$'000	Furniture, fixtures and equipment US$'000	Other property, plant and equipment US$'000	Total US$'000
Cost or valuation						
At 1 July 2023	4,718,560	1,179,260	535,780	1,049,013	2,764,053	7,482,613
Additions	53,750	3,297	842	70,825	74,964	128,714
Transfer from properties held for sale (note 23)	179,745	–	2,957	–	2,957	182,702
Disposals and written off	–	(2,077)	(1,171)	(6,613)	(9,861)	(9,861)
Disposal of a subsidiary (note 36)	–	(123)	–	–	(123)	(123)
Fair value adjustments	3,167	–	–	–	–	3,167
Exchange adjustments	(2,745)	1,584	(403)	1,467	2,648	(97)
At 30 June 2024	4,952,477	1,181,941	538,005	1,114,692	2,834,638	7,787,115
Representing:						
Cost	–	1,181,941	538,005	1,114,692	2,834,638	2,834,638
Valuation – 2024	4,952,477	–	–	–	–	4,952,477
	4,952,477	1,181,941	538,005	1,114,692	2,834,638	7,787,115
At 1 July 2024	**4,952,477**	**1,181,941**	**538,005**	**1,114,692**	**2,834,638**	**7,787,115**
Additions	**94,493**	**8,536**	**1,414**	**92,981**	**102,931**	**197,424**
Disposals and written off	**–**	**(12,518)**	**(5,341)**	**(33,748)**	**(51,607)**	**(51,607)**
Fair value adjustments	**6,106**	**–**	**–**	**–**	**–**	**6,106**
Exchange adjustments	**308,066**	**86,526**	**44,678**	**89,376**	**220,580**	**528,646**
At 30 June 2025	**5,361,142**	**1,264,485**	**578,756**	**1,263,301**	**3,106,542**	**8,467,684**
Representing:						
Cost	**–**	**1,264,485**	**578,756**	**1,263,301**	**3,106,542**	**3,106,542**
Valuation – 2025	**5,361,142**	**–**	**–**	**–**	**–**	**5,361,142**
	5,361,142	**1,264,485**	**578,756**	**1,263,301**	**3,106,542**	**8,467,684**

NOTES TO THE FINANCIAL STATEMENTS

14. INVESTMENT PROPERTIES AND OTHER PROPERTY, PLANT AND EQUIPMENT (CONT'D)

	Investment properties US$'000	Interests in leasehold land and buildings US$'000	Freehold land and buildings US$'000	Furniture, fixtures and equipment US$'000	Other property, plant and equipment US$'000	Total US$'000
Accumulated depreciation and impairment loss						
At 1 July 2023	–	288,461	91,311	867,553	1,247,325	1,247,325
Charge for the year	–	19,143	5,780	34,903	59,826	59,826
Written back on disposals and written off	–	(1,911)	(418)	(5,858)	(8,187)	(8,187)
Net impairment loss (reversed)/recognised	–	(1,196)	–	4,500	3,304	3,304
Exchange adjustments	–	388	(50)	1,199	1,537	1,537
At 30 June 2024	–	304,885	96,623	902,297	1,303,805	1,303,805
At 1 July 2024	–	304,885	96,623	902,297	1,303,805	1,303,805
Charge for the year	–	20,325	5,942	41,409	67,676	67,676
Written back on disposals and written off	–	(7,756)	(4,166)	(28,847)	(40,769)	(40,769)
Net impairment loss (reversed)/recognised	–	(1,782)	30	6,330	4,578	4,578
Exchange adjustments	–	22,304	6,868	71,671	100,843	100,843
At 30 June 2025	–	337,976	105,297	992,860	1,436,133	1,436,133
Carrying amount						
At 30 June 2025	5,361,142	926,509	473,459	270,441	1,670,409	7,031,551
At 30 June 2024	4,952,477	877,056	441,382	212,395	1,530,833	6,483,310

NOTES TO THE FINANCIAL STATEMENTS

14. INVESTMENT PROPERTIES AND OTHER PROPERTY, PLANT AND EQUIPMENT (CONT'D)

(a) The analysis of the carrying amount of properties is as follows:

	2025 US$'000	2024 US$'000
In Hong Kong:		
– Leasehold with between 10 and 50 years unexpired	**188,305**	232,521
Outside Hong Kong:		
– Freehold	**1,108,999**	933,711
– Leasehold with over 50 years unexpired	**5,010,639**	4,649,394
– Leasehold with between 10 and 50 years unexpired	**433,333**	436,365
– Leasehold with less than 10 years unexpired	**19,834**	18,924
	6,761,110	6,270,915

(b) Certain of the Group's properties with an aggregate carrying amount of US$4,610.6 million (2024: US$4,699.1 million) were pledged for bank loans.

(c) Investment properties comprise:

	2025 US$'000	2024 US$'000
Completed investment properties	**5,166,309**	4,734,609
Investment properties under development	**194,833**	217,868
	5,361,142	4,952,477

(d) The Group leases out investment properties under operating leases. The leases typically run for an initial period of 1 to 5 years.

(e) Undiscounted lease payments under non-cancellable operating leases in place at the reporting date will be receivable by the Group in future periods as follows:

	2025 US$'000	2024 US$'000
Within 1 year	**204,991**	183,432
Between 1 and 5 years	**404,711**	472,821
After 5 years	**285,779**	293,059
	895,481	949,312

14. INVESTMENT PROPERTIES AND OTHER PROPERTY, PLANT AND EQUIPMENT (CONT'D)

(f) Fair value measurement of properties

(i) Fair value hierarchy

The following table presents the fair value of the Group's properties measured at the end of the reporting period on a recurring basis, categorised into the three-level fair value hierarchy as defined in HKFRS 13, Fair Value Measurement. The level into which a fair value measurement is classified is determined with reference to the observability and significance of the inputs used in the valuation technique as follows:

– Level 1 valuations: Fair value measured using only Level 1 inputs i.e. unadjusted quoted prices in active markets for identical assets or liabilities at the measurement date.

– Level 2 valuations: Fair value measured using Level 2 inputs i.e. observable inputs which fail to meet Level 1, and not using significant unobservable inputs. Unobservable inputs are inputs for which market data are not available.

– Level 3 valuations: Fair value measured using significant unobservable inputs.

	2025				2024			
	Level 1 US$'000	Level 2 US$'000	Level 3 US$'000	Total US$'000	Level 1 US$'000	Level 2 US$'000	Level 3 US$'000	Total US$'000
Recurring fair value measurements								
Investment properties	–	82,159	5,278,983	5,361,142	–	120,966	4,831,511	4,952,477

During the year ended 30 June 2025, there was no transfer between level 2 and level 3 (2024: Nil).

All of the Group's investment properties were revalued as at 30 June 2025. The valuations were carried out by external independent property valuers, CHFT Advisory and Appraisal Limited, CBRE, Cheston International, Savills and Rahim & Co. which have appropriate recognised professional qualifications and recent experience in the locations and categories of property being valued. The valuers have considered valuation techniques including the direct comparison method, income capitalisation method and residual land method in determining the open market values. The specific risks inherent in each of the properties are taken into consideration in arriving at the valuations. Management has discussions with the valuers on the valuation assumptions and valuation results when the valuation is performed at each annual reporting date.

NOTES TO THE FINANCIAL STATEMENTS

14. INVESTMENT PROPERTIES AND OTHER PROPERTY, PLANT AND EQUIPMENT (CONT'D)

(f) Fair value measurement of properties (cont'd)

(ii) Valuation techniques and inputs used in Level 2 fair value measurements

The fair values of investment properties in Level 2 are determined using market comparison approach by reference to the recent sales price of comparable properties on a price per square feet basis using market data which is publicly available.

(iii) Information about Level 3 fair value measurements

Type of investment properties	Valuation method	Key unobservable inputs	Inter-relationship between key unobservable inputs and fair value measurement
Commercial properties	– Direct comparison method	– Sales prices of US$2,363 to US$3,303 (2024: US$2,218 to US$3,039) per square feet ("psf")	The estimated fair value increases when the sales price increases
	– Income capitalisation method	– Capitalisation rate of 3.3% to 6.0% (2024: 3.3% to 6.0%)	The estimated fair value increases when the capitalisation rate decreases
Reversionary interest in freehold land and commercial properties	– Direct comparison method	– Sales prices of US$200 to US$1,168 (2024: US$180 to US$733) psf	The estimated fair value increases when the sales price and gross development value increase
	– Residual land method	– Gross development value of US$2,652 (2024: US$2,594) psf	
Commercial properties under development	– Residual land method	– Gross development value of US$2,652 (2024: US$2,491 to US$3,038) psf	The estimated fair value increases when the gross development value increases

NOTES TO THE FINANCIAL STATEMENTS

14. INVESTMENT PROPERTIES AND OTHER PROPERTY, PLANT AND EQUIPMENT (CONT'D)

(f) Fair value measurement of properties (cont'd)

(iii) Information about Level 3 fair value measurements (cont'd)

The movements during the year in the balance of these Level 3 fair value measurements are as follows:

	2025 US$'000	2024 US$'000
Investment properties:		
At 1 July	**4,831,511**	4,571,377
Additions	**94,493**	53,750
Transfer from properties held for sale	**–**	179,745
Fair value adjustments	**44,569**	29,858
Exchange adjustments	**308,410**	(3,219)
At 30 June	**5,278,983**	4,831,511

Fair value adjustment of investment properties is recognised in the line item "Valuation surplus on investment properties" on the face of the consolidated income statement.

NOTES TO THE FINANCIAL STATEMENTS

15. RIGHT-OF-USE ASSETS

	Interests in leasehold land and buildings US$'000	Furniture, fixtures and equipment US$'000	Total US$'000
Cost or valuation			
At 1 July 2023	1,012,022	7,083	1,019,105
Additions	19,978	3,019	22,997
Disposals and written off	(8,102)	–	(8,102)
Lease modification	22,747	(563)	22,184
Exchange adjustments	1,649	(210)	1,439
At 30 June 2024	1,048,294	9,329	1,057,623
Representing:			
Cost	1,048,294	9,329	1,057,623
Valuation – 2024	–	–	–
	1,048,294	9,329	1,057,623
At 1 July 2024	**1,048,294**	**9,329**	**1,057,623**
Additions	**522**	**167**	**689**
Disposals and written off	**(3,317)**	**(173)**	**(3,490)**
Lease modification	**96,318**	**3,389**	**99,707**
Exchange adjustments	**88,507**	**880**	**89,387**
At 30 June 2025	**1,230,324**	**13,592**	**1,243,916**
Representing:			
Cost	**1,230,324**	**13,592**	**1,243,916**
Valuation – 2025	**–**	**–**	**–**
	1,230,324	**13,592**	**1,243,916**

NOTES TO THE FINANCIAL STATEMENTS

15. RIGHT-OF-USE ASSETS (CONT'D)

	Interests in leasehold land and buildings US$'000	Furniture, fixtures and equipment US$'000	Total US$'000
Accumulated depreciation and impairment loss			
At 1 July 2023	291,965	6,882	298,847
Charge for the year	31,917	917	32,834
Written back on disposals and written off	(7,449)	–	(7,449)
Net impairment loss recognised	3,986	–	3,986
Lease modification	(15)	(728)	(743)
Exchange adjustments	434	50	484
At 30 June 2024	320,838	7,121	327,959
At 1 July 2024	**320,838**	**7,121**	**327,959**
Charge for the year	**37,981**	**1,676**	**39,657**
Written back on disposals and written off	**(1,866)**	**(149)**	**(2,015)**
Net impairment loss (reversed)/recognised	**(565)**	**471**	**(94)**
Lease modification	**88**	**–**	**88**
Exchange adjustments	**28,784**	**849**	**29,633**
At 30 June 2025	**385,260**	**9,968**	**395,228**
Carrying amount			
At 30 June 2025	**845,064**	**3,624**	**848,688**
At 30 June 2024	727,456	2,208	729,664

The analysis of the carrying amount of right-of-use assets by class of underlying asset is as follows:

	2025 US$'000	2024 US$'000
Ownership interests in leasehold land and buildings held for own use, carried at net book value outside Hong Kong, with remaining unexpired lease term		
– 50 years or more	**610,641**	554,104
– between 10 and 50 years	**98,279**	99,080
– less than 10 years	**136,144**	74,272
	845,064	727,456
Furniture, fixtures and equipment held for own use, carried at depreciated cost	**3,624**	2,208
	848,688	729,664

NOTES TO THE FINANCIAL STATEMENTS

16. INTANGIBLE ASSETS

	Casino licences and brand names US$'000	Bass Strait oil and gas royalty US$'000	Customer relationship, licences and brand names US$'000	Others US$'000	Total US$'000
Cost					
At 1 July 2023	854,825	125,248	72,409	198,752	1,251,234
Additions	–	–	619	19,665	20,284
Transfer to assets held for sale (note 29)	–	–	(428)	–	(428)
Disposals	–	–	(1,330)	(53)	(1,383)
Disposal of a subsidiary (note 36)	(91)	–	–	–	(91)
Exchange adjustments	974	454	(448)	249	1,229
At 30 June 2024	855,708	125,702	70,822	218,613	1,270,845
At 1 July 2024	**855,708**	**125,702**	**70,822**	**218,613**	**1,270,845**
Additions	**486**	**–**	**159**	**16,255**	**16,900**
Disposals	**(20)**	**–**	**(4,005)**	**(5,384)**	**(9,409)**
Exchange adjustments	**73,017**	**(1,969)**	**1,247**	**16,560**	**88,855**
At 30 June 2025	**929,191**	**123,733**	**68,223**	**246,044**	**1,367,191**
Accumulated amortisation and impairment loss					
At 1 July 2023	109,568	79,737	52,314	143,940	385,559
Charge for the year	66	5,649	2,021	25,897	33,633
Net impairment loss recognised	2,327	–	–	–	2,327
Written back on disposals	–	–	(1,330)	(53)	(1,383)
Exchange adjustments	(70)	350	(83)	292	489
At 30 June 2024	111,891	85,736	52,922	170,076	420,625
At 1 July 2024	**111,891**	**85,736**	**52,922**	**170,076**	**420,625**
Charge for the year	**57**	**4,331**	**1,570**	**17,176**	**23,134**
Net impairment loss (reversed)/ recognised	**(2,472)**	**–**	**2,613**	**194**	**335**
Written back on disposals	**(11)**	**–**	**(4,005)**	**(5,384)**	**(9,400)**
Exchange adjustments	**10,420**	**(1,303)**	**(417)**	**21,814**	**30,514**
At 30 June 2025	**119,885**	**88,764**	**52,683**	**203,876**	**465,208**
Carrying amount					
At 30 June 2025	**809,306**	**34,969**	**15,540**	**42,168**	**901,983**
At 30 June 2024	743,817	39,966	17,900	48,537	850,220

16. INTANGIBLE ASSETS (CONT'D)

The Bass Strait oil and gas royalty represents the Group's interest in the Bass Strait's oil and gas production in Australia. It is stated at cost less accumulated amortisation and impairment losses. The cost is amortised on a straight-line basis so that the amortisation charge for the year is included in administrative and other operating expenses in the consolidated income statement so as to write off the cost over its estimated useful life to 2033 (2024: 2031).

