

Annual Report | 2025

Pico Far East Holdings Limited Stock Code 752
(Incorporated in the Cayman Islands with Limited Liability)



FROM GOOD
TO AMAZING
精進不休



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Results in Brief

Revenue		HK\$7,208m 2024 HK\$6,327m +13.9%
Profit from core operations		HK\$591.6m 2024 HK\$499.4m +18.5%
Profit for the year		HK\$436.0m 2024 HK\$368.0m +18.5%
Profit attributable to owners of the Company		HK\$436.0m 2024 HK\$357.6m +21.9%
EBITDA*		HK\$636.9m 2024 HK\$564.4m +12.8%
Dividend per share		HK19.0 cents 2024 HK16.5 cents +15.2%
Earnings per share – basic		HK34.92 cents 2024 HK28.84 cents +21.1%
Earnings per share – diluted		HK34.77 cents 2024 HK28.74 cents +21.0%
Equity attributable to owners of the Company		HK\$2,547m 2024 HK\$2,292m +11.1%
Return on average equity attributable to owners of the Company		18.0% 2024 15.7% +2.3 pts
Current ratio		1.40 times 2024 1.37 times +2.2%

* Earnings before interest, taxes, depreciation, amortisation and a change in remeasurement of contingent consideration

Group Facts

5,000

events activated worldwide

Official service provider for 3,500,000

sq. m. of gross exhibition space

Operations span 37

cities worldwide

13

in EMEA and the United States

Abu Dhabi	Amsterdam	Cairo
Doha	Dubai	Enniskerry
London	Los Angeles	Manama
Milan	Muscat	New York
Riyadh		

24

in Asia-Pacific including Greater China

Bangkok	Beijing	Dongguan
Gold Coast	Guangzhou	Hanoi
Ho Chi Minh City	Hong Kong	Jakarta
Kuala Lumpur	Macau	Manila
Melbourne	Perth	Seoul
Shanghai	Shenzhen	Singapore
Sydney	Taipei	Tianjin
Tokyo	Xi'an	Yangon

90,000+

sq.m. of production facilities

2,300+

full-time employees worldwide

Gender	Age
Female: 47%	<40: 63%
Male: 53%	40+: 37%

40+

international awards





Chairman's Statement

I am pleased to present our shareholders with the annual report of the Company and its subsidiaries (“the Group”) for the year ended October 31, 2025.

Financial Results

During the financial year under review, the Group continued to push forward its strategies to build a resilient and growth-sustaining business. As a Total Brand Activation (“TBA”) company, the Group deploys Content, Community, Creative, Technology and Data strategies (“3C+D”) to deliver Integrated Brand Experience (“IBE”) solutions to clients globally. This helped to continuously increase the Group’s market share of a revitalised global economy. The following results are a testament to the Group’s strategy and manner of continually capitalising on business opportunities.

During the financial year under review, the Group reported total revenue of HK\$7,208 million (2024: HK\$6,327 million), representing a 13.9% increase on a year-over-year basis.

Earnings before interest, taxes, depreciation, amortisation and a change in remeasurement of contingent consideration (“EBITDA”) was HK\$636.9 million (2024: HK\$564.4 million), representing a 12.8% increase on a year-over-year basis.

Profit from core operations was HK\$591.6 million (2024: HK\$499.4 million), representing an 18.5% increase on a year-over-year basis.

Profit attributable to owners of the Company was HK\$436.0 million (2024: HK\$357.6 million), representing a 21.9% increase on a year-over-year basis.

Dividend

The Board recommends payment of a final dividend of HK9.0 cents (“Final Dividend”) (2024: a final dividend of HK7.5 cents), and a special dividend (“Special Dividend”, together with the Final Dividend, “Dividends”) of HK4.5 cents (2024: a special dividend of HK3.5 cents), per ordinary share. Together with an interim dividend of HK5.5 cents (2024: HK5.5 cents) per ordinary share, the total dividend for the year ended October 31, 2025 amounts to HK19.0 cents (2024: HK16.5 cents) per ordinary share. Shareholders of the Company will be given the option to receive the Special Dividend of HK4.5 cents per ordinary share in cash or wholly or partly in new and fully paid shares (“Scrip Shares”) in lieu of cash (the “Scrip Dividend Scheme”), and the Final Dividend of HK9.0 cents per ordinary share will be paid in the form of cash.

The payment of the Dividends is conditional upon the approval of the Company’s shareholders at the forthcoming annual general meeting to be held on Friday, March 27, 2026. Further, payment of the Special Dividend is subject to the Listing Committee of The Stock Exchange of Hong Kong Limited granting the listing of and permission to deal in Scrip Shares. It is expected that cash entitlements will be paid (by way of cheques or bank transfers) and/or share certificates for Scrip Shares will be dispatched on Tuesday, May 26, 2026 to the shareholders on the register of members of the Company on Friday, April 10, 2026.

A circular containing, inter alia, full details of the Scrip Dividend Scheme is expected to be dispatched together with a form of election for scrip dividend to shareholders of the Company on or around Tuesday, April 21, 2026.



Business Review

As of October 31, 2025, the Group employed over 2,300 full-time staff and operated across 37 cities in 23 countries globally. Pico is a Total Brand Activation company utilising Content, Community, Creative, Technology and Data strategy to create Integrated Brand Experience solutions for clients' marketing events around the world.

We continue to operate in a very complex world, with rising geopolitical tensions testing the Group's resilience and existing growth strategies as a global organisation. Geopolitical conflicts and continued US-China trade tensions have resulted in a decline in global trade cooperation, causing the world to move from global to geopolitically aligned trade. As US-China trade has declined, the Middle East and Asia-Pacific countries such as Singapore, Malaysia, South Korea, Thailand and Vietnam have emerged as major beneficiaries. Consequently, many of our offices in these regions have experienced an increase in business volume and new clients, particularly those in Southeast Asia and the Middle East.

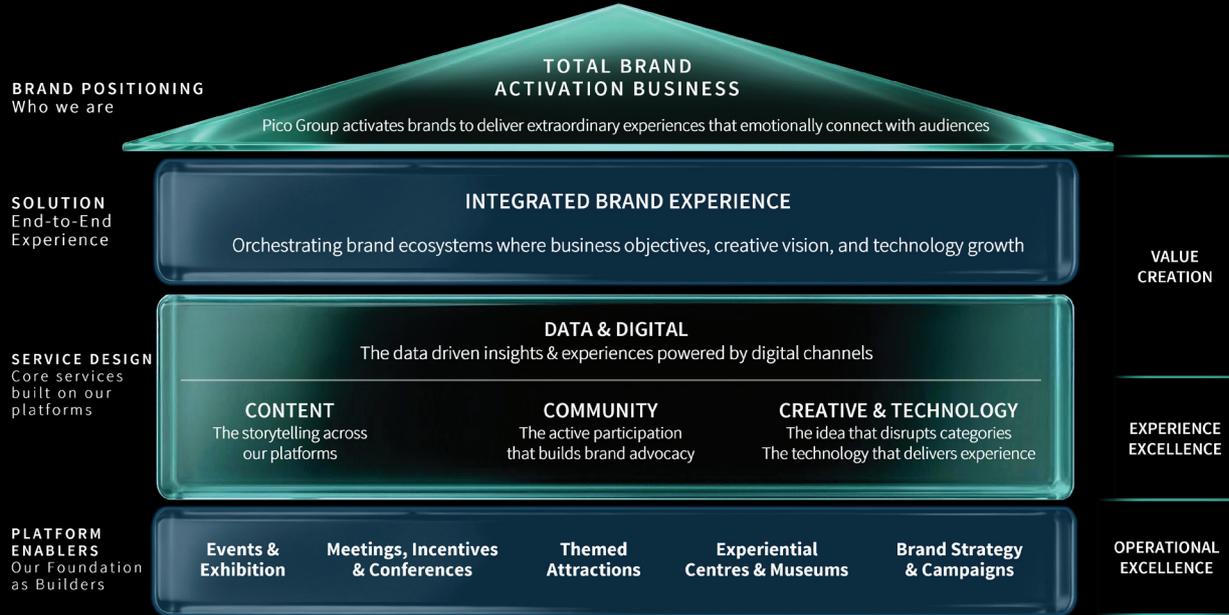
Overall, the Group continues to solidify its position as a global leader in the brand and event experiential market. Our expertise allows us to deliver event marketing which integrates a broad range of channels, platforms and touchpoints to develop holistic integrated experiential brand marketing campaigns. With a sustained focus on retaining key accounts, maximising market share and supporting growth, Pico has continued its major effort to nurture a loyal and recurring client base and audience community.

In the USA, our continued effective delivery of Integrated Brand Experience has not only allowed the Group to strengthen existing client collaborations, but to transform its business from creating bespoke experiential marketing to creating award winning, industry-changing brand campaigns. Our proven ability to create brand campaigns that resonate with audiences across a variety of demographics and regions has helped the Group to foster robust long-term partnerships with clients.

Building a Resilient and Growth-sustaining Business

While global growth remains uneven amid policy uncertainties and trade realignment, the Group has maintained its focus on resilience and sustained growth.

The post-COVID pandemic period marked a fundamental shift in the marketing needs of our clients. Demand for brand activation activities is shifting towards more fully integrated brand experiences, which is in keeping with the Group's strategy. With the market increasingly demanding strategic brand thinking beyond basic execution, brands require comprehensive integration to build lasting consumer connections and relationships. In response to this gap, Pico is already positioned to become a Total Brand Activation company deploying Content, Community, Creative, Technology and Data strategies to create Integrated Brand Experience solutions that fulfil all client marketing needs.



In today’s connected world, isolated activations fall short for every brand experience. Ecosystems drive sustainable growth by turning every interaction into first-party data, trust and lasting value. Our value creation results in measurable revenue gains, boosted retention, and deeper engagement for clients. Clients’ targeted consumers evolve from one-time attendees to loyal advocates who connect, return and promote. These are the results the Group delivers: connected, impactful and future-proof.

Towards its aim of building a data-driven enterprise to drive growth and achieve operational excellence and greater efficiency, the Group continued to focus on digital transformation via implementation of data tools and the AI-embedded Pico PowerOne system. Our growing expertise in this area has enabled us to turn data into assets and value: using data aggregated from our massive portfolio, we can generate insights that allow us to identify high-quality clients and cross-selling opportunities, aiding us in enhancing sales conversion rates. The same expertise can also be applied to providing clients with proprietary data services.

Responding to the changing market, the Group has refined its business segments to better reflect our business as we deliver IBE solutions and further develop as a Total Brand Activation company. As such, the business segments will be as follows:

- A. Brand Experience Activation: Focusing on all brand activations including exhibitions, brand events, brand campaigns, brand visual activations and IBE activations.
- B. Meeting Architecture Activation: Focusing on event management and developing intellectual property meetings, events, exhibitions and festivals.

- C. Museums and Themed Entertainment: Focusing on brand activation in the cultural, educational and entertainment markets.

To enhance operational efficiency and improve productivity for our business across the world, the Group has been building a global partner platform comprising a localised network of efficient, robust production and supply chains to facilitate better vendor and resource management. Our experience in data diagnostics has helped us develop customised evaluations and solutions for business units and individual projects, potentially assisting in cost control and enhancing gross margins.

With an eye on fostering future growth, the Group has continued to cultivate its “apprenticeship” model of talent development and upskilling. To foster an “everybody learns and everybody teaches” workplace culture, the Group has developed an AI search tool to match employees with complementary skills and project experience to the appropriate knowledge-sharing, training and development opportunities.

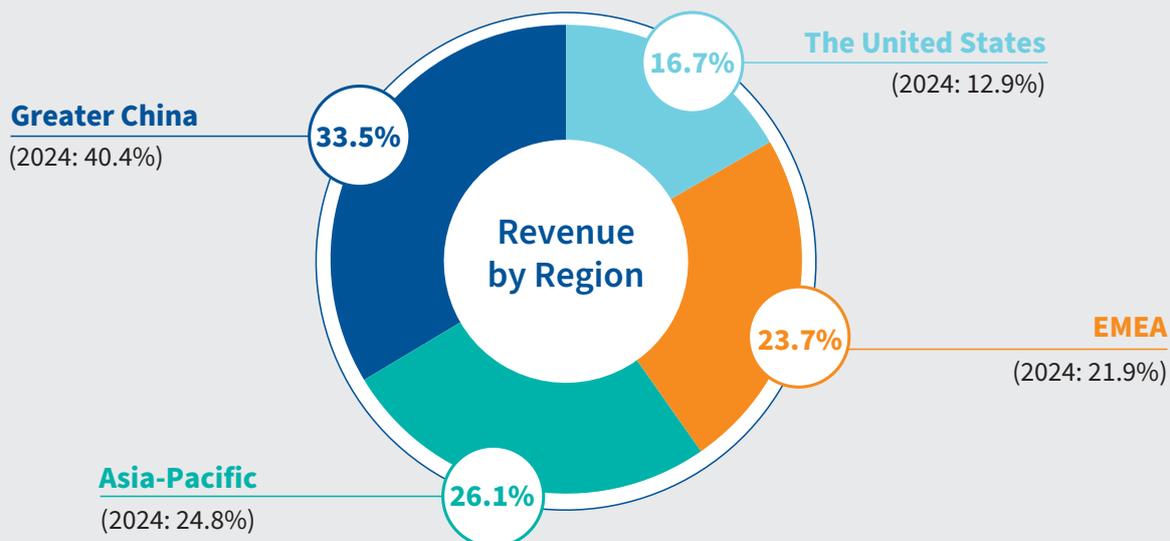
The Group has long prioritised building a resilient financial foundation to protect the value of the organisation. Being acutely aware of the financial and operational risks we face, we have further strengthened our credit control policy. Prudent working capital and cashflow management continues to be in place to ensure smooth and continuous short- and long-term operation.

Operations Review

By Geographical Region

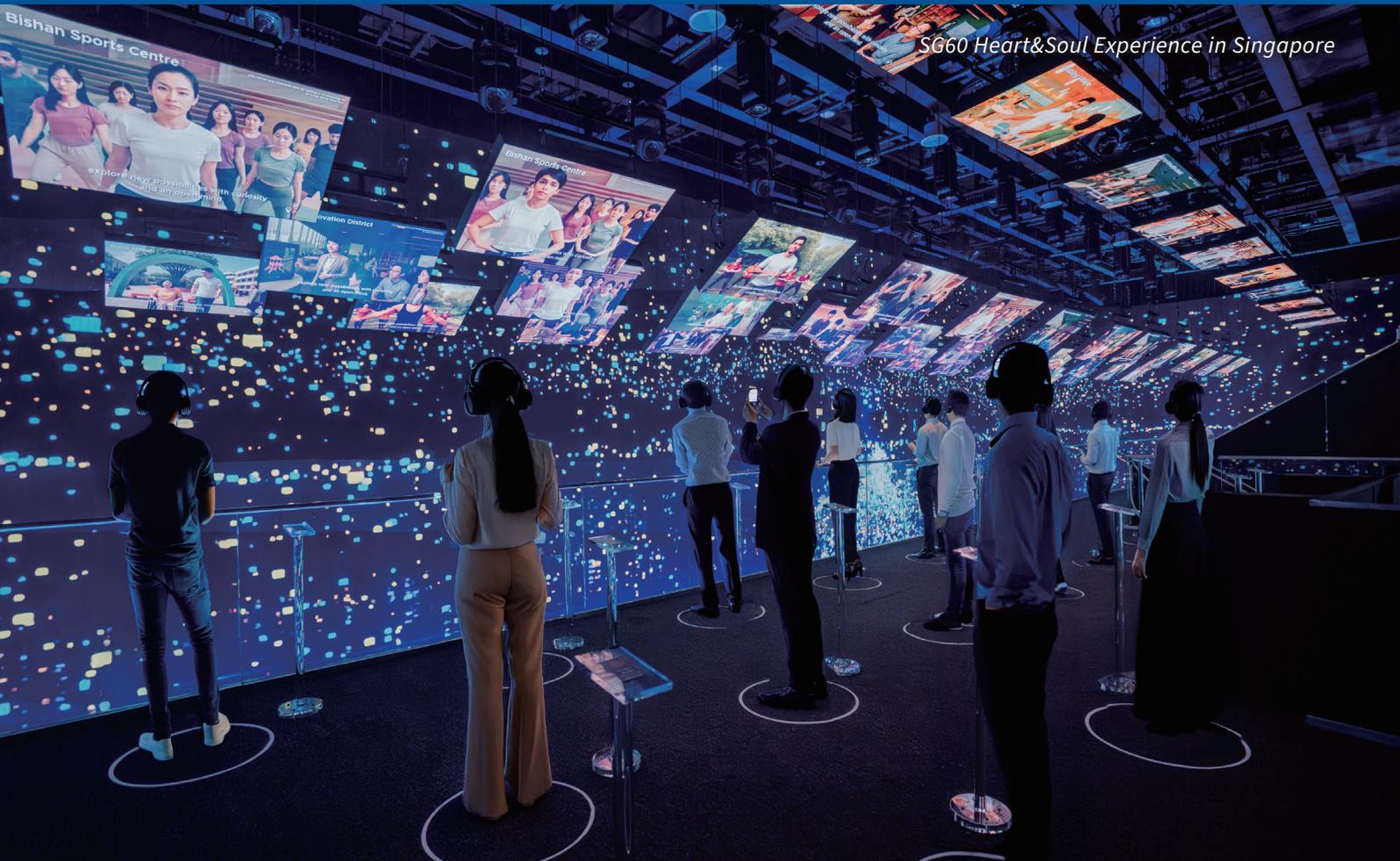
Geographically, Greater China (including mainland China, Hong Kong, Macau and Taiwan) accounted for 33.5% (2024: 40.4%) of the Group's total revenue of HK\$7,208 million (2024: HK\$6,327 million).

Asia-Pacific (including Australia, Indonesia, Japan, South Korea, Malaysia, Myanmar, Singapore, the Philippines and Vietnam) accounted for 26.1% (2024: 24.8%); EMEA (including Azerbaijan, Bahrain, Italy, Oman, Qatar, Saudi Arabia, the United Arab Emirates and UK) accounted for 23.7% (2024: 21.9%); while the United States accounted for 16.7% (2024: 12.9%).



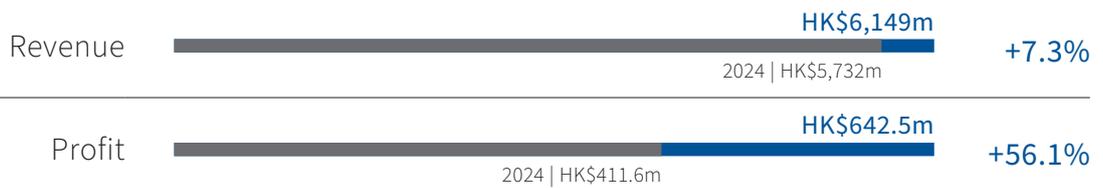
Business Segments





Brand Experience Activation

During the financial year under review, revenue in this segment was HK\$6,149 million (2024: HK\$5,732 million) or 85.3% (2024: 90.6%) of the Group's total revenue. Profit in this segment was HK\$642.5 million (2024: HK\$411.6 million).



The strategic deployment of our Content, Community, Creative, Technology and Data framework, together with strengthened project management, contributed significantly to the Group's improved financial performance.

Significant achievements in this segment included continued profit recognition from COP29, held from 11-22 November 2024 in Baku, Azerbaijan, for which we were appointed as main official contractor for the 215,000 sq. m. Blue Zone. Other significant achievements are described below:

The activation of SG60 Heart&Soul Experience, created in celebration of Singapore's 60th anniversary, was held in Singapore for three and a half months. At the heart of the showcase was a groundbreaking use of generative AI, which personalised each visitor's experience in real time.

The activation also featured a network of intelligent tracking sensors and an interactive multi-language audio guide app, which worked together to deliver a seamless experience that was responsive to visitors' movements, interests and emotional cues. The experience culminated in a breathtaking real-time 60 fps presentation on a giant LED

wall, powered by the Unreal Engine. Flying windows glided across the display, each revealing a personalised 20-second AI-generated trailer, capturing visitors' unique journeys in cinematic style.

Through adaptive design, intelligent prompts and responsive content, every visit became a one-of-a-kind adventure co-created by technology and the individual. It marked the first large-scale application of generative AI in a national showcase within Singapore and the region and redefined how audiences engage with culture, storytelling and identity.

Following our successful engagement with Tencent at the Tencent Global Digital Ecosystem Summit in Shenzhen in 2024, the exhibition area for the 2025 event was doubled to 6,000 sq. m. By offering high-quality content and interactive experiences, it catered to the needs of diverse audiences, providing a carefully considered and integrated brand experience that curated key brand narratives around AI innovation, practical industry use cases, and the impressive ecosystem of Tencent partners. Seventy-nine traffic monitoring cameras collected data in the main event area, providing a foundation for optimising subsequent events.

Gamification – including incentivised check-in, gifts and lucky draws – effectively motivated visitors to explore the entire activation. Through these gamified experiences and content tailored to their scenarios, visitors found it fun and easy to learn about Tencent's technologies. Eleven content-pieces from Tencent's IMA knowledge base were embedded onto NFC chips, enabling visitors to simply tap their phones to be redirected to the relevant IMA knowledge base page corresponding to the interactive installation.

Visitors could also enter the venue using ID cards or QR codes, eliminating the need to print paper tickets or name badges. The long-term accumulated real-name data can be analysed to understand visitors' behavioural preferences, providing organisers with a basis for optimising future events while fostering a virtuous cycle of "data – improvement – value addition".



The Noor Riyadh Festival 2024, delivered via the Riyadh Art programme of the Royal Commission of Riyadh City, was executed and managed end-to-end by Pico. The world's largest light art festival and anchored by the theme "Light Years Apart", the event transformed five strategic locations across Riyadh into a city-wide open art gallery. It showcased 63 large-scale light artworks and attracted over 3.4 million visitors over 17 days – the highest footfall in the Festival's history.

Pico led curatorial collaboration, artist engagement, technical production, communications strategy and production of assets across all channels, as well as the design and delivery of extensive public and community programmes. Ultimately we delivered more than 300 structured engagement sessions that reached over 53,000 participants through talks, workshops, guided tours, creative hubs and apprenticeship initiatives.

Sustainability was embedded as a core design and operational principle, aligning delivery to ISO 20121 sustainable event management standards and supported by low impact production practices, solar powered lighting,

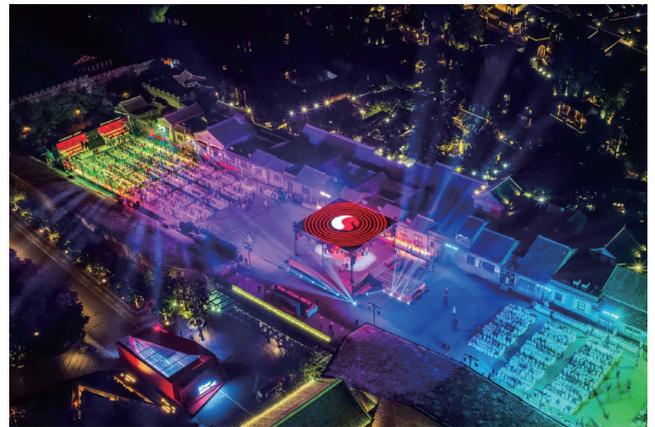
energy efficient LED and motion sensor systems, circular resource management, and reuse strategies for equipment and furnishings. This commitment extended to the curatorial content itself, with selected artworks integrating themes of renewable energy, material reuse, climate awareness and environmentally responsible design, reinforcing sustainability as both an operational and creative principle.

The 2024 edition achieved multiple Guinness World Records, including titles for "the longest distance covered by a laser light in a laser show" and "the largest illuminated recyclable sculpture of a pyramid", demonstrating how large-scale artistic ambition can be delivered with environmental responsibility. The programme ensured inclusive access to art, strengthened local creative capacity, and reinforced Riyadh's cultural identity in alignment with Saudi Arabia's Vision 2030 objectives. The successful delivery and measurable community impact of Noor Riyadh 2024 were recognised with the Best Community Event award at the 2025 Saudi Event Show Awards, reinforcing Pico's position as a trusted partner for complex, city-wide cultural mega-projects.



Below is a list of notable brand experience activations the Group successfully executed in this financial year:

Brand Experience Activation	Location
34th Arab League Summit	Baghdad, Iraq
The 29th Conference of the Parties to the United Nations Framework Convention on Climate Change (COP29)	Baku, Azerbaijan
Ethereum Devcon MHESI Fair	Bangkok
29th World Gas Conference Snapdragon Summit China	Beijing
Qatar Creates Week	Doha
Lenovo project at Belt and Road Software Pavilion (Hong Kong)	Hong Kong
HP Level Reforge	Los Angeles
Halloween in Studio City Macau	Macau
Archer Aviation at Paris Air Show	Paris
Noor Riyadh Festival	Riyadh, Saudi Arabia
P&G at China International Import Expo	Shanghai
For Real Fest SG60 Heart&Soul Experience Singapore Global Network's National Day Celebration Programme	Singapore
Audi A3 Launch Roadshow and Media Experience Event ETHGlobal Taipei	Taipei



Snapdragon Summit China in Beijing

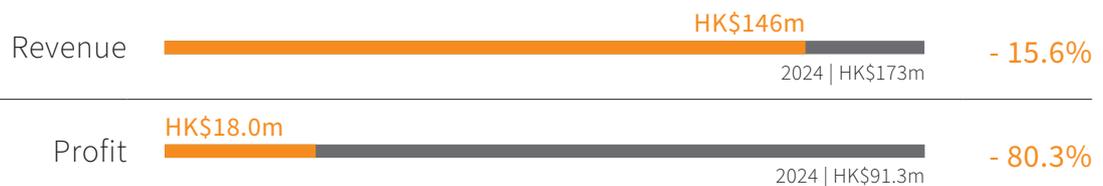


Archer Aviation at Paris Air Show



Meeting Architecture Activation

This segment accounted for HK\$146 million (2024: HK\$173 million) or 2.0% (2024: 2.7%) of total Group revenue. Segment profit was HK\$18.0 million (2024: HK\$91.3 million). The decrease in profit was primarily attributable to the one-off gain from the disposal of the Group's associated company, InfocommAsia Pte Ltd. in Singapore, which was recognised in the last financial year.



Generally, economic recovery and favourable government incentives in 2025 drove up demand for large-scale events, leading to a strong performance by our Group. Our Content, Community, Creative, Technology and Data strategies were particularly instrumental in positioning this segment at the forefront of innovation and customer engagement.

Despite a challenging global economic environment and rising operating expenses, we recognise the potential for long-term growth in this segment, supported by our ecosystem strategies for digital transformation and sectoral and market diversification.

This year, digital transformation remains a defining growth driver for our Meeting Architecture business. The adoption of AI-powered engagement tools, data analytics and immersive technologies are adding value to our delivery of attendee experiences at conferences and exhibitions.

Industry-focused exhibitions and conferences in high-growth and innovation-driven sectors such as AI, medical, the low-altitude economy (including drones and advanced air mobility) and urban mobility infrastructure had a favourable impact on our growth in 2025. The rapid development of these industries is likely to increase demand for our events in these sectors.

Globally, there appears to be a growing shift towards hosting events in secondary and emerging cities. These destinations have provided cost advantages for us to launch and incubate new exhibitions and conferences in 2025 and beyond.

During the financial year, we delivered Sibos in Frankfurt, leveraging cutting-edge digital technology, sustainability and interactivity to optimise the delegates' conference experience.

Notable events in this segment include:

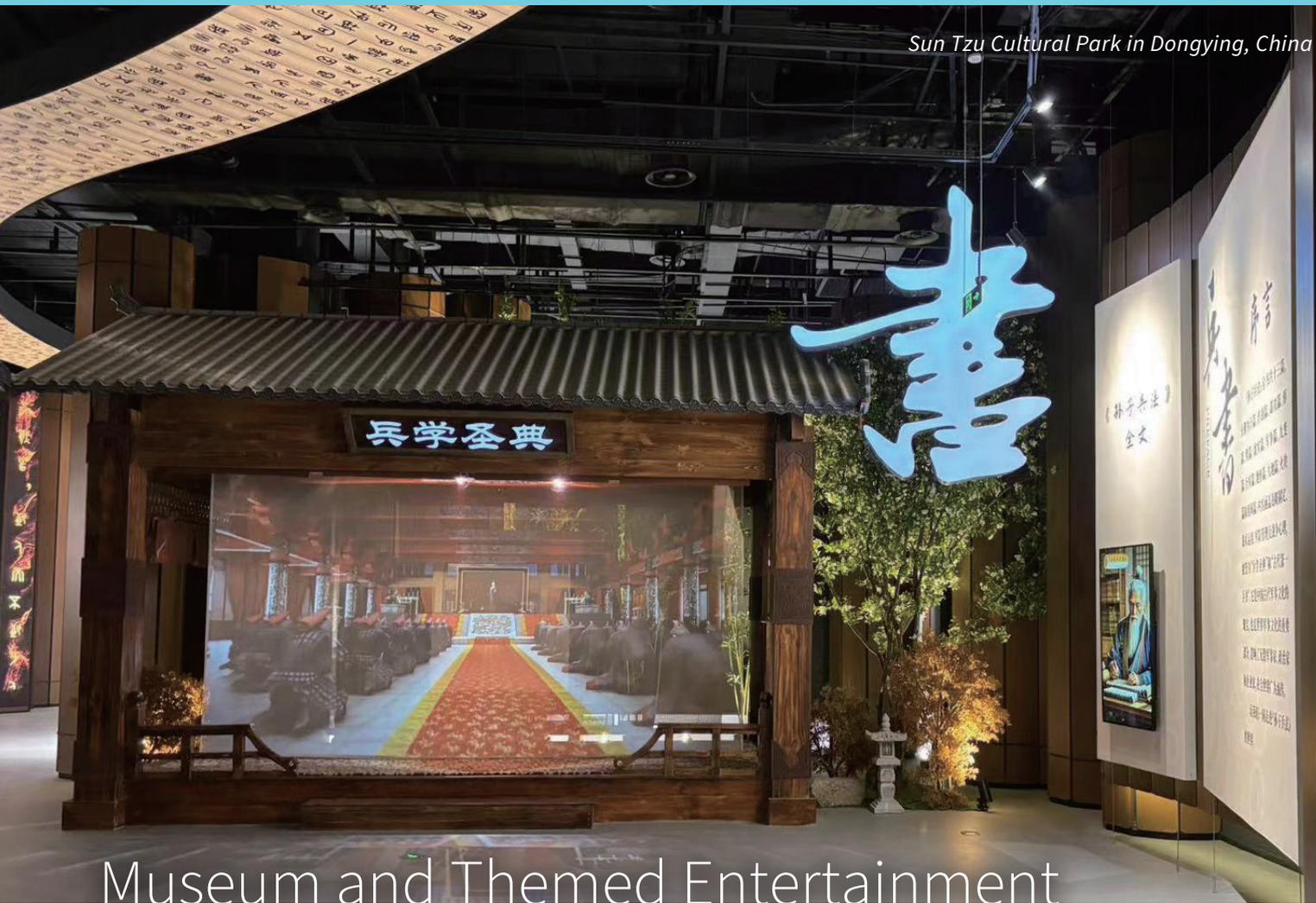
Meeting Architecture Activation	Location
Philconstruct	Cebu, Davao, Luzon, Manila
Sibos	Frankfurt, Germany
41st IAHR World Congress and SIWW Spotlight	
PetExpo	
Singapore International Transport Congress and Exhibition (SITCE)	Singapore
Singapore Week of Innovation and Technology (SWITCH)	
TechInnovation	



Philconstruct in Luzon



Singapore International Transport Congress and Exhibition (SITCE)



Museum and Themed Entertainment

This segment accounted for HK\$913 million (2024: HK\$422 million) or 12.7% (2024: 6.7%) of total Group revenue and was its fastest-growing segment, particularly in Saudi Arabia. Segment profit was HK\$4.5 million (2024: HK\$50.4 million). Its decline in profit was mainly due to project timeline adjustments, which necessitated the Group to prudently recognise project costs incurred before the related revenue to be recognised. Also, the Group incurred one-off set-up expenses as it expanded its operational capacity and supported new business opportunities in Saudi Arabia during the financial year.



In Saudi Arabia, the Group made good progress in partnership with Saudi Entertainment Ventures to deliver multiple indoor entertainment centres in the Kingdom. Themed fit-out elements for the centres are being produced at our fabrication facilities in Malaysia and Vietnam, and the Group has established an additional facility in Al Kharj, Kingdom of Saudi Arabia, to meet increased demand. The first two centres will be completed in the first half of 2026.



Hanwha Momentum Experience Centre
in Changwon-si, South Korea

Known as “Hong Kong Story”, the Hong Kong Museum of History’s revamp of its permanent exhibition galleries comprise ground-floor Chronological Galleries covering prehistoric times to post-1997, and second-floor Thematic Galleries offering deeper exploration. The project includes modifications to the base building (demolition, structural, fire, mechanical, electrical, plumbing, heating, ventilation, and air conditioning), installing lifts, fit-out work (partitions, truss systems, raised floors), exhibition elements (set works, furniture, lighting, showcases), graphics production, and provision of props and replicas for the Chronological Galleries.

Notable projects in this business segment include:

Museum and Themed Entertainment	Location
Hanwha Momentum Experience Centre	Changwon-si, South Korea
Sun Tzu Cultural Park	Dongying, China
The Wizard of Oz at Warner Bros. Movie World	Gold Coast, Australia
Hong Kong Museum of History	Hong Kong
Yuguang Gold and Lead Technology Museum and Control Centre	Jiyuan, China
Qiddiya projects	Saudi Arabia (nationwide)
AWS Innovation Hub	
FM Building Materials Lab	
Housing and Development Board’s MyNiceHome Gallery	Singapore
People’s Association: Our Community Gallery	
SMRT Kaizen Centre	



Financial Position

As at year end date, the total net tangible assets of the Group increased by 15.6% to about HK\$2,149 million (2024: HK\$1,859 million).

Bank and cash balances amounted to HK\$2,293 million (2024: HK\$1,979 million), with HK\$60 million pledged bank deposits (2024: HK\$65 million). Deducting interest bearing external borrowings from bank and cash balances, the net cash balance was HK\$1,592 million (2024: HK\$1,512 million).

Total borrowings were HK\$701 million at October 31, 2025 (2024: HK\$467 million). Borrowings are mainly denominated in New Taiwan dollars, Renminbi and United States dollars, and the interest is charged on fixed and floating rate basis. The Group's bank loans of HK\$157.1 million (2024: HK\$0.07 million) carry fixed interest rate.

	2025 HK\$' million	2024 HK\$' million
Bank and cash balances	2,233	1,914
Pledged bank deposits	60	65
Less: Borrowings	(701)	(467)
Net cash balance	1,592	1,512

For the year ended October 31, 2025, the Group invested HK\$43 million (2024: HK\$22 million) in property, plant and equipment, and HK\$4 million (2024: HK\$10 million) in intangible assets. All these were financed from internal resources and bank borrowings.

The Group has HK\$112 million (2024: HK\$135 million) long-term borrowings and HK\$141 million (2024: HK\$109 million) long-term lease liabilities at October 31, 2025. The current ratio was 1.40 times (2024: 1.37 times); the liquidity ratio was 1.40 times (2024: 1.37 times); and the gearing ratio was 4.05% (2024: 4.29%).

	2025	2024
Current ratio (current assets/current liabilities)	1.40 times	1.37 times
Liquidity ratio (current assets excluding inventories/current liabilities)	1.40 times	1.37 times
Gearing ratio (long-term borrowings including long-term lease liabilities/total assets)	4.05%	4.29%

Although our subsidiaries are located in many different countries of the world, over 65% of the Group's sales and purchases were denominated in Hong Kong dollars, Renminbi, Singapore dollars and United States dollars, and the remaining 35% were denominated in other Asian currencies and European currencies. We are already diversified in many different currencies, and the major Asian currencies have been quite stable throughout the year. Except for the Renminbi borrowings hedge as mentioned below, the Group currently does not have a foreign currency hedge in respect of other foreign currency transactions, assets and liabilities. The Group monitors its foreign currency exposure closely and will consider hedging significant foreign currency exposure should the need arise.

The Group has designated its Renminbi-denominated borrowings outside mainland China as a hedging instrument for the changes in the value of the net investment in mainland China attributable to changes in the Hong Kong dollars/Renminbi spot rate.

The Group's risk management objective is to manage impact of foreign exchange fluctuations on our financial results, specifically focusing on the potential risks associated with the Renminbi/Hong Kong dollars exposure due to significant assets and liabilities located in mainland China and dominated in Renminbi. The Group's policy is not to enter forward contracts for speculative purposes.

Employees and Emoluments Policies

At October 31, 2025, the Group employs some 2,300 full-time staff engaged in project management, design, production, sales and marketing and administration, and is supported by a large pool of subcontractors and suppliers. The staff costs incurred in the year was about HK\$1,321 million (2024: HK\$1,400 million).

The Group's emolument policies are formulated on the performance of individual employees and on the basis of the trends of salaries in various regions, which will be reviewed regularly every year. Apart from provident fund scheme and medical insurance, discretionary bonuses and employee share options are also awarded to employees according to the assessment of individual performance.

Pledge of Assets

At October 31, 2025, the following assets were pledged as collaterals for credit facilities granted to the Group by certain banks.

	2025 HK\$'000	2024 HK\$'000
Freehold land and buildings	41,132	51,071
Leasehold land and buildings	87,360	91,851
Pledged bank deposits	60,496	65,316
	188,988	208,238

Contingent Liabilities

At October 31, 2025, the Group has issued the following guarantees:

	2025 HK\$'000	2024 HK\$'000
Performance guarantees		
– secured	59,990	151,542
– unsecured	24,428	24,146
	84,418	175,688
Other guarantees		
– secured	28,588	6,036

At October 31, 2025, the Executive Directors do not consider it is probable that a claim will be made against the Group under any of the above guarantees.

Capital Commitments

	2025 HK\$'000	2024 HK\$'000
Capital expenditures in respect of property, plant and equipment and other investment		
– contracted but not provided for	11,654	5,675
– authorised but not contracted for	10,459	5,298
	22,113	10,973

Outlook

The year 2026 will continue to be a period of challenges, with new trade uncertainties that will continue to pose new threats to the global economy and fuel a shift to geopolitically aligned trade. However, with China continuing its “One Belt and One Road” initiative, further growth is possible globally, especially in the Southeast Asia and Middle East markets where the Group has a well-established presence.

As a Total Brand Activation company, the Group will continue its strategy of delivering effective Integrated Brand Experience solutions. This will enable us to continue our business transformation to not only delivering operational excellence but to deliver experiential excellence and bring value creation to clients.

In the Brand Experience Activation segment, our focus has enabled us to maintain a trajectory of sustainable growth and resilience. We have already received various awards for our delivery of Integrated Brand Experience solutions to major clients.

Notable brand experience activations include:

Brand Experience Activation	Location
HPE President’s Club	Algarve, Portugal
ZGC Group Showroom	Beijing
Azerbaijan and Singapore Pavilion at the 30th Conference of the Parties to the United Nations Framework Convention on Climate Change (COP30)	Belém, Brazil
Mercedes-Benz projects	China (nationwide)
YONEX projects	
Hangzhou Yuanda Biopharmaceutical Exhibition Centre	Hangzhou, China
Lenovo Visitor Gallery	Riyadh, Saudi Arabia
ITMA ASIA + CITME	Shanghai
CSPC Pharmaceutical Group Intelligent Manufacturing Lighthouse Factory	Shijiazhuang, China

Singapore Airshow	
Changi Airport Group Exhibition	Singapore
Singapore-Global Firefighters and Paramedics Challenge	
State Farm Always on Digital Campaign	
State Farm Gamerhood Season 5	USA (nationwide)
State Farm Good Neighbor Crew	

In the Meeting Architecture Activation segment, the Group continues to use data-driven tactics to obtain a significant and solid competitive edge. The Group has enhanced its ability to capitalise on emerging opportunities and sustain growth for the years to come.

Notable meeting architecture activations include:

Meeting Architecture Activation	Location
Sibos	Miami, USA
AIMX Network	
PetExpo	Singapore
Singapore International Water Week	
Singapore Urban Mobility Week	

In the Museum and Themed Entertainment segment, the Group is currently engaged in several pivotal contracts. Notably, we are delivering projects for the Hong Kong Wetland Park – slated for completion in 2026 – and a Hollywood-themed amusement park in Japan, with completion anticipated in 2027.

Museum and Themed Entertainment	Location
Abha Discovery Adventures	Abha, Saudi Arabia
Integrated Waste Management Facilities Visitor Centre	Hong Kong
Merdeka Textile Museum	Kuala Lumpur
Exit 10 Al Hamra projects	Riyadh, Saudi Arabia
Army Museum	
SkillsFuture’s Place Gallery	Singapore
The Albatross File: Singapore’s Independence Declassified	

The Group’s consistent dedication to expanding its market share and increasing value while improving operational efficiency and productivity, continuing its evolution and building resilience, has enabled it to thrive during the past few years of geopolitical and economic uncertainty, and should continue to do so amidst the challenges of the years to come.

The Group’s strategic outlook is based on our capacity to swiftly adapt to current and anticipated market realities. Hence our willingness to embrace technological advances, such as AI and data tools, both to enhance operational efficiency and add value to our client services. This has and will continue to set us apart from industry peers. Culturally, the Group fosters continued excellence by supporting an internal environment of learning, innovation, professional achievement and career advancement. Meanwhile, our careful credit control and cashflow management are intended to function together to ensure a sufficient working capital basis for robust short- and long-term operations. We will continue to focus on delivering profitable growth to the benefit of all of our stakeholders.

The Group’s commitment to sustainability, as outlined in its annual Environmental, Social and Governance (“ESG”) report, remains at the forefront of operations. Pico’s activities consistently demonstrated a strong commitment to environmental stewardship, employee well-being, responsible business practices and community support.

Conclusion

We are cautiously confident that our resilient and growth-sustaining business model and engagement leadership will guide us through another year of great challenge and enable us to continue building value for our clients, employees and stakeholders – just as we have done amid the challenges of the recent past.

As always, we thank our employees for their dedication and professional excellence, our clients for their continuing partnership, and our stakeholders for their confidence in the Group. Together, we can and will forge a path of success through the volatile global environment of 2026, and for the years beyond.

By Order of the Board

Lawrence Chia Song Huat
CHAIRMAN

Hong Kong, January 30, 2026

Profile of Directors and Senior Management

Board of Directors

Executive Directors

Lawrence Chia Song Huat, aged 65, has worked in the exhibition and event industry for over four decades and has been Chairman of the Group since 1994. He is a graduate of The University of Tennessee, having majored in Finance, and received The University of Tennessee Outstanding International Alumni Award in 2016. In 2006, he received the International Executive in Sport and Entertainment Award from the University of South Carolina. He is currently Chairman of the Singapore Chamber of Commerce (Hong Kong). Mr Chia is an uncle of Ms Jean Chia Yuan Jiun, a director of the Group, and a younger brother of Mr Chia Siong Lim, a member of the Group's senior management.

Jean Chia Yuan Jiun, aged 52, joined the Group in 1998 and has over 25 years of experience in the brand activation industry. Currently Group CEO, she leads the overall strategic business direction and performance of the company. She works closely with the Chairman to translate corporate vision into actionable priorities, while fostering a high-performance culture focused on talent development, customer centricity, and operational excellence. With the executive team, she advances innovation, strengthens organisational capabilities and ensures the delivery of long-term value to stakeholders. She is a graduate of The London School of Economics and Political Science at the University of London, having majored in Economics. She is a niece of Mr Lawrence Chia Song Huat, a director of the Group, and the daughter of Mr Chia Siong Lim, the founder of Pico Group.

Albert Mok Pui Keung, aged 61, joined the Group in 1991 and has over 35 years of experience in the accounting and finance industries. He is currently the Group's Senior Vice President – Finance and responsible for overseeing corporate financing strategy, financial and capital planning. He holds a Bachelor's degree in Accounting from the Ulster University in the United Kingdom and a Master of Business Administration degree from the Hong Kong Polytechnic University. He is a member of the Hong Kong Institute of Certified Public Accountants.

Independent Non-Executive Directors

Charlie Yucheng Shi, aged 63, has been an independent non-executive director of the Company since 2002. Mr Shi has had over two decades of investment experience, and previously served as Managing Director of Omaha Capital China, which focused on growth and venture capital investments in the Greater China region. He holds a Bachelor of Arts degree in Economics from Fudan University in Shanghai, an MBA from California Lutheran University, and is a graduate of the Advanced Management Program at Harvard Business School.

Frank Lee Kee Wai, aged 66, has been a non-executive director of the Company since 1992 and is the senior partner at Messrs. Vincent T.K. Cheung, Yap & Co., Solicitors and Notaries. He holds a Bachelor of Law degree from The London School of Economics and Political Science and obtained a Master of Laws degree from the University of Cambridge. Mr Lee is a qualified solicitor in Hong Kong, England, Singapore and the Australian Capital Territory. He is also a China-appointed Attesting Officer and a member of the Chartered Institute of Arbitrators. Mr Lee is also currently an independent non-executive director of Vision Values Holdings Limited and Mongolia Energy Corporation Ltd.

Gregory Robert Scott Crichton, aged 74, has been an independent non-executive director of the Company since 1998. He has held numerous directorships in various entities and countries including American International Assurance Co., Ltd. (AIA) and continues to work in the insurance industry. He served as President Commissioner of an Indonesian life insurance company and was an advisor to a successful Singapore reinsurance start-up, as well as serving on the Inland Revenue Board of Review and other bodies. He is currently a non-executive director and advisor to a major international insurer and sits on a number of related committees. He is one of the founders of an Insurtech startup and is also the Managing Director of a Hong Kong-based trust and corporate service provider company. He is a graduate in Law from the University of Sydney and holds a Bachelor of Arts degree from the University of New South Wales. He is admitted as a solicitor of the Supreme Court of Hong Kong and is also a solicitor of the Supreme Court of England and Wales.

James Patrick Cunningham, aged 71, has been an independent non-executive director of the Company since 2004. He holds a Bachelor of Science degree in Business Administration from Adelphi University in Garden City, New York. He also attended advanced management courses at INSEAD in France. Mr Cunningham has spent nearly 50 years in the fashion retail and apparel industry and from 1990 until 2004, he was Senior Vice President and Corporate Officer of the Gap Inc. Since 2004, Mr Cunningham has been a private investor and independent retail and supply chain consultant and advisor for various public and private corporations in Asia, Europe and the United States. Most notably, he was a special advisor to the Shinsegae Group in South Korea from 2005 until 2020. Over the past 29 years he has been a Director of Summerbridge Hong Kong, a privately funded NGO specialising in delivering transformational educational programmes to economically challenged young students in Hong Kong. He has been an active member of the Young Presidents' Organisation for almost 30 years and is now a YPO Gold International Lifetime Member.

Kenneth Kent Ho, aged 58, has been an independent non-executive director of the Group since 2023. He is a Founder and Managing Partner of Carret Private Investments Limited, and a Founder and Vice Chairman of the Family Office Association of Hong Kong. Kenneth has worked in banking for over 30 years, with the last two decades being in private wealth management. Prior to founding Carret Private Investments Limited, he helped set up two of Asia's largest wealth management platforms, Bank Julius Baer and Credit Suisse. At Julius Baer, he was a core member of the regional executive board that established the firm's Asian franchise in 2006, and previous to that, was part of the regional executive committee and served as Head of Products for Credit Suisse Hong Kong. His career began at McKinsey & Company, Inc. and Salomon Brothers. Currently, Kenneth is a Board Director of Lumen Capital Investors Pte Ltd, a Monetary Authority of Singapore regulated financial entity in Singapore, a Board Director for the Children's Medical Foundation Limited and a member of Board for the Mary Rose School. He holds a Bachelors degree from James Madison University and an MBA from the University of Chicago Booth School of Business.

Senior Management

The Executive Committee is comprised of Executive Directors and the following persons in senior management of the Group:

Chia Siong Lim

Honorary Chairman of Pico Far East Holdings Limited

aged 79, is the Founder of the Pico Group who has worked in the exhibition and event industry for more than 55 years. Throughout his career, he spearheaded strategic investments that established a strong foundation for the Group's growth into the global organisation it is today. He also serves as Chairman of the Intertrade Group, where he guides the development of its exhibition hall management business. He is an elder brother of Mr Lawrence Chia Song Huat and the father of Ms Jean Chia Yuan Jiun, both directors of the Group.

Dr. Fareeda Cassumbhoy

Group Chief Digital Officer

aged 54, joined the Group in 2018 to lead the Group's digital transformation initiatives. An award-winning practitioner-scholar with over two decades of experience in brand communications and digital strategy, she holds a Doctor of Business Administration from City University of Hong Kong and serves as an adjunct professor in Information Systems. Her research on digital transformation has been published in multiple academic journals and presented at international conferences. Dr. Cassumbhoy further contributes to the academic community as an advisory board member of City University of Hong Kong's College Alumni and Strategic Marketing & Analytics Unit. She is also a recipient of the University's College of Business's DBA Awards for both Contribution to Knowledge and Contribution to Society.

Chung Chee Keong

Director, Corporate Development and Human Resources

aged 59, joined the Group in 1993 and has more than 30 years of experience in the exhibition and event industry. Currently, he oversees corporate development, human resources, and leads the Group's sustainability initiatives. He holds a Bachelor's degree in Accountancy from the National University of Singapore, and was a qualified Chartered Accountant (Singapore) with a Big Four accounting firm.

Profile of Directors and Senior Management

Victor Leung Shing

Chief Operation Officer

aged 58, joined the Group in 2008 and has more than 20 years of experience in the exhibition and events industry, he is currently responsible for maximising efficiency and profit by standardising global operations and optimising the Group's organisational structure. He holds a Bachelor's degree in Mechanical Engineering from the University of Hong Kong and completed a Postgraduate Diploma in Integrated Marketing Communications from the HKU School of Professional and Continuing Education.

Lim Chiew Wee

Chief Strategy Officer for Corporate Account

aged 50, joined the Group in 2000 and has 25 years of experience in the marketing industry. He is responsible for developing and executing strategies to ensure seamless collaboration between the Group's worldwide offices to offer best-in-class solutions to clients. He holds a Bachelor of Science degree in Economics from The London School of Economics, and in Political Science from the University of London. He also completed a joint executive programme conducted by Harvard Business School, China Europe International Business School and Tsinghua University. He is currently participating in the University of Hong Kong's Global CEO executive programme.

Darren McLean

Executive Director (Pico Play)

aged 47, joined the Group in 2016 and has 25 years of experience in civil engineering and business management. He is currently responsible for spearheading Pico Play's business for the delivery of major world-class and themed entertainment projects around the globe. He holds a Bachelor of Engineering degree in Civil Engineering and a Bachelor of Business Management degree from Griffith University.

Jason Ng Swee Ping

Managing Director (MP International)

aged 54, joined the Group in 2006 and has 30 years of experience in the exhibition and event industry. He is currently responsible for spearheading MP International's business globally. He holds a Bachelor of Science degree in Mathematics from the National University of Singapore and a Master of Management from the Macquarie Graduate School of Management (Australia).

Stephen Siu Wing Tsing

Chief Technology Officer

aged 54, joined the Group in 2018 and has 30 years of experience in software engineering. He is currently responsible for leveraging technology for the Group's digital transformation. He holds both Bachelor's and Master's degrees in Electrical Engineering from the University of Waterloo in Canada.