The Group capitalises acquired casino and other gaming licences and concessions. Management believes that licences have indefinite lives as there is no foreseeable limit to the period over which the licences are expected to generate net cash inflows and each licence holds a value outside the property in which it resides. Each licence is reviewed annually for impairment.

The customer relationship, licences and brand name represents the Group's interest in the manufacture, marketing and distribution of health products. The customer relationship and licences are amortised on a straight-line basis over their estimated useful lives (4 to 20 years). Acquired brand names are recorded at fair value on acquisition. Where the brand names have a substantial and long term sustainable value and continued investment is made in the brand, the brand is deemed to have an indefinite life and is therefore not amortised. Brand names are reviewed annually for impairment or whenever events or changes in circumstances indicate the carrying value of the brand names may be impaired.

Included in other intangible assets are acquired computer software licences, costs that are directly associated with the production and development of identifiable and unique software products controlled by the Group, and computer software development costs which are amortised over their estimated useful lives (3 to 5 years).

The recoverable amounts of the intangible assets are estimated based on value in use models. These calculations use cash flow projections based on financial budgets approved by management covering a 3 to 5-year period. Subsequent to the cash flow projections period, the growth rates used to extrapolate the cash flow projections are stated below. The growth rate does not exceed the long term average growth rate for the relevant businesses.

The key assumptions used for value in use calculations are as follows:

	Casino licences and brand names		Bass Strait oil and gas royalty		Customer relationship, licences and brand name	
	2025	**2024**	**2025**	**2024**	**2025**	**2024**
Long term growth rate	**2%-4%**	0%-2%	**2%**	2%	**2%**	2%
Discount rate	**12%-15%**	11%-14%	**10%**	10%	**14%**	15%

For casino licences and brand names of Rank, the assumptions in the calculation of value in use are customer visits, win margins, spend per visit, casino duty, machine games duty, bingo duty adjusted for expected socioeconomic regulatory or tax changes and planned business initiatives and the discount rate. For Bass Strait oil and gas royalty, the assumptions in the calculation of value in use are oil and gas production, oil and gas price, exchange rate and general inflation. For customer relationship, licences and brand name, the assumptions in the calculation of value in use are honey production, honey price, exchange rate and general inflation. The long term growth rates used are consistent with the forecasts included in industry reports. The discount rates used are pre-tax and reflect specific risks relating to the relevant operating segments.

NOTES TO THE FINANCIAL STATEMENTS

17. INTEREST IN SUBSIDIARIES

(a) Details of the principal subsidiaries incorporated and operating in Hong Kong are as follows:

Name of Company	Issued and paid up share capital (note (vii))	Percentage held by the Company	Group	Principal activities
Asia Fountain Investment Company Limited	2 shares (HK$20)	–	100	Investment trading
Asset Nominees Limited	2 shares (HK$2)	–	100	Provision of trustee services to a group company
BIL (Far East Holdings) Limited	635,855,324 shares (HK$1,941,730,353)	–	100	Investment holding
GuocoEquity Assets Limited	23,000,000 shares (HK$23,000,000) 244,700,000 redeemable preference shares (HK$244,700,000)	100	100	Investment holding
GuoSon Assets China Limited	166,700,000 shares (S$166,700,000)	–	67	Investment holding
Guoco Management Company Limited	2,000,000,000 shares (HK$2,000,000,000) 4,810,030,153 redeemable preference shares (HK$4,810,030,153)	100	100	Provision of general management services
Guoco Investments (China) Limited	1 share (HK$1)	100	100	Investment holding

(b) Details of the principal subsidiaries incorporated and operating in Singapore are as follows:

Name of Company	Issued and paid up share capital (note (vii))	Percentage held by the Company	Group	Principal activities
Guoco Midtown Pte. Ltd.	817,000,000 shares (S$817,000,000)	–	77	Holding properties for rental
Guoco Midtown II Pte. Ltd.	5,000,000 shares (S$5,000,000)	–	40	Holding properties for rental
GLL B Pte. Ltd.	38,000,000 shares (S$38,000,000)	–	67	Property developer
GLL Chongqing 18 Steps Pte. Ltd.	446,600,267 shares (S$446,600,267)	–	50	Investment holding
GLL IHT Pte. Ltd.	10,000,000 shares (S$10,083,000)	–	67	Financial and treasury services
GLL Land Pte. Ltd.	70,000,000 shares (S$70,000,000)	–	67	Holding properties for rental
GLL (Malaysia) Pte. Ltd.	130,147,962 shares (S$130,147,962)	–	67	Investment holding

NOTES TO THE FINANCIAL STATEMENTS

17. INTEREST IN SUBSIDIARIES (CONT'D)

(b) Details of the principal subsidiaries incorporated and operating in Singapore are as follows: (cont'd)

Name of Company	Issued and paid up share capital (note (vii))	Percentage held by the Company	Percentage held by the Group	Principal activities
GuocoLand Limited ("GuocoLand")	1,183,373,276 shares (S$1,926,053,000)	–	67	Investment holding
GuocoLand Assets Pte. Ltd.	617,000,000 shares (S$617,000,000)	100	100	Investment holding
GuocoLand Hotels Pte. Ltd.	260,610,000 shares (S$260,610,000)	–	67	Investment holding and owning hotels assets
GuocoLand Management Pte. Ltd.	500,000 shares (S$500,000)	–	67	Management services
GuocoLand Property Management Pte. Ltd.	20,000,000 shares (S$20,000,000)	–	67	Property management, marketing and maintenance services
GuocoLand Property Maintenance Services Pte. Ltd.	1 share (S$1)	–	67	Property management and maintenance services
GuocoLand (Singapore) Pte. Ltd.	1,190,700,000 shares (S$1,190,700,000)	–	67	Investment holding
Lentor Central Pte. Ltd.	31,000,000 shares (S$31,000,000)	–	67	Holding properties for rental
Lentor Mansion Pte. Ltd.	45,000,000 shares (S$45,000,000)	–	40	Property developer
Lentor Modern Pte. Ltd.	96,000,000 shares (S$96,000,000)	–	67	Property developer
Midtown Bay Pte. Ltd.	32,000,000 shares (S$32,000,000)	–	77	Property developer
Midtown Modern Pte. Ltd.	115,300,000 shares (S$115,300,000)	–	40	Property developer
TPC Commercial Pte. Ltd.	487,000,000 shares (S$487,000,000)	–	53	Holding properties for rental
TPC Hotel Pte. Ltd.	88,000,000 shares (S$88,000,000)	–	53	Holding & operating hotel & hotel related activities
Wallich Residence Pte. Ltd.	30,000,000 shares (S$30,000,000)	–	53	Property developer

NOTES TO THE FINANCIAL STATEMENTS

17. INTEREST IN SUBSIDIARIES (CONT'D)

(c) Details of the principal subsidiaries incorporated and operating in Malaysia are as follows:

Name of Company	Issued and paid up share capital (note (vii))	Percentage held by the Company	Percentage held by the Group	Principal activities
Damansara City Sdn Bhd	20,100,000 shares (RM20,100,000)	–	43	Property development and property investment
DC Hotel Sdn Bhd	257,763,134 shares (RM257,763,134)	–	43	Hotel operations
DC Parking Sdn Bhd	3,700,002 shares (RM3,700,002)	–	43	Car park operations and property investment
DC Town Square Sdn Bhd	96,483,487 shares (RM96,483,487)	–	43	Property investment
GLM Emerald Hills (Cheras) Sdn Bhd	10,000,000 shares (RM10,000,000)	–	43	Property development
GLM Emerald Industrial Park (Jasin) Sdn Bhd	50,600,000 shares (RM50,600,000)	–	30	Property development and operation of an oil palm estate
GLM Emerald Square (Cheras) Sdn Bhd	96,074,300 shares (RM96,074,300)	–	43	Property development
GLM Oval Sdn Bhd	11,747,100 shares (RM11,747,100)	–	43	Property investment
GLM Property Services Sdn Bhd	6,723,172 shares (RM6,723,172)	–	43	Provision of property management services
GLM IHM Sdn Bhd	7,000,000 shares (RM7,000,000)	–	43	Provision of management services
GuocoLand (Malaysia) Berhad	700,458,518 shares (RM385,318,195)	–	43	Investment holding
JB Parade Sdn Bhd	40,000,000 shares (RM40,000,000) 110,390,000 cumulative redeemable preference shares (RM110,390,000)	–	67	Investment holding and hotel operations
PD Resort Sdn Bhd	106,242,000 shares (RM106,242,000)	–	67	Property investment and development, hotel operations and provision of consultancy and training services
Titan Debut Sdn Bhd	3,000,000 shares (RM3,000,000)	–	43	Acquisition, enhancement and resale of properties

17. INTEREST IN SUBSIDIARIES (CONT'D)

(d) Details of the principal subsidiaries incorporated and operating in the United Kingdom are as follows:

Name of Company	Issued and paid up share capital (note (vii))	Percentage held by the Company	Group	Principal activities
8Ball Games Limited	100 shares of GBP0.01 each	–	56	Marketing services
Barbican Hotel (London) Limited	326,746 shares of GBP1 each	–	100	Operation of a hotel in UK
Bloomsbury Hotel (London) Limited	4 shares of GBP1 each	–	100	Operation of a hotel in UK
Clermont Hotel Holdings Limited	6 shares of GBP1 each	–	100	Investment holding
Clermont Hotel Group Limited	310,545,215 shares of GBP0.26 each	–	100	Ownership and operation of hotels in UK
Clermont Hotel HR Limited	1,260,000 shares of GBP0.25 each	–	100	Provision of staff to the group
Grosvenor Casinos Limited	39,000,000 shares of GBP1 each	–	56	Casinos
Grosvenor Casinos (GC) Limited	10,000 shares of GBP0.01 each	–	56	Casinos
GLH IP Holdings Limited	3 shares of GBP1 each	–	100	Holding company and licensing of hotel brand intellectual property in UK
Heathrow Hotel (London) Limited	6,226,849 shares of GBP1 each	–	100	Operation of a hotel in UK
Hyde Park Hotel (London) Limited	716,713 shares of GBP1 each	–	100	Operation of a hotel in UK
Kensington Gardens Hotel (London) Limited	10,066 shares of GBP1 each	–	100	Operation of a hotel in UK
Linkco Limited	1 share of GBP1 each	–	56	Processing of credit transfers
Marble Arch Hotel (London) Limited	11,310,412 shares of GBP1 each	–	100	Operation of a hotel in UK
Mecca Bingo Limited	950,000 shares of GBP1 each and 50,000 "A" shares of GBP1 each	–	56	Social and bingo clubs
Piccadilly Hotel (London) Limited	3,519,228 shares of GBP1 each	–	100	Operation of a hotel in UK
Rank Casino Holdings Limited	100 shares of GBP1 each	–	56	Intermediary holding company
Rank Digital Limited	100,000 "A" shares of GBP0.01 each and 500,000 "B" shares of GBP0.01 each	–	56	Support services to interactive gaming
Rank Digital Holdings Limited	3,431,001 shares of GBP1 each	–	56	Intermediary holding company
Rank Group Finance Plc	200,000,000 shares of GBP1 each	–	56	Funding operations
Rank Group Gaming Division Limited	944,469 shares of GBP1 each and 55,531 "A" shares of GBP1 each	–	56	Intermediary holding and provision of property services

NOTES TO THE FINANCIAL STATEMENTS

17. INTEREST IN SUBSIDIARIES (CONT'D)

(d) Details of the principal subsidiaries incorporated and operating in the United Kingdom are as follows: (cont'd)

Name of Company	Issued and paid up share capital (note (vii))	Percentage held by the Company	Percentage held by the Group	Principal activities
Rank Interactive Limited	500 "A" shares of GBP1 each and 500 "B" shares of GBP1 each	–	56	Marketing services
Rank Leisure Limited	1 share of GBP1 each	–	56	Adult gaming centres in Mecca Bingo and Grosvenor Casinos
Rank Leisure Holdings Limited	1,000,000 shares of GBP1 each and 1,799 preferred shares of US$1 each	–	56	Intermediary holding and corporate activities
Rank Nemo (Twenty-Five) Limited	1 share of GBP1 each	–	56	Intermediary holding company
Rank Overseas Holdings Limited	1,000,000 shares of GBP1 each	–	56	Intermediary holding company
Spacebar Media Limited	3,334 shares of GBP0.001 each	–	56	Development and maintenance of online gaming software
The Charing Cross Hotel Limited	12,941,059 shares of GBP1 each	–	100	Operation of a hotel in UK
The Cumberland Hotel (London) Limited	42,932,770 shares of GBP0.1 each	–	100	Operation of a hotel in UK
The Grosvenor Hotel Victoria Limited	36,712,597 shares of GBP1 each	–	100	Operation of a hotel in UK
The Royal Horseguards Hotel Limited	12,468,296 shares of GBP1 each	–	100	Operation of a hotel in UK
The Strathmore Hotel (Luton) Limited	6 shares of GBP1 each	–	100	Operation of a hotel in UK
The Tower Hotel (London) Limited	55,745,451 shares of GBP1 each	–	100	Operation of a hotel in UK
The Wiltshire Hotel (Swindon) Limited	50,003 shares of GBP1 each	–	100	Operation of a hotel in UK
Trafalgar Hotel (London) Limited	2,329,593 shares of GBP1 each	–	100	Operation of a hotel in UK
The Gaming Group Limited	1 share of GBP1 each	–	56	Casinos
The Rank Group Plc ("Rank")	468,429,541 shares of GBp13 8/9 each	–	56	Investment holding of gaming business
Upperline Marketing Limited	100 shares of GBP1 each	–	56	Support services to interactive gaming