Trevor Soh Cheow Wee

Chief Strategy Officer for MICE Business

aged 55, joined the Group in 2000 and has nearly 30 years of experience in the exhibition and event industry. He is responsible for developing and executing strategies in the meeting, incentives, conventions and exhibitions sector. He advances global initiatives, supports cross-regional collaboration and enhance the Group's ability to deliver best-in-class solutions to clients across markets. He holds a Bachelor of Arts degree in Economics and Sociology from the National University of Singapore.

Caroline Bee

Senior Vice President (EMEA)

aged 60, joined the Group in 2015 and has more than 25 years of experience in the exhibition and event industry. She is currently responsible for all business and operations in the EMEA region of Europe, the Middle East and Africa. She completed both an Associate in Risk Management programme certified by RIMS (USA) and a Chartered Insurance Institute course (Fellow of the Chartered Insurance Institute) (UK) conducted by Edinburgh Napier University.

Danny Ku Yiu Chung

Group President (China)

aged 60, joined the Group in 1994 and has more than 30 years of experience in the exhibition and event industry. He is currently responsible for all business and operations in the China region. He is a member of the Chinese People's Political Consultative Conference Jiading Committee of Shanghai; Vice Chairman of the Federation of Returned Overseas Chinese, Jiading District, Shanghai; Vice Chairman of the Shanghai Hong Kong Association (SHKA); and Chairman of the Hong Kong Enterprises Association, Jiading District, Shanghai.

Profile of Directors and Senior Management

Anne Li Lai Chun

Executive Director (Pico Hong Kong)

aged 60, joined the Group in 1989 and has over 30 years of experience in the exhibition and event industry. She is currently responsible for the operation of Pico Hong Kong. She holds a Master of Science degree in Marketing from the National University of Ireland and also completed an Executive Education programme in International Business jointly conducted by Stanford University and National University of Singapore.

Lim Kian Meng

Regional Operation Director (Asia-Pacific)

aged 56, joined the Group in 1996 and has more than 25 years of experience in the exhibition and event industry. He is currently responsible for maximising efficiency and profit by standardising regional operations and optimising the Group's organisational structure in Asia-Pacific. He holds a Bachelor's degree in Mechanical and Production Engineering from the Nanyang Technological University Singapore.

Rita Lui Yuk

Executive Director (South China)

aged 56, joined the Group in 1998 and has more than 30 years of experience in the exhibition and event industry. She is currently responsible for spearheading business development and managing operations in the South China region. She holds a Bachelor of Science degree in Building Technology and Management from Hong Kong Polytechnic University and a Master's degree in Business Administration from Centenary College in New Jersey. She also completed an EMBA course for president-level students in Innovative Leadership at the Yangtze Delta Region Institute of Tsinghua University, Zhejiang.

Ng Meng Chuen

Regional Executive Director (Southeast Asia)

aged 61, joined the Group in 1990 and has 35 years of experience in the exhibition and event industry. He is currently responsible for global sports events as well as managing the trade show businesses for Southeast Asia region. He holds a Bachelor of Science degree in Business Administration from the University of Oregon.

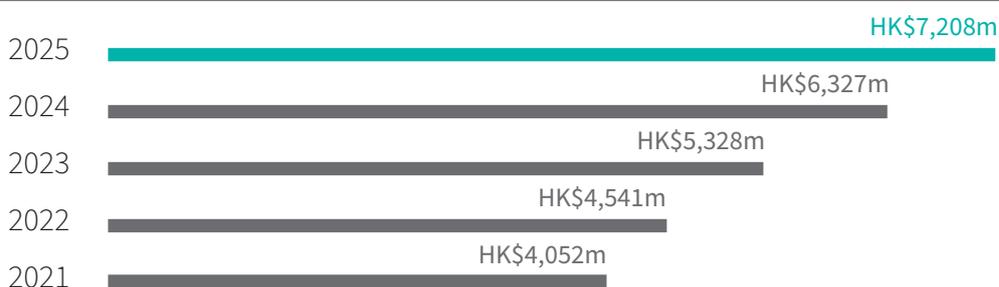
Peter Sng Kia Tuck

Regional Managing Director (Middle East)

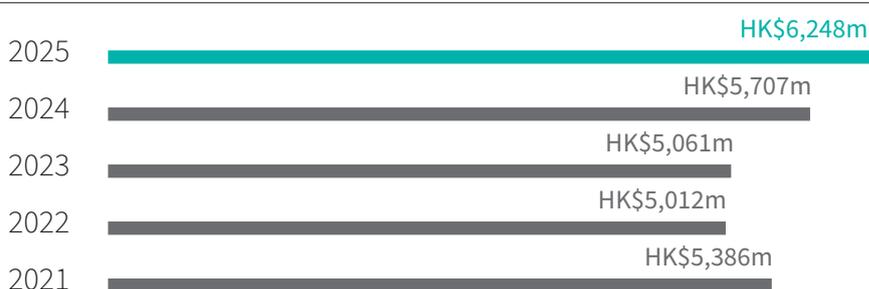
aged 67, joined the Group in 1989 and has more than 35 years of experience in the exhibition and event industry. He is currently responsible for business and operations in the Middle East. He holds a Bachelor of Science degree in Business Administration and a Bachelor of General Studies degree in Psychology from The University of Kansas.

Five Year Financial Summary

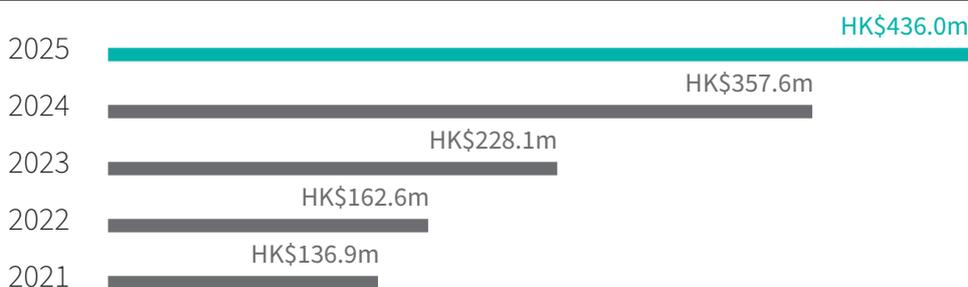
HK\$7,208 million | Revenue



HK\$6,248 million | Total assets



HK\$436.0 million | Profit attributable to owners of the Company



HK\$2,547 million | Equity attributable to owners of the Company



Five Year Financial Summary

The consolidated results and assets and liabilities of the Group for the last five financial years, as extracted from the audited financial statements, are as follows:

RESULTS

	Year ended October 31				2025 HK\$'000
	2021 HK\$'000	2022 HK\$'000	2023 HK\$'000	2024 HK\$'000	
Revenue	4,051,864	4,541,018	5,327,931	6,327,002	7,207,712
OPERATING PROFIT					
Profit from core operations (after finance costs)	147,449	186,797	319,721	465,988	563,599
Change in remeasurement of contingent consideration	46,125	33,538	(6)	376	-
Amortisation of other intangible assets arising from business combinations	(39,628)	(39,445)	(30,955)	(25,222)	(24,175)
Share of profits of associates	2,584	2,893	11,462	11,609	7,427
Share of (losses) profits of joint ventures	-	(438)	910	1,492	524
Profit before tax	156,530	183,345	301,132	454,243	547,375
Income tax expense	(25,509)	(29,744)	(57,401)	(86,220)	(111,404)
Profit for the year	131,021	153,601	243,731	368,023	435,971
Attributable to:					
Owners of the Company	136,909	162,642	228,083	357,568	436,028
Non-controlling interests	(5,888)	(9,041)	15,648	10,455	(57)
Profit for the year	131,021	153,601	243,731	368,023	435,971

ASSETS AND LIABILITIES

	At October 31				2025 HK\$'000
	2021 HK\$'000	2022 HK\$'000	2023 HK\$'000	2024 HK\$'000	
Total assets	5,385,841	5,011,624	5,060,507	5,707,137	6,247,869
Total liabilities	3,066,373	2,825,444	2,730,569	3,388,964	3,695,995
Net assets	2,319,468	2,186,180	2,329,938	2,318,173	2,551,874
Equity attributable to owners of the Company	2,187,658	2,105,432	2,261,271	2,291,917	2,547,376
Non-controlling interests	131,810	80,748	68,667	26,256	4,498
Total equity	2,319,468	2,186,180	2,329,938	2,318,173	2,551,874

Corporate Governance Report

The Board of Directors (the “Board”) of Pico Far East Holdings Limited (the “Company”) is always committed to maintaining high standards of corporate governance. During the year ended October 31, 2025, the Company has complied with the code provision (the “CG Code”) as set out in the Corporate Governance Code contained in Appendix C1 of the Rules Governing the Listing of Securities (the “Listing Rules”) on The Stock Exchange of Hong Kong Limited (the “Stock Exchange”) except for the following deviation:

CG Code C.2.1 stipulates that the roles of the chairman and the chief executive officer should be separated and should not be performed by the same individual. Given the corporate structure for the year ended October 31, 2025, there was no separation between the roles of the chairman and the chief executive officer. Although the responsibilities of the chairman and the chief executive officer were vested in one person, all major decisions were made in consultation with the Board members and the senior management of the Company. There are five Independent Non-Executive Directors in the Board. The Board considers that there is sufficient balance of power and the current arrangement maintains a strong management position of the Company.

With effect from January 1, 2026, Mr. Lawrence Chia Song Huat retired as the chief executive officer of the Company. Following his retirement, Ms. Jean Chia Yuan Jiun, an Executive Director, was appointed as the chief executive officer with effect from January 1, 2026. Since then, no deviation from the CG Code.

The Company has applied the principles of the Corporate Governance Code contained in Appendix C1 of the Listing Rules to its corporate governance structure and practices as described in this report. This Annual Report should be read in conjunction with the Environment, Social and Governance (“ESG”) Report of the Company, which is available on the websites of the Stock Exchange and the Company.

Model Code for Securities Transactions by Directors

The Company has adopted the Model Code for Securities Transactions by Directors of Listed Issuers (the “Model Code”) as set out in Appendix C3 of the Listing Rules as the code of conduct regarding securities transactions by the directors of the Company (the “Directors”). Having made specific enquiry, the Company confirms that the Directors complied with the required standard set out in the Model Code for the year ended October 31, 2025.

Corporate Strategy and Culture

Pico is a global Total Brand Activation company listed on the Stock Exchange since 1992.

Our uniqueness and strength are founded on the diversity of over 2,300 inspired professionals working in 37 cities around the world. Pico uses Content, Community, Creative, Technology and Data strategies to deliver Integrated Brand Experience solutions that fulfil all client marketing needs.

The Board considers Pico’s success and leadership as stemming from our innovative approach and willingness to proactively embrace change, which are inherent to our purpose, vision, mission, values and culture. Our goal is to advance as a resilient organisation capable of adapting to change and overcoming challenges.

The vision, mission, values and culture of the Company are as follows:

Vision: The global leader in Total Brand Activation

Mission: Deliver tomorrow's impactful experiences today

Our Values and Culture:

Since the establishment of Pico Group, our business model has evolved continuously to sustain our lead in the markets where we operate. In recent years, our transformation has been guided by the following overarching strategies:

- Business model resilience: Using Content, Community, Creative, Technology and Data strategies to deliver Integrated Brand Experience solutions that fulfil all client marketing needs.
- Operational and technological resilience: Building a data-driven enterprise for operational excellence, and strategically adopting AI and data tools to drive growth and achieve greater productivity and efficiency.
- Organisational resilience: Designing an organisational structure and cultivating an “apprenticeship” model of talent development and upskilling to foster future growth.
- Financial resilience: Establishing robust financial foundations to ensure smooth and continuous short- and long-term operation and protect the value of our organisation.

In view of the above, the Board considers the purpose, values and strategy of Pico as aligned with our culture.

During the year, Pico undertook a variety of actions to maintain its corporate culture. Internally, we periodically broadcasted group strategies and thought leadership, celebrated staff achievements and circulated news and highlights such as updates on AI and other technological applications. By ensuring a free flow of information and know-how at every level, we ensure that everyone's aims and efforts are in alignment while promoting our culture of embracing forward-looking change. Feedback and comments from staff collected via internal channels and platforms also aided the Board in decision-making and forming strategy.

Pico continued to strengthen its corporate cultural framework through various strategic initiatives during the year. Relevant achievements and details are discussed in “Chairman's Statement” section of this Annual Report.

Key performance indicators which demonstrate Pico's financial capability as they relate to business objectives are listed in the “Results in Brief” section of this Annual Report. For more details on incentives which support our culture of sustainable development and measures for assessing and monitoring culture, please refer to our ESG Report, which is available on the websites of the Stock Exchange and the Company.

More information about the Group's purpose, values and strategy, and how they align with our culture, is available on Pico's website.

The Board

The Board plays an important role to cultivate a corporate culture which guides the behaviors of employees to act lawfully, ethically and responsibly, and ensure that the Group's purpose, values and strategy are aligned with its culture.

The Board has a balance of skill and experience and a balanced composition of Executive and Non-Executive Directors and is responsible for oversight of the management of the Company's business and affairs. The Board has delegated the day-to-day responsibility to the Executive Directors and senior management of the Company.

The Board is also responsible for performing the functions set out in the CG Code A.2.1. The Board will meet to develop, review and monitor the Company's corporate governance policies and practices, training and continuous professional development of directors and senior management, the Company's policies and practices on compliance with legal and regulatory requirements, the compliance of the Model Code and compliance manual applicable to employees and directors.

Four board meetings and one general meeting were held during the financial year ended October 31, 2025. The attendance of the Directors is set out below:

Directors	Attendance of board meetings	Attendance of general meeting
Executive Directors		
Lawrence Chia Song Huat (<i>Chairman</i>)	4/4	1/1
Jean Chia Yuan Jiun	4/4	1/1
Mok Pui Keung	4/4	1/1
Independent Non-Executive Directors		
Gregory Robert Scott Crichton	3/4	1/1
James Patrick Cunningham	4/4	1/1
Kenneth Kent Ho	4/4	1/1
Frank Lee Kee Wai	4/4	1/1
Charlie Yucheng Shi	4/4	1/1

Board and committee minutes are recorded in appropriate detail and are kept by the Company Secretary. Draft minutes are circulated to the Directors for comment within reasonable time after each meeting and the final version is open for Directors' inspection.

The Company has received annual confirmations of independence from all existing Independent Non-Executive Directors and considers them independent.

The Directors have fixed term of appointment and subject to re-election at the annual general meeting ("AGM") of the Company.

Please refer to "Profile of Directors and Senior Management" section of this Annual Report for the disclosure of any financial, business, family or other material/relevant relationships between board members.

Directors' Continuous Training and Development

Directors should participate in continuous professional development to develop and refresh their knowledge and skills. This is to ensure that their contribution into the Board remains informed and relevant.

The Directors are committed to complying with the CG Code C.1.4 on Directors' training. All Directors have participated in continuous professional development and provided a record of training they received for the financial year ended October 31, 2025 to the Company.

The individual training record of each Director received for financial year ended October 31, 2025 is set out below:

Directors	Briefings and updates on the business, operations and corporate governance matters	Attending or participating in seminars/workshops or working in technical committee relevant to the business/directors' duties
Executive Directors		
Lawrence Chia Song Huat (<i>Chairman</i>)	✓	✓
Jean Chia Yuan Jiun	✓	✓
Mok Pui Keung	✓	✓
Independent Non-Executive Directors		
Gregory Robert Scott Crichton	✓	✓
James Patrick Cunningham	✓	✓
Kenneth Kent Ho	✓	✓
Frank Lee Kee Wai	✓	✓
Charlie Yucheng Shi	✓	✓

The Chairman and the Chief Executive Officer

Under CG Code C.2.1, the roles of the chairman and the chief executive officer should be separated and should not be performed by the same individual.

The Company did not have a separate chairman and chief executive officer. Mr. Lawrence Chia Song Huat held both positions for the year ended October 31, 2025. The Board considers that the structure could promote the efficient formulation and implementation of the Company's strategies and explore business opportunities efficiently and promptly.

Corporate Governance Report

Non-Executive Directors

Under CG Code B.2.2, every Director, including those appointed for a specific term, should be subject to retirement by rotation at least once every three years.

The Non-Executive Directors of the Company are appointed for a specific term for two years and subject to retirement by rotation and re-election at AGM of the Company in accordance with the articles of association of the Company.

During the year, Independent Non-Executive Directors has, amongst other work done, approved the grant of the options to the Executive Directors of the Company, and reviewed and inquired about the business of the Group, and the Company's announcements, financial reports, circulars and notices.

To ensure independent views and input are available to the Board, the following mechanisms were established:

- The Board is steering the Company with a majority of Independent Non-Executive Directors.
- The Company receives annual confirmations of independence from all existing Independent Non-Executive Directors and considers them independent.
- The Directors are able, upon reasonable request, to seek independent professional advice in appropriate circumstances, at the Company's expenses. The Board shall resolve to provide separate appropriate independent professional advice to the Directors to assist the relevant Directors to discharge their duties.
- The Board and Nomination Committee of the Company adhere to the nomination policy to appoint/re-appoint the Directors.

During the year, the Board reviewed implementation of these mechanisms and determined that they remain effective.

Remuneration Committee

The Company has set up a Remuneration Committee consisting of one Executive Director and two Independent Non-Executive Directors.

The Remuneration Committee is responsible for ensuring that the Company has formal and transparent procedures for developing and overseeing its policies on the remuneration of the Directors and senior management. The Remuneration Committee's authorities and duties are set out in written terms of reference.

One Remuneration Committee meeting was held during the financial year ended October 31, 2025. Attendance of the members is set out below:

Members	Attendance of meeting
Gregory Robert Scott Crichton (<i>Chairman</i>)	1/1
Lawrence Chia Song Huat	1/1
James Patrick Cunningham	1/1

The terms of reference of the Remuneration Committee are aligned with code provision set out in the CG Code. Given below are main duties of the Remuneration Committee:

- to consider the Company’s policy and structure of remuneration of the Directors and senior management;
- to make recommendations to the Board on the specific remuneration packages of all Executive Directors and senior management;
- to review and approve the management’s performance-based remuneration by reference to corporate goals and objectives resolved by the Board from time to time;
- to review and approve compensation payable to Executive Directors and senior management in connection with any loss or termination of their office or appointment;
- to review and approve compensative arrangements relating to dismissal or removal of Directors for misconduct; and
- to review and/or approve matters relating to share schemes.

The works performed by the Remuneration Committee during the year include the following:

- make recommendations to the Board on the performance-based remuneration packages of Executive Directors and senior management of the Group for the year ended October 31, 2025;
- reviewed and/or approved of the grants of share options to Executive Directors and senior management of the Group; and
- reviewed and adopted of the proposal of directors’ fees for the year ended October 31, 2025.

The vesting period of first, second and third tranche of options granted during the year are less than 12 months, the Remuneration Committee considers that the grant of options with a shorter vesting period could align the interests of the grantees with that of the Company and the shareholders of the Company, reward and provide incentive to the grantees to work towards success of the Group, and reinforce their commitment to long-term services of the Group, which is in line with the purpose of the share option scheme.

The grantee is not required to achieve any performance targets before any options granted during the year can be exercised. The Remuneration Committee is of the view that, taking into account (i) the ability of grantees to contribute to the overall operations, development and long-term growth of the Group with reference to their tenure with the Company and industry experience; and (ii) the historical practice of the Company in granting options without performance targets, and the grant of options to the grantees aligns the interests of the grantees with that of the Company and the shareholders of the Company and reinforces the grantees’ commitment to the Group, and thus aligns with the purpose of the Company’s share option scheme.

Directors’ remuneration

We have in place a formal and transparent remuneration policy for Directors. The Company is committed to ensuring that Directors’ remuneration packages are competitive, fair, and aligned with the Company’s goals and objectives. This policy aims to provide a transparent framework for determining remuneration, taking into consideration various factors, including performance, responsibilities, and market rates. The remuneration of the Board shall be reviewed and approved in accordance with the terms of reference laid out by the Remuneration Committee. No Director is involved in deciding his/her own remuneration.

Details of remuneration of the Directors and the top five highest paid individuals of the Group are set out in Note 11 to the consolidated financial statements.

Corporate Governance Report

Audit Committee

The Company has set up an Audit Committee consisting of five Independent Non-Executive Directors.

The Audit Committee is responsible for reviewing half-year and annual financial statements; the risk management and internal control systems.

Three Audit Committee meetings were held during the financial year ended October 31, 2025, of which two meetings were held with the external auditor together with senior management. Attendance of the members is set out below:

Members	Attendance of meetings
Charlie Yucheng Shi (<i>Chairman</i>)	3/3
Gregory Robert Scott Crichton	2/3
James Patrick Cunningham	3/3
Kenneth Kent Ho	3/3
Frank Lee Kee Wai	3/3

The terms of reference of Audit Committee are aligned with the code provision set out in the CG Code. Given below are the main duties of the Audit Committee:

- to consider the appointment of external auditor and any questions of resignation or dismissal;
- to discuss with the external auditor the nature and scope of the audit before the audit commences;
- to review half-year and annual financial statements before submission to the Board;
- to discuss problems and reservations arising from the audit, and any matters the external auditor may wish to discuss;
- to consider and review the Company's system of internal controls; and
- to oversee and review the risk management framework and process through the internal audit department to ensure the appropriateness and effectiveness of the Group's risk management system.

The works performed by the Audit Committee during the year include the following:

- reviewed the external auditor's audit plan for the year ended October 31, 2025;
- considered the audit fee quotation from external auditor for the year ended October 31, 2025;
- reviewed the key audit matters included in the Independent Auditor's Report for the year ended October 31, 2024;
- considered the independence of the external auditor;
- reviewed and discussed the 2024 Annual Report and final results announcement with the Independent Auditor's Report for the Board's approval;
- reviewed and discussed the 2025 Interim Report and interim results announcement for the Board's approval;
- reviewed and discussed on the internal audit's progress reports and works performed by internal audit department with the head of internal audit, their findings and rectification action plan;
- reviewed internal audit plan for 2026; and
- reviewed and received the reports of risk management review for the year.

Nomination Committee

The Company has set up a Nomination Committee consisting of two Executive Directors and three Independent Non-Executive Directors.

The Company is committed to equality of opportunity in all aspects of its business and the Nomination Committee has reviewed the board diversity policy on an annual basis to ensure its continued effectiveness.

As set out in the board diversity policy, diversity of board members can be achieved through consideration of a number of factors, including but not limited to skills, regional and industry experience, background, race, gender and other qualities. In forming its perspective on diversity, the Company will also take into account factors based on its own business model and specific needs from time to time. The Company targets to maintain a Board with female representation, and gender diversity is achieved in respect of the Board. It is considered that the current Board composition is well-balanced and appropriate for the business of the Company. Therefore, no timeline or plan was proposed for further enhancing the gender diversity target of the Board for the time being. The Company is conscious of gender diversity when considering potential successors to the Board to achieve gender diversity, all appointments are ultimately made on a merit basis taking into account available and suitable candidates.

One Nomination Committee meeting was held during the financial year ended October 31, 2025. Attendance of the members is set out below:

Members	Attendance of meeting
Lawrence Chia Song Huat (<i>Chairman</i>)	1/1
Jean Chia Yuan Jiun (appointed on September 30, 2025)	1/1
James Patrick Cunningham	1/1
Kenneth Kent Ho	1/1
Charlie Yucheng Shi	1/1

The terms of reference of Nomination Committee are aligned with the code provision set out in the CG Code. Given below are the main duties of the Nomination Committee:

- to review the structure, size and composition (including but not limited to the skills, knowledge and experience) of the Board at least annually and make recommendations on any proposed changes to the Board to complement the Company's corporate strategy;
- to identify individuals suitably qualified to become members of the Board and select or make recommendations to the Board on the selection of individuals nominated for directorships;
- to receive nominations from shareholders or directors when such are tendered and to make recommendations to the Board on the candidacy of the nominees, having regard to the Board's compositional requirements and suitability of the nominees;
- to assess the independence of Independent Non-Executive Directors and review the Independent Non-Executive Directors' confirmations on their independence; and make disclosure of its review results in the Corporate Governance Report. Where the Board proposes a resolution to elect an individual as an Independent Non-Executive Director at the general meeting, it should set out in the circular to shareholders and/or explanatory statement accompanying the notice of the relevant general meeting why they believe he/she should be elected and the reasons why they consider him/her to be independent;
- to make recommendations to the Board on the appointment or reappointment of directors and succession planning for directors, in particular the chairman of the Board and the chief executive of the Company; and
- to consider other topics and review other documents as may be reasonably requested by the Board from time to time.

Corporate Governance Report

A nomination policy of the Company has been adopted by the Board. This policy sets out the process and procedures which govern the nomination of Directors applicable to both new appointments and re-appointments. In evaluating a proposed candidate, including a Director eligible for re-appointment, the Nomination Committee will consider the following factors (which are by no means exhaustive):

- the strategy of the Company;
- the structure, size, composition and needs of the Board and its respective board committees at the time, taking into account succession planning, where appropriate;
- the required skills, which should be complementary to those of the existing Directors;
- the board diversity policy of the Company as adopted/amended by the Board from time to time;
- any information obtained through third party references or background checks;
- any other factors that may be used as reference in assessing the suitability of a proposed candidate, including but not limited to the candidate's reputation for integrity, accomplishments and likely commitment in terms of time and interest;
- the candidate's ability to devote sufficient time to the Board, in particular if a proposed candidate will be holding his/her seventh (or more) listed company directorship; and
- the independence of a candidate proposed to be appointed as an independent non-executive director, in particular by reference to the independence requirements under the Listing Rules.

The Nomination Committee is vested with discretion to take into account such other factors as it may consider appropriate.

The appointment of any proposed candidate to the Board or re-appointment of any existing Director shall be made in accordance with the Company's articles of association, the Listing Rules and other applicable rules and regulations.

The works performed by the Nomination Committee during the year include the following:

- reviewed the structure, size and composition of the Board;
- reviewed the independence of the Independent Non-Executive Directors; and
- made recommendations on the re-election of Directors at the 2026 AGM.

Workforce diversity

As at October 31, 2025, our total workforce comprised of 47% female and 53% male. The current gender diversity of workforce was appropriate taking into account the business models and operational needs. We continually take positive action to ensure equal opportunity in the conduct of employment activities, including recruitment, hiring, compensation, training and promotion for all persons to be based on their competence, knowledge, experience and individual performance, regardless of gender.

Auditor's Remuneration

Total auditor's remuneration for the year is HK\$7,838,000 (2024: HK\$6,806,000) representing:

	2025 HK\$'000	2024 HK\$'000
Charged by RSM Hong Kong	2,072	2,420
Charged by other RSM network firms	346	476
Subsidiaries not audited by RSM Hong Kong and not other RSM network firms	4,995	3,485
The People's Republic of China (the "PRC") subsidiaries with different year end date not audited by RSM Hong Kong and not other RSM network firms	425	425
	7,838	6,806

There was HK\$2,000 (2024: HK\$42,000) non-audit service provided by RSM Hong Kong or other RSM network firms for the year ended October 31, 2025.

Directors' Responsibility for the Financial Statements

The Directors are responsible for the preparation of the financial statements of the Group for the relevant accounting periods under applicable statutory and regulatory requirements which give a true and fair view of the state of affairs, the results of operations and cash flows of the Group. In preparing the financial statements for the six months ended April 30, 2025 and for the year ended October 31, 2025, suitable accounting policies have been adopted and applied consistently. The financial statements for the reporting year have been prepared on a going concern basis.

Risk Management and Internal Controls

To achieve a sound system of risk management, the Group's risk management system is embedded into the culture, process and structures of the Group. The Group's risk management system shall be responsive to the changes in business environment and clearly communicated to all levels.

The Board has overall responsibility for the effectiveness of the risk management and internal control system and oversees the risk management and internal control systems. With the assistance of the Audit Committee, the Group risk management committee (the "GRMC") and the internal audit department, the Board oversees the Company's risk management and internal control system on an on-going basis, sets appropriate policies and reviews the effectiveness of the systems at least annually, covering all material financial, operational and compliance controls. The Board reviews risk assessment results, including changes in the nature and extent of significant risks since the last review and the Group's ability to respond to changes in its business and the external environment.

Risk management structure and process

Risk management structure

The Group's risk governance structure is based on the "3 lines of defense" model. The first line of defense is the internal control system in operation management. The second line of defense is the risk management, which comprises risk management and compliance performed by the GRMC and reports to the Board. The third line of defense is the internal audit function performed by internal audit department and reports to the Audit Committee and the Board.

The Audit Committee, delegated by the Board, considers and reviews the Group's system of internal controls; and oversees and reviews the risk management framework and process through the internal audit department to ensure the appropriateness and effectiveness of the Group's risk management system.

The GRMC has been established to design, implement and monitor the risk management policy and procedures of the Group. Members of the GRMC are senior management members of the Group. Major and significant risks relating to operations, finance, compliance and ESG are identified and categorised into the risk register, and the risks are continuously monitored and assessed. High risk items on the risk register are reported to the Board regularly. Effective control activities are developed to mitigate the risks. The Group's risk management system is closely linked to its internal control system. Internal audit department will evaluate function of the GRMC, review and assess the efficiency and effectiveness on internal control and risk management systems, and reports any significant risk items or findings identified to the GRMC and the Audit Committee.

The Group's internal audit department is responsible for providing independent assurance that the Group's risk management and internal control processes are operating effectively. The head of the internal audit department reports to the Audit Committee on a regular basis. The Audit Committee reviews the annual internal audit plan which covers the Group's significant areas of operations. The audit plan is reviewed on an annual basis. The scope of works of the Group's internal audit department covers all material controls including financial, operational, compliance and ESG-related controls as well as risk management policies and procedures. The internal audit department reviews the material controls of the Group on a continuous basis and aims to cover all major operations of the Group on a cyclical basis. Internal audit findings and recommendations are presented at the Audit Committee meetings. The implementation of the agreed recommendations is to be followed up on a regular basis.

Overall, the risk management and internal control systems are designed to manage rather than eliminate the risk of failure to achieve business objectives, and can only provide reasonable and not absolute assurance against material misstatement or loss. Nevertheless, the Group has always act prudently to ensure that risks, which can prevent the Group from achieving its objectives, are adequately assessed and effectively managed.

The key risks identified, managed and monitored during the year included risks in change in customer preference and technology and fluctuation in exchange rate. ESG risks including crisis management, personal injury at work or damage of client's property by accident and compliance of laws and regulations are under ongoing monitoring and managed by the Group's risk management framework. International tax compliance is currently considered an emerging risk to the Group and actions have been taken to cope with the potential threat it poses to our business operations.

Annual Review of System Effectiveness

The Board has conducted annual review of the adequacy and effectiveness of the Group's risk management and internal control systems for the year ended October 31, 2025 through the Audit Committee, the GRMC and the internal audit department, covering all material financial, operational and compliance controls. The Group's senior management members through the GRMC reports on the effectiveness of the risk management and internal control systems. No significant areas of concern have been identified and the Board considered the systems effective and adequate.

The Board also reviews annually the adequacy of resources, qualifications and experience of staff of the Group's accounting, internal audit, financial reporting functions, as well as those relating to the Group's ESG performance and reporting, and their training programmes and budget.

The Group complies with the requirements of the Securities and Futures Ordinance ("SFO") and the Listing Rules. The Group regulates the insider dealing according to the policy in the code of conduct of the Group. This policy prohibits the buying or selling a stock or other security based upon price-sensitive information that the rest of the financial public does not have. The Group will disclose inside information to the public as soon as reasonably practicable unless the information falls within any of the safe harbour provisions and satisfies the conditions under the SFO. Before the information is fully disclosed to the public, the Group will ensure that the information is kept strictly confidential.

A whistleblowing policy was formulated to enable employees and third parties to raise concerns in confidence with the Audit Committee about any misconducts, malpractice or impropriety relating to the Group.

An anti-corruption policy was adopted which outlines the anti-corruption laws and regulations, and the anti-corruption practices and controls on any bribes, kickback, or illicit payment or benefit of money or in any kind.

Shareholders Rights

Pursuant to article 72 of the Company's articles of association, an extraordinary general meeting shall be convened on the written requisition of any two members of the Company deposited at the registered office specifying the objects of the meeting and signed by the shareholders, provided that such shareholders held at the date of deposit of the requisition not less than one tenth of the paid up capital of the Company as at the date of deposit which carries the right of voting at general meetings of the Company. If the Directors do not within twenty one days from the date of deposit of the requisition proceed duly to convene the meeting, the shareholders themselves may convene the general meeting in the same manner, as nearly as possible, as that in which meetings may be convened by the Directors, and all reasonable expenses incurred by the shareholders as a result of the failure of the Directors shall be reimbursed to them by the Company.

There are no provision allowing shareholders to move new resolutions at general meetings under the Cayman Islands Companies Act (2025 Revision) or the articles of association of the Company. Shareholders who wish to move a resolution may request the Company to convene a general meeting following the procedures set out in the preceding paragraph.

As regards, proposing a person for election as a director, please refer to the procedures available on the website of the Company.

Shareholders may at any time send their enquiries and concerns to the Board in writing to the Company's principal place of business in Hong Kong at Pico House, 4 Dai Fu Street, Tai Po Industrial Estate, New Territories, Hong Kong.

Investor Relations and Communication with Shareholders

The Company follows a policy of disclosing relevant information to shareholders in a timely manner. Members of the Board meet and communicate with shareholders at the AGM of the Company. The Chairman proposes separate resolutions for each issue to be considered and put each proposed resolution to the vote by way of a poll. Voting results are posted on the website of the Stock Exchange and the Company's website on the day of AGM.

Our company website which contains corporate information, corporate governance practice, interim and annual reports, ESG reports, announcements and circulars issued by the Company enables the Company's shareholders to have timely and updated information of the Company.

The Company has adopted the shareholders communication policy with the objective of ensuring that shareholders of the Company, both individual and institutional, and, in appropriate circumstances, the investment community at large, are provided with ready, equal and timely access to balanced and understandable information about the Company, in order to enable shareholders to exercise their rights in an informed manner, and to allow shareholders and the investment community to engage actively with the Company. The Board will regularly review the policy to ensure its effectiveness.

Information shall be communicated to shareholders and the investment community mainly through the Company's financial reports, AGMs and other general meetings that may be convened, as well as by making available all the disclosures submitted to the Stock Exchange and its corporate communications and other corporate publications on the company website.

The Board reviewed the Group's shareholders and investor engagement and communication activities conducted during the year and was satisfied with the implementation and effectiveness of the shareholders communication policy.

Constitutional Documents

At the AGM of the Company held on March 21, 2025, a special resolution was passed by the shareholders of the Company approving certain amendments to the Company's memorandum and articles of association ("M&A") to (i) allow the Company to hold, sell and transfer treasury shares of the Company (the "Treasury Shares"); and (ii) make other consequential and housekeeping amendments to M&A. Details of the amendments were set out in the Company's announcement dated February 17, 2025 and circular dated February 20, 2025. The amended M&A is available on the websites of the Stock Exchange and the Company.

Dividend Policy

The Board has adopted a dividend policy. This policy sets out the guidelines for the Board to determine (i) whether dividends are to be declared and paid, and (ii) the level and form of dividend to be paid to the shareholders of the Company. It is the policy of the Company to allow its shareholders to participate in the Company's profits whilst to retain adequate reserves for future growth. Normally, the Company pays dividends twice a year, which are the interim dividend and final dividend. The Board may declare special dividends in addition to such dividends as it considers appropriate.

In determining/recommending the frequency, amount and form of any dividend in any financial year/period, the Board shall consider the following factors:

- the actual and expected financial performance of the Group;
- Company's reserves available for distribution to shareholders;
- the current and future liquidity position and working capital requirements of the Group;
- expected cash flows for business operations, business strategies and future development needs;
- future expansion plans and cash commitments;
- economic conditions and other internal or external factors that may have an impact on the business, financial performance and/or position of the Group; and
- other factors that the Board deems relevant.

Dividends may be paid in cash or be satisfied wholly or in part by the distribution of specific assets of any kind, including an allotment of shares of the Company. The Board may from time to time determine and pay to the Company's shareholders such interim dividends as it considers appropriate. The Board may recommend the payment of final dividends which are required to be approved by shareholders of the Company in general meetings.

Directors' Report

The Directors present their annual report and the audited consolidated financial statements for the year ended October 31, 2025.

Principal Activities

The Company acts as an investment holding company. The activities of its principal subsidiaries are set out in Note 46 to the consolidated financial statements.

An analysis of the Group's performance for the year by operating segment is set out in Note 8 to the consolidated financial statements.

Business Review

A fair review of the Group's business, including the principal risk and uncertainties facing the Group, the important events affecting the Group that have occurred for the financial year ended October 31, 2025, and the likely future development in the Group's business can be found in the section headed "Chairman's Statement". Details about the Group's financial risk management are set out in Note 6 to the consolidated financial statements. These discussions form part of this Directors' Report. The ESG Report of the Company, which is available on the websites of the Stock Exchange and the Company, shall also form part of the business review.

Five Year Financial Summary

A five year financial summary of the results and of the assets and liabilities of the Group is set on pages 24 to 25.

Results and Appropriations

The results of the Group for the year ended October 31, 2025 are set out in the consolidated income statement and consolidated statement of comprehensive income on pages 61 to 62.

The Board recommend payment of a final dividend of HK9.0 cents ("Final Dividend") (2024: a final dividend of HK7.5 cents), and a special dividend ("Special Dividend", together with the Final Dividend, "Dividends") of HK4.5 cents (2024: a special dividend of HK3.5 cents), per ordinary share. Together with an interim dividend of HK5.5 cents (2024: HK5.5 cents) per ordinary share, the total dividend for the year ended October 31, 2025 amounts to HK19.0 cents (2024: HK16.5 cents) per ordinary share. Shareholders of the Company will be given the option to receive the Special Dividend of HK4.5 cents per ordinary share in cash or wholly or partly in new and fully paid shares ("Scrip Shares") in lieu of cash (the "Scrip Dividend Scheme"), and the Final Dividend of HK9.0 cents per ordinary share will be paid in the form of cash.

The payment of the Dividends is conditional upon the approval of the Company's shareholders at the forthcoming annual general meeting to be held on Friday, March 27, 2026. Further, payment of the Special Dividend is subject to the Listing Committee of the Stock Exchange granting the listing of and permission to deal in Scrip Shares. It is expected that cash entitlements will be paid (by way of cheques or bank transfers) and/or share certificates for Scrip Shares will be dispatched on Tuesday, May 26, 2026 to the shareholders on the register of members of the Company on Friday, April 10, 2026.

A circular containing, inter alia, full details of the Scrip Dividend Scheme is expected to be dispatched together with a form of election for scrip dividend to shareholders of the Company on or around Tuesday, April 21, 2026.

Reserves

Movements in the reserves of the Group and the Company during the year are set out in the consolidated statement of changes in equity on pages 65 to 66 and Note 35 to the consolidated financial statements respectively.

The Directors consider that the Company's reserves available for distribution to shareholders comprise the share premium, the special reserve and the retained earnings which amounted to HK\$941,380,000 (2024: HK\$678,978,000). Under the Companies Act (2025 Revision) Chapter 22 of the Cayman Islands, the share premium of the Company is available for paying distributions or dividends to shareholders subject to the provisions of its M&A and provided that immediately following the distribution of dividend the Company is able to pay its debts as they fall due in the ordinary course of business.

Major Customers and Suppliers

The aggregate revenue and purchases attributable to the Group's five largest customers and suppliers respectively were less than 30% of the Group's total revenue and purchases for the year.

None of the Directors, or any of their associates or any substantial shareholders of the Company (which, to the best knowledge of the Directors, own more than 5% of the Company's issued share capital) had any beneficial interest in the Group's five largest customers or suppliers.

Equity Linked Agreements

Save as disclosed in the section "Share Schemes" on pages 43 to 51 contained in this Directors' Report and set out in Note 34 to the consolidated financial statements, no equity linked agreements were entered into during the year or subsisted at the end of the year.

Shares Issued During the Year

Details of shares issued during the year ended October 31, 2025 are set out in Note 33 to the consolidated financial statements.

Principal Investment Properties

Details of principal investment properties held for investment purposes are set out in Note 16 to the consolidated financial statements and in the section "Summary of Principal Investment Properties" on pages 178 to 179.

Donation

Donation made by the Group during the year amounted to HK\$287,000.

Directors and Directors' Service Contracts

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

Executive Directors

Mr. Lawrence Chia Song Huat, *Chairman*
Ms. Jean Chia Yuan Jiun
Mr. Mok Pui Keung

Independent Non-Executive Directors

Mr. Gregory Robert Scott Crichton
Mr. James Patrick Cunningham
Mr. Kenneth Kent Ho
Mr. Frank Lee Kee Wai
Mr. Charlie Yucheng Shi

Directors' Report

In accordance with article 116 of the Company's articles of association, Messrs. Mok Pui Keung, Charlie Yucheng Shi and Kenneth Kent Ho retire and being eligible, offer themselves for re-election. Mr. Gregory Robert Scott Crichton will retire by rotation and will not offer himself for re-election at the forthcoming AGM.

All of the remaining Directors, including the Independent Non-Executive Directors, are subject to retirement by rotation and re-election at the AGM in accordance with the aforementioned article 116.

None of the Directors proposed for re-election at the forthcoming AGM has a service contract which is not determinable by the Group within one year without payment of compensation (other than statutory compensation).

Biographical Details of Directors and Senior Management

Biographical details of Directors and senior management are set out in the section "Profile of Directors and Senior Management".

Directors' Material Interests in Transactions, Arrangement and Contracts

No transactions, arrangement and contracts of significance in relation to the Group's business to which the Company's subsidiaries, fellow subsidiaries or its parent company was a party and in which a Director of the Company and the Director's connected party had a material interest, whether directly or indirectly, subsisted at the end of the year or at any time during the year.

Directors' Interests in Shares

At October 31, 2025, the interests of the Directors and their associates in the shares and underlying shares of the Company and its associated corporations, as recorded in the register maintained by the Company pursuant to section 352 of the SFO, or as otherwise notified to the Company and the Stock Exchange pursuant to the Model Code contained in the Listing Rules were as follows:

Directors	Number of shares/underlying shares held			Approximate percentage of shareholding of the Company	
	Personal interests	Other interests	Total interests		
Mr. Lawrence Chia Song Huat	(Note a)	25,879,948	–	25,879,948	2.05%
Ms. Jean Chia Yuan Jiun	(Note b)	5,544,000	–	5,544,000	0.44%
Mr. Mok Pui Keung	(Note c)	2,856,855	–	2,856,855	0.23%
Mr. Gregory Robert Scott Crichton		–	–	–	–
Mr. James Patrick Cunningham		–	–	–	–
Mr. Kenneth Kent Ho		–	–	–	–
Mr. Frank Lee Kee Wai		–	–	–	–
Mr. Charlie Yucheng Shi		–	–	–	–

Notes:

- (a) The personal interest of Mr. Lawrence Chia Song Huat represents the interest in 18,203,948 shares and interest in 7,676,000 underlying shares in respect of the share options granted by the Company, the details of which are stated in the following section "Share Schemes".
- (b) The personal interest of Ms. Jean Chia Yuan Jiun represents the interest in 2,832,000 shares and interest in 2,712,000 underlying shares in respect of the share options granted by the Company, the details of which are stated in the following section "Share Schemes".

- (c) The personal interest of Mr. Mok Pui Keung represents the interest in 1,396,855 shares and interest in 1,460,000 underlying shares in respect of the share options granted by the Company, the details of which are stated in the following section "Share Schemes".

All the interests disclosed above represent long position in the shares of the Company.

Save as disclosed herein and other than certain shares in subsidiaries held as nominees by certain Directors of the Group, none of the Directors and their associates has any interests or short positions in any shares, underlying shares and debentures of the Company or any associated corporations (within the meaning of the SFO) as recorded in the register to be kept under section 352 of the SFO or as otherwise notified to the Company and the Stock Exchange pursuant to the Model Code.

Share Schemes

The share option scheme approved by the shareholders of the Company on March 22, 2012 (the "2012 Scheme") has expired on March 22, 2022. Thereafter, no further options will be granted under the 2012 Scheme but the subsisting options granted thereunder prior to the expiry date will continue to be valid and exercisable in accordance with the terms of the 2012 Scheme.

At the AGM of the Company held on March 25, 2022, the shareholders of the Company approved the adoption of a new share option scheme (the "2022 Scheme") under which the Directors of the Company may grant options to eligible persons ("Eligible Person(s)") to subscribe for the Company's shares subject to the terms and conditions as stipulated therein. Unless otherwise cancelled or amended, the 2022 Scheme will remain valid for a period of 10 years from the date of its adoption.

Following the introduction of the treasury share regime under the Listing Rules, to benefit from such treasury share regime by allowing flexibility in managing the capital structure through share buy-back and resale of Treasury Shares and to reduce administrative costs, on April 11, 2025, the Board passed a resolution to amend the terms of the 2022 Scheme to the effect that the Company may use the Treasury Shares for the purpose of the 2022 Scheme, where appropriate, in particular, the Company may, in addition to issue new shares, transfer the Treasury Shares, if any, to fund any share options granted under the 2022 Scheme.

The number of options available for grant under share option schemes of the Company at the beginning of the financial year was 105,045,810 and the end of the financial year was 98,281,810.

1. The 2012 Scheme

The 2012 Scheme was adopted on March 22, 2012, details are as follows:

(i) Purpose

It enables the Company to grant options to Eligible Person as an incentive scheme for their contribution to the Group.

(ii) Eligible Person

- (a) Any executive, i.e. any person who is, or who at any time after March 22, 2012 becomes, a full-time or part-time employee or an executive director of any Group company and has on the day preceding the offer date been such an employee or executive director for at least six months and any other employee or executive director of any Group company nominated by the Directors to be an executive.
- (b) Any non-executive as approved by the Board.

(iii) The total number of shares available for issue under the 2012 Scheme and the percentage of the issued share capital that it represents as at the date of the annual report

- (a) The total number of shares which may be issued upon exercise of all outstanding options granted under the 2012 Scheme was 200,000 shares, representing approximately 0.02% of the issued share capital of the Company as at the date of this annual report. No further share option can be granted under the 2012 Scheme after its expiry.
- (b) The maximum number of shares which may be issued upon exercise of all outstanding options granted and yet to be exercised under the 2012 Scheme and any other schemes of the Company must not exceed 30% of the shares in issue from time to time.

(iv) Maximum entitlement of each Eligible Person

The maximum number of shares issued and to be issued upon the exercise of options granted to each Eligible Person (including both exercised and outstanding options) in any 12-month period shall not exceed 1% of the issued share capital of the Company. Any further grant of share options in excess of this limit is subject to shareholders' approval in general meeting of the Company.

(v) Timing for exercise of options

- (a) An option may be exercised in accordance with the terms of the 2012 Scheme at any time during a period to be notified by the Directors to each option holder but may not be exercised after the expiry of five years from the offer date. The Directors may provide restrictions on the exercise of an option during the period and option may be exercised as a result.
- (b) There is no general requirement on the performance targets that must be achieved before an option can be exercised under the terms of the 2012 Scheme. However, at the time of offer of an option, the Directors may, on a case by case basis, make such offer subject to such conditions in relation to performance targets to be achieved as the Directors may determine in their absolute discretion.

(vi) The vesting period of options granted under the scheme

An option may be exercised at any time in whole or in part during the option period.

(vii) Basis for determination of exercise price

The subscription price per share in relation to an option shall be a price to be determined by the Directors and shall be no less than the highest of:

- (a) the closing price of the shares as stated in the daily quotation sheets issued by the Stock Exchange on the date on which the option is offered to an Eligible Person, which must be a business day;
- (b) the average closing price of the shares as stated in the daily quotation sheets issued by the Stock Exchange for the five business days immediately preceding the offer date; or
- (c) the nominal value of the shares on the offer date.

(viii) Life of the 2012 Scheme

The 2012 Scheme was in force for a period of 10 years commencing on March 22, 2012, which was the date of adoption of the 2012 Scheme and has expired on March 22, 2022.

(ix) Amount payable on application or acceptance of the option and the period within which payments or calls must or may be made or loans for such purposes must be repaid

There was no consideration payable on application or acceptance of the share option and, thus, no specific period within which payments or calls which must or may be made or loans for such purposes must be repaid.

2. The 2022 Scheme

The 2022 Scheme was adopted on March 25, 2022, details are as follows:

(i) Purpose

It enables the Company to grant options to Eligible Person as an incentive scheme for their contribution to the Group.

(ii) Eligible Person

- (a) Any employee (whether full-time or part-time employee, including any executive director) of the Company, any of its subsidiaries and any entity in which the Group holds any equity interest.
- (b) Any non-executive director (including any independent non-executive director) of the Company, any of its subsidiaries or any entity in which the Group holds any equity interest.

(iii) The total number of shares available for issue under the 2022 Scheme and the percentage of the issued share capital that it represents as at the date of the annual report

- (a) The total number of shares which may be issued upon exercise of all outstanding options granted under the 2022 Scheme was 16,208,000 shares, representing approximately 1.28% of the issued share capital of the Company as at the date of this annual report. 9,336,000 shares have been issued under the 2022 Scheme, the total number of shares still available to be issued under the 2022 Scheme was 114,489,810 shares, representing approximately 9.06% of the issued share capital of the Company as at the date of this annual report.
- (b) The maximum number of shares which may be issued upon exercise of all outstanding options granted and yet to be exercised under the 2022 Scheme and any other schemes of the Company must not exceed 30% of the shares in issue from time to time.

(iv) Maximum entitlement of each Eligible Person

The maximum number of shares issued and to be issued upon the exercise of options granted to each Eligible Person (including both exercised and outstanding options) in any 12-month period shall not exceed 1% of the issued share capital of the Company. Any further grant of share options in excess of this limit is subject to shareholders' approval in general meeting of the Company.

(v) Timing for exercise of options

- (a) An option may be exercised in accordance with the terms of the 2022 Scheme at any time during a period such option is exercisable as the Board may in its absolute discretion determine, save that such period shall not be more than five years, subject to such conditions as the Board may think fit.

Directors' Report

- (b) There is no general requirement on the performance targets that must be achieved before an option can be exercised under the terms of the 2022 Scheme except otherwise imposed by the Board and stated in the offer of the grant of the option(s). The basis of eligibility of any of the class of participants to the grant of any option(s) shall be determined by the Board from time to time on the basis of their contribution to the development and growth of the Group and any entity in which the Group holds any equity interest.

(vi) The vesting period of options granted under the scheme

An option may be exercised at any time in whole or in part during the option period. The Board may at its discretion determine the minimum period for which the option has to be held before the exercise of the option.

(vii) Basis for determination of exercise price

The subscription price per share in relation to an option shall be a price to be determined by the Directors and shall be no less than the highest of:

- (a) the closing price of the shares as stated in the daily quotation sheet issued by the Stock Exchange on the date on which the option is offered to an Eligible Person, which must be a business day;
- (b) the average closing price of the shares as stated in the daily quotation sheets issued by the Stock Exchange for the five business days immediately preceding the offer date; or
- (c) the nominal value of the shares on the offer date.

(viii) Life of the 2022 Scheme

The 2022 Scheme will remain in force for a period of 10 years commencing on March 25, 2022, which was the date of adoption of the 2022 Scheme.