NOTES TO THE FINANCIAL STATEMENTS

17. INTEREST IN SUBSIDIARIES (CONT'D)

(e) Details of the principal subsidiaries incorporated and operating in other countries are as follows:

Name of Company	Country of incorporation and operation	Issued and paid up share capital (note (vii))	Percentage held by the Company	Percentage held by the Group	Principal activities
Asia Fountain Assets Limited	Cayman Islands	50,000 shares of US$1 each and 455 redeemable preference shares (US$455,000,000)	–	100	Investment in securities
BIL Australia Pty Limited	Australia	407,174,860 shares (A$1)	–	100	Investment holding
BIL NZ Treasury Limited	New Zealand	200,100 shares (NZ$200,100,000)	–	100	Investment holding
Chongqing Yuzhong Xin Hao Jun Real Estate Development Co., Ltd. (notes (i) & (vi))	The People's Republic of China	RMB3,762,123,420.57 (note (ii))	–	50	Property development
Chongqing Xin Hao Ren Real Estate Development Co. Ltd. (notes (i) & (vi))	The People's Republic of China	RMB1,302,880,000 (note (ii))	–	50	Property development
Clermont Group (Cayman) Limited (note (iv))	Cayman Island	1 share of US$1 each and 28,465 redeemable preference shares of US$1 each	–	100	Investment holding
Clermont Hotel Management Limited (note (iv))	Scotland	150,003 shares of GBP1 each	–	100	Management of hotels in UK
Conticin S.L.	Spain	600 shares of EUR60 each	–	56	Operator of parking for social and bingo clubs
Fresco Resources Limited (note (iii))	British Virgin Islands	1 share of US$1 each	100	100	Financing activities
GGL Assets (NZ) Limited	New Zealand	183,000,100 shares (NZ$183,000,100) 25,000,000 redeemable preference shares (NZ$25,000,000) 20,000,000 redeemable preference shares (US$20,000,000)	100	100	Investment holding

NOTES TO THE FINANCIAL STATEMENTS

17. INTEREST IN SUBSIDIARIES (CONT'D)

(e) Details of the principal subsidiaries incorporated and operating in other countries are as follows: (cont'd)

Name of Company	Country of incorporation and operation	Issued and paid up share capital (note (vii))	Percentage held by the Company	Percentage held by the Group	Principal activities
GL Limited (note (iii))	Bermuda	5 shares of US$0.2 each	100	100	Investment holding
Gotfor S.A.	Spain	10,000 shares of EUR6.01 each	–	56	Social and Bingo clubs
GuocoLand (China) Limited	Bermuda	20,000,000 shares of US$1 each	–	67	Investment holding
Beijing GuoSon Investment Company Limited (previously known as "GuoSon Investment Company Limited") (notes (i) & (vi))	The People's Republic of China	US$238,000,000 (note (ii))	–	67	Investment holding
Manuka Health Australia Pty Limited	Australia	1 share of A$1 each	–	100	Limited risk distributor
Manuka Health New Zealand Limited	New Zealand	28,721,250 shares (NZ$33,619,000) 25,000,000 redeemable preference shares (NZ$25,000,000)	–	100	Apiculture, manufacture, sale and distribution of New Zealand natural healthcare products
Molokai Properties Limited	United States of America	100 shares of US$2 each	–	100	Investment holding

NOTES TO THE FINANCIAL STATEMENTS

17. INTEREST IN SUBSIDIARIES (CONT'D)

(e) Details of the principal subsidiaries incorporated and operating in other countries are as follows: (cont'd)

Name of Company	Country of incorporation and operation	Issued and paid up share capital (note (vii))	Percentage held by the Company	Percentage held by the Group	Principal activities
Neuseelandhaus GmbH	Germany	1 share of EUR25,000 each	–	100	Sale and distribution of New Zealand natural healthcare products
Manuka Health Trading (Shanghai) Limited (notes (i) & (v))	The People's Republic of China	RMB8,500,000	–	100	Sale and distribution of New Zealand natural healthcare products
Oceanease Limited	Cayman Islands	1 share of US$1 each and 16,870 redeemable preference shares (US$33,740,000)	–	100	Investment holding
Qinnacle View Limited (note (iii))	Cayman Islands	1 share of US$1 each	100	100	Property investment
QSB Gaming Limited	Alderney	4,234 shares of GBP1 each	–	56	Intermediary holding company
Rank Assets Limited	Cayman Islands	1 share of US$1 each and 380,295,000 redeemable preference shares of US$1 each	100	100	Investment holding
Rank Cataluña S.A.	Spain	3,000 shares of EUR60 each	–	56	Social and bingo clubs
Rank Centro S.A.	Spain	10,000 shares of EUR6.02 each	–	56	Social and bingo clubs
Rank Digital Ceuta S.A.	Spain	60,000 shares of EUR1 each	–	56	Interactive Gaming

NOTES TO THE FINANCIAL STATEMENTS

17. INTEREST IN SUBSIDIARIES (CONT'D)

(e) Details of the principal subsidiaries incorporated and operating in other countries are as follows: (cont'd)

Name of Company	Country of incorporation and operation	Issued and paid up share capital (note (vii))	Percentage held by the Company	Percentage held by the Group	Principal activities
Rank Digital Services (Gibraltar) Limited	Gibraltar	1,000 shares of GBP1 each	–	56	Marketing services
Rank Holding España SA	Spain	150,000 shares of EUR26.02 each	–	56	Intermediary holding company
Rank Interactive (Gibraltar) Limited	Gibraltar	1,800 shares of GBP1 each	–	56	Interactive gaming
Rank Interactive Services (Mauritius) Limited	Mauritius	1 share of MUR30 each	–	56	Shared services support
Rank Stadium Andalucia, S.L.	Spain	3,000 shares of EUR1 each	–	56	Arcade and sports betting
Shanghai Xinhaolong Property Development Co., Ltd (notes (i) & (v))	The People's Republic of China	US$126,000,000 (note (ii))	–	67	Property development
ShiftTech (PTY) Ltd.	South Africa	100 shares of no par value	–	56	Development and maintenance of online gaming software
Shanghai Xinhaolong Property Management Co., Ltd (notes (i) & (v))	The People's Republic of China	RMB3,000,000 (note (ii))	–	67	Property management
Stride Gaming Limited	Jersey	76,826,413 shares of GBP0.01 each	–	56	Intermediary holding company

NOTES TO THE FINANCIAL STATEMENTS

17. INTEREST IN SUBSIDIARIES (CONT'D)

(e) Details of the principal subsidiaries incorporated and operating in other countries are as follows: (cont'd)

Name of Company	Country of incorporation and operation	Issued and paid up share capital (note (vii))	Percentage held by the Company	Percentage held by the Group	Principal activities
Stride Investments	Mauritius	100 shares of GBP50 each	–	56	Intermediary holding company
Supreme Goal Investments Limited (note (iii))	British Virgin Islands	1 share of US$1 each	100	100	Property investment
Top Rank Andalucia SA	Spain	263,932 shares of EUR6 each	–	56	Social and bingo clubs
Verdiales S.L.	Spain	5,000 shares of EUR60.1 each	–	56	Social and bingo clubs

Notes:

(i) These companies have a financial year end of 31 December.

(ii) These comprise capital contribution to the companies. These companies have a defined period of existence.

(iii) These companies are operating in Hong Kong.

(iv) These companies are operating in the United Kingdom.

(v) These companies are foreign investment enterprises.

(vi) These companies are sino-foreign equity joint venture enterprises.

(vii) The share(s) is/are issued and paid up ordinary share capital unless otherwise specified.

NOTES TO THE FINANCIAL STATEMENTS

17. INTEREST IN SUBSIDIARIES (CONT'D)

(f) Material non-controlling interests

The following table lists out the information relating to each subsidiary of the Group which has material non-controlling interests ("NCI"). The summarised financial information presented below represents the amounts before any inter-company elimination.

	GuocoLand		Rank		Immaterial		Total	
	2025 US$'000	2024 US$'000	2025 US$'000	2024 US$'000	2025 US$'000	2024 US$'000	2025 US$'000	2024 US$'000
NCI percentage at the end of the reporting period	**33%**	33%	**44%**	44%				
Non-current assets	**6,208,793**	5,741,192	**1,459,187**	1,272,638				
Current assets	**3,344,366**	3,354,313	**128,042**	121,471				
Non-current liabilities	**(1,169,222)**	(2,747,761)	**(268,119)**	(240,319)				
Current liabilities	**(4,139,726)**	(2,224,416)	**(294,531)**	(259,096)				
Net assets	**4,244,211**	4,123,328	**1,024,579**	894,694				
Carrying amount of NCI	**1,861,746**	1,888,436	**436,594**	380,545	**(2,715)**	(2,504)	**2,295,625**	2,266,477
Revenue	**1,471,183**	1,377,931	**1,036,434**	926,706				
Profit for the year	**103,480**	70,492	**58,066**	15,350				
Total comprehensive income	**85,352**	80,904	**58,791**	15,199				
Profit allocated to NCI	**46,813**	6,578	**25,458**	4,431	**–**	–	**72,271**	11,009
Dividend paid to NCI	**20,064**	20,724	**4,220**	–	**–**	–	**24,284**	20,724
Net cash generated from/(used in):								
– operating activities	**153,578**	350,086	**164,201**	140,246				
– investing activities	**(27,536)**	(192,899)	**(71,387)**	(59,822)				
– financing activities	**(295,637)**	(86,656)	**(76,063)**	(75,496)				
Net (decrease)/increase in cash and cash equivalents	**(169,595)**	70,531	**16,751**	4,928				

18. INTEREST IN ASSOCIATES AND JOINT VENTURES

	2025 US$'000	2024 US$'000
Share of net assets of associates	**2,004,836**	1,679,134
Goodwill	**2,355**	2,078
Amounts due from associates	**35**	2
	2,007,226	1,681,214
Less: Impairment loss	**(2,976)**	(2,976)
Interest in associates	**2,004,250**	1,678,238
Share of net assets of joint ventures	**105,417**	91,779
Amounts due from joint ventures	**401,751**	423,476
Interest in joint ventures	**507,168**	515,255
	2,511,418	2,193,493

The market values of the listed investments in associates at 30 June 2025 was US$1,158.5 million (2024: US$1,070.1 million).

During the year ended 30 June 2024, the Group has subscribed the rights issue of Tower Real Estate Investment Trust ("Tower REIT") for a total consideration of US$6.8 million. Pursuant to the rights issue, the Group recognised a gain of US$10.3 million (note 6(b)), representing the excess of the Group's share of the net fair value of the investee's identifiable assets and liabilities over the cost of the investment.

Tower REIT is listed on the Bursa Malaysia Securities Berhad ("Bursa Malaysia"). Based on its closing price per unit of RM0.29 (2024: RM0.33) (Level 1 in the fair value hierarchy) at the reporting date, the value of the Group's investment in Tower REIT was US$11.3 million (2024: US$11.3 million). The Group undertook an impairment assessment of its investment in Tower REIT and estimated its recoverable amount, taking into consideration the fair value of the underlying properties held by Tower REIT. Based on the assessment, the recoverable amount of the investment properties approximates its carrying amount (2024: US$3.0 million loss) (note 7(c)).

NOTES TO THE FINANCIAL STATEMENTS

18. INTEREST IN ASSOCIATES AND JOINT VENTURES (CONT'D)

The details of significant associates and joint ventures are as follows:

Name of Company	Country of incorporation and operation	Issued and paid up ordinary share capital	Effective percentage held by the Group	Principal activities
Associates				
Hong Leong Financial Group Berhad ("HLFG")	Malaysia	1,147,516,890 shares (RM2,267,008,045)	25	Financial services (Note 1)
Tower Real Estate Investment Trust	Malaysia	280,500,000 units (RM285,344,766)	15	Investment in real estate and real-estate related assets (Note 2)
GLM Emerald (Sepang) Sdn Bhd ("GLM Emerald")	Malaysia	140,000,000 shares (RM143,204,542)	21	Property development and operation of an oil palm estate
Joint ventures				
Carmel Development Pte. Ltd. ("Carmel")	Singapore	4,000,000 shares (S$4,000,000)	27	Property developer
Lentor Hills Development Pte. Ltd. ("Lentor Hills")	Singapore	4,000,000 shares (S$4,000,000)	20	Property developer
Springleaf Residence Pte. Ltd. (previously known as "Springleaf Parcel B Pte. Ltd.") ("Springleaf")	Singapore	75,000,000 shares (S$75,000,000)	40	Property developer
Faber Residence Pte. Ltd. (previously known as "Faber Walk Residence Pte. Ltd.") ("Faber")	Singapore	34,000,000 shares (S$34,000,000)	34	Property developer

Note 1: HLFG is an integrated financial services group and is listed on Bursa Malaysia Securities Berhad ("Bursa Malaysia"). Its businesses cover commercial banking, Islamic banking services, insurance and takaful business, investment banking, futures and stockbroking and asset management business.

Note 2: Tower REIT is listed on Bursa Malaysia. Its investment portfolio comprises 3 prime commercial buildings in Kuala Lumpur.

All of the associates and joint ventures are accounted for using the equity method in the consolidated financial statements.

Included in amounts due from joint ventures of US$354.9 million (2024: US$387.1 million) is interest bearing at 3.9% per annum (2024: 3.9%) and is repayable at the discretion of the board of the joint venture.