(ix) Amount payable on application or acceptance of the option and the period within which payments or calls must or may be made or loans for such purposes must be repaid

There was no consideration payable on application or acceptance of the share option and, thus, no specific period within which payments or calls which must or may be made or loans for such purposes must be repaid.

6,764,000 options were granted under the 2022 Scheme of the Company during the year ended October 31, 2025. The number of shares that may be issued in respect of options granted under the 2012 Scheme and 2022 Scheme of the Company during the financial year representing 0.54% of the weighted average number of shares in issue for the year.

3. Outstanding options

Details of outstanding options over new shares of the Company at the beginning and at the end of the reporting period which have been granted under the 2012 Scheme and 2022 Scheme are as follows:

2012 Scheme

	Outstanding at November 1, 2024	Number of share options granted	Number of share options exercised	Number of share options lapsed	Number of share options cancelled	Outstanding at October 31, 2025	Price of share prior to the exercise date of share option (Note h)
<i>Category 1: Directors</i>							
Mr. Lawrence Chia Song Huat (Note b)	2,500,000	-	(2,500,000)	-	-	-	2.088
Ms. Jean Chia Yuan Jiun (Note b)	1,000,000	-	(1,000,000)	-	-	-	2.055
Mr. Mok Pui Keung (Note a)	210,000	-	(210,000)	-	-	-	2.071
(Note b)	500,000	-	(500,000)	-	-	-	2.088
Total Directors	4,210,000	-	(4,210,000)	-	-	-	
<i>Category 2: Employees</i>							
(Note a)	822,000	-	(588,000)	(234,000)	-	-	2.071
(Note b)	450,000	-	(250,000)	-	-	200,000	2.088
Total employees	1,272,000	-	(838,000)	(234,000)	-	200,000	
Total all categories	5,482,000	-	(5,048,000)	(234,000)	-	200,000	

Directors' Report

2022 Scheme

	Outstanding at November 1, 2024	Number of share options granted	Number of share options exercised	Number of share options lapsed	Number of share options cancelled	Outstanding at October 31, 2025	Price of share prior to the exercise date of share option (Note h)
<i>Category 1: Directors</i>							
Mr. Lawrence Chia Song Huat							
(Note c)	2,454,000	-	(2,454,000)	-	-	-	2.057
(Note e)	2,252,000	-	-	-	-	2,252,000	-
(Note f)	2,416,000	-	-	-	-	2,416,000	-
(Note g)	-	3,008,000	-	-	-	3,008,000	-
Ms. Jean Chia Yuan Jiun							
(Note c)	706,000	-	(706,000)	-	-	-	2.057
(Note e)	1,126,000	-	(1,126,000)	-	-	-	2.113
(Note f)	1,208,000	-	-	-	-	1,208,000	-
(Note g)	-	1,504,000	-	-	-	1,504,000	-
Mr. Mok Pui Keung							
(Note c)	180,000	-	-	-	-	180,000	-
(Note e)	374,000	-	-	-	-	374,000	-
(Note f)	404,000	-	-	-	-	404,000	-
(Note g)	-	502,000	-	-	-	502,000	-
Total Directors	11,120,000	5,014,000	(4,286,000)	-	-	11,848,000	
<i>Category 2: Employees</i>							
(Note c)	516,000	-	(268,000)	-	-	248,000	2.057
(Note d)	728,000	-	(610,000)	-	-	118,000	1.924
(Note e)	1,874,000	-	(982,000)	-	-	892,000	2.113
(Note f)	2,710,000	-	(1,052,000)	-	-	1,658,000	2.268
(Note g)	-	1,750,000	(26,000)	-	-	1,724,000	2.606
Total employees	5,828,000	1,750,000	(2,938,000)	-	-	4,640,000	
Total all categories	16,948,000	6,764,000	(7,224,000)	-	-	16,488,000	

Notes:

- (a) The exercise price is HK\$0.960. The option period during which the options may be exercised is the period from September 8, 2020 to September 7, 2025. The date of grant was September 7, 2020. The vesting period commences on September 7, 2020 and up to September 8, 2020, November 2, 2020, May 3, 2021 and November 1, 2021.
- (b) The exercise price is HK\$1.280. The option period during which the options may be exercised is the period from February 26, 2021 to February 25, 2026. The date of grant was February 25, 2021. The vesting period commences on February 25, 2021 and up to February 26, 2021, November 1, 2021, May 3, 2022 and November 1, 2022.
- (c) The exercise price is HK\$1.120. The option period during which the options may be exercised is the period from May 24, 2022 to May 23, 2027. The date of grant was May 23, 2022. The vesting period commences on May 23, 2022 and up to May 24, 2022, November 1, 2022, May 2, 2023 and November 1, 2023.
- (d) The exercise price is HK\$1.154. The option period during which the options may be exercised is the period from September 24, 2022 to September 23, 2027. The date of grant was September 23, 2022. The vesting period commences on September 23, 2022 and up to September 24, 2022, November 1, 2022, May 2, 2023 and November 1, 2023.
- (e) The exercise price is HK\$1.300. The option period during which the options may be exercised is the period from May 29, 2023 to May 25, 2028. The date of grant was May 25, 2023. The vesting period commences on May 25, 2023 and up to May 29, 2023, November 1, 2023, May 2, 2024 and November 1, 2024.
- (f) The exercise price is HK\$1.700. The option period during which the options may be exercised is the period from May 28, 2024 to May 27, 2029. The date of grant was May 27, 2024. The vesting period commences on May 27, 2024 and up to May 28, 2024, November 1, 2024, May 2, 2025 and November 3, 2025.
- (g) The exercise price is HK\$2.140. The option period during which the options may be exercised is the period from May 27, 2025 to May 26, 2030. The date of grant was May 26, 2025 and the closing price of share immediately before the date of grant was HK\$2.120. There is no performance target that has to be achieved before the exercise of the options granted. The vesting period commences on May 26, 2025 and up to May 27, 2025, November 3, 2025, May 4, 2026 and November 2, 2026.
- (h) The stated prices refers to the weighted average closing price of the shares immediately before the dates on which the options were exercised.

4. Valuation of share options

- (i) During the year, share options were granted on May 26, 2025. Set out below are the fair values of the share options as at the date of grant:

	Number of share options granted during the year under the 2022 Scheme	Fair value of the share options as at the date of grant HK\$
<i>Category 1: Directors</i>		
Mr. Lawrence Chia Song Huat	3,008,000	1,104,000
Ms. Jean Chia Yuan Jiun	1,504,000	552,000
Mr. Mok Pui Keung	502,000	184,000
Total Directors	5,014,000	1,840,000
<i>Category 2: Employees</i>		
Total employees	1,750,000	643,000
Total all categories	6,764,000	2,483,000

- (ii) The following significant assumptions were used to derive the fair value using the Binomial options pricing model:

Date of grant	Exercise price HK\$	Based on expected life of share options Year(s)	Expected volatility %	Weighted average share price HK\$	Risk-free rate %	Annual dividend yield %
2012 Scheme						
September 7, 2020	0.960	5.00	28.00	0.960	0.320	4.99
February 25, 2021	1.280	5.00	28.00	1.280	0.610	4.90
2022 Scheme						
May 23, 2022	1.120	5.00	28.00	1.116	2.620	4.57
September 23, 2022	1.154	5.00	28.00	1.154	3.640	4.57
May 25, 2023	1.300	5.00	30.00	1.294	3.370	2.90
May 27, 2024	1.700	5.00	31.00	1.682	3.590	6.61
May 26, 2025	2.140	5.00	29.00	2.140	2.090	4.85

- (iii) Expected volatility was determined by using the historical volatility of the Company's share price over the previous five years. The expected life used in the model has been adjusted, based on management's best estimate, for the effects of non-transferability, exercise restrictions and behavioral considerations. Share price was based on the closing stock price of the Company's shares quoted on the valuation date. The applicable risk-free rate was referenced to the yields of Hong Kong Monetary Authority exchange fund notes and government bonds fixings quoted around the valuation date of the share options granted during the year. The expected dividend yield was referenced to the indicated dividend yield of the Company from Bloomberg. The fair values calculated are inherently subjective and uncertain due to the assumptions made and the limitations of the model used. The value of an option varies with different variables of certain subjective assumptions. Any change in variables so adopted may materially affect the estimation of the fair value of an option.
- (iv) The Group recognised the total expenses of HK\$2,365,000 for year ended October 31, 2025 (2024: HK\$2,077,000) in relation to share options granted by the Company.

Arrangements to Purchase Shares or Debentures

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

Apart from the share option schemes of the Company as disclosed on pages 43 to 51, at no time during the year was the Company, its subsidiary or its fellow subsidiaries a party to any arrangements to enable the Directors of the Company to acquire benefits by means of the acquisition of shares in, or debentures of, the Company or any other body corporate.

Directors' Interests in Contracts of Significance

No contract of significance to which the Company or any of its subsidiaries was a party and in which a Director of the Company had a material interest, whether directly or indirectly, subsisted at the end of the year or at any time during the year.

Emolument Policy

The emolument policy for the employees of the Group is set up on the basis of their merit, qualifications and competence.

The emoluments of the Directors are decided by the Remuneration Committee, having regard to the Group's operating results, individual performance and comparable market statistics.

The Company has adopted a share option scheme as an incentive to directors and eligible employees, details of the scheme is set out in Note 34 to the consolidated financial statements.

Connected Transactions

During the year ended October 31, 2025, there were no connected transactions or continuing connected transactions of the Company under Chapter 14A of the Listing Rules which are required to comply with any of the reporting, announcement or independent shareholders' approval requirements under the Listing Rules.

The related party transactions shown in Note 45 to the consolidated financial statements do not constitute connected transactions or continuing connected transactions under the Listing Rules.

Directors' Report

Notifiable Transactions

No material business acquisition has been made that guarantees the profits or assets regarding the financial performance of the business during the year.

Substantial Shareholders

At October 31, 2025, the register of substantial shareholders maintained by the Company pursuant to section 336 of SFO shows that other than the interest disclosed above in respect of certain Directors, the following shareholders had notified the Company of relevant interests in the issued share capital of the Company.

Name of shareholders	Capacity	Number of shares/underlying shares held	Percentage of issued share capital
Pine Asset Management Limited	Beneficial owner	462,167,186 (L)	36.59%
FMR LLC	Interest of controlled corporation	123,789,010 (L)	9.80%
Brandes Investment Partners, L.P.	Investment manager	113,873,175 (L)	9.01%
The Northern Trust Company (ALA) (Note a)	Approved lending agent	102,837,052 (P)	8.14%
Northern Trust Corporation (Note a)	Person that controls an approved lending agent	102,837,052 (P)	8.14%
FIL Limited (Note b)	Interest of controlled corporation	85,984,539 (L)	6.81%
Pandanus Associates Inc. (Note b)	Interest of controlled corporation	85,984,539 (L)	6.81%
Pandanus Partners L.P. (Note b)	Interest of controlled corporation	85,984,539 (L)	6.81%

- (L) Indicates a long position
(S) Indicates a short position
(P) Indicates a lending pool

Notes:

- (a) Northern Trust Corporation controls 100% of The Northern Trust Company (ALA) which held 102,837,052 shares of the Company (lending pool).
- (b) Pandanus Associates Inc. being the general partner and controls 100% of Pandanus Partners L.P., which in turn controls as to 40.44% shareholding interest in FIL Limited. FIL Limited was interested in these 85,984,539 shares of the Company through a series of its subsidiaries.

Save as disclosed herein, the Company has not been notified of any of other person (other than a director of the Company) who has an interest or a short position in the shares and underlying shares as recorded in the register required to be kept by the Company pursuant to section 336 of the SFO as at October 31, 2025.

Compliance with Laws and Regulations

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

Environmental Policies

Pico Group is committed to promoting awareness and decisions that contribute to achieving environmentally sustainable development. We will comply fully with all applicable environmental laws and regulations. We will use fuel, water and other natural resources efficiently and conservatively. We recognise this to be a continuous process of improvement and we seek to actively look for environmental friendly options and carry out environmental friendly practices whenever appropriate and possible.

Key Relationships with the Community, Employees, Customers and Suppliers and Others

Employees are remunerated equitably and competitively. Continuing training and development opportunities are provided to equip them to deliver their best performance and achieve corporate goals. During the reporting period, our staff continuously pursue training and career development through our talent acceleration programme on top of mandatory training on anti-corruption, safety and health awareness. They also work within motivating remuneration and reward schemes and are provided with a smoke-free, healthy and safe working environment.

Pico and its employees engage with local communities where we operate such as participation in charitable programmes. This serves as the foundation to character development of Pico's employees.

Customers' feedback and advice could be taken into account via customer communication channel.

Pico uses suppliers that reflect its values and commitment. Pico has policies and procedures to select suppliers and contractors who share our social, environmental and labour practice standards. Appropriate steps to be taken to ensure that our partners and suppliers do not employ child labour or abuse human rights.

Competing Business

None of the Directors had any interest in any competing business with the Company or any of its subsidiaries during the year under review.

Permitted Indemnity Provisions

A permitted indemnity provision for the benefit of the Directors is currently in force and was in force throughout the financial year.

The Company has taken out and maintained directors' liability insurance throughout the year, which provides appropriate cover for the directors of the Group.

During the year ended October 31, 2025, no claims were made against the Directors.

Purchase, Sale or Redemption of Listed Securities (Including Sale of Treasury Shares)

During the year ended October 31, 2025, neither the Company nor any of its subsidiaries has purchased, sold or redeemed any of the Company's listed securities (including Treasury Shares).

Directors' Report

Pre-Emptive Rights

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

Sufficiency of Public Float

Based on information that is publicly available to the Company and within the knowledge of its Directors, the Directors confirm that the Company has maintained at the latest practicable date prior to the issue of the annual report the amount of public float as required under the Listing Rules.

Management Contracts

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

Independent Non-Executive Directors

Confirmation of independence pursuant to the independence guidelines under the Listing Rules has been received from each of the Independent Non-Executive Directors of the Company and the Company considers all existing Independent Non-Executive Directors as independent.

Auditor

The consolidated financial statements have been audited by RSM Hong Kong who retire and, being eligible, offer themselves for re-appointment.

On behalf of the Board

Lawrence Chia Song Huat

CHAIRMAN

Hong Kong, January 30, 2026

Independent Auditor's Report



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INDEPENDENT AUDITOR'S REPORT TO THE SHAREHOLDERS OF PICO FAR EAST HOLDINGS LIMITED

(incorporated in the Cayman Islands with limited liability)

Opinion

We have audited the consolidated financial statements of Pico Far East Holdings Limited (the “Company”) and its subsidiaries (the “Group”) set out on pages 61 to 177, which comprise the consolidated statement of financial position as at October 31, 2025, and the consolidated income statement, the consolidated statement of comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information.

In our opinion, the consolidated financial statements give a true and fair view of the consolidated financial position of the Group as at October 31, 2025, and of its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with HKFRS Accounting Standards issued by the Hong Kong Institute of Certified Public Accountants (the “HKICPA”) and have been properly prepared in compliance with the disclosure requirements of the 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”), and we have fulfilled our other ethical responsibilities in accordance with the Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

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

1. Impairment of trade debtors and contract assets
2. Revenue from construction contracts and contract assets/contract liabilities
3. Goodwill and other intangible assets impairment assessment

Independent Auditor's Report

Key Audit Matter

How our audit address the Key Audit Matter

1. Impairment of trade debtors and contract assets

Refer to notes 5, 6, 24 and 27 to the consolidated financial statements

The Group has trade debtors and contract assets with aggregate values of HK\$1,074,787,000 and HK\$826,584,000 before the loss allowance for trade debtors of HK\$146,503,000 and contract assets of HK\$22,435,000 respectively as at October 31, 2025. The Group generally allows a credit period ranged from 30 to 90 days to its customers.

During the year, impairment loss on trade debtors and contract assets based on management's estimate of the lifetime expected credit losses of HK\$56,963,000 and HK\$15,594,000 respectively was charged to profit or loss.

The loss allowance is estimated by taking into account the credit loss experience, aging of trade debtors, customers' repayment history and financial position and an assessment of both the current and forecast general economic conditions, all of which involve a significant degree of management judgement.

Management concluded that there is adequate loss allowance in respect of the trade debtors and contract assets. This conclusion required significant management judgement in assessing the recoverability of trade debtors and contract assets and estimating the amount of expected credit losses.

Our procedures included:

- Understanding and evaluating the design and implementation of the relevant controls on impairment of trade debtors and contract assets and assessing the inherent risk of material misstatement by considering the degree of estimation uncertainty and level of other inherent risk factors such as complexity, subjectivity, changes and susceptibility to management bias or fraud;
- Perform retrospective review to evaluate the outcome of prior period assessment of impairment of trade debtors and contract assets to assess the effectiveness of management's estimation process;
- Assessing whether trade debtors and contract assets had been appropriately grouped by management based on their shared credit risk characteristics;
- Testing the accuracy and completeness of the data used by management to develop the historical loss rates and assessing the sufficiency, reliability and relevance of that data;
- Testing the loss rate calculation and evaluating the reasonableness of the forward-looking adjustments made to reflect current and forecast future economic conditions;
- Testing the accuracy of the ageing of trade debtors on a sample basis to supporting documents; and
- Testing the calculation of expected credit loss provisions applying the provision rates to the age categories of the trade debtors and contract assets outstanding at the reporting date.

Key Audit Matter	How our audit address the Key Audit Matter
<p>2. Revenue from construction contracts and contract assets/contract liabilities</p> <p>Refer to notes 5, 8 and 24 to the consolidated financial statements</p> <p>The Group provided construction service for museum and themed entertainment and brand experience activation. The Group recognised revenue from construction contracts of HK\$1,297,567,000 for the year ended October 31, 2025. As at October 31, 2025, the Group recorded contract assets and contract liabilities for construction contracts of HK\$804,149,000 and HK\$324,450,000 respectively.</p> <p>Revenue from the construction contracts is recognised progressively over time. The Group measures progress towards satisfaction of its performance obligation using an input method based on the proportion of the actual costs incurred relative to the estimated total contract costs.</p> <p>In the early stages of a contract, the Group is generally not able to measure the outcome of its performance obligation but expects to recover the contract costs incurred. Revenue is recognised to the extent of those costs until such time that the Group can reliably measure the outcome of the performance obligation.</p> <p>The determination of contract revenues requires significant management judgement and estimation.</p>	<p>Our procedures included:</p> <ul style="list-style-type: none"> - Evaluating the estimation of revenue and profit recognised on construction contracts, on a sample basis, by: <ul style="list-style-type: none"> • agreeing the contract sum to signed contracts; • understanding from management and project managers about how the percentage of completion was determined; • agreeing total budgeted costs to approved budgets; • obtaining an understanding from management and project managers how the approved budgets were determined; • challenging the reasonableness of key management judgements in preparing the budgets; and • challenging management's assessment of the Group's ability to deliver contracts within budgeted timescales and any penalty for late delivery of contract works by comparing the progress of the contracts against the terms stipulated in the contracts. - Assessing the reliability of the approved budgets by comparing the actual outcome against management's estimation of completed contracts on a sample basis; and - Checking the calculation of the contract assets/contract liabilities.

Independent Auditor's Report

Key Audit Matter	How our audit address the Key Audit Matter
<p>3. Goodwill and other intangible assets impairment assessment</p> <p>Refer to notes 5 and 19 to the consolidated financial statements</p> <p>As at October 31, 2025 the Group has goodwill of HK\$290,270,000 and other intangible assets of HK\$66,621,000 including "Trade name" and "Customer relationship" mainly arising from the acquisitions of subsidiaries since 2016.</p> <p>For the purpose of impairment testing, the goodwill and other intangible assets are allocated to the Group's various cash-generating units ("CGUs") and tested for impairment at least annually.</p> <p>The recoverable amounts of the CGUs were based on the calculation of value in use which requires management to make assumptions about the future including budgeted sales, gross profit ratio and growth rates and to determine an appropriate market discount rate. These estimates require significant management judgement.</p> <p>During the year there was no material impairment on goodwill and other intangible assets.</p>	<p>Our procedures included:</p> <ul style="list-style-type: none">- Assessing the integrity of the valuation models;- Assessing the reasonableness of management's key assumptions based on the current operating environment and our knowledge of the business and industry;- Reconciling input data to supporting evidence, including approved budgets and considering the accuracy of previous management budgets;- Assessing the appropriateness of the discount rates used with the assistance of the external independent valuation specialists; and- Considering the potential impact of reasonable possible downside changes in the key assumptions.

Other Information

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

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

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Directors and Audit Committee 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 issued by the HKICPA and the disclosure requirements of the Companies Ordinance, and for such internal control as the directors determine is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

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

The Audit Committee assists the directors 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. We report our opinion solely to you, as a body, and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this report.

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

As part of an audit in accordance with HKSAs, we exercise professional judgement and maintain professional skepticism 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 (Continued)

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

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

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

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

The engagement partner on the audit resulting in this independent auditor's report is Ms. Leung Wan Yi Winnie (Practicing certificate number: P07926).

RSM Hong Kong
Certified Public Accountants

Hong Kong, January 30, 2026

Consolidated Income Statement

For the year ended October 31, 2025

	Note	2025 HK\$'000	2024 HK\$'000
Revenue	8	7,207,712	6,327,002
Cost of sales		(4,977,559)	(4,384,902)
Gross profit		2,230,153	1,942,100
Other income	9	128,842	187,409
Distribution costs		(903,474)	(818,283)
Administrative expenses		(818,326)	(745,872)
Impairment losses for trade and other debtors, and contract assets		(38,656)	(49,270)
Other operating expenses		(6,931)	(16,675)
Profit from core operations		591,608	499,409
Change in remeasurement of contingent consideration		-	376
Amortisation of other intangible assets arising from business combinations		(24,175)	(25,222)
Profit from operations		567,433	474,563
Finance costs	10	(28,009)	(33,421)
Share of profits of associates		539,424	441,142
Share of profits of joint ventures		7,427	11,609
		524	1,492
Profit before tax		547,375	454,243
Income tax expense	12	(111,404)	(86,220)
Profit for the year	13	435,971	368,023
Attributable to:			
Owners of the Company		436,028	357,568
Non-controlling interests		(57)	10,455
		435,971	368,023
EARNINGS PER SHARE	15		
Basic		34.92 cents	28.84 cents
Diluted		34.77 cents	28.74 cents

Consolidated Statement of Comprehensive Income

For the year ended October 31, 2025

	2025 HK\$'000	2024 HK\$'000
Profit for the year	435,971	368,023
Other comprehensive income:		
<i>Items that will not be reclassified to profit or loss:</i>		
Exchange adjustments of financial assets at fair value through other comprehensive income ("FVTOCI")	(478)	-
Fair value changes of financial assets at FVTOCI	-	(15,379)
Remeasurement loss on defined benefit obligation	(548)	-
	(1,026)	(15,379)
<i>Items that may be reclassified to profit or loss:</i>		
Exchange differences on translating foreign operations	20,523	49,192
Share of other comprehensive income of associates	617	3,096
Exchange differences reclassified to profit or loss on dissolution/disposal of subsidiaries	(276)	239
Capital reserve reclassified to profit or loss on dissolution of a subsidiary	(840)	-
Exchange differences reclassified to profit or loss on disposal of an associate	-	5,457
Loss on net investment hedge	(10,246)	-
	9,778	57,984
Other comprehensive income for the year, net of tax	8,752	42,605
Total comprehensive income for the year	444,723	410,628
Attributable to:		
Owners of the Company	444,596	396,310
Non-controlling interests	127	14,318
	444,723	410,628

Consolidated Statement of Financial Position

At October 31, 2025

	Note	2025 HK\$'000	2024 HK\$'000
Non-current Assets			
Investment properties	16	239,770	245,020
Property, plant and equipment	17	496,639	503,941
Right-of-use assets	18	208,826	185,467
Intangible assets	19	398,006	432,550
Interests in associates	21	98,225	109,072
Interests in joint ventures	20	42,463	41,939
Financial assets at FVTOCI	22	47,324	–
Financial assets at fair value through profit or loss (“FVTPL”)	25	6,868	4,029
Deferred tax assets	37	6,457	5,704
Loan due from a joint venture	28	4,653	–
		1,549,231	1,527,722
Current Assets			
Inventories	23	8,258	5,531
Contract assets and other contract costs	24	1,174,554	965,040
Financial assets at FVTPL	25	24,834	22,671
Debtors, deposits and prepayments	27	1,184,584	1,196,003
Amounts due from associates	28	7,312	8,353
Amounts due from joint ventures	28	–	845
Current tax assets		5,594	2,077
Pledged bank deposits	29	60,496	65,316
Bank and cash balances	29	2,233,006	1,913,579
		4,698,638	4,179,415
Current Liabilities			
Contract liabilities	24	324,450	458,630
Creditors and accrued charges	30	2,336,759	2,182,013
Amounts due to associates	28	2,910	4,250
Amounts due to joint ventures	28	6,168	6,539
Current tax liabilities		77,812	57,288
Borrowings	31	589,433	331,637
Lease liabilities	32	11,617	16,667
Derivative financial instruments	26	235	–
		3,349,384	3,057,024
Net Current Assets		1,349,254	1,122,391
Total Assets Less Current Liabilities		2,898,485	2,650,113

Consolidated Statement of Financial Position

At October 31, 2025

	<i>Note</i>	2025 HK\$'000	2024 HK\$'000
Non-current Liabilities			
Borrowings	31	111,898	135,418
Lease liabilities	32	141,447	109,339
Deferred tax liabilities	37	91,278	86,027
Retirement benefit obligation	44	1,988	1,156
		346,611	331,940
NET ASSETS			
		2,551,874	2,318,173
Capital and Reserves			
Share capital	33	63,163	62,045
Reserves		2,484,213	2,229,872
Equity attributable to owners of the Company			
		2,547,376	2,291,917
Non-controlling interests			
		4,498	26,256
TOTAL EQUITY			
		2,551,874	2,318,173

The consolidated financial statements on pages 61 to 177 were approved by the Board of Directors on January 30, 2026 and are signed on its behalf by:

LAWRENCE CHIA SONG HUAT
DIRECTOR

MOK PUI KEUNG
DIRECTOR

Consolidated Statement of Changes in Equity

For the year ended October 31, 2024

	Attributable to owners of the Company													
	Share capital HK\$'000	Share premium HK\$'000	Share redemption reserve HK\$'000	Capital reserve HK\$'000	Capital reserve HK\$'000	Equity- settled share- based payment reserve HK\$'000	Goodwill reserve HK\$'000	Legal reserve HK\$'000	Assets revaluation reserve HK\$'000	Financial assets at FVTOCI reserve HK\$'000	Translation reserve HK\$'000	Retained earnings HK\$'000	Total HK\$'000	Non- controlling interests HK\$'000
At November 1, 2023	61,957	780,249	854	(11,702)	3,821	(419,083)	43,130	76,707	(6,934)	(99,706)	1,831,978	2,261,271	68,667	2,329,938
Profit for the year	-	-	-	-	-	-	-	-	-	-	357,568	357,568	10,455	368,023
Other comprehensive (expense) income	-	-	-	-	-	-	-	-	(15,379)	54,121	-	38,742	3,863	42,605
Total comprehensive (expense) income for the year	-	-	-	-	-	-	-	-	(15,379)	54,121	357,568	396,310	14,318	410,628
Transactions with owners in their capacity as owners:														
Shares issued at premium	88	2,146	-	-	-	-	-	-	-	-	-	2,234	-	2,234
Exercise of equity-settled share-based payments	-	458	-	-	(458)	-	-	-	-	-	-	-	-	-
Recognition of equity-settled share-based payments	-	-	-	-	2,077	-	-	-	-	-	-	2,077	-	2,077
Transfer	-	267	-	-	(267)	-	644	-	(209)	-	(435)	-	-	-
Dissolution of subsidiaries	-	-	-	-	-	-	237	-	-	-	-	237	165	402
Purchase of non-controlling interests	-	-	-	-	-	-	-	-	-	-	(215,206)	(215,206)	(19,731)	(234,937)
Dividend distribution to non-controlling interests	-	-	-	-	-	-	-	-	-	-	(86,781)	(86,781)	(37,163)	(123,944)
2023 final dividend	-	-	-	-	-	-	-	-	-	-	(86,781)	(86,781)	-	(86,781)
2024 interim dividend	-	-	-	-	-	-	-	-	-	-	(68,225)	(68,225)	-	(68,225)
	88	2,871	-	-	1,352	-	881	-	(209)	-	(370,647)	(365,664)	(56,729)	(422,393)
At October 31, 2024	62,045	783,120	854	(11,702)	5,173	(419,083)	44,011	76,707	(22,522)	(45,585)	1,818,899	2,291,917	26,256	2,318,173

Consolidated Statement of Changes in Equity

For the year ended October 31, 2025

	Attributable to owners of the Company													
	Share capital HK\$'000	Share premium HK\$'000	Capital redemption reserve HK\$'000	Capital reserve HK\$'000	Equity-settled share-based payment reserve HK\$'000	Goodwill reserve HK\$'000	Legal reserve HK\$'000	Assets revaluation reserve HK\$'000	Financial assets at FVTOCI reserve HK\$'000	Translation reserve HK\$'000	Retained earnings HK\$'000	Total HK\$'000	Non-controlling interests HK\$'000	Total equity HK\$'000
At November 1, 2024	62,045	783,120	854	(11,702)	5,173	(419,083)	44,011	76,707	(22,522)	(45,585)	1,818,899	2,291,917	26,256	2,318,173
Profit for the year	-	-	-	-	-	-	-	-	-	-	436,028	436,028	(57)	435,971
Other comprehensive (expense) income	-	-	-	(840)	-	-	-	-	(478)	10,434	(548)	8,568	184	8,752
Total comprehensive (expense) income for the year	-	-	-	(840)	-	-	-	-	(478)	10,434	435,480	444,596	127	444,723
Transactions with owners in their capacity as owners:														
Shares issued at premium (Note 33)	614	14,720	-	-	-	-	-	-	-	-	-	15,334	-	15,334
Exercise of equity-settled share-based payments	-	2,836	-	-	(2,836)	-	-	-	-	-	-	-	-	-
Recognition of equity-settled share-based payments (Note 34(iii))	-	-	-	-	2,365	-	-	-	-	-	-	2,365	-	2,365
Transfer	-	32	-	-	(32)	-	102	-	-	-	(102)	-	-	-
Purchase of non-controlling interests (Note 39)	-	-	-	-	-	-	-	-	-	-	(19,194)	(19,194)	(21,885)	(41,079)
Shares issued as scrip dividend (Note 33)	504	18,968	-	-	-	-	-	-	-	-	-	19,472	-	19,472
2024 final and special dividend (Note 14)	-	-	-	-	-	-	-	-	-	-	(137,657)	(137,657)	-	(137,657)
2025 interim dividend (Note 14)	-	-	-	-	-	-	-	-	-	-	(69,457)	(69,457)	-	(69,457)
	1,118	36,556	-	-	(503)	-	102	-	-	-	(226,410)	(189,137)	(21,885)	(211,022)
At October 31, 2025	63,163	819,676	854	(12,542)	4,670	(419,083)	44,113	76,707	(23,000)	(35,151)	2,027,969	2,547,376	4,498	2,551,874

Consolidated Statement of Cash Flows

For the year ended October 31, 2025

	<i>Note</i>	2025 HK\$'000	2024 HK\$'000
Cash Flows from Operating Activities			
Cash flows from operations	38	449,416	1,049,961
Interest paid		(21,160)	(26,804)
Income taxes paid		(89,722)	(67,534)
Interest on lease liabilities		(6,493)	(6,284)
Net Cash Generated from Operating Activities		332,041	949,339
Cash Flows from Investing Activities			
Purchase of property, plant and equipment		(43,104)	(21,620)
Purchase of other intangible assets		(3,706)	(9,986)
Purchase of financial assets at FVTOCI		(47,802)	-
Purchase of financial assets at FVTPL		(2,835)	(4,075)
Proceeds on disposal of financial assets at FVTOCI		-	3,941
Proceeds on disposal of property, plant and equipment		359	151
Decrease (increase) in pledged bank deposits		4,820	(61,605)
Increase in non-pledged bank deposits with more than three months to maturity		(123,144)	(221,076)
Acquisition of associates		-	(20,382)
Interest received		40,305	27,973
Dividend income from financial assets at FVTOCI		7	9
Dividends received from associates		6,818	8,475
Disposal of a subsidiary		13,793	-
Proceeds on disposal of an associate		-	80,202
Net Cash Used in Investing Activities		(154,489)	(217,993)

Consolidated Statement of Cash Flows

For the year ended October 31, 2025

	<i>Note</i>	2025 HK\$'000	2024 HK\$'000
Cash Flows from Financing Activities			
Proceeds from issue of ordinary shares		15,334	2,234
Principal elements of lease payments		(17,546)	(19,482)
Short-term borrowings raised		290,852	97,389
Long-term borrowings raised		157,050	147,157
Repayment of long-term borrowings		(213,807)	(167,321)
Dividends paid to non-controlling interests		–	(37,163)
Dividends paid to owners of the Company		(187,642)	(155,006)
Purchase of remaining shareholding from non-controlling interests	39	(41,079)	(233,663)
Net Cash Generated from (Used in) Financing Activities		3,162	(365,855)
Net Increase in Cash and Cash Equivalents		180,714	365,491
Cash and Cash Equivalents at Beginning of Year		1,576,085	1,173,464
Effect of foreign exchange rate changes		15,569	37,130
Cash and Cash Equivalents at End of Year		1,772,368	1,576,085
Analysis of the Balances of Cash and Cash Equivalents			
Bank and cash balances	29	1,772,368	1,576,085

Notes to the Consolidated Financial Statements

For the year ended October 31, 2025

1. General Information

Pico Far East Holdings Limited (the “Company”) was incorporated in the Cayman Islands with limited liability and its shares are listed on the Main Board of The Stock Exchange of Hong Kong Limited (the “Stock Exchange”). The addresses of its registered office and principal place of business of the Company are disclosed in the “Corporate Information” of this annual report.

The Company acts as an investment holding company. The principal activities of its principal subsidiaries, associates and joint ventures are set out in Notes 46, 47 and 48 to the consolidated financial statements respectively.

2. Basis of Preparation

These consolidated financial statements have been prepared in accordance with all applicable Hong Kong Financial Reporting Standards (“HKFRS”) Accounting Standards issued by the Hong Kong Institute of Certified Public Accountants (the “HKICPA”). HKFRS Accounting Standards comprise HKFRS; Hong Kong Accounting Standards (“HKAS”); and Interpretations. These consolidated financial statements also comply with the applicable disclosure provisions of the Rules Governing the Listing of Securities on the Stock Exchange (the “Listing Rules”) and with the disclosure requirements of the Companies Ordinance (Cap. 622).

The HKICPA has issued certain new and revised HKFRS Accounting Standards that are first effective or available for early adoption for the current accounting period of the Group. Note 3 to the consolidated financial statements provides information on any changes in accounting policies resulting from initial application of these developments to the extent that they are relevant to the Group for the current and prior accounting periods reflected in these consolidated financial statements.

3. Adoption of New and Revised HKFRS Accounting Standards

Application of new and revised HKFRS Accounting Standards

The Group has applied the following amendments to HKFRS Accounting Standards issued by the HKICPA for the first time, which are mandatorily effective for the annual period beginning on or after November 1, 2024 for the preparation of the consolidated financial statements:

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

Notes to the Consolidated Financial Statements

For the year ended October 31, 2025

3. Adoption of New and Revised HKFRS Accounting Standards (Continued)

Application of new and revised HKFRS Accounting Standards (Continued)

Adoption of Amendments to HKAS 1 “Classification of Liabilities as Current or Non-current” and Amendments to HKAS 1 “Non-current Liabilities with Covenants” (collectively the “HKAS 1 Amendments”)

As a result of the adoption of the HKAS 1 Amendments, the Group changed its accounting policy for the classification of borrowings as below:

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

Covenants that the Group is required to comply with, on or before the end of the reporting period, are considered in classifying loan arrangements with covenants as current or non-current. Covenants that the Group is required to comply with after the reporting period do not affect the classification.”

This new policy did not result in a change in the classification of the Group’s borrowings. The Group did not make retrospective adjustments as a result of adopting HKAS 1 Amendments. The Group has provided additional disclosures about its non-current liabilities subject to covenants in Note 6 to the consolidated financial statements.

New and revised HKFRS Accounting Standards in issue but not yet effective

Up to the date of issue of these consolidated financial statements, the HKICPA has issued a number of new standards and amendments to standards and interpretation, which are not effective for the year ended October 31, 2025 and which have not been adopted in these consolidated financial statements. The Group has not early applied the following which may be relevant to the Group:

	Effective for accounting periods beginning on or after
Amendments to HKAS 21 – Lack of Exchangeability	January 1, 2025
Amendments to HKFRS 9 and HKFRS 7 – Classification and Measurement of Financial Instruments	January 1, 2026
Annual Improvements to HKFRS Accounting Standards – Volume 11	January 1, 2026
HKFRS 18 – Presentation and Disclosure in Financial Statements	January 1, 2027
Amendments to HK Int 5 – Presentation of Financial Statements – Classification by the Borrower of a Term Loan that Contains a Repayment on Demand Clause	January 1, 2027
Amendments to HKFRS 10 and HKAS 28 – Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	To be determined by the HKICPA

3. Adoption of New and Revised HKFRS Accounting Standards (Continued)

New and revised HKFRS Accounting Standards in issue but not yet effective (Continued)

The Group is in the process of making an assessment of what the impacts of these new or amendments to standards and interpretation are 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, except for following new HKFRS Accounting Standards or amendments to HKFRS Accounting Standards.

HKFRS 18 “Presentation and Disclosure in Financial Statements”

HKFRS 18 will replace HKAS 1 “Presentation of Financial Statements”, introducing new requirements that will help to achieve comparability of the financial performance of similar entities and provide more relevant information and transparency to users. Even though HKFRS 18 will not impact the recognition or measurement of items in the consolidated financial statements, HKFRS 18 introduces significant changes to the presentation of financial statements, with a focus on information about financial performance present in the statement of profit or loss, which will affect how the Group present and disclose financial performance in the financial statements. The key changes introduced in HKFRS 18 relate to (i) the structure of the statement of profit or loss, (ii) required disclosures for management-defined performance measures (which are referred to alternative or non-GAAP performance measures), and (iii) enhanced requirements for aggregation and disaggregation of information.

The Group is currently assessing the impact of applying HKFRS 18 on the presentation and the disclosures of the consolidated financial statements.

Amendments to HKFRS 9 and HKFRS 7 “Classification and Measurement of Financial Instruments”

The HKICPA issued targeted amendments to HKFRS 9 and HKFRS 7 to respond to recent questions arising in practice, and to include new requirements not only for financial institutions but also for corporate entities. These amendments:

- clarify the date of recognition and derecognition of some financial assets and liabilities, with a new exception for some financial liabilities settled through an electronic cash transfer system;
- clarify and add further guidance for assessing whether a financial asset meets the solely payments of principal and interest (“SPPI”) criterion;
- add new disclosures for certain instruments with contractual terms that can change cash flows (such as some financial instruments with features linked to the achievement of environment, social and governance targets); and
- update the disclosures for equity instruments designated at FVTOCI.

The application of the amendments is not expected to have significant impact on the financial position and performance of the Group.

For the year ended October 31, 2025

3. Adoption of New and Revised HKFRS Accounting Standards (Continued)

New and revised HKFRS Accounting Standards in issue but not yet effective (Continued)

Amendments to HKAS 21 “Lack of Exchangeability”

The amendments specify when a currency is exchangeable into another currency and when it is not and how an entity estimates the spot exchange rate when a currency is not exchangeable. In addition, the amendments require disclosure of information that enables users of its financial statements to evaluate how a currency’s lack of exchangeability affects, or is expected to affect, the entity’s financial performance, financial position and cash flows.

The amendments are effective for annual reporting periods beginning on or after January 1, 2025, with early application permitted. The application of the amendments is not expected to have significant impact on the financial position and performance of the Group.

Amendments to HKFRS 10 and HKAS 28 “Sale or Contribution of Assets between an Investor and its Associate or Joint Venture”

The amendments to HKFRS 10 “Consolidated Financial Statements” and HKAS 28 “Investments in Associates and Joint Ventures” deal with situations where there is a sale or contribution of assets between an investor and its associate or joint venture. Specifically, the amendments state that gains or losses resulting from the loss of control of a subsidiary that does not contain a business in a transaction with an associate or a joint venture that is accounted for using the equity method, are recognised in the parent’s profit or loss only to the extent of the unrelated investors’ interests in that associate or joint venture. Similarly, gains and losses resulting from the remeasurement of investments retained in any former subsidiary (that has become an associate or a joint venture that is accounted for using the equity method) to fair value are recognised in the former parent’s profit or loss only to the extent of the unrelated investors’ interests in the new associate or joint venture.

The application of the amendments is not expected to have significant impact on the financial position and performance of the Group.

4. Material Accounting Policy Information

These consolidated financial statements have been prepared under the historical cost convention, unless mentioned otherwise in the accounting policies below (e.g. investment properties and certain financial instruments that are measured at fair values).

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

The material accounting policies applied in the preparation of these consolidated financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

Consolidation

The consolidated financial statements include the financial statements of the Company and its subsidiaries made up to October 31. Subsidiaries are entities over which the Group has control. The Group controls an entity when it is exposed, 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 Group has power over an entity when the Group has existing rights that give it the current ability to direct the relevant activities, i.e. activities that significantly affect the entity's returns.

When assessing control, the Group considers its potential voting rights as well as potential voting rights held by other parties. A potential voting right is considered only if the holder has the practical ability to exercise that right.

Subsidiaries are consolidated from the date on which control is transferred to the Group. They are de-consolidated from the date the control ceases.

The gain or loss on the disposal of a subsidiary that results in a loss of control represents the difference between (i) fair value of the consideration of the sale plus the fair value of any investment retained in that subsidiary and (ii) the Company's share of the net assets of that subsidiary plus any remaining goodwill and any accumulated translation reserve relating to that subsidiary.

Intragroup transactions, balances and unrealised profits are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

Non-controlling interests represent the equity in subsidiaries not attributable, directly or indirectly, to the Company. Non-controlling interests are presented in the consolidated statement of financial position and consolidated statement of changes in equity within equity. Non-controlling interests are presented in the consolidated income statement and consolidated statement of comprehensive income as an allocation of profit or loss and total comprehensive income for the year between the non-controlling shareholders and owners of the Company.

Profit or loss and each component of other comprehensive income are attributed to the owners of the Company and to the non-controlling shareholders even if this results in the non-controlling interests having a deficit balance.

Changes in the Company's ownership interest in a subsidiary that do not result in a loss of control are accounted for as equity transactions (i.e. transactions with owners in their capacity as owners). The carrying amounts of the controlling and non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiary. Any difference between the amount by which the non-controlling interests are adjusted and the fair value of the consideration paid or received is recognised directly in equity and attributed to the owners of the Company.

Notes to the Consolidated Financial Statements

For the year ended October 31, 2025

4. Material Accounting Policy Information (Continued)

Separate financial statements

In the Company's statement of financial position, an investment in a subsidiary is stated at cost less impairment loss, unless the investment is classified as held for sale (or included in a disposal group that is classified as held for sale). Cost includes direct attributable costs of investments. The results of subsidiaries are accounted for by the Company on the basis of dividend received or receivable.

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

Business combination and goodwill

The acquisition method is used to account for the acquisition of a subsidiary in a business combination. The consideration transferred in a business combination is measured at the acquisition-date fair value of the assets given, equity instruments issued, liabilities incurred and any contingent consideration. Acquisition-related costs are recognised as expenses in the periods in which the costs are incurred and the services are received. Identifiable assets and liabilities of the subsidiary in the acquisition are, with limited exceptions, measured at their acquisition-date fair values.

The excess of the sum of the consideration transferred over the Group's share of the net fair value of the subsidiary's identifiable assets and liabilities is recorded as goodwill. Any excess of the Group's share of the net fair value of the identifiable assets and liabilities over the sum of the consideration transferred is recognised in consolidated profit or loss as a gain on bargain purchase which is attributed to the Group.

Contingent consideration is classified either as equity or a financial liability. Amounts classified as a financial liability are subsequently remeasured to fair value with changes in fair value recognised in consolidated profit or loss.

In a business combination achieved in stages, the previously held equity interest in the subsidiary is remeasured at its acquisition-date fair value and the resulting gain or loss is recognised in consolidated profit or loss. The fair value is added to the sum of the consideration transferred in a business combination to calculate the goodwill.

The non-controlling interests in the subsidiary are initially measured at the non-controlling shareholders' proportionate share of the net fair value of the subsidiary's identifiable assets and liabilities at the acquisition date.

After initial recognition, goodwill is measured at cost less accumulated impairment losses. For the purpose of impairment testing, goodwill acquired in a business combination is allocated to each of the cash-generating units ("CGUs") or groups of CGUs that is expected to benefit from the synergies of the combination. Each unit or group of units to which the goodwill is allocated represents the lowest level within the Group at which the goodwill is monitored for internal management purposes. Goodwill impairment reviews are undertaken annually, or more frequently if events or changes in circumstances indicate a potential impairment. The carrying value of the CGU containing the goodwill is compared to its recoverable amount, which is the higher of value in use and the fair value less costs of disposal. Any impairment is recognised immediately as an expense and is not subsequently reversed.

4. Material Accounting Policy Information (Continued)

Associates

Associates are entities over which the Group has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of an entity but is not control or joint control over those policies. The existence and effect of potential voting rights that are currently exercisable or convertible, including potential voting rights held by other entities, are considered when assessing whether the Group has significant influence. In assessing whether a potential voting right contributes to significant influence, the holder's intention and financial ability to exercise or convert that right is not considered.

Investment in an associate is accounted for in the consolidated financial statements by the equity method and is initially recognised at cost. Identifiable assets and liabilities of the associate in an acquisition are measured at their fair values at the acquisition date. The excess of the cost of the investment over the Group's share of the net fair value of the associate's identifiable assets and liabilities is recorded as goodwill which is included in the carrying amount of the investment. Any excess of the Group's share of the net fair value of the identifiable assets and liabilities over the cost of acquisition is recognised in consolidated profit or loss.

The Group assesses whether there is an objective evidence that the interest in an associate may be impaired. When any objective evidence exists, the entire carrying amount of the investment (including goodwill) is tested for impairment in accordance with HKAS 36 as a single asset by comparing its recoverable amount (higher of value in use and fair value less costs of disposal) with its carrying amount. Any impairment loss recognised is not allocated to any asset, including goodwill, that forms part of the carrying amount of the investment. Any reversal of that impairment loss is recognised in accordance with HKAS 36 to the extent that the recoverable amount of the investment subsequently increases.

The Group's share of an associate's post-acquisition profits or losses and other comprehensive income is recognised in consolidated income statement and consolidated statement of comprehensive income. When the Group's share of losses in an associate equals or exceeds its interest in the associate (which includes any long-term interests that, in substance, form part of the Group's net investment in the associate), the Group does not recognise further losses, unless it has incurred obligations or made payments on behalf of the associate. If the associate subsequently reports profits, the Group resumes recognising its share of those profits only after its share of the profits equals the share of losses not recognised.

The gain or loss on the disposal of an associate that results in a loss of significant influence represents the difference between (i) the fair value of the consideration of the sale plus the fair value of any investment retained in that associate and (ii) the Group's entire carrying amount of that associate (including goodwill) and any related accumulated translation reserve. If an investment in an associate becomes an investment in a joint venture, the Group continues to apply the equity method and does not remeasure the retained interest.

Unrealised profits on transactions between the Group and its associates are eliminated to the extent of the Group's interests in the associates. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of associates have been changed where necessary to ensure consistency with the policies adopted by the Group.

Joint arrangements

A joint arrangement is an arrangement of which two or more parties have joint control. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control. Relevant activities are activities that significantly affect the returns of the arrangement. When assessing joint control, the Group considers its potential voting rights as well as potential voting rights held by other parties. A potential voting right is considered only if the holder has the practical ability to exercise that right.

Notes to the Consolidated Financial Statements

For the year ended October 31, 2025

4. Material Accounting Policy Information (Continued)

Joint arrangements (Continued)

A joint arrangement is either a joint operation or a joint venture. A joint operation is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the assets, and obligations for the liabilities, relating to the arrangement. A joint venture is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the arrangement. The Group has assessed the type of each of its joint arrangements and determined them to all be joint ventures.

Investment in a joint venture is accounted for in the consolidated financial statements by the equity method and is initially recognised at cost. Identifiable assets and liabilities of the joint venture in an acquisition are measured at their fair values at the acquisition date. The excess of the cost of investment over the Group's share of the net fair value of the joint venture's identifiable assets and liabilities is recorded as goodwill, which is included in the carrying amount of the investment. Any excess of the Group's share of the net fair value of the identifiable assets and liabilities over the cost of acquisition is recognised in consolidated profit or loss.

The Group assesses whether there is an objective evidence that the interest in a joint venture may be impaired. When any objective evidence exists, the entire carrying amount of the investment (including goodwill) is tested for impairment in accordance with HKAS 36 as a single asset by comparing its recoverable amount (higher of value in use and fair value less costs of disposal) with its carrying amount. Any impairment loss recognised is not allocated to any asset, including goodwill, that forms part of the carrying amount of the investment. Any reversal of that impairment loss is recognised in accordance with HKAS 36 to the extent that the recoverable amount of the investment subsequently increases.

The Group's share of a joint venture's post-acquisition profits or losses and other comprehensive income is recognised in consolidated income statement and consolidated statement of comprehensive income. When the Group's share of losses in a joint venture equals or exceeds its interest in the joint venture (which includes any long-term interests that, in substance, form part of the Group's net investment in the joint venture), the Group does not recognise further losses, unless it has incurred obligations or made payments on behalf of the joint venture. If the joint venture subsequently reports profits, the Group resumes recognising its share of those profits only after its share of the profits equals the share of losses not recognised.

The gain or loss on the disposal of a joint venture that results in a loss of joint control represents the difference between (i) the fair value of the consideration of the sale plus the fair value of any investment retained in that joint venture and (ii) the Group's entire carrying amount of that joint venture (including goodwill) and any related accumulated translation reserve. If an investment in a joint venture becomes an investment in an associate, the Group continues to apply the equity method and does not remeasure the retained interest.

Unrealised profits on transactions between the Group and its joint ventures are eliminated to the extent of the Group's interests in the joint ventures. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of joint ventures have been changed where necessary to ensure consistency with the policies adopted by the Group.

4. Material Accounting Policy Information (Continued)

Other intangible assets

Internally-generated intangible assets

Expenditure on research activities is recognised as an expense in the period in which it is incurred. Development costs that are attributable to the Group's computer software development is recognised only if all of the following conditions are met:

- the technical feasibility of completing the intangible asset so that it will be available for use or sale;
- management intends to complete the intangible asset and use or sell it;
- there is ability to use or sell the intangible asset;
- it can be demonstrated how the intangible asset will generate probable future economic benefits;
- adequate technical, financial and other resources to complete the development and to use or sell the intangible asset are available; and
- the expenditure attributable to the intangible asset during its development can be reliably measured.

Internally-generated intangible assets are stated at cost less accumulated amortisation and impairment losses. Amortisation is calculated on a straight-line basis over their estimated useful lives of three years to ten years. Where no internally-generated intangible asset can be recognised, development expenditure is recognised in profit or loss in the period in which it is incurred.