NOTES TO THE FINANCIAL STATEMENTS

18. INTEREST IN ASSOCIATES AND JOINT VENTURES (CONT'D)

Summarised financial information of the material associates, adjusted for any differences in material accounting policies, and reconciled to the carrying amounts in the consolidated financial statements, are disclosed below:

	HLFG		Tower REIT		GLM Emerald		Total	
	2025 US$'000	2024 US$'000	2025 US$'000	2024 US$'000	2025 US$'000	2024 US$'000	2025 US$'000	2024 US$'000
Non-current assets	N/A	N/A	191,629	170,392	49,959	43,703		
Current assets	N/A	N/A	7,235	6,275	5,650	6,995		
Total assets	84,324,546	71,241,291	198,864	176,667	55,609	50,698		
Non-current liabilities	N/A	N/A	(61,095)	(54,415)	–	–		
Current liabilities	N/A	N/A	(3,046)	(2,075)	(2,329)	(3,003)		
Total liabilities	(73,111,831)	(61,839,628)	(64,141)	(56,490)	(2,329)	(3,003)		
Non-controlling interests	(3,580,895)	(3,025,508)	–	–	–	–		
Net assets	7,631,820	6,376,155	134,723	120,177	53,280	47,695		
Group's share of net assets	1,936,139	1,617,586	44,721	40,062	23,976	21,486	2,004,836	1,679,134
Goodwill	–	–	–	–	2,355	2,078	2,355	2,078
Amounts due from an associate	–	–	–	2	35	–	35	2
Impairment loss	–	–	(2,976)	(2,976)	–	–	(2,976)	(2,976)
Group's carrying amount	1,936,139	1,617,586	41,745	37,088	26,366	23,564	2,004,250	1,678,238
Revenue	2,051,813	1,893,241	8,884	7,221	3,248	1,434		
Profit/(loss) for the year	745,870	681,662	1,645	1,199	131	(247)		
Other comprehensive income	(133,126)	55,151	–	(665)	2,627	(517)		
Total comprehensive income	612,744	736,813	1,645	534	2,758	(764)		
Carrying amount of interest in associates at the beginning of the year	1,617,586	1,479,931	37,088	23,173	23,564	23,907	1,678,238	1,527,011
Addition	–	–	–	6,773	–	–	–	6,773
Gain on increase in interest in associates	–	–	–	10,333	–	–	–	10,333
Total comprehensive income attributable to the Group	154,266	187,124	546	39	1,241	(345)	156,053	186,818
Dividends received during the year	(37,121)	(30,711)	(592)	(65)	–	–	(37,713)	(30,776)
(Repayment from)/advance to associates	–	–	(2)	(85)	35	–	33	(85)
Impairment loss	–	–	–	(2,976)	–	–	–	(2,976)
Exchange adjustments	201,408	(18,758)	4,705	(104)	1,526	2	207,639	(18,860)
Carrying amount of interest in associates at the end of the year	1,936,139	1,617,586	41,745	37,088	26,366	23,564	2,004,250	1,678,238

NOTES TO THE FINANCIAL STATEMENTS

18. INTEREST IN ASSOCIATES AND JOINT VENTURES (CONT'D)

Summarised financial information of the material joint ventures, adjusted for any differences in material accounting policies, and reconciled to the carrying amounts in the consolidated financial statements, are disclosed below:

	Carmel		Lentor Hills		Springleaf		Faber		Other immaterial joint ventures		Total	
	2025 US$'000	2024 US$'000	2025 US$'000	2024 US$'000	2025 US$'000	2024 US$'000	2025 US$'000	2024 US$'000	2025 US$'000	2024 US$'000	2025 US$'000	2024 US$'000
Non-current assets	-	-	2,210	5,788	4,647	-	773	-				
Current assets	229,795	645,354	424,425	453,462	728,840	219,716	329,978	-				
Total assets	229,795	645,354	426,635	459,250	733,487	219,716	330,751	-				
Non-current liabilities	(11,816)	(12,944)	(409,354)	(475,593)	(690,754)	(164,442)	(307,007)	-				
Current liabilities	(130,981)	(567,071)	(1,366)	(682)	(6,568)	-	(836)	-				
Total liabilities	(142,797)	(580,015)	(410,720)	(476,275)	(697,322)	(164,442)	(307,843)	-				
Net assets/(liabilities)	86,998	65,339	15,915	(17,025)	36,165	55,274	22,908	-				
Group's share of net assets	34,798	26,135	4,775	-	21,698	33,164	11,454	-				
Amount due from joint ventures	44,745	226,485	68,523	61,905	116,542	98,664	40,869	-				
Group's carrying amount	79,543	252,620	73,298	61,905	138,240	131,828	52,323	-	163,764	68,902	507,168	515,255
Profit/(loss) for the year	16,827	32,819	15,358	-	(21,893)	-	(3,639)	-				
Carrying amount of interest in joint ventures at the beginning of the year	252,620	151,671	61,905	59,538	131,828	-	-	-	68,902	122,630	515,255	333,839
Addition	-	-	-	-	-	33,164	13,339	-	2,198	884	15,537	34,048
Disposal	-	-	-	-	-	-	-	-	-	(35,845)	-	(35,845)
Total comprehensive income attributable to the Group	6,727	13,128	4,605	-	(13,131)	-	(1,818)	-	543	(412)	(3,074)	12,716
Dividend received during the year	-	-	-	-	-	-	-	-	(6,030)	(55,820)	(6,030)	(55,820)
(Repayment from)/advance to joint ventures	(196,382)	87,912	2,613	2,367	11,494	98,664	40,869	-	92,301	36,272	(49,105)	225,215
Exchange adjustments	16,578	(91)	4,175	-	8,049	-	(67)	-	5,850	1,193	34,585	1,102
Carrying amount of interest in joint ventures at the end of the year	79,543	252,620	73,298	61,905	138,240	131,828	52,323	-	163,764	68,902	507,168	515,255

NOTES TO THE FINANCIAL STATEMENTS

19. TRANSACTIONS WITH NON-CONTROLLING INTERESTS

Transaction with non-controlling interests in Rank

During the year ended 30 June 2024, the Group acquired an additional 2.82% interest in Rank for US$11,840,000 in cash, increasing its ownership from 53.34% to 56.16%. The Group recognised a decrease in non-controlling interests of US$24,389,000 and an increase in total equity attributable to equity shareholders of the Company of US$12,549,000.

The following summarises the effect of changes in the Group's ownership interest in Rank:

	US$'000
Group's ownership interest at 1 July 2023	482,564
Effect of increase in Group's ownership interest	24,389
Share of total comprehensive income	7,196
Group's ownership interest at 30 June 2024	514,149

20. EQUITY INVESTMENTS AT FVOCI

	2025 US$'000	2024 US$'000
Equity securities		
Listed (at market value)		
– In Hong Kong	**671,588**	552,931
Unlisted	**78,118**	73,111
	749,706	626,042

NOTES TO THE FINANCIAL STATEMENTS

21. GOODWILL

	2025 US$'000	2024 US$'000
At 1 July	**305,229**	304,937
Impairment loss recognised	**(11,752)**	–
Exchange adjustments	**20,254**	292
At 30 June	**313,731**	305,229

In accordance with the Group's accounting policy, the carrying value of goodwill is tested for impairment annually, based on value in use models. For impairment testing purposes, each subsidiary group acquired is treated as a single cash generating unit. The recoverable amount of goodwill is determined by discounting the future cash flows to be generated from the CGU based on the financial budgets approved by management covering a 3 to 5-year period. Cash flows beyond the period are extrapolated using the estimated growth rates stated below. The growth rate does not exceed the long-term average growth rate for the business in which the CGU operates.

The key assumptions used for value in use calculations are as follows:

	Manuka Health		GuocoLand		Rank	
	2025	2024	2025	2024	2025	2024
Long term growth rate	**2%**	2%	**4%**	4%	**2%**	2%
Discount rate	**14%**	15%	**8%**	8%	**15%**	14%

The long term growth rates used are consistent with the forecasts included in industry reports and do not exceed the long-term average growth rates for the business in which the CGU operates. The discount rates used are pre-tax and reflect specific risks relating to the relevant businesses.

NOTES TO THE FINANCIAL STATEMENTS

22. DEVELOPMENT PROPERTIES

	2025 US$'000	2024 US$'000
Cost	**5,304,749**	4,479,531
Less: Progress instalments received and receivable	**(3,281,322)**	(2,472,778)
Allowance for foreseeable losses	**(299,186)**	(179,143)
	1,724,241	1,827,610

The Group recognises an allowance for foreseeable losses on development properties taking into consideration the selling prices of comparable properties, timing of sale launches, location of property, expected net selling prices and development expenditure. Market conditions may, however, change which may affect the future selling prices of the remaining unsold residential units of the development properties and accordingly, the carrying value of development properties for sale may have to be written down in future periods. As at 30 June 2025, an allowance for foreseeable losses of US$299,186,000 (2024: US$179,143,000) has been made in respect of the Group's development properties.

Certain of the Group's development properties with an aggregate book value of US$1,291.6 million (2024: US$1,255.6 million) were pledged for bank loans.

23. PROPERTIES HELD FOR SALE

	2025 US$'000	2024 US$'000
At 1 July	**207,870**	212,616
Additions	**1,927**	114,284
Transfer to investment properties	**–**	(87,919)
Transfer to other property, plant and equipment	**–**	(2,957)
Disposals	**(56,482)**	(26,377)
	153,315	209,647
Exchange adjustments	**16,278**	(1,777)
At 30 June	**169,593**	207,870

During the year ended 30 June 2024, a high-rise office tower ("North Tower") in Guoco Changfeng City, Shanghai was transferred from properties held for sale to investment properties due to change in use to hold the asset for capital appreciation and rental income. Accordingly, the property was transferred at fair value and the fair value gain of US$91,826,000 was recognised under cost of sales in the consolidated income statement.

NOTES TO THE FINANCIAL STATEMENTS

24. INVENTORIES

	2025 US$'000	2024 US$'000
Raw materials and consumables	**34,481**	7,780
Finished goods	**19,893**	47,826
Provision for inventory obsolescence	**(857)**	(554)
	53,517	55,052

25. CONTRACT ASSETS/LIABILITIES

(i) Contract assets

Contract assets relate primarily to the Group's right to consideration for work completed but not billed at the reporting date in respect of its property development business. The contract assets are transferred to trade receivables when the rights become unconditional. This usually occurs when the Group invoices the customer.

(ii) Contract liabilities

Contract liabilities relate primarily to advance consideration received from customers and progress billings issued in excess of the Group's rights to the consideration. The contract liabilities are recognised as revenue when the Group fulfils its performance obligation under the contract with the customer.

The significant changes in the contract assets and the contract liabilities balances during the year are as follows:

	Contract Assets		Contract Liabilities	
	2025 US$'000	2024 US$'000	2025 US$'000	2024 US$'000
Revenue recognised that was included in the contract liabilities balance at the beginning of the year	**–**	–	**(206,565)**	(126,055)
Increases due to cash received, excluding amounts recognised as revenue during the year	**–**	–	**130,448**	115,291
Contract assets reclassified to trade receivables	**(871,735)**	(65,217)	**–**	–
Change in measurement of progress	**971,944**	560,434	**–**	–
	100,209	495,217	**(76,117)**	(10,764)

The changes in contract assets and contract liabilities are due to the differences between the agreed payment schedule and progress of the construction work.

NOTES TO THE FINANCIAL STATEMENTS

26. TRADE AND OTHER RECEIVABLES

	2025 US$'000	2024 US$'000
Trade debtors	**242,933**	153,405
Other receivables, deposits and prepayments	**131,989**	106,645
Derivative financial instruments, at fair value	**3,312**	3,309
Interest receivables	**8,768**	11,142
	387,002	274,501

Included in the Group's trade and other receivables is US$11.5 million (2024: US$9.1 million) which is expected to be recovered after one year.

(a) Ageing analysis

As of the end of the reporting period, the ageing analysis of trade debtors (which are included in trade and other receivables), based on the invoice date and net of allowance for doubtful debts, is as follows:

	2025 US$'000	2024 US$'000
Within 1 month	**233,088**	134,352
1 to 3 months	**6,951**	10,699
More than 3 months	**2,894**	8,354
	242,933	153,405

(b) Impairment of trade debtors, other receivables and deposits, and interest receivables

Impairment losses in respect of trade debtors, other receivables and deposits, and interest receivables are recorded using an allowance account based on expected credit losses. Given the Group has not experienced any significant credit losses in the past, the allowance for expected credit losses is therefore insignificant.

The balance and the movement of the allowance for bad and doubtful debts as at 30 June 2025 and 2024 are not significant.

NOTES TO THE FINANCIAL STATEMENTS

27. TRADING FINANCIAL ASSETS

	2025 US$'000	2024 US$'000
Equity securities		
Listed (at market value)		
– In Hong Kong	**554,106**	579,022
– Outside Hong Kong	**661,084**	653,701
	1,215,190	1,232,723

Certain of the Group's trading financial assets with an aggregate book value of US$56.6 million (2024: US$128.3 million) were pledged for bank facilities.

28. CASH AND SHORT TERM FUNDS AND OTHER CASH FLOW INFORMATION

(a) Cash and cash equivalents comprise:

	2025 US$'000	2024 US$'000
Deposits with banks	**1,599,118**	1,419,194
Cash at bank and in hand	**446,740**	490,029
Cash and short term funds in the consolidated statement of financial position	**2,045,858**	1,909,223
Fixed deposits with maturity over three months	**(960,212)**	(359,068)
Cash collaterals (note)	**(12,054)**	(7,332)
Bank overdraft	**–**	(4,646)
Cash and cash equivalents in the consolidated statement of cash flows	**1,073,592**	1,538,177

Note:

Cash collaterals comprised deposits of US$12.1 million as at 30 June 2025 (2024: US$7.3 million) pledged with financial institutions in Singapore for bank loans.

NOTES TO THE FINANCIAL STATEMENTS

28. CASH AND SHORT TERM FUNDS AND OTHER CASH FLOW INFORMATION (CONT'D)

(b) Reconciliation of liabilities arising from financing activities

The table below details changes in the Group's liabilities from financing activities, including both cash and non-cash changes. Liabilities arising from financing activities are liabilities for which cash flows were, or future cash flows will be, classified in the Group's consolidated statement of cash flows as cash flows from financing activities.