Intangible assets acquired separately

Intangible assets, other than goodwill, identified on business combinations are capitalised at their fair values at the acquisition date. They represent mainly show rights, marketing related intangible assets, customer relationship, non-competition agreements, trade name and club memberships. They are measured at cost less accumulated amortisation and impairment losses. Intangible assets arising from business combinations with definite useful lives are amortised on a straight-line basis over their estimated useful lives ranging from five years to twenty-seven years. Intangible assets with indefinite useful life are not amortised.

(i) Show rights

The show rights are measured at purchase cost less accumulated amortisation and impairment losses. Amortisation is calculated on a straight-line basis over their estimated useful lives of ten years.

(ii) Marketing related intangible assets

Marketing related intangible assets are measured at purchase cost less accumulated amortisation and impairment losses. Amortisation is calculated on a straight-line basis over their estimated useful lives of five years.

(iii) Customer relationship

Customer relationship is measured at purchase cost less accumulated amortisation and impairment losses. Amortisation is calculated on a straight-line basis over their estimated useful lives ranging from five to ten years.

Notes to the Consolidated Financial Statements

For the year ended October 31, 2025

4. Material Accounting Policy Information (Continued)

Other intangible assets (Continued)

Intangible assets acquired separately (Continued)

(iv) Non-competition agreements

Non-competition agreements are measured at purchase cost less accumulated amortisation and impairment losses. Amortisation is calculated on a straight-line basis over their estimated useful lives ranging from five to six years.

(v) Trade name

Trade name with indefinite useful life is stated at cost less any impairment losses. Impairment is reviewed annually or when there is any indication that the trade name has suffered an impairment loss.

(vi) Club memberships

Club memberships with indefinite useful life are stated at cost less any impairment losses. Impairment is reviewed annually or when there is any indication that the club memberships have suffered an impairment loss.

Club memberships with expiry dates are stated at cost less accumulated amortisation and impairment loss. Amortisation is calculated on a straight-line basis over their estimated useful lives ranging from twenty-five to twenty-seven years.

Foreign currency translation

Functional and presentation currency

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

Transactions and balances in each entity's financial statements

Transactions in foreign currencies are translated into the functional currency on initial recognition using the exchange rates prevailing on the transaction dates. Monetary assets and liabilities in foreign currencies are translated at the exchange rates at the end of each reporting period. Gains and losses resulting from this translation policy are recognised in profit or loss.

Non-monetary assets and liabilities that are measured in terms of historical cost in a foreign currency are translated using the foreign exchange rates ruling at the transaction dates. The transaction date is the date on which the Company initially recognises such non-monetary assets or liabilities. Non-monetary items that are measured at fair values in foreign currencies are translated using the exchange rates at the dates when the fair values are determined.

When a gain or loss on a non-monetary item is recognised in other comprehensive income, any exchange component of that gain or loss is recognised in other comprehensive income. When a gain or loss on a non-monetary item is recognised in profit or loss, any exchange component of that gain or loss is recognised in profit or loss.

4. Material Accounting Policy Information (Continued)

Foreign currency translation (Continued)

Translation on consolidation

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

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

On consolidation, exchange differences arising from the translation of monetary items that form part of the net investment in foreign entities are recognised in other comprehensive income and accumulated in the translation reserve. When a foreign operation is sold, such exchange differences are reclassified to consolidated profit or loss as part of the gain or loss on disposal.

Goodwill and fair value adjustments arising on the acquisition of a foreign entity are treated as assets and liabilities of the foreign entity and translated at the closing rate.

Property, plant and equipment

Property, plant and equipment are held for use in the production or supply of goods or services, or for administrative purposes (other than properties under development as described below). Property, plant and equipment are stated in the statement of consolidated financial position at cost, less subsequent accumulated depreciation and subsequent accumulated impairment losses, if any.

When the Group makes payments for ownership interest of properties which includes both leasehold land and building elements, the entire consideration is allocated between the leasehold land and the building elements in proportion to the relative fair values at initial recognition.

To the extent the allocation of the relevant payments can be made reliably, interest in leasehold land that is presented as right-of-use assets in the statement of financial position. When the consideration cannot be allocated reliably between non-lease building element and undivided interests in the underlying leasehold land, the entire properties are classified as property, plant and equipment.

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

Notes to the Consolidated Financial Statements

For the year ended October 31, 2025

4. Material Accounting Policy Information (Continued)

Property, plant and equipment (Continued)

Depreciation of property, plant and equipment is calculated at rates sufficient to write off their cost less their residual value over the estimated useful lives on a straight-line basis. The principal annual rates are as follows:

Freehold land	Nil
Freehold buildings	1% – 2%
Land and buildings	2% – 5% or over the terms of the relevant leases
Leasehold improvements	20%
Furniture, fixtures and office equipment	20%
Tools, machinery, factory equipment and fittings	20% – 33⅓%
Motor vehicles	20%
Operating supplies	20% – 33⅓%

The residual values, useful lives and depreciation method are reviewed and adjusted, if appropriate, at the end of each reporting period, with the effect of any changes in estimate accounted for on a prospective basis.

Property under development represents buildings under construction and plant and equipment pending installation, and is stated at cost less impairment losses. Depreciation begins when the relevant assets are available for use.

Operating supplies represent system materials, furniture and equipment used in exhibition construction.

The gain or loss on disposal of property, plant and equipment is the difference between the net sales proceeds and the carrying amount of the relevant asset, and is recognised in profit or loss.

Investment properties

Investment properties are land and/or buildings which are owned or held under a leasehold interest to earn rentals and/or for capital appreciation. These include land held for a currently undetermined future use and property that is being constructed or developed for future use as investment property.

Investment properties are stated at fair value, unless they are still in the course of construction or development at the end of the reporting period and their fair value cannot be reliably measured at that time.

Gains or losses arising from changes in the fair value of investment properties are recognised in profit or loss for the period in which they arise.

If an investment property becomes owner-occupied, it is reclassified as property, plant and equipment as appropriate, and its fair value at the date of reclassification becomes its cost for accounting purposes.

An investment property is derecognised upon disposal or when the investment property is withdrawn from use. Any gain or loss on disposal of an investment property is the difference between the net sales proceeds and the carrying amount of the property, and is recognised in profit or loss. Rental income from investment properties accounted for in accordance with the policy set out in the accounting policy for revenue and other income in Note 4 to the consolidated financial statements.

4. Material Accounting Policy Information (Continued)

Leases

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.

The Group as 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 twelve months or less and leases of low-value assets which, for the Group are primarily laptops and office equipment. 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. Lease payments to be made under reasonably certain extension options are also included in the measurement of the lease liability. 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 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.

To determine the incremental borrowing rate, the Group:

- where possible, uses recent third-party financing received by the individual lessee as a starting point, adjusted to reflect changes in financing conditions since third-party financing was received;
- uses a build-up approach that starts with a risk-free interest rate adjusted for credit risk for leases which does not have recent third-party financing; and
- makes adjustments specific to the lease, e.g. term, country, currency and security.

If a readily observable amortising loan rate is available to the individual lessee (through recent financing or market data) which has a similar payment profile to the lease, then the Group entities use that rate as a starting point to determine the incremental borrowing rate.

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, except for the right-of-use assets that meet the definition of investment property are carried at fair value in accordance with Note 4 to the consolidated financial statements under investment properties.

Notes to the Consolidated Financial Statements

For the year ended October 31, 2025

4. Material Accounting Policy Information (Continued)

Leases (Continued)

The Group as lessee (Continued)

Right-of-use assets in which the Group is reasonably certain to obtain ownership of the underlying leased assets at the end of the lease term are depreciated from commencement date to the end of the useful life. Otherwise, right-of-use assets are depreciated on a straight-line basis over the shorter of its estimated useful life and the lease term.

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

The lease liability is remeasured when there is a change in future lease payments arising from a change in an index or 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.

The Group as lessor

When the Group acts as a lessor, it 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. If this is not the case, the lease is classified as an operating lease.

Inventories

Inventories are stated at the lower of cost and net realisable value. Cost is determined using the first-in, first-out basis. The cost of finished goods and work in progress comprises raw materials, direct labour and an appropriate proportion of all production overhead expenditure, and where appropriate, subcontracting charges. The costs of purchased inventory are determined after deducting rebates and discounts. 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.

4. Material Accounting Policy Information (Continued)

Contract assets, contract liabilities and other contract costs

Contract asset is recognised when the Group recognises revenue before being unconditionally entitled to the consideration under the payment terms set out in the contract. Contract assets are assessed for expected credit losses (“ECL” or “ECLs”) in accordance with the policy set out in the accounting policy for impairment of financial assets and contract assets in Note 4 to the consolidated financial statements and are reclassified to trade debtors when the right to the consideration has become unconditional.

A contract liability is recognised when the customer pays consideration before the Group recognises the related revenue. A contract liability would also be recognised if the Group has an unconditional right to receive consideration before the Group recognises the related revenue. In such cases, a corresponding receivable would also be recognised.

For a single contract with the customer, either a net contract asset or a net contract liability is presented. For multiple contracts, contract assets and contract liabilities of unrelated contracts are not presented on a net basis.

When the contract includes a significant financing component, the contract balance includes interest accrued under the effective interest rate method.

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. 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. Impairment losses are recognised to the extent that the carrying amount of the contract cost asset exceeds the net of (i) remaining amount of consideration that the Group expects to receive in exchange for the goods or services to which the asset relates, less (ii) any costs that relate directly to providing those goods or services that have not yet been recognised as expenses.

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

Notes to the Consolidated Financial Statements

For the year ended October 31, 2025

4. Material Accounting Policy Information (Continued)

Recognition and derecognition of financial instruments

Financial assets and financial liabilities are recognised in the consolidated statement of financial position when the Group entity becomes a party to the contractual provisions of the instruments.

Financial assets and financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets and financial liabilities at FVTPL) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at FVTPL are recognised immediately in profit or loss.

The Group derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity. If the Group neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Group recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Group retains substantially all the risks and rewards of ownership of a transferred financial asset, the Group continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

The Group derecognises financial liabilities when, and only when, the Group's obligations are discharged, cancelled or have expired. The difference between the carrying amount of the financial liability derecognised and the consideration paid and payable, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss.

Financial assets

All regular way purchases or sales of financial assets are recognised and derecognised on a trade date basis. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the time frame established by regulation or convention in the marketplace. All recognised financial assets are measured subsequently in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

(i) Debt investments

Debt 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 rate method.
- FVTOCI (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 ECLs, interest income (calculated using the effective interest rate 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.
- FVTPL if the investment does not meet the criteria for being measured at amortised cost or FVTOCI (recycling). Changes in the fair value of the investment (including interest) are recognised in profit or loss.

4. Material Accounting Policy Information (Continued)

Financial assets (Continued)

(ii) Equity investments

An investment in equity securities is classified as FVTPL unless the equity investment is not held for trading purposes and on initial recognition of the investment the Group makes an election to designate the investment as FVTOCI (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 FVTPL or FVTOCI, are recognised in profit or loss as other income.

Trade and other debtors

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. If revenue has been recognised before the Group has an unconditional right to receive consideration, the amount is presented as a contract asset.

Trade debtors are recognised initially at the amount of consideration that is unconditional unless they contain significant financing components, when they are recognised at fair value. The Group holds the trade debtors with the objective of collecting the contractual cash flows and therefore measures them subsequently at amortised cost using the effective interest method less allowance for credit losses.

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, having been within three months of maturity at 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.

Financial liabilities and equity instruments

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into and the definitions of a financial liability and an equity instrument under HKFRS Accounting Standards. An equity instrument is any contract that evidences a residual interest in the assets of the Group after deducting all of its liabilities. The accounting policies adopted for specific financial liabilities and equity instruments are set out below.

Notes to the Consolidated Financial Statements

For the year ended October 31, 2025

4. Material Accounting Policy Information (Continued)

Borrowings

Borrowings are recognised initially at fair value, net of transaction costs incurred, and subsequently measured at amortised cost using the effective interest method. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in profit or loss over the period of the borrowings using the effective interest method. Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw-down occurs. To the extent there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a prepayment for liquidity services and amortised over the period of the facility to which it relates.

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

Covenants that the Group is required to comply with, on or before the end of the reporting period, are considered in classifying loan arrangements with covenants as current or non-current. Covenants that the Group is required to comply with after the reporting period do not affect the classification at the reporting date.

Financial guarantee contracts

Financial guarantee contracts are recognised as a financial liability at the time the guarantee is issued. The liability is initially measured at fair value and subsequently at the higher of:

- the amount determined in accordance with the ECL model under HKFRS 9; and
- the amount initially recognised less, where appropriate, the cumulative amount of income recognised in accordance with the principles of HKFRS 15.

The fair value of financial guarantees is determined based on the present value of the difference in cash flows between the contractual payments required under the debt instrument and the payments that would be required without the guarantee, or the estimated amount that would be payable to a third party for assuming the obligations.

Where guarantees in relation to loans or other payables of associates are provided for no compensation, the fair values are accounted for as contributions and recognised as part of the cost of the investment.

Trade and other creditors

Trade and other creditors are recognised initially at their fair value and subsequently measured at amortised cost using the effective interest method unless the effect of discounting would be immaterial, in which case they are stated at cost.

Equity instruments

An equity instrument is any contract that evidence a residual interest in the assets of an entity after deducting all of its liabilities. Equity instruments issued by the Company are recorded at the proceeds received, net of direct issue costs.

4. Material Accounting Policy Information (Continued)

Derivative financial instruments and hedge accounting

Derivatives are initially recognised at fair value at the date a derivative contract is entered into and are subsequently remeasured to their fair value at the end of each reporting period.

The Group designates certain non-derivative financial liabilities as hedging instruments in respect of foreign currency risk hedges of net investments in foreign operations.

At the inception of the hedge relationship, the Group documents the relationship between the hedging instrument and the hedged item, along with its risk management objectives and its strategy for undertaking various hedge transactions. Furthermore, at the inception of the hedge and on an ongoing basis, the Group documents whether the hedging instrument is effective in offsetting changes in fair values or cash flows of the hedged item attributable to the hedged risk.

For hedge effectiveness assessment, the Group considers whether the hedging instrument is effective in offsetting changes in fair values or cash flows of the hedged item attributable to the hedged risk, which is when the hedging relationships meet all of the following hedge effectiveness requirements:

- there is an economic relationship between the hedged item and the hedging instrument;
- the effect of credit risk does not dominate the value changes that result from that economic relationship; and
- the hedge ratio of the hedging relationship is the same as that resulting from the quantity of the hedged item that the Group actually hedges and the quantity of the hedging instrument that the Group actually uses to hedge that quantity of hedged item.

If a hedging relationship ceases to meet the hedge effectiveness requirement relating to the hedge ratio but the risk management objective for that designated hedging relationship remains the same, the Group adjusts the hedge ratio of the hedging relationship (i.e. rebalances the hedge) so that it meets the qualifying criteria again.

Hedges of net investments in foreign operations

Any gain or loss on the Renminbi (“RMB”) borrowings relating to the effective portion of the hedge is recognised in other comprehensive income and accumulated in the translation reserve. The gain or loss relating to the ineffective portion is recognised immediately in profit or loss, and is included in the “other operating expenses” line item.

Gains and losses on the hedging instrument accumulated in the translation reserve are reclassified to profit or loss on the disposal or partial disposal of the foreign operation.

Notes to the Consolidated Financial Statements

For the year ended October 31, 2025

4. Material Accounting Policy Information (Continued)

Revenue and other income

Revenue is recognised when control over a product or service is transferred to the customer, 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.

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

(i) Revenue from construction contracts

A contract with a customer is classified by the Group as a construction contract when the contract relates to work on properties, museum and themed entertainment under the control of the customer and therefore the Group's construction activities create or enhance an asset under the customer's control.

When the outcome of a construction contract can be reasonably measured, revenue from the contract is recognised progressively over time using a method that faithfully depicts the performance in transferring control of goods or services to the customer. It applies to the input method, specifically the cost-to-cost method, based on the proportion of actual costs incurred relative to the estimated total costs. This method is appropriate for contracts where efforts are directly correlated with progress, outputs are not easily observable, and the contract involves significant integration or customisation. Input method is best for projects where progress is best measured by effort expended rather than observable deliverables. While the Group generally measures progress for construction contract using the input method, the output method is applied to specific contracts involving significant integration or customisation of multiple goods and services, and the customers requested the surveys on work performed to date on a monthly or regularly basis by qualified persons. For these contracts, progress is measured based on surveys of work performed to date. The Directors have determined that the circumstances of these contracts are different from other similar performance obligations. Therefore, this output method is applied specifically only to these contracts and provides a faithful depiction of the Group's performance because the results are directly observable, represent the value of the goods or services transferred to the customer to date, and do not require undue cost or effort to obtain.

The Group becomes entitled to invoice customers for construction of properties, museum and themed entertainment based on achieving a series of performance-related milestones. When a particular milestone is reached the customer is sent a relevant statement of work signed by a third party assessor and an invoice for the related milestone payment. The Group previously have recognised a contract asset for any work performed. Any amount previously recognised as a contract asset is reclassified to trade debtors at the point at which it is invoiced to the customer. If the milestone payment exceeds the revenue recognised to date under the cost-to-cost method then the Group recognises a contract liability for the difference. It is not considered to be a significant financing component in construction contracts with customers as the period between the recognition of revenue under the cost-to-cost method and the milestone payment is always less than one year.

4. Material Accounting Policy Information (Continued)

Revenue and other income (Continued)

(i) Revenue from construction contracts (Continued)

The likelihood of the Group earning contractual bonuses for early completion or suffering contractual penalties for late completion are taken into account in making these estimates, such that revenue is only recognised to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognised will not occur.

When the outcome of the contract cannot be reasonably measured, revenue is recognised only to the extent of contract costs incurred that are expected to be recovered.

If at any time the costs to complete the contract are estimated to exceed the remaining amount of the consideration under the contract, then a provision is recognised.

(ii) Revenue from brand experience activation

Revenue from brand experience activation is recognised when exhibition booths or other decoration facilities are delivered to the customer on show open date and are accepted by the customer. A debtor is recognised by the Group when exhibition booths or other decoration facilities are delivered to the customer on show open date as this represents the point in time at which the right to consideration becomes unconditional, as only the passage of time is required before payment is due.

(iii) Revenue from meeting architecture activation

Revenue from meeting architecture activation is recognised when the shows, exhibitions or events open. A debtor is recognised by the Group when the shows, exhibitions or events open as this represents the point in time at which the right to consideration becomes unconditional, as only the passage of time is required before payment is due.

(iv) Interest income is recognised as it accrues using the effective interest rate method. For financial assets measured at amortised cost or FVTOCI (recycling) that are not credit-impaired, the effective interest rate is applied to the gross carrying amount of the asset. For credit impaired financial assets, the effective interest rate is applied to the amortised cost (i.e. gross carrying amount net of loss allowance) of the asset.

(v) Dividend income is recognised when the shareholders' rights to receive payment are established.

(vi) Rental income receivable under 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.

(vii) Management service income is recognised when the service is rendered.

Notes to the Consolidated Financial Statements

For the year ended October 31, 2025

4. Material Accounting Policy Information (Continued)

Employee benefits

Employee leave entitlements

Employee entitlements to annual leave and long service leave are recognised when they accrue to employees. A provision is made for the estimated liability for annual leave and long service leave as a result of services rendered by employees up to the end of the reporting period.

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

The Group operates various post-employment schemes, including both defined benefit and defined contribution pension plans.

Pension obligations

The Group contributed to defined contribution retirement schemes which are available to all employees. Contributions to retirement benefit schemes by the Group and employees are calculated as a percentage of employees' basic salaries. The retirement benefit scheme cost charged to profit or loss represents contributions payable by the Group to the funds.

For the defined benefit retirement plans, the liability (asset) recognised in the consolidated statement of financial position is the present value of the defined benefit obligation less the fair value of plan assets. When there is a surplus in a defined benefit plan, the net defined benefit asset is measured at the lower of the surplus in the defined benefit plan and the asset ceiling. The defined benefit obligation is calculated annually by independent actuaries using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using interest rates of high-quality corporate bonds that are denominated in the currency in which the benefits will be paid, and that have terms to maturity approximating the terms of the related pension obligation. If there is no deep market in such bonds, the market rates on government bonds denominated in that currency are used.

Remeasurements of the net defined benefit liability (asset) – which include actuarial gains and losses, the return on plan assets (excluding amounts included in net interest on the net defined benefit liability (asset)), and any change in the effect of the asset ceiling (excluding amounts included in net interest on the net defined benefit liability (asset)) – are recognised in other comprehensive income in the period in which they arise and will not be reclassified to profit or loss.

Past service cost is recognised in profit or loss in the period of a plan amendment or curtailment and a gain or loss on settlement is recognised when settlement occurs. When determining past service cost, or a gain or loss on settlement, an entity shall remeasure the net defined benefit liability or asset using the current fair value of plan assets and current actuarial assumptions, reflecting the benefits offered under the plan and the plan assets before and after the plan amendment, curtailment or settlement, without considering the effect of asset ceiling (i.e. the present value of any economic benefits available in the form of refunds from the plan or reductions in future contributions to the plan).

Net interest is calculated by applying the discount rate at the beginning of the period to the net defined benefit liability or asset. However, if the Group remeasures the net defined benefit liability or asset before plan amendment, curtailment or settlement, the Group determines net interest for the remainder of the annual reporting period after the plan amendment, curtailment or settlement using the benefits offered under the plan and the plan assets after the plan amendment, curtailment or settlement and the discount rate used to remeasure such net defined benefit liability or asset, taking into account any changes in the net defined benefit liability or asset during the period resulting from contributions or benefit payments.

4. Material Accounting Policy Information (Continued)

Employee benefits (Continued)

Pension obligations (Continued)

Defined benefit costs are categorised as follows:

- service cost (including current service cost, past service cost, as well as gains and losses on curtailments and settlements);
- net interest expense or income; and
- remeasurement.

The retirement benefit obligation recognised in the consolidated statement of financial position represents the actual deficit or surplus in the Group's defined benefit plans. Any surplus resulting from this calculation is limited to the present value of any economic benefits available in the form of refunds from the plans or reduction in future contributions to the plan.

Discretionary contributions made by employees or third parties reduce service cost upon payment of these contributions to the plan.

When the formal terms of the plans specify that there will be contributions from employees or third parties, the accounting depends on whether the contributions are linked to service, as follows:

- If the contributions are not linked to services (for example contributions are required to reduce a deficit arising from losses on plan assets or from actuarial losses), they are reflected in the remeasurement of the net defined benefit liability or asset.
- If the contributions are linked to services, they reduce service costs. For the amount of contributions that is dependent on the number of years of service, the Group reduces service cost by attributing the contributions to periods of service using the attribution method required by HKAS 19 paragraph 70 for the gross benefits. For the amount of contribution that is independent of the number of years of service, the Group reduces service cost by attributing contributions to the employees' period of service in accordance with HKAS 19 paragraph 70.

For Long Service Payment ("LSP") obligation, the Group accounts for the employer Mandatory Provident Fund ("MPF") contributions expected to be offsetted as a deemed employee contribution towards the LSP obligation in term of HKAS 19 paragraph 93(a) and it is measured on a net basis. The estimated amount of future benefit is determined after deducting the negative service cost arising from the accrued benefits derived from the Group's MPF contributions that have been vested with employees, which are deemed to be contributions from the relevant employees.

Termination benefits

Termination benefits are recognised at the earlier of the dates when the Group can no longer withdraw the offer of those benefits, and when the Group recognises restructuring costs and involves the payment of termination benefits.

Notes to the Consolidated Financial Statements

For the year ended October 31, 2025

4. Material Accounting Policy Information (Continued)

Share-based payments

The Group issues equity-settled share-based payments to certain directors and employees. Equity-settled share-based payments are measured at fair value (excluding the effect of non-market based vesting conditions) of the equity instruments at the date of grant. The fair value determined at the grant date of the equity-settled share-based payments is expensed on a straight-line basis over the vesting period, based on the Group's estimate of shares that will eventually vest and adjusted for the effect of non-market based vesting conditions.

Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are capitalised as part of the cost of those assets, until such time as the assets are substantially ready for their intended use or sale. Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalisation.

To the extent that funds are borrowed generally and used for the purpose of obtaining a qualifying asset, the amount of borrowing costs eligible for capitalisation is determined by applying a capitalisation rate to the expenditures on that asset. The capitalisation rate is the weighted average of the borrowing costs applicable to the borrowings of the Group that are outstanding during the period, other than borrowings made specifically for the purpose of obtaining a qualifying asset. Any specific borrowing that remain outstanding after the related asset is ready for its intended use or sale is included in the general borrowing pool for calculation of capitalisation rate on general borrowings.

All other borrowing costs are recognised in profit or loss in the period in which they are incurred.

Government grants

A government grant is recognised when there is reasonable assurance that the Group will comply with the conditions attaching to it and that the grant will be received.

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

Government grants that become receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the Group with no future related costs are recognised in profit or loss in the period in which they become receivable.

4. Material Accounting Policy Information (Continued)

Taxation

Income tax represents the sum of the current tax and deferred tax.

The tax currently payable is based on taxable profit for the year. Taxable profit differs from profit recognised in profit or loss because of items of income or expense that are taxable or deductible in other years and items that are never taxable or deductible. The Group's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the end of the reporting period.

Deferred tax is recognised on temporary differences between the carrying amounts of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profit. Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are generally recognised for all deductible temporary differences to the extent that it is probable that taxable profits will be available against which deductible temporary differences can be utilised. Such assets and liabilities are not recognised if the temporary difference arises from goodwill or from the initial recognition (other than in a business combination) of other assets and liabilities in a transaction that affects neither the taxable profit nor the accounting profit and at the time of transaction does not give rise to equal taxable and deductible temporary differences.

Deferred tax liabilities are recognised for taxable temporary differences arising on investments in subsidiaries, associates and interests in joint arrangements, except where the Group is able to control the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future.