	Bank loans and other borrowings and interest payable US$'000	Amount due to non-controlling interests US$'000	Lease liabilities US$'000	Total US$'000
At 1 July 2023	4,726,289	318,283	1,037,321	6,081,893
Changes from financing cash flows:				
Net proceeds from bank loans and other borrowings	24,381	–	–	24,381
Advance from non-controlling interests	–	42,148	–	42,148
Interest paid	(256,680)	–	–	(256,680)
Capital element of lease rentals paid	–	–	(51,448)	(51,448)
Interest element of lease rentals paid	–	–	(50,392)	(50,392)
Total changes from financing cash flows	(232,299)	42,148	(101,840)	(291,991)
Exchange adjustments	(1,399)	(386)	1,898	113
Other changes:				
Increase in lease liabilities from entering into new leases during the year	–	–	22,997	22,997
Disposal	–	–	(653)	(653)
Finance costs	239,475	11,718	50,392	301,585
Capitalised borrowing costs (note 7(a))	18,656	1,754	–	20,410
Capitalisation of shareholders' loan from non-controlling interests of a subsidiary	–	(27)	–	(27)
Lease modification	–	–	22,927	22,927
Total other changes	258,131	13,445	95,663	367,239
At 30 June 2024	4,750,722	373,490	1,033,042	6,157,254

NOTES TO THE FINANCIAL STATEMENTS

28. CASH AND SHORT TERM FUNDS AND OTHER CASH FLOW INFORMATION (CONT'D)

(b) Reconciliation of liabilities arising from financing activities (cont'd)

	Bank loans and other borrowings and interest payable US$'000	Amount due to non-controlling interests US$'000	Lease liabilities US$'000	Total US$'000
At 1 July 2024	4,750,722	373,490	1,033,042	6,157,254
Changes from financing cash flows:				
Net proceeds from bank loans and other borrowings	6,806	–	–	6,806
Net repayment to non-controlling interests	–	(28,444)	–	(28,444)
Interest paid	(216,315)	–	–	(216,315)
Capital element of lease rentals paid	–	–	(51,656)	(51,656)
Interest element of lease rentals paid	–	–	(56,074)	(56,074)
Total changes from financing cash flows	(209,509)	(28,444)	(107,730)	(345,683)
Exchange adjustments	267,460	17,828	82,624	367,912
Other changes:				
Increase in lease liabilities from entering into new leases during the year	–	–	689	689
Extinguishment of lease liabilities in relation to surrender of leases	–	–	(14,227)	(14,227)
Finance costs	194,813	15,175	56,074	266,062
Capitalised borrowing costs (note 7(a))	9,716	–	–	9,716
Capitalisation of shareholders' loan from non-controlling interests of a subsidiary	–	(15,693)	–	(15,693)
Lease modification	–	–	99,619	99,619
Total other changes	204,529	(518)	142,155	346,166
At 30 June 2025	5,013,202	362,356	1,150,091	6,525,649

29. ASSETS HELD FOR SALE

	2025 US$'000	2024 US$'000
Intangible assets	–	428

At 30 June 2024, Rank was in well advanced in discussions to sell its Multi-brands business to a third party. The Multi-brands business enabled customers of those brands to play real money online gambling games on third-party platforms. The sale was concluded on 18 December 2024.

The divestment was driven by the Rank's longer term strategic ambition to focus on its core brands, including Grosvenor and Mecca, which are hosted on the Rank's proprietary online platform.

30. TRADE AND OTHER PAYABLES

	2025 US$'000	2024 US$'000
Trade creditors	**147,955**	117,272
Other payables and accrued operating expenses	**567,654**	591,482
Derivative financial instruments, at fair value	**30,746**	5,730
Amounts due to fellow subsidiaries	**17,448**	12,646
Amounts due to associates and joint ventures	**422**	433
	764,225	727,563

Included in trade and other payables is US$79.8 million (2024: US$58.2 million) which is expected to be payable after one year.

NOTES TO THE FINANCIAL STATEMENTS

30. TRADE AND OTHER PAYABLES (CONT'D)

(a) Ageing analysis

As of the end of the reporting period, the ageing analysis of trade creditors (which are included in trade and other payables), based on the invoice date, is as follows:

	2025 US$'000	2024 US$'000
Within 1 month	**78,221**	38,970
1 to 3 months	**58,923**	67,254
More than 3 months	**10,811**	11,048
	147,955	117,272

(b) Other payables and accrued operating expenses

	2025 US$'000	2024 US$'000
Accrued operating expenses	**314,071**	265,837
Real estate tax payable	**8,438**	61,470
Social security and gaming and other taxation	**58,259**	57,085
Interest payables	**10,394**	20,885
Deposits received	**129,971**	144,498
Others	**46,521**	41,707
	567,654	591,482

(c) The amounts due to fellow subsidiaries, associates and joint ventures are unsecured, interest free and have no fixed repayment terms.

NOTES TO THE FINANCIAL STATEMENTS

31. BANK LOANS AND OTHER BORROWINGS

	2025			2024		
	Current portion US$'000	Non-current portion US$'000	Total US$'000	Current portion US$'000	Non-current portion US$'000	Total US$'000
Bank loans						
– Secured	**32,044**	**2,770,669**	**2,802,713**	1,422,484	1,387,266	2,809,750
– Unsecured	**1,133,596**	**298,880**	**1,432,476**	378,153	968,490	1,346,643
	1,165,640	**3,069,549**	**4,235,189**	1,800,637	2,355,756	4,156,393
Unsecured medium term notes and bonds	**156,919**	**610,700**	**767,619**	–	573,444	573,444
	1,322,559	**3,680,249**	**5,002,808**	1,800,637	2,929,200	4,729,837

The Group's bank loans and other borrowings were repayable as follows:

	2025			2024		
	Bank loans and other loans US$'000	Other borrowings US$'000	Total US$'000	Bank loans and other loans US$'000	Other borrowings US$'000	Total US$'000
Within 1 year or on demand	**1,165,640**	**156,919**	**1,322,559**	1,800,637	–	1,800,637
After 1 year but within 2 years	**554,338**	**376,007**	**930,345**	650,346	147,264	797,610
After 2 years but within 5 years	**2,470,345**	**234,693**	**2,705,038**	1,663,677	426,180	2,089,857
After 5 years	**44,866**	**–**	**44,866**	41,733	–	41,733
	3,069,549	**610,700**	**3,680,249**	2,355,756	573,444	2,929,200
	4,235,189	**767,619**	**5,002,808**	4,156,393	573,444	4,729,837

Note:

The bank loans and other loans are secured by the following:

– legal mortgages on investment properties with an aggregate book value of US$4,291.2 million (2024: US$4,397.5 million) (note 14);

– legal mortgages on development properties with an aggregate book value of US$1,291.6 million (2024: US$1,255.6 million) (note 22);

– legal mortgages on other property, plant and equipment with an aggregate book value of US$319.4 million (2024: US$301.6 million) (note 14); and

– certain trading financial assets with an aggregate book value of US$56.6 million (2024: US$128.3 million) (note 27).

NOTES TO THE FINANCIAL STATEMENTS

32. PROVISIONS AND OTHER LIABILITIES

	Pensions US$'000	Property lease US$'000	Others US$'000	Total US$'000
At 1 July 2023	(2,416)	55,648	9,029	62,261
Provisions for claims indemnities by insurance policy	–	–	4,439	4,439
Provision made during the year	187	2,015	299	2,501
Amounts settled or utilised during the year	(816)	(2,501)	(1,627)	(4,944)
Actuarial gain on defined benefit obligation	(515)	–	–	(515)
Exchange adjustments	(11)	94	8	91
At 30 June 2024	(3,571)	55,256	12,148	63,833
Provisions and other liabilities as at 30 June 2024 are disclosed as:				
Current liabilities	–	5,643	12,148	17,791
Non-current liabilities	5,772	49,613	–	55,385
Non-current assets	(9,343)	–	–	(9,343)
	(3,571)	55,256	12,148	63,833
At 1 July 2024	**(3,571)**	**55,256**	**12,148**	**63,833**
Addition related to dilapidation asset	**–**	**215**	**–**	**215**
Provision made during the year	**409**	**7,126**	**1,818**	**9,353**
Amounts settled or utilised during the year	**(1,102)**	**(4,648)**	**(496)**	**(6,246)**
Actuarial loss on defined benefit obligation	**143**	**–**	**–**	**143**
Exchange adjustments	**(408)**	**5,022**	**760**	**5,374**
At 30 June 2025	**(4,529)**	**62,971**	**14,230**	**72,672**
Provisions and other liabilities as at 30 June 2025 are disclosed as:				
Current liabilities	**–**	**3,185**	**13,607**	**16,792**
Non-current liabilities	**6,088**	**59,786**	**623**	**66,497**
Non-current assets	**(10,617)**	**–**	**–**	**(10,617)**
	(4,529)	**62,971**	**14,230**	**72,672**

33. LEASE LIABILITIES

The following table shows the remaining contractual maturities of the Group's lease liabilities at the end of the reporting period:

	2025		2024	
	Present value of the minimum lease payments US$'000	Total minimum lease payments US$'000	Present value of the minimum lease payments US$'000	Total minimum lease payments US$'000
Within 1 year	**60,337**	**118,882**	50,756	101,368
After 1 year but within 2 years	**47,583**	**104,130**	49,721	98,428
After 2 years but within 5 years	**110,828**	**268,199**	97,311	233,677
After 5 years	**931,343**	**2,901,784**	835,254	2,647,489
	1,089,754	**3,274,113**	982,286	2,979,594
	1,150,091	**3,392,995**	1,033,042	3,080,962
Less: total future interest expenses		**(2,242,904)**		(2,047,920)
Present value of lease liabilities		**1,150,091**		1,033,042

The weighted-average borrowing rate of the Group's lease liabilities was 5.78% (2024: 5.73%) per annum during the year.

NOTES TO THE FINANCIAL STATEMENTS

34. DEFERRED TAXATION

(a) Deferred tax assets and liabilities recognised

The components of deferred tax (assets)/liabilities recognised in the consolidated statement of financial position and the movements during the year are as follows:

Deferred tax arising from:	Depreciation allowance in excess of related depreciation US$'000	Revaluation of properties US$'000	Timing difference on development properties US$'000	Revaluation of financial liabilities US$'000	Revaluation of securities US$'000	Tax losses US$'000	Others US$'000	Total US$'000
At 1 July 2023	(10,761)	(6,013)	(15,424)	165	21,074	(145,229)	54,081	(102,107)
Charged to consolidated income statement	7,184	24,839	26,804	-	5,575	392	575	65,369
(Credited)/charged to other comprehensive income	-	-	-	(165)	-	-	153	(12)
	(3,577)	18,826	11,380	-	26,649	(144,837)	54,809	(36,750)
Exchange adjustments	(11)	(468)	(146)	-	82	(366)	(7)	(916)
At 30 June 2024	(3,588)	18,358	11,234	-	26,731	(145,203)	54,802	(37,666)
At 1 July 2024	**(3,588)**	**18,358**	**11,234**	**-**	**26,731**	**(145,203)**	**54,802**	**(37,666)**
(Credited)/charged to consolidated income statement	**(6,921)**	**(4,611)**	**38,227**	**-**	**7,974**	**25,185**	**5,872**	**65,726**
Effect on changes in tax rate deferred tax balances	**-**	**-**	**-**	**-**	**-**	**-**	**(753)**	**(753)**
Charged to other comprehensive income	**-**	**-**	**-**	**-**	**-**	**-**	**21**	**21**
	(10,509)	**13,747**	**49,461**	**-**	**34,705**	**(120,018)**	**59,942**	**27,328**
Exchange adjustments	**(735)**	**(2,963)**	**1,091**	**-**	**(199)**	**(5,235)**	**3,906**	**(4,135)**
At 30 June 2025	**(11,244)**	**10,784**	**50,552**	**-**	**34,506**	**(125,253)**	**63,848**	**23,193**

	2025 US$'000	2024 US$'000
Net deferred tax assets recognised in the consolidated statement of financial position	**(80,329)**	(109,581)
Net deferred tax liabilities recognised in the consolidated statement of financial position	**103,522**	71,915
	23,193	(37,666)

34. DEFERRED TAXATION (CONT'D)

(b) Deferred tax assets not recognised

Deferred tax assets have not been recognised in respect of the following items:

	2025 US$'000	2024 US$'000
Deductible temporary differences	**189,457**	105,500
Tax losses	**1,431,118**	1,332,566
	1,620,575	1,438,066

(c) Tax losses carried forward

Tax losses for which no deferred tax asset was recognised expire as follows:

	2025 US$'000	2024 US$'000
After 1 year but less than 5 years	**92,554**	79,480
After 5 years but less than 10 years	**20,952**	20,176
After 10 years	**14,644**	36,893
Never expire	**1,302,968**	1,196,017
	1,431,118	1,332,566

The Group has not recognised deferred tax assets in respect of tax losses for certain group companies as it is not probable that future taxable profits against which the losses can be utilised will be available in the relevant tax jurisdiction and entity.

(d) Deferred tax liabilities not recognised

At 30 June 2025, the temporary differences relating to the undistributed profits of subsidiaries amounted to US$177.2 million (2024: US$183.1 million). Deferred tax liabilities of US$17.7 million (2024: US$18.3 million) have not been recognised in respect of the tax that would be payable on the distribution of these retained profits as the Group controls the dividend policy of these subsidiaries and it has been determined that it is probable that the profits will not be distributed in the foreseeable future.

NOTES TO THE FINANCIAL STATEMENTS

35. SHARE CAPITAL AND RESERVES

(a) Movements in components of equity

Details of the changes in the Company's individual components of equity between the beginning and the end of the year are set out below:

	Share capital US$'000	Share premium US$'000	Retained profits US$'000	Total equity US$'000
The Company				
At 1 July 2023	164,526	10,493	3,651,361	3,826,380
Final dividend paid in respect of prior year	–	–	(105,563)	(105,563)
Interim dividend paid in respect of current year	–	–	(21,028)	(21,028)
Total comprehensive income for the year				
– Profit for the year	–	–	647,038	647,038
At 30 June 2024	164,526	10,493	4,171,808	4,346,827
At 1 July 2024	**164,526**	**10,493**	**4,171,808**	**4,346,827**
Final dividend paid in respect of prior year	**–**	**–**	**(114,154)**	**(114,154)**
Interim dividend paid in respect of current year	**–**	**–**	**(25,406)**	**(25,406)**
Total comprehensive income for the year				
– Profit for the year	**–**	**–**	**196,169**	**196,169**
At 30 June 2025	**164,526**	**10,493**	**4,228,417**	**4,403,436**

(b) Nature and purpose of reserves of the Group

(i) The application of share premium account is governed by Section 40 of the Companies Act 1981 of Bermuda.

(ii) The capital and other reserves have been set up and will be dealt with in accordance with the Group's material accounting policies. The purchase consideration for issued shares of the subsidiaries acquired for the purpose of satisfying outstanding share options granted by the subsidiaries is included in the capital reserve. It also comprises statutory and regulatory reserves maintained by HLFG's banking subsidiary companies in Malaysia and Vietnam.