The carrying amount of deferred tax assets is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered.

Deferred tax is calculated at the tax rates that are expected to apply in the period when the liability is settled or the asset is realised, based on tax rates that have been enacted or substantively enacted by the end of the reporting period. Deferred tax is recognised in profit or loss, except when it relates to items recognised in other comprehensive income or directly in equity, in which case the deferred tax is also recognised in other comprehensive income or directly in equity.

The measurement of deferred tax assets and liabilities reflects the tax consequences that would follow from the manner in which the Group expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities.

For the purpose of measuring deferred tax for investment properties that are measured using the fair value model, the carrying amounts of such properties are presumed to be recovered through sale, unless the presumption is rebutted. The presumption is rebutted when the investment property is depreciable and is held within a business model of the Group whose business objective is to consume substantially all of the economic benefits embodied in the investment property over time, rather than through sale. If the presumption is rebutted, deferred tax for such investment properties are measured based on the expected manner as to how the properties will be recovered.

For the purposes of measuring deferred tax for leasing transactions in which the Group recognises the right-of-use assets and the related lease liabilities, the Group first determines whether the tax deductions are attributable to the right-of-use assets or the lease liabilities.

For leasing transactions in which the tax deductions are attributable to the lease liabilities, the Group applies HKAS 12 requirements to right-of-use assets and lease liabilities separately. The Group recognises a deferred tax asset related to lease liabilities to the extent that it is probable that taxable profit will be available against which the deductible temporary differences can be utilised and a deferred tax liability for all taxable temporary differences.

Notes to the Consolidated Financial Statements

For the year ended October 31, 2025

4. Material Accounting Policy Information (Continued)

Taxation (Continued)

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when they relate to income taxes levied by the same taxation authority and the Group intends either to settle its current tax assets and liabilities on a net basis, or to realise the asset and settle the liability simultaneously.

Impairment of non-financial assets

Intangible assets that have an indefinite useful life or that are not yet available for use are reviewed for impairment annually and whenever events or changes in circumstances indicate the carrying amount may not be recoverable.

The carrying amounts of other non-financial assets are reviewed at each reporting date for indications of impairment and where an asset is impaired, it is written down as an expense through the consolidated income statement to its estimated recoverable amount unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease. The recoverable amount is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets. If this is the case, recoverable amount is determined for the CGU to which the asset belongs. Recoverable amount is the higher of value in use and the fair value less costs of disposal of the individual asset or the CGU.

Value in use is the present value of the estimated future cash flows of the asset/CGU. Present values are computed using pre-tax discount rates that reflect the time value of money and the risks specific to the asset/CGU whose impairment is being measured.

Impairment losses for CGUs are allocated first against the goodwill of the unit and then pro rata amongst the other assets of the CGU. Subsequent increases in the recoverable amount caused by changes in estimates are credited to profit or loss to the extent that they reverse the impairment unless the relevant asset is carried at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

Impairment of financial assets and contracts assets

The Group recognises a loss allowance for ECLs on investments in debt instruments that are measured at amortised cost or at FVTOCI, trade and other debtors and contract assets, pledged bank deposits and bank and cash balances, as well as on financial guarantee contracts. The amount of ECL is updated at each reporting date to reflect changes in credit risk since initial recognition of the respective financial instrument.

The Group always recognises lifetime ECL for trade debtors and contract assets. The ECL on these financial assets are estimated using a provision matrix based on the Group's historical credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current as well as the forecast direction of conditions at the reporting date, including time value of money where appropriate.

For all other financial instruments, the Group recognises lifetime ECL when there has been a significant increase in credit risk since initial recognition. However, if the credit risk on the financial instrument has not increased significantly since initial recognition, the Group measures the loss allowance for that financial instrument at an amount equal to 12-month ECL.

Lifetime ECL represents the ECL that will result from all possible default events over the expected life of a financial instrument. In contrast, 12-month ECL represents the portion of lifetime ECL that is expected to result from default events on a financial instrument that are possible within twelve months after the reporting date.

4. Material Accounting Policy Information (Continued)

Impairment of financial assets and contracts assets (Continued)

Significant increase in credit risk

In assessing whether the credit risk on a financial instrument has increased significantly since initial recognition, the Group compares the risk of a default occurring on the financial instrument at the reporting date with the risk of a default occurring on the financial instrument at the date of initial recognition. In making this assessment, the Group considers both quantitative and qualitative information that is reasonable and supportable, including historical experience and forward-looking information that is available without undue cost or effort. Forward-looking information considered includes the future prospects of the industries in which the Group's debtors operate, obtained from economic expert reports, financial analysts, governmental bodies, relevant think-tanks and other similar organisations, as well as consideration of various external sources of actual and forecast economic information that relate to the Group's core operations.

In particular, the following information is taken into account when assessing whether credit risk has increased significantly since initial recognition:

- an actual or expected significant deterioration in the financial instrument's external (if available) or internal credit rating;
- significant deterioration in external market indicators of credit risk for a particular financial instrument;
- existing or forecast adverse changes in business, financial or economic conditions that are expected to cause a significant decrease in the debtor's ability to meet its debt obligations;
- an actual or expected significant deterioration in the operating results of the debtor;
- significant increases in credit risk on other financial instruments of the same debtor; or
- an actual or expected significant adverse change in the regulatory, economic, or technological environment of the debtor that results in a significant decrease in the debtor's ability to meet its debt obligations.

Irrespective of the outcome of the above assessment, the Group presumes that the credit risk on a financial asset has increased significantly since initial recognition when contractual payments are more than 30 days past due, unless the Group has reasonable and supportable information that demonstrates otherwise.

Despite the foregoing, the Group assumes that the credit risk on a financial instrument has not increased significantly since initial recognition if the financial instrument is determined to have low credit risk at the reporting date. A financial instrument is determined to have low credit risk if:

- the financial instrument has a low risk of default;
- the debtor has a strong capacity to meet its contractual cash flow obligations in the near term; and
- adverse changes in economic and business conditions in the longer term may, but will not necessarily, reduce the ability of the borrower to fulfil its contractual cash flow obligations.

The Group considers a financial asset to have low credit risk when the asset has external credit rating of "investment grade" in accordance with the globally understood definition or if an external rating is not available, the asset has an internal rating of "performing". Performing means that the counterparty has a strong financial position and there is no past due amounts.

Notes to the Consolidated Financial Statements

For the year ended October 31, 2025

4. Material Accounting Policy Information (Continued)

Impairment of financial assets and contracts assets (Continued)

Significant increase in credit risk (Continued)

For financial guarantee contracts, the date that the Group becomes a party to the irrevocable commitment is considered to be the date of initial recognition for the purposes of assessing the financial instrument for impairment. In assessing whether there has been a significant increase in the credit risk since initial recognition of a financial guarantee contracts, the Group considers the changes in the risk that the specified debtor will default on the contract.

The Group regularly monitors the effectiveness of the criteria used to identify whether there has been a significant increase in credit risk and revises them as appropriate to ensure that the criteria are capable of identifying significant increase in credit risk before the amount becomes past due.

Definition of default

The Group considers the following as constituting an event of default for internal credit risk management purposes as historical experience indicates that debtors that meet either of the following criteria are generally not recoverable.

- when there is a breach of financial covenants by the counterparty; or
- information developed internally or obtained from external sources indicates that the debtor is unlikely to pay its creditors, including the Group, in full (without taking into account any collaterals held by the Group).

Irrespective of the above analysis, the Group considers that default has occurred when a financial asset is more than 90 days past due unless the Group has reasonable and supportable information to demonstrate that a more lagging default criterion is more appropriate.

Credit-impaired financial assets

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

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

4. Material Accounting Policy Information (Continued)

Impairment of financial assets and contracts assets (Continued)

Write-off policy

The Group writes off a financial asset when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, including when the debtor has been placed under liquidation or has entered into bankruptcy proceedings, or in the case of trade debtors, when the amounts are over two years past due, whichever occurs sooner. Financial assets written off may still be subject to enforcement activities under the Group's recovery procedures, taking into account legal advice where appropriate. Any recoveries made are recognised in profit or loss.

Measurement and recognition of ECL

The measurement of ECL is a function of the probability of default, loss given default (i.e. the magnitude of the loss if there is a default) and the exposure at default. The assessment of the probability of default and loss given default is based on historical data adjusted by forward-looking information as described above. As for the exposure at default, for financial assets, this is represented by the assets' gross carrying amount at the reporting date; for financial guarantee contracts, the exposure includes the amount drawn down as at the reporting date, together with any additional amounts expected to be drawn down in the future by default date determined based on historical trend, the Group's understanding of the specific future financing needs of the debtors, and other relevant forward-looking information.

For financial assets, the ECL is estimated as the difference between all contractual cash flows that are due to the Group in accordance with the contract and all the cash flows that the Group expects to receive, discounted at the original effective interest rate.

For a financial guarantee contract, as the Group is required to make payments only in the event of a default by the debtor in accordance with the terms of the instrument that is guaranteed, the expected loss allowance is the expected payments to reimburse the holder for a credit loss that it incurs less any amounts that the Group expects to receive from the holder, the debtor or any other party.

If the Group has measured the loss allowance for a financial instrument at an amount equal to lifetime ECL in the previous reporting period, but determines at the current reporting date that the conditions for lifetime ECL are no longer met, the Group measures the loss allowance at an amount equal to 12-month ECL at the current reporting date, except for assets for which simplified approach was used.

The Group recognises an impairment gain or loss in profit or loss for all financial instruments with a corresponding adjustment to their carrying amount through a loss allowance account, except for investments in debt instruments that are measured at FVTOCI, for which the loss allowance is recognised in other comprehensive income and accumulated in the financial assets at FVTOCI reserve, and does not reduce the carrying amount of the financial asset in the statement of financial position.

Notes to the Consolidated Financial Statements

For the year ended October 31, 2025

4. Material Accounting Policy Information (Continued)

Provisions and contingent liabilities

Provisions are recognised for liabilities of uncertain timing or amount when the Group has a present legal or constructive obligation arising as a result of a past event, it is probable that an outflow of economic benefits will be required to settle the obligation and a reliable estimate can be made. Where the time value of money is material, provisions are stated at the present value of the expenditures expected to settle the obligation. The discount rate used to determine the present value is a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as interest expense.

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 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 is remote.

Events after the reporting period

Events after the reporting period that provide additional information about the Group's position at the end of the reporting period are adjusting events and are reflected in the consolidated financial statements. Events after the reporting period that are not adjusting events are disclosed in the notes to the consolidated financial statements when material.

5. Critical Judgements and Key Estimates

In applying the Group's accounting policies, which are described in Note 4 to the consolidated financial statements, the Directors are required to make judgements (other than those involving estimations) that have a significant impact on the amounts recognised and to make estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. 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.

Critical judgements in applying accounting policies

In the process of applying the accounting policies, the Directors have made the following judgements that have the most significant effect on the amounts recognised in the consolidated financial statements (apart from those involving estimations, which are dealt with below).

Deferred tax for investment properties

For the purposes of measuring deferred tax for investment properties that are measured using the fair value model, the Directors have reviewed the Group's investment properties portfolios and concluded that the Group's investment properties located in the PRC are held under a business model whose objective is to consume substantially all of the economic benefits embodied in the investment properties over time, rather than through sale. However, in determining the Group's deferred tax for the investment properties other than located in the PRC, the Directors have adopted the presumption that investment properties measured using fair value model are recovered through sale.

5. Critical Judgements and Key Estimates (Continued)

Critical judgements in applying accounting policies (Continued)

Distinction between investment properties and owner-occupied properties

Some properties comprise a portion that is held to earn rentals and another portion that is held for use in the production or supply of goods or services. If these portions can be sold separately (or leased out separately under a finance lease), the Group accounts for the portions separately. If the portions cannot be sold separately, the property is accounted for as investment property only if an insignificant portion is held for use in the production or supply of goods or services. Judgement is applied in determining whether ancillary services are so significant that a property does not qualify as an investment property. The Group considers each property separately in making its judgement.

Business model assessment

Classification and measurement of financial assets depends on the results of the solely payments of principal and interest and the business model test. The Group determines the business model at a level that reflects how groups of financial assets are managed together to achieve a particular business objective. This assessment includes judgement reflecting all relevant evidence including how the performance of the assets is evaluated and their performance measured, the risks that affect the performance of the assets and how these are managed and how the managers of the assets are compensated. The Group monitors financial assets measured at amortised cost or FVTOCI that are derecognised prior to their maturity to understand the reason for their disposal and whether the reasons are consistent with the objective of the business for which the asset was held. Monitoring is part of the Group's continuous assessment of whether the business model for which the remaining financial assets are held continues to be appropriate and if it is not appropriate whether there has been a change in business model and so a prospective change to the classification of those assets. No such changes were required during the periods presented.

Significant increase in credit risk

ECL are measured as an allowance equal to 12-month ECL for stage 1 assets, or lifetime ECL for stage 2 or stage 3 assets. An asset moves to stage 2 when its credit risk has increased significantly since initial recognition. HKFRS 9 does not define what constitutes a significant increase in credit risk. In assessing whether the credit risk of an asset has significantly increased the Group takes into account qualitative and quantitative reasonable and supportable forward looking information.

Determining the lease term

In determining the lease term at the commencement date for leases that include renewal options exercisable by the Group, the Group evaluates the likelihood of exercising the renewal options taking into account all relevant facts and circumstances that create an economic incentive for the Group to exercise the option, including favourable terms, leasehold improvements undertaken and the importance of that underlying asset to the Group's operation.

Generally, periods covered by a renewal option in other properties leases have not been included in the lease liability because the Group could replace the assets without significant cost or business disruption. Further information provided in Note 18 to the consolidated financial statements.

The lease term is reassessed when there is a significant event or significant change in circumstance that is within the Group's control. During the current financial year, no lease term has been reassessed.

For the year ended October 31, 2025

5. Critical Judgements and Key Estimates (Continued)

Critical judgements in applying accounting policies (Continued)

Joint control assessment

The Group holds 20% of the voting rights of its joint arrangement of Karnival TP-AXC Holdings Limited. The Directors have determined that the Group has joint control over the arrangement as under the contractual agreement, it appears that unanimous consent is required from all parties to the agreement for all relevant activities.

Equity pick up of entity of less than 20% equity interest

Although the Group holds less than 20% of the voting power of Shanghai Yaoland Network Information Technology Co., Ltd (“Shanghai Yaoland”), the Directors considered that the Group exercises significant influence over Shanghai Yaoland because the Group is entitled to appoint one director out of the five directors of Shanghai Yaoland, and requiring two-thirds majority vote of the board.

Key sources of estimation uncertainty

The key assumptions concerning the future, and other key sources of estimation uncertainty at the end of each reporting period, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are discussed below.

Impairment for trade debtors and contract assets

The Group uses practical expedient in estimating ECL on trade debtors and contract assets using a provision matrix. The provision rates are based on days past due for grouping of various customers segments with shared risk characteristics by geographical region taking into consideration the Group’s historical default rates and forward-looking information that is reasonable and supportable available without undue costs or effort. At every reporting date, the historical observed default rates are reassessed and changes in the forward-looking information are considered. The provision of ECL is sensitive to changes in estimates. The information about ECL and the Group’s trade debtors and contract assets are disclosed in financial risk management of credit risk in Note 6 to the consolidated financial statements.

As at October 31, 2025, the carrying amount of trade debtors and contract assets is HK\$928,284,000 and HK\$804,149,000, net of allowance for bad and doubtful debts of HK\$146,503,000 and HK\$22,435,000 (2024: HK\$900,772,000 and HK\$567,416,000, net of allowance for bad and doubtful debts of HK\$119,758,000 and HK\$20,141,000) respectively.

5. Critical Judgements and Key Estimates (Continued)

Key sources of estimation uncertainty (Continued)

Fair value of investment properties

The Group appointed independent professional valuers to assess the fair value of the investment properties. In determining the fair value, the valuers have utilised a method of valuation which involves certain estimates. The Directors have exercised their judgement and are satisfied that the method of valuation and inputs used are reflective of the current market conditions.

The carrying amount of investment properties as at October 31, 2025 was HK\$239,770,000 (2024: HK\$245,020,000).

Revenue and profit recognition

As explained in the accounting policy for revenue recognition in Note 4 to the consolidated financial statements, certain projects' revenue from construction contracts under museum and themed entertainment and under brand experience activation are recognised over time. Such revenue and profit recognition on uncompleted projects is dependent on estimating the total outcome of the contract, as well as the work done to date. Based on the Group's recent experience and the nature of the construction activities undertaken by the Group, the Group has made estimates of the point at which it considered the work was sufficiently advanced such that the outcome of the contract can be reasonably measured. Until this point is reached the related contract assets disclosed in Note 24 to the consolidated financial statements do not include profit which the Group might eventually realise from the work done to date. In addition, actual outcomes in terms of total cost or revenue may be higher or lower than estimated at the end of the reporting period, which would affect the revenue and profit recognised in future years as an adjustment to the amounts recorded to date.

During the year, HK\$1,297,567,000 (2024: HK\$1,171,736,000) of revenue from construction contracts under museum and themed entertainment and brand experience activation was recognised.

Income taxes

The Group is subject to income taxes in numerous jurisdictions. Significant estimates are required in determining the worldwide provision for income taxes. There are many transactions and calculations for which the ultimate tax determination is uncertain during the ordinary course of business. Where the final tax outcome of these matters is different from the amounts that were initially recorded, such differences will impact the income tax and deferred tax provisions in the period in which such determination is made. During the year, HK\$111,404,000 (2024: HK\$86,220,000) of income tax was charged to profit or loss.

Impairment of goodwill

Determining whether goodwill is impaired requires an estimation of the recoverable amount of the CGU to which goodwill has been allocated, which is the higher of the value in use or fair value less costs of disposal. The value in use calculation requires the Group to estimate the future cash flows expected to arise from the CGU and a suitable discount rate in order to calculate the present value. Where the actual future cash flows are less than the expected, or there is a change in facts and circumstances which results in downward revision of future cash flows or upward revision of discount rate, a material impairment loss or further impairment loss may arise.

The carrying amount of goodwill at the end of the reporting period was HK\$290,270,000 as at October 31, 2025 (2024: HK\$290,196,000) after an impairment loss of nil (2024: nil) was recognised during the year. Details of the impairment testing are provided in Note 19 to the consolidated financial statements.

Notes to the Consolidated Financial Statements

For the year ended October 31, 2025

6. Financial Risk Management

The Group's activities expose it to a variety of financial risks: foreign currency risk, credit risk, liquidity risk and interest rate risk. The Group's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the Group's financial performance.

Foreign currency risk

The Group has certain exposure to foreign currency risk as most of its business transactions, assets and liabilities are principally denominated in the functional currencies of Group entities, including Hong Kong dollars, RMB, Singapore dollars ("SG dollars") and United States dollars ("US dollars"), but certain business transactions, assets and liabilities are denominated in currencies other than their functional currencies such as Euro, Great Britain pound ("GBP") and United Arab Emirates dirhams ("AED"). Except for the RMB borrowings hedge as mentioned below, the Group currently does not have a foreign currency hedge in respect of other foreign currency transactions, assets and liabilities. The Group monitors its foreign currency exposure closely and will consider hedging significant foreign currency exposure should the need arise.

The Group has designated its RMB-denominated borrowings outside mainland China as a hedging instrument for the changes in the value of the net investment in mainland China attributable to changes in the Hong Kong dollars spot rate.

The Group's risk management objective is to manage impact of foreign exchange fluctuations on our financial results, specifically focusing on the potential risks associated with the RMB/Hong Kong dollars exposure due to significant assets and liabilities located in mainland China and denominated in RMB. The Group's policy is not to enter forward contracts for speculative purposes. The Group's risk management strategy is to designate existing RMB-denominated borrowings outside mainland China as a hedging instrument to offset the translation gains or losses on the net investment recognised in the translation reserve within other comprehensive income.

At October 31, 2025, the hedged portion is set at RMB622,200,000 (equivalent to HK\$678,587,000) (2024: nil), a subset of the total net investment. The hedge was determined to be effective. The hedge ratio is determined by matching the Hong Kong dollars equivalent of the borrowing to an equal portion of the net investment's carrying amount at the borrowing's inception. This ensures the hedge is neither over- nor under-hedged, minimising ineffectiveness. No amount is reclassified from the translation reserve into profit or loss as a reclassification adjustment (2024: nil).

	2025 HK\$'000	2024 HK\$'000
Total RMB-denominated bank borrowings	678,587	–
Less: Portion not designated as hedging instruments	–	–
	678,587	–
Carrying amount/notional amount of hedging instruments		
Less than one year	566,689	–
Between one and two years	111,898	–
	678,587	–
Carrying amount of the portion of PRC investments designated as hedged item	1,203,931	–
Balance of translation reserve for continuing hedges	10,246	–
Loss on net investment hedge recognised in the Group's other comprehensive income on translation of the RMB-denominated borrowings to Hong Kong dollars	10,246	–

6. Financial Risk Management (Continued)

Foreign currency risk (Continued)

At October 31, 2025, if the SG dollars had weakened or strengthened 10 per cent against the US dollars, Euro, GBP and Hong Kong dollars with all other variables held constant, consolidated profit after tax for the year would have been HK\$2,137,000 higher or lower (2024: HK\$4,503,000 higher or lower), HK\$11,000 lower or higher (2024: HK\$260,000 higher or lower), HK\$29,000 lower or higher (2024: HK\$4,000 lower or higher) and HK\$229,000 lower or higher (2024: HK\$49,000 lower or higher), arising mainly as a result of the foreign exchange gain or loss on trade debtors, bank and cash balances and trade creditors denominated in US dollars, Euro, GBP and SG dollars respectively.

At October 31, 2025, if the AED had weakened or strengthened 10 per cent against the US dollars and Euro with all other variables held constant, consolidated profit after tax for the year would have been HK\$1,395,000 higher or lower (2024: HK\$1,121,000 higher or lower) and HK\$381,000 lower or higher (2024: HK\$151,000 lower or higher), arising mainly as a result of the foreign exchange gain or loss on trade debtors denominated in US dollars, and trade creditors denominated in US dollars and Euro respectively.

At October 31, 2025, if the GBP had weakened or strengthened 10 per cent against Euro and the US dollars with all other variables held constant, consolidated profit after tax for the year would have been HK\$1,136,000 higher or lower (2024: HK\$180,000 higher or lower) and HK\$55,000 higher or lower (2024: HK\$50,000 higher or lower), arising mainly as a result of the foreign exchange gain or loss on trade debtors and bank and cash balances in Euro and US dollars, and trade creditors denominated in Euro respectively.

At October 31, 2025, if the US dollars had weakened or strengthened 10 per cent against Vietnamese dong (“VND”), Korean won and New Taiwan dollars with all other variables held constant, consolidated profit after tax for the year would have been HK\$4,786,000 higher or lower (2024: HK\$3,581,000 higher or lower), HK\$372,000 lower or higher (2024: HK\$47,000 lower or higher) and HK\$1,912,000 lower or higher (2024: HK\$1,454,000 lower or higher), arising mainly as a result of the foreign exchange gain or loss on trade debtors and bank and cash balances denominated in VND and US dollars, and trade creditors denominated in VND respectively.

At October 31, 2025, if the Hong Kong dollars had weakened or strengthened 10 per cent against the RMB, Euro and GBP with all other variables held constant, consolidated profit after tax for the year would have been HK\$55,923,000 lower or higher (2024: HK\$18,891,000 lower or higher), HK\$170,000 higher or lower (2024: HK\$90,000 higher or lower) and HK\$12,000 higher or lower (2024: HK\$12,000 higher or lower), arising mainly as a result of the foreign exchange gain or loss on trade debtors and bank and cash balances denominated in RMB, Euro and GBP, and trade creditors and borrowings denominated in RMB respectively.

Credit risk

Credit risk is the risk that a counterparty will not meet its obligations under a financial instrument or customer contract, leading to a financial loss. The Group is exposed to credit risk from its operating activities (primarily trade debtors) and from its financing activities, including deposits with banks, foreign exchange transactions and financial instruments. The Group’s exposure to credit risk arising from cash and cash equivalents is limited because the counterparties are banks and financial institutions with high credit-rating assigned by international credit-rating agencies, for which the Group considers to have low credit risk.

Except for the financial guarantees given by the Group as set out in Note 43 to the consolidated financial statements, the Group does not provide any other guarantees which would expose the Group to credit risk. The maximum exposure to credit risk in respect of these financial guarantees at the end of the reporting period is disclosed in Note 43 to the consolidated financial statements.

Notes to the Consolidated Financial Statements

For the year ended October 31, 2025

6. Financial Risk Management (Continued)

Credit risk (Continued)

Trade debtors and contract assets

Customer credit risk is managed by each business unit subject to the Group's established policy, procedures and control relating to customer credit risk management. Individual credit evaluations are performed on all customers requiring credit over a certain amount. These evaluations focus on the customer's past history of making payments when due and current ability to pay, and take into account information specific to the customer as well as pertaining to the economic environment in which the customer operates. Trade debtors are due within 30 to 90 days from the date of billing. Trade debtors with balances that are more than one month past due are requested to settle all outstanding balances and the management will consider further action to be taken. The Group does not obtain collateral from customers.

The Group measures loss allowances for trade debtors and contract assets at an amount equal to lifetime ECLs, which is calculated using a provision matrix. The provision rates are based on days past due for grouping of various customers segments with shared risk characteristics by geographical region. The provision matrix reflects the probability-weighted outcome and reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions. At October 31, 2025, 65% (2024: 79%) and 64% (2024: 61%) of the Group's contract assets and trade debtors respectively are generated from Greater China and Southeast Asia. The loss rates used for Greater China and Southeast Asia are 0.03% to 100.00% (2024: 0.05% to 100.00%).

The following table provides information about the Group's exposure to credit risk, including