(iii) The contributed surplus is governed by Section 54 of the Companies Act 1981 of Bermuda.

The contributed surplus is available for distribution to shareholders. However, the Company cannot declare or pay a dividend, or make a distribution out of contributed surplus if:

(a) it is, or would after the payment be, unable to pay its liabilities as they become due; or

(b) the realisable value of its assets would thereby be less than the aggregate of its liabilities and its issued share capital and share premium accounts.

NOTES TO THE FINANCIAL STATEMENTS

35. SHARE CAPITAL AND RESERVES (CONT'D)

(b) Nature and purpose of reserves of the Group (cont'd)

(iv) The ESOS reserve comprises the purchase consideration for issued shares of the Company acquired for the Executive Share Scheme for the purpose of satisfying the exercise of share options to be granted to eligible employees.

(v) The share option reserve comprises the cumulative value of employee services received for the issue of share options.

(vi) The exchange translation reserve comprises:

(a) the foreign exchange differences arising from the translation of the financial statements of foreign subsidiaries, associates and joint ventures whose functional currencies are different from the functional currency of the Company.

(b) the exchange differences on monetary items which form part of the Group's net investment in the foreign subsidiaries, associates and joint ventures.

(vii) Fair value reserve comprises unrealised gain or loss arising from changes in fair value of equity investments at FVOCI.

(viii) Hedging reserve comprises the effective portion of the cumulative net change in the fair value of cash flow hedging instruments related to hedged transactions that have not yet occurred.

(ix) Revaluation reserve comprises increase in fair value of other property, plant and equipment and development properties from acquired subsidiaries.

(x) Distributable reserves of the Company at 30 June 2025 amounted to US$4,223,302,000 (2024: US$4,167,242,000).

(c) Share capital

	2025		2024	
	No. of shares '000	US$'000	No. of shares '000	US$'000
Authorised:				
Ordinary shares of US$0.50 each	**800,000**	**400,000**	800,000	400,000
Issued and fully paid:				
As at 1 July and 30 June	**329,051**	**164,526**	329,051	164,526

Note: As at 30 June 2025, 3,826,862 (2024: 3,826,862) ordinary shares were acquired by the Group to reserve for the Executive Share Scheme for the purpose of satisfying the exercise of share options and/or vesting of free shares to be granted to eligible participants.

NOTES TO THE FINANCIAL STATEMENTS

36. NOTES TO THE CONSOLIDATED STATEMENT OF CASH FLOWS

Disposal of a subsidiary

Year ended 30 June 2025

The Group completed the sale of its Multi-Brands (non-proprietary) business to a third party on 18 December 2024.

The major classes of assets and liabilities disposed relating to the Multi-brands business for the period ending 18 December 2024 was as follows:

	2025 US$'000
Net assets disposed of:	
Assets held for sale	428
Gain on disposal	8,511
Consideration received	8,939

The consideration received on the date of disposal was US$8.9 million comprised US$5.1 million in cash consideration and US$3.8 million in other receivables.

Year ended 30 June 2024

On 26 June 2024, the Group completed the sale of Passion Gaming Private Limited ("Passion Gaming") to its founders.

The major classes of assets and liabilities disposed relating to Passion Gaming for the period ending 26 June 2024 was as follows:

	2024 US$'000
Net assets disposed of:	
Intangible assets	91
Other property, plant and equipment	123
Trade and other receivables	209
Cash and short term funds	1,247
Trade and other payables	(1,057)
Net assets disposed of	613
Loss on disposal	(431)
Consideration received	182

The consideration received on the date of disposal was US$0.2 million and net of cash and short term funds disposed, there was a net outflow of US$1.0 million.

37. EMPLOYEE RETIREMENT BENEFITS

(a) Defined benefit retirement plans

The Group has several defined benefit pension schemes, all of which are closed to new members and their assets are held in separate funds administered by independent trustees. Actuarial valuations are carried out at least once every three years. The Group has set aside sufficient funds to fund the schemes.

These defined benefit pension schemes expose the Group to actuarial risks, such as longevity risk, currency risk, interest rate risk and market (investment) risk.

The plans are funded by contributions from the Group's subsidiaries in accordance with the schedule of contributions between the trustees and the Group's subsidiaries following each triennial actuarial valuation carried out by independent actuaries, using the projected unit credit method. The latest independent actuarial valuations of the plans in the United Kingdom were at 1 May 2023 and were prepared by qualified staff of Aon Hewitt Limited, who are members of the Institute and Faculty of Actuaries. The latest independent actuarial valuations of the plans in New Zealand were at 31 March 2024 and were prepared by qualified staff of MCA NZ Limited, who are fellow members of the New Zealand Society of Actuaries. The actuarial valuations indicate that the Group's combined obligations under these defined benefit retirement plans are 111% (2024: 109%) covered by the plan assets held by the trustees.

The amounts recognised in the consolidated statement of financial position are as follows:

	2025 US$'000	2024 US$'000
Present value of funded obligations	**92,067**	89,947
Less: Fair value of plan assets	**(101,761)**	(98,290)
Present value of net surplus of funded plans	**(9,694)**	(8,343)
Employer superannuation tax payable	**444**	480
Present value of unfunded obligations	**4,721**	4,292
Net assets in the consolidated statement of financial position	**(4,529)**	(3,571)

A portion of the above net assets is expected to be settled after more than one year. However, it is not practicable to segregate this amount from the amounts payable in the next twelve months, as future contributions will also relate to future services rendered and future changes in actuarial assumptions and market conditions.

NOTES TO THE FINANCIAL STATEMENTS

37. EMPLOYEE RETIREMENT BENEFITS (CONT'D)

(a) Defined benefit retirement plans (cont'd)

(i) Changes in the present value of the defined benefit obligation are as follows:

	2025 US$'000	2024 US$'000
At 1 July	**89,947**	90,106
Current service costs	**8**	13
Interest cost	**4,577**	4,566
Actuarial (gain)/loss	**(4,139)**	82
Benefits paid	**(5,539)**	(4,970)
Exchange differences	**7,213**	150
At 30 June	**92,067**	89,947

(ii) Changes in the fair value of plan assets are as follows:

	2025 US$'000	2024 US$'000
At 1 July	**(98,290)**	(97,432)
Contributions from the Group	**(699)**	(608)
Benefits paid	**5,539**	4,970
Interest income	**(4,442)**	(4,455)
Actuarial loss/(gain)	**4,158**	(597)
Exchange differences	**(8,027)**	(168)
At 30 June	**(101,761)**	(98,290)

(iii) Movements in the net assets for defined benefit pension scheme recognised in the consolidated statement of financial position are as follows:

	2025 US$'000	2024 US$'000
At 1 July	**(7,863)**	(6,795)
Contributions from the Group	**(699)**	(608)
Expenses recognised in profit or loss	**163**	146
Net actuarial loss/(gain) recognised in other comprehensive income	**19**	(515)
Tax recognised in other comprehensive income	**46**	41
Tax paid during the year	**(102)**	(114)
Exchange differences	**(814)**	(18)
At 30 June	**(9,250)**	(7,863)

37. EMPLOYEE RETIREMENT BENEFITS (CONT'D)

(a) Defined benefit retirement plans (cont'd)

(iv) (Income)/expenses recognised in consolidated income statement and consolidated statement of comprehensive income are as follows:

	2025 US$'000	2024 US$'000
Current service costs	**8**	13
Net interest expense on obligation	**135**	111
Tax recognised in profit or loss	**20**	22
Net actuarial loss/(gain) recognised	**19**	(515)
Tax recognised in other comprehensive income	**46**	41
	228	(328)

(v) Plan assets comprise of:

	2025 US$'000	2024 US$'000
Equity/diversified growth fund	**18,482**	27,272
Bond	**78,520**	64,602
Insurance policy	**3,152**	3,784
Cash	**1,607**	2,632
	101,761	98,290

(vi) Principal actuarial assumptions as at the reporting date (expressed as weighted averages) are as follows:

	2025	2024
Discount rate	**5.72%**	5.20%
Rates of increase to pensions in payment		
– Retail Price Index maximum 5% per annum	**2.65%**	2.85%
– Consumer Price Index maximum 3% per annum	**1.95%**	2.05%
– Consumer Price Index maximum 2.5% per annum	**1.75%**	1.80%
Rate of increase in salaries	**4.00%**	4.00%

NOTES TO THE FINANCIAL STATEMENTS

37. EMPLOYEE RETIREMENT BENEFITS (CONT'D)

(a) Defined benefit retirement plans (cont'd)

(vi) Principal actuarial assumptions as at the reporting date (expressed as weighted averages) are as follows: (cont'd)

Reasonably possible changes at the reporting date to one of the relevant actuarial assumptions, holding other assumptions constant, would have affected the defined benefit obligation by the amounts shown below.

	Increase US$'000	Decrease US$'000
2025		
Discount rate (1% movement)	**(7,861)**	**9,236**
Rate of increase to pensions in payment (1% movement)	**2,477**	**(2,477)**
Rate of increase in salaries (1% movement)	**137**	**(137)**
Future mortality (1% movement)	**1,915**	**(1,790)**
2024		
Discount rate (1% movement)	(7,637)	9,032
Rate of increase to pensions in payment (1% movement)	2,160	(2,286)
Rate of increase in salaries (1% movement)	126	(126)
Future mortality (1% movement)	1,771	(1,783)

Although the analysis does not take account of the full distribution of cash flows expected under the plan, it does provide an approximation of the sensitivity of the assumptions shown.

Other pension commitment

Rank has an unfunded pension commitment relating to three former executives of Rank. At 30 June 2025, Rank's commitment was US$4.7 million (2024: US$4.3 million). Rank paid US$0.3 million (2024: US$0.1 million) in pension payments during the year. The actuarial loss arising on the commitment, resulting from the changes in assumptions outlined below in the year, was US$0.1 million after taxation (2024: Nil).

Assumptions used to determine the obligations at:

	2025	2024
Discount rate per annum	**5.1%**	5.1%
Pension increases per annum	**5.0%**	5.0%

The obligation has been calculated using the S2 mortality tables with a 1.5% per annum improvement in life expectancy.

NOTES TO THE FINANCIAL STATEMENTS

37. EMPLOYEE RETIREMENT BENEFITS (CONT'D)

(b) Defined contribution retirement plans

The Company and its subsidiaries in Hong Kong operate a Mandatory Provident Fund Scheme ("MPF Scheme") which has been established under the Mandatory Provident Fund Schemes Ordinance for employees employed under the jurisdiction of the Hong Kong Employment Ordinance in December 2000. The MPF Scheme is a defined contribution retirement scheme administered by independent trustees. Under the MPF Scheme, the Group's contribution is 10 percent or 5 percent of employees' monthly salaries and is expensed as incurred.

Subsidiaries in Singapore operate a Central Provident Fund Scheme ("CPF Scheme") which is a defined contribution scheme. Under this CPF Scheme, the subsidiary's contribution is 7.5 percent to 17 percent of employees' monthly salaries and is expensed as incurred.

During the year, the Group's costs incurred on employees pension schemes were US$16,211,000 (2024: US$14,853,000) and forfeited contributions in the amount of US$17,000 (2024: US$1,000) were used to reduce current year's contributions.

38. FINANCIAL RISK MANAGEMENT AND FAIR VALUES

Exposure to credit, liquidity, interest rate and currency risks arises in the normal course of the Group's business. The Group is also exposed to equity price risk arising from its equity investments in other entities.

These risks are managed by the Group's financial risk management policies and practices described below.

(a) Credit risk

The Group's credit risks are primarily attributable to bank deposits, debt securities, derivative financial instruments and trade and other receivables. Management has a credit policy in place and the exposures to these credit risks are monitored on an ongoing basis.

The Group's bank deposits are only placed in and debt securities are only purchased from counterparties which have high credit quality. Transactions involving derivative financial instruments are with counterparties with sound credit ratings. The Group has limits for exposures to individual counterparties and countries to manage concentration risk.

The Group's credit exposure in the property business is minimal as customers fund their purchases of residential housing units with mortgaged home loans from independent financial institutions. The hotel business has its own credit policy to allow credit periods of up to 60 days for certain of its customers. Sales to gaming retail customers are settled in cash or using major credit cards. The Group has no significant concentrations of credit risks. The Group does not hold any collateral over the receivables balances.

The Group measures loss allowance for trade debtors in accordance with accounting policy in note 2(k)(i). The allowance for expected credit losses is insignificant.

The maximum exposure to credit risk at the end of the reporting period without taking into account of any collateral held is represented by the carrying amount of each financial asset, including derivative financial instruments, in the consolidated statement of financial position after deducting any impairment allowance.

NOTES TO THE FINANCIAL STATEMENTS

38. FINANCIAL RISK MANAGEMENT AND FAIR VALUES (CONT'D)

(b) Liquidity risk

Liquidity is managed on a daily basis by the treasury and finance departments. They are responsible for ensuring that the Group has adequate liquidity for all operations, ensuring that the funding mix is appropriate so as to avoid maturity mismatches. The Group manages liquidity risk by holding sufficient liquid assets of appropriate quality to ensure that short term funding requirements are covered within prudent limits.

The following table details the remaining contractual maturities at the end of the reporting period of the Group's non-derivative financial liabilities and derivative financial liabilities, which are based on contractual undiscounted cash flows (including interest payments computed using contractual rates or, if floating, based on rates prevailing at the end of the reporting period) and the earliest date the Group can be required to pay:

	2025 Contractual undiscounted cash flow						2024 Contractual undiscounted cash flow					
	Within 1 year or on demand US$'000	More than 1 year but less than 2 years US$'000	More than 2 years but less than 5 years US$'000	More than 5 years US$'000	Total US$'000	Carrying amount at 30 June 2025 US$'000	Within 1 year or on demand US$'000	More than 1 year but less than 2 years US$'000	More than 2 years but less than 5 years US$'000	More than 5 years US$'000	Total US$'000	Carrying amount at 30 June 2024 US$'000
Non-derivative financial liabilities												
Bank loans and other loans	(1,245,653)	(675,302)	(2,567,378)	(53,756)	(4,542,089)	(4,235,189)	(1,954,447)	(805,087)	(1,763,418)	(47,007)	(4,569,959)	(4,156,393)
Unsecured medium term notes and bonds	(191,938)	(393,055)	(241,051)	-	(826,044)	(767,619)	(20,901)	(163,839)	(441,493)	-	(626,233)	(573,444)
Trade and other payables	(612,149)	(22,419)	(32,212)	-	(666,780)	(666,780)	(545,089)	(355)	(57,832)	-	(603,276)	(603,276)
Lease liabilities	(118,882)	(104,130)	(268,199)	(2,901,784)	(3,392,995)	(1,150,091)	(101,368)	(98,428)	(233,677)	(2,647,489)	(3,080,962)	(1,033,042)
	(2,168,622)	(1,194,906)	(3,108,840)	(2,955,540)	(9,427,908)	(6,819,679)	(2,621,805)	(1,067,709)	(2,496,420)	(2,694,496)	(8,880,430)	(6,366,155)
Derivative financial liabilities												
Derivatives settled gross:												
Forward foreign exchange contracts												
- outflows	(712,663)	-	-	-	(712,663)		(488,927)	-	-	-	(488,927)	
- inflows	698,261	-	-	-	698,261		486,609	-	-	-	486,609	
	(14,402)	-	-	-	(14,402)		(2,318)	-	-	-	(2,318)	

38. FINANCIAL RISK MANAGEMENT AND FAIR VALUES (CONT'D)

(c) Interest rate risk

The Group's interest rate risk arises from treasury activities and borrowings. The Group manages its interest rate exposure with a focus on reducing the Group's overall cost of debt and exposure to changes in interest rates. The Group uses interest rate swaps to manage its interest rate exposure as appropriate. As at 30 June 2025, the Group had interest rate swaps with outstanding notional amount of US$494.3 million (2024: US$73.7 million).

(i) Interest rate profile

The following table details the interest rate profile of the Group's interest earning financial assets and interest bearing financial liabilities at the end of the reporting period.

	2025		2024	
	Effective interest rate	US$'000	Effective interest rate	US$'000
Floating rate financial liabilities				
Bank loans and other borrowings	**1.48% to 7.35%**	**(3,933,574)**	3.96% to 7.88%	(3,860,862)
		(3,933,574)		(3,860,862)
Fixed rate financial assets/(liabilities)				
Deposits with banks	**0.10% to 5.14%**	**1,599,118**	0.10% to 6.25%	1,419,194
Bank loans and other borrowings	**3.29% to 5.08%**	**(1,069,234)**	3.29% to 5.08%	(868,975)
Lease liabilities	**2.80% to 7.49%**	**(1,150,091)**	2.80% to 7.49%	(1,033,042)
		(620,207)		(482,823)
Total		**(4,553,781)**		(4,343,685)

(ii) Sensitivity analysis

At 30 June 2025, it is estimated that a general increase/decrease of 1 to 110 basis points (2024: 1 to 125 basis points) in interest rates in respect of the Group's various currencies, mainly United States dollars, Pound sterling, Hong Kong dollars, Singapore dollars and Malaysian ringgit, with all other variables held constant, would have decreased/increased the Group's profit by approximately US$13.4 million (2024: US$24.0 million), but no significant effect (2024: Nil) on other components of equity.

The sensitivity analysis above indicates the instantaneous change in the Group's profit or loss and other components of equity that would arise assuming that the change in interest rates had occurred at the end of the reporting period and had been applied to re-measure those financial instruments held by the Group which expose the Group to fair value interest rate risk at the end of the reporting period. In respect of the exposure to cash flow interest rate risk arising from floating rate non-derivative instruments held by the Group at the end of the reporting period, the impact on the Group's profit or loss and other components of equity is estimated as an annualised impact on interest expense or income of such a change in interest rates. The analysis is performed on the same basis as for 2024.

NOTES TO THE FINANCIAL STATEMENTS

38. FINANCIAL RISK MANAGEMENT AND FAIR VALUES (CONT'D)

(d) Foreign currency risk

Structural foreign currency positions arise mainly on overseas investments in Singapore, Malaysia, China and the United Kingdom. Currency exposure to these overseas investments is managed primarily at the Group level with the principal objective of ensuring that the Group's reserves are protected from exchange rate fluctuations.

The Group from time to time enters into foreign exchange contracts, which are primarily over-the-counter derivatives, principally for hedging foreign currency exposures and investments.

(i) Exposure to foreign currency risk

The following table details the Group's exposure at the end of the reporting period to currency risk arising from recognised assets or liabilities denominated in a currency other than the functional currency of the entity to which they relate. Differences resulting from the translation of the financial statements of foreign operations into the Group's presentation currency and exposure arising from inter-company balances which are considered to be in the nature of interest in subsidiaries are excluded.

	2025					2024				
	Australian dollars '000	New Zealand dollars '000	Singapore dollars '000	Euro dollars '000	Renminbi '000	Australian dollars '000	New Zealand dollars '000	Singapore dollars '000	Euro dollars '000	Renminbi '000
Trade and other receivables	1,461	-	-	6,588	6,387	4,059	-	-	6,010	141
Trading financial assets	-	-	-	31,168	-	-	-	-	53,295	-
Cash and short term funds	1,383	392	8,373	144,585	1,621,750	255,609	434	8,502	60,226	31,495
Trade and other payables	(320)	(311)	(8,310)	(13,366)	(2,852)	-	(434)	(8,386)	(15,616)	(7,959)
Bank loans and other borrowings	-	-	-	-	(2,157,525)	-	-	-	-	(2,157,525)
Gross exposure arising from recognised assets and liabilities	2,524	81	63	168,975	(532,240)	259,668	-	116	103,915	(2,133,848)
Notional amounts of forward exchange contracts at fair value through profit or loss	69,967	9,551	(53,281)	(126,991)	(1,620,901)	(264,904)	(26,980)	-	(52,928)	-
Overall net exposure	72,491	9,632	(53,218)	41,984	(2,153,141)	(5,236)	(26,980)	116	50,987	(2,133,848)

38. FINANCIAL RISK MANAGEMENT AND FAIR VALUES (CONT'D)

(d) Foreign currency risk (cont'd)

(ii) Sensitivity analysis

The following table indicates the instantaneous change in the Group's profit or loss and other components of equity that would arise if foreign exchange rates to which the Group has significant exposure at the end of the reporting period had changed at that date, assuming all other risk variables remained constant.

	2025			2024		
	Increase in foreign exchange rates	Effect on profit or loss US$'000	Effect on other components of equity US$'000	Increase in foreign exchange rates	Effect on profit or loss US$'000	Effect on other components of equity US$'000
Australian dollars	**4.0%**	**134**	**–**	5.4%	(74)	–
New Zealand dollars	**2.2%**	**213**	**–**	3.8%	303	–
Singapore dollars	**0.4%**	**(942)**	**–**	2.8%	2	–
Euro dollars	**0.6%**	**248**	**–**	3.8%	1,930	–
Renminbi	**0.5%**	**(1,487)**	**–**	1.1%	(3,084)	–

Results of the analysis as presented in the above table represent an aggregation of the instantaneous effects on each of the Group entities' profit or loss and other components of equity measured in the respective functional currencies, translated into United States dollars at the exchange rate ruling at the end of the reporting period for presentation purpose.

The sensitivity analysis assumes that the change in foreign exchange rates had been applied to re-measure those financial instruments held by the Group which expose the Group to foreign currency risk at the end of the reporting period. The analysis is performed on the same basis as for 2024.

(e) Equity price risk

The Group is exposed to equity price changes arising from equity investments classified as trading financial assets (see note 27) and equity investments at FVOCI (see note 20).

The Group maintains an investment portfolio which comprises listed and unlisted equities. Investments are chosen to enhance creation of capital value for trading purpose as well as for long term potential growth. Equity investments are subject to asset allocation limits to control appropriate risks. The portfolio size is regularly reviewed and the price movements are closely monitored by the investment committee, who will take appropriate actions when required.

At 30 June 2025, it is estimated that an increase/decrease of 1% to 21% (2024: 3% to 14%) in the market value of the Group's global listed trading securities and equity investments at FVOCI, with all other variables held constant, would have increased/decreased the Group's profit by US$158.0 million (2024: US$121.7 million) and other components of equity by US$146.5 million (2024: US$26.8 million). The analysis is performed on the same basis as for 2024.

NOTES TO THE FINANCIAL STATEMENTS

38. FINANCIAL RISK MANAGEMENT AND FAIR VALUES (CONT'D)

(f) Fair values measurement

(i) Financial assets and liabilities measured at fair value

The following table presents the fair value of the Group's financial instruments measured at the end of the reporting period on a recurring basis, categorised into the three-level fair value hierarchy as defined in HKFRS 13, Fair Value Measurement. The level into which a fair value measurement is classified is determined with reference to the observability and significance of the inputs used in the valuation technique as follows:

– Level 1 valuations: Fair value measured using only Level 1 inputs i.e. unadjusted quoted prices in active markets for identical assets or liabilities at the measurement date.

– Level 2 valuations: Fair value measured using Level 2 inputs i.e. observable inputs which fail to meet Level 1, and not using significant unobservable inputs. Unobservable inputs are inputs for which market data are not available.

– Level 3 valuations: Fair value measured using significant unobservable inputs.

	2025				2024			
	Level 1 US$'000	Level 2 US$'000	Level 3 US$'000	Total US$'000	Level 1 US$'000	Level 2 US$'000	Level 3 US$'000	Total US$'000
Recurring fair value measurements								
Assets								
Equity investments at FVOCI:								
– Listed	671,588	–	–	671,588	552,931	–	–	552,931
– Unlisted	–	3,385	74,733	78,118	–	6,509	66,602	73,111
Trading financial assets:								
– Listed	1,215,190	–	–	1,215,190	1,232,723	–	–	1,232,723
Derivative financial instruments:								
– Interest rate swaps	–	–	–	–	–	360	–	360
– Equity swaps	–	24	–	24	–	–	–	–
– Forward exchange contracts	–	3,288	–	3,288	–	2,949	–	2,949
	1,886,778	6,697	74,733	1,968,208	1,785,654	9,818	66,602	1,862,074
Liabilities								
Derivative financial instruments:								
– Forward exchange contracts	–	17,138	–	17,138	–	3,079	–	3,079
– Interest rate swaps	–	12,223	–	12,223	–	–	–	–
– Equity swaps	–	1,385	–	1,385	–	2,651	–	2,651
	–	30,746	–	30,746	–	5,730	–	5,730

NOTES TO THE FINANCIAL STATEMENTS

38. FINANCIAL RISK MANAGEMENT AND FAIR VALUES (CONT'D)

(f) Fair values measurement (cont'd)

(i) Financial assets and liabilities measured at fair value (cont'd)

During the years ended 30 June 2025 and 30 June 2024, there were no transfers between Level 1 and Level 2. The Group's policy is to recognise transfers between levels of fair value hierarchy as at the end of the reporting period in which they occur.

Valuation techniques and inputs used in Level 2 fair value measurements

The fair value of forward exchange contracts is determined based on quotes from market makers or alternative market participants supported by observable inputs including spot and forward exchange rates. The fair value of other derivative financial instruments is determined based on the amount that the Group would receive or pay to terminate the contracts with the independent counterparties at the end of the reporting period, taking into account current observable inputs. The fair value of the unlisted equity investment at FVOCI in Level 2 is determined using a valuation technique based on the net asset value approach, which takes into consideration the fair value of the underlying assets and liabilities of the unlisted equity investment at FVOCI. The assets held by the unlisted equity investment at FVOCI consist of a publicly traded investment in an active market which is reported at the market closing price.

Information about Level 3 fair value measurements

Other unlisted equity investments at FVOCI carried at fair value are categorised within Level 3 of the fair value hierarchy. The fair values are determined using a valuation technique or based on the net asset value approach, which takes into consideration the fair value of the underlying assets and liabilities of the investee fund.

The movements during the year in the balance of Level 3 fair value measurements are as follows:

	2025 US$'000	2024 US$'000
Unlisted equity investments at FVOCI:		
At 1 July	**66,602**	84,810
Net unrealised gains/(losses) recognised in other comprehensive income during the year	**6,131**	(18,199)
Additions	**2,866**	1,879
Cash distribution	**(866)**	(1,888)
At 30 June	**74,733**	66,602

The net unrealised gains or losses arising from the remeasurement of the unlisted equity investments at FVOCI are recognised in fair value reserve (non-recycling) in other comprehensive income. Upon disposal of the equity investments, the amount accumulated in other comprehensive income is transferred directly to retained profits.

(ii) Fair value of financial assets and liabilities carried at other than fair value

The carrying amounts of the financial instruments carried at cost or amortised cost are not materially different from their fair values as at 30 June 2025 and 2024.

NOTES TO THE FINANCIAL STATEMENTS

38. FINANCIAL RISK MANAGEMENT AND FAIR VALUES (CONT'D)

(g) Financial assets and liabilities subject to offsetting, enforceable master netting arrangements or similar agreements

The Group enters into derivative transactions under International Swaps and Derivatives Association ("ISDA") master agreements providing offsetting mechanism under certain circumstances. At the end of the reporting period, the Group and the counterparties have not exercised their rights to offset the financial instruments and the derivatives are settled at gross amount.

39. CAPITAL MANAGEMENT

The Group's primary objectives when managing capital are to safeguard the Group's ability to continue as a going concern, so that it can continue to provide returns for shareholders and benefits for other stakeholders, by pricing products and services commensurately with the level of risk and by securing access to finance at a reasonable cost.

The Group actively and regularly reviews and manages its capital structure to maintain a balance between the higher shareholder returns that might be possible with higher levels of borrowings and the advantages and security afforded by a sound capital position, and makes adjustments to the capital structure in light of changes in economic conditions.

The Group monitors its capital structure by reviewing its equity-debt ratio and cashflow requirements, taking into account of its future financial obligations and commitments. For this purpose, the Group defines equity-debt ratio as the ratio of the total equity attributable to equity shareholders of the Company to net debt. Net debt comprises total borrowings less cash and short term funds as well as trading financial assets.

The equity-debt ratio at the end of the reporting period is as follows:

	2025 US$'000	2024 US$'000
Bank loans and other loans	**4,235,189**	4,156,393
Other borrowings	**767,619**	573,444
Total borrowings	**5,002,808**	4,729,837
Less: Cash and short term funds	**(2,045,858)**	(1,909,223)
Trading financial assets	**(1,215,190)**	(1,232,723)
Net debt	**1,741,760**	1,587,891
Total equity attributable to equity shareholders of the Company	**8,753,711**	7,857,223
Equity-debt ratio	**83 : 17**	83 : 17

40. COMMITMENTS

(a) Capital commitments outstanding at year end not provided for in the financial statements

	2025 US$'000	2024 US$'000
Authorised and contracted for	**17,625**	19,803
Authorised but not contracted for	**35,667**	17,604
	53,292	37,407

The commitment in respect of development expenditure contracted but not provided for in the financial statements by the Group was US$521.4 million (2024: US$433.6 million).

(b) There were also commitments in respect of foreign currency contracts relating to the normal operations as at 30 June 2025 and 30 June 2024.

41. CONTINGENT LIABILITIES

Rank

Property arrangements

Rank has certain property arrangements under which rental payments revert to Rank in the event of default by the third party. At 30 June 2025, it is not considered probable that the third party will default. As such, no provision has been recognised in relation to these arrangements. If the third party was to default on these arrangements, the obligation was to fall back to Rank and the undiscounted monthly rental for these property arrangements was GBP0.3 million (approximately US$0.4 million) on a discounted basis.

Legal and regulatory landscape

Given the nature of the legal and regulatory landscape of the industry, from time to time Rank receives notices and communications from regulatory authorities and other parties in respect of its activities and is subject to compliance assessments of its licensed activities.

Rank recognises that there is uncertainty over any fines or charges that may be levied by regulators as a result of past events and depending on the status of such reviews, it is not always possible to reliably estimate the likelihood, timing and value of potential cash outflows.

Disposal claims

As a consequence of historic sale or closure of previously owned businesses, Rank may be liable for legacy industrial disease and personal injury claims alongside any other directly attributable costs. The nature and timing of these claims are uncertain and depending on the result of the claim's assessment review, it is not always possible to reliably estimate the likelihood, timing and value of potential cash outflows.

NOTES TO THE FINANCIAL STATEMENTS

41. CONTINGENT LIABILITIES (CONT'D)

Rank (cont'd)

Contingent consideration

On 21 April 2022, Rank completed the purchase of the remaining 50% shareholding of UK Digital Limited (previously known as Aspers Online Limited) for a total consideration of GBP1.3 million (approximately US$1.6 million). Of this consideration, GBP0.5 million (approximately US$0.6 million) was paid in cash on completion in lieu of the outstanding loan balance Rank owed to the seller and GBP0.8 million (approximately US$1.0 million) in contingent consideration included in trade and other payables.

The contingent consideration is equivalent to a percentage of the net gaming revenue generated from the acquired customer database. A present value of GBP0.8 million (approximately US$1.0 million) was recognised at 30 June 2022.

Rank settled GBP0.5 million (approximately US$0.6 million) of the contingent consideration in the subsequent two years, leaving a balance of GBP0.3 million (approximately US$0.4 million) as at 30 June 2024. At 30 June 2025, Rank settled a further GBP0.2 million (approximately US$0.3 million) of the contingent consideration leaving a balance of GBP0.1 million (approximately US$0.1 million). This balance is deemed sufficient to cover payments until the end of the 2026 financial year.

42. MATERIAL RELATED PARTY TRANSACTIONS

(a) Banking transactions

Transactions with companies in the Hong Leong Company (Malaysia) Berhad ("HLCM") Group:

During the year, the Group entered into a number of transactions in the normal course of business with companies in the HLCM Group including deposits and correspondent banking transactions. The transactions were priced based on the relevant market rates at the time of each transaction, and were under the same terms as those available to the independent counterparties and customers.

Mr. QUEK Leng Chan, being a deemed controlling shareholder of the Company, is a deemed controlling shareholder of HLCM. Companies in the HLCM Group are deemed related parties to the Group.

Information relating to interest income from these transactions during the year and balance outstanding at the end of the reporting period is set out below:

(i) Income for the year ended 30 June

	2025 US$'000	2024 US$'000
Interest income	633	832

(ii) Balance as at 30 June

	2025 US$'000	2024 US$'000
Deposits and short term funds	26,126	13,802

42. MATERIAL RELATED PARTY TRANSACTIONS (CONT'D)

(b) Management fees

On 30 June 2023, the Company entered into the Master Services Agreement with GuoLine Group Management Company Pte. Ltd. ("GGMC") for three financial years from 1 July 2023 to 30 June 2026. GGMC or other Hong Leong Group company(ies) (comprising GuoLine Capital Assets Limited ("GCAL") and HLCM and their subsidiaries) as may be agreed by the parties from time to time may become service provider(s) under the Master Services Agreement.

GGMC is a wholly-owned subsidiary of GCAL, the ultimate holding company and a substantial shareholder of the Company. Mr QUEK Leng Chan, being a controlling shareholder of GCAL and HLCM, is regarded as a substantial shareholder of the Company. GGMC and other Hong Leong Group companies which may become service provider(s) under the Master Services Agreement are deemed related parties to the Group.

Total amount paid or provided for in respect of management fees to GGMC and HL Management Co Sdn Bhd for the year ended 30 June 2025 amounted to US$20,279,000 (2024: US$16,922,000) and US$655,000 (2024: US$335,000) respectively.

(c) Investment management fees, performance fee and advisory fees

On 1 November 2022, Asia Fountain Assets Limited ("AFAL"), an indirect wholly-owned subsidiary of the Company, entered into the Investment Management Agreement with GuoLine Advisory Pte. Ltd. ("GAPL", a 50:50 joint venture company owned by GuocoEquity Assets Limited (a direct wholly-owned subsidiary of the Company) and GGMC). GAPL provides AFAL with discretionary fund management services in relation to all the investment assets (including monies and other investment products) of AFAL, proceeds therefrom and dividend income, other than those which may be designated by AFAL as not forming part of the mandate of GAPL under the Investment Management Agreement in accordance with the terms and conditions of the Investment Management Agreement.

On 1 November 2022, Guoco Management Company Limited ("GMC"), a direct wholly-owned subsidiary of the Company, entered into the Investment Advisory and Management Agreement with GAPL. GAPL provides GMC, Asia Fountain Investment Company Limited (an indirect wholly-owned subsidiary of the Company) and other relevant wholly-owned subsidiaries of the Company with investment advisory services in accordance with the terms and conditions of the Investment Advisory and Management Agreement.

Total amount paid or provided for in respect of investment management fees and performance fee to GAPL by AFAL for the year ended 30 June 2025 amounted to US$3,653,000 (2024: US$3,328,000) and US$21,000 (2024: US$133,000) respectively.

Total amount paid or provided for in respect of advisory fees to GAPL by GMC for the year ended 30 June 2025 amounted to US$369,000 (2024: US$408,000).

(d) Key management personnel information

Emoluments for key management personnel, including amounts paid to the Company's directors as disclosed in note 9, is as follows:

	2025 US$'000	2024 US$'000
Short-term employee benefits	**6,860**	4,594

Total emoluments are included in "staff costs" (see note 7(b)).

NOTES TO THE FINANCIAL STATEMENTS

42. MATERIAL RELATED PARTY TRANSACTIONS (CONT'D)

(e) Applicability of the Listing Rules relating to connected transactions

The related party transactions in respect of (a) banking transactions, (b) management fees and (c) investment management fees, performance fee and advisory fees above constitute continuing connected transactions as defined in Chapter 14A of the Listing Rules. The disclosures required by Chapter 14A of the Listing Rules are provided in section "INTERESTS IN CONTRACTS AND CONNECTED TRANSACTIONS" of the Report of the Directors.

43. COMPANY-LEVEL STATEMENT OF FINANCIAL POSITION

	2025 US$'000	2024 US$'000
NON-CURRENT ASSETS		
Interest in subsidiaries	**3,252,011**	3,512,256
Interest in associated company	**242,832**	242,832
Intangible assets	**203**	203
	3,495,046	3,755,291
CURRENT ASSETS		
Trade and other receivables	**8,594**	10,274
Cash and short term funds	**1,107,345**	898,903
	1,115,939	909,177
CURRENT LIABILITIES		
Amounts due to subsidiaries	**191,836**	313,698
Trade and other payables	**15,713**	3,943
	207,549	317,641
NET CURRENT ASSETS	**908,390**	591,536
NET ASSETS	**4,403,436**	4,346,827
CAPITAL AND RESERVES		
Share capital (note 35)	**164,526**	164,526
Reserves (note 35)	**4,238,910**	4,182,301
TOTAL EQUITY	**4,403,436**	4,346,827

Approved and authorised for issue by the Board of Directors on 19 September 2025.

KWEK Leng Hai
Christian K. NOTHHAFT
Directors

44. PARENT AND ULTIMATE HOLDING COMPANY

The directors consider the parent company at 30 June 2025 to be GuoLine Overseas Limited, which is incorporated in Bermuda and the ultimate holding company to be GuoLine Capital Assets Limited, which is incorporated in Jersey. These entities do not produce financial statements available for public use.

45. POSSIBLE IMPACT OF NEW OR AMENDED STANDARDS ISSUED BUT NOT YET EFFECTIVE FOR THE YEAR ENDED 30 JUNE 2025

Up to the date of issue of these financial statements, the HKICPA has issued a number of new or amended standards which are not yet effective for the year ended 30 June 2025 and which have not been adopted in these financial statements. These include the following which may be relevant to the Group.

	Effective for accounting periods beginning on or after
Amendments to HKAS 21, *The effects of changes in foreign exchange rates – Lack of exchangeability*	1 January 2025
Amendments to HKFRS 9, *Financial instruments* and HKFRS 7, *Financial instruments: disclosures – Amendments to the classification and measurement of financial instruments*	1 January 2026
Annual Improvements to HKFRS Accounting Standards – Volume 11	1 January 2026
HKFRS 18, *Presentation and disclosure in financial statements*	1 January 2027
HKFRS 19, *Subsidiaries without public accountability: disclosures*	1 January 2027

The Group is in the process of making an assessment of what the impact of these new or amended standards is expected to be in the period of initial application. So far it has concluded that the adoption of them is unlikely to have a significant impact on the consolidated financial statements.

MAJOR DEVELOPMENT PROPERTIES AND PROPERTIES HELD FOR SALE OF THE SUBSIDIARIES

Property	Existing/ Intended Use	Stage of Completion	Expected Temporary Occupation Permit ("TOP") date	Site area sq.m	Gross floor area sq.m	Group's interest %
Singapore						
Guoco Midtown situated at Beach Road	Residential/ Commercial#/ Office#	Completed		22,202	90,029	47
Guoco Midtown II situated at Tan Quee Lan Street	Office/ Residential	Completed		11,531	48,430	40
Lentor Mansion situated at Lentor Gardens	Residential	53%	1st Half 2028	21,867	45,921	40
Lentor Modern situated at Lentor Central	Residential/ Commercial/ Retail	Completed		17,280	60,480	67
Springleaf Residence situated at Upper Thomson Road	Residential	3%	2nd Half 2029	32,024	80,060	40
Faber Residence situated at Faber Walk	Residential	Planning	1st Half 2029	25,796	36,114	33
River Modern situated at River Valley Green	Residential/ Commercial/ Retail	Planning	*	11,736	40,676	67
Malaysia						
Emerald 9 situated at Lots 809 and 810, Cheras Batu 8¼ and 8½ Jalan Cheras, Daerah Hulu Langat, Selangor	Residential/ Hotel/ Commercial/ Retail	Phase 1: 100% Phase 2, 3 and 4: 33% to 55%	Completed In phases from 2nd Quarter 2026 to 1st Quarter 2027	41,010	287,235	45

MAJOR DEVELOPMENT PROPERTIES AND PROPERTIES HELD FOR SALE OF THE SUBSIDIARIES

Property	Existing/ Intended Use	Stage of Completion	Expected Temporary Occupation Permit ("TOP") date	Site area sq.m	Gross floor area sq.m	Group's interest %
Malaysia (cont'd)						
Emerald Hills situated at Lots 7585 to 7589, 7597 to 7600, 103882 and PT 15231, Mukim Petaling Wilayah Persekutuan, Kuala Lumpur	Residential	100%	Completed	191,658	245,980	45
Vacant Agriculture Land situated at Mukim of Jasin, Melaka Darul Amin	Residential	Planning	*	7,153,439	*	31
The People's Republic of China						
Guoco Changfeng City situated at Putuo District, Shanghai	Office#/Retail#	Completed		43,500	133,065	67
Guoco 18T situated at Yuzhong District, Chongqing	Residential/ Commercial	Plot 1 and 2: 100% Plot 3 and 4: Planning	Completed *	48,961	341,080	50
Chongqing Central Park situated at Liangjiang District, Chongqing	Residential/ Commercial	Plot 1 and 2: Planning Plot 3 and 4: 45% to 72%	* In phases from 4th Quarter 2024 to 1st Quarter 2027	141,958	197,600	50

* Not available as these developments have not commenced construction or have not been launched yet.
\# The carrying value is included in Investment Properties.

MAJOR PROPERTIES OF THE SUBSIDIARIES HELD FOR INVESTMENT

Location	Existing Use	Tenure of Land
Singapore		
20 Collyer Quay Singapore 049319	Office building	999 years lease with effect from 5 November 1862
Lots 99951A, 99952K and 99953N Part of 61 Robinson Road Singapore 068893	Reversionary interests in freehold land	(Note)
Guoco Tower 1/3/5/7/9 Wallich Street Singapore	Office building and retail mall	99 years lease with effect from 21 February 2011
Guoco Midtown Beach Road	Office building and retail mall	99 years lease with effect from 2 January 2018
Guoco Midtown II Tan Quee Lan Street	Office building and retail mall	99 years lease with effect from 10 December 2019
Lentor Modern Lentor Central	Commercial building and retail mall	99 years lease with effect from 26 October 2021

Note: The Group disposed of its interests in a 98-year lease (with effect from 19 March 1998) in the freehold land. Accordingly, the Group recognised its reversionary interests in the freehold land.

Location	Existing Use	Tenure of Land
Malaysia		
Damansara City Lot 58303 Bukit Damansara Kuala Lumpur	Retail mall and hotel	Freehold
The People's Republic of China		
Guoco Changfeng City No. 452 Daduhe Road Shanghai	Commercial building and retail mall	50 years land use rights with effect from 11 December 2005
Hong Kong		
The Center 12th & 15th Floors 99 Queen's Road Central Hong Kong	Office building	From 24 November 1995 to 30 June 2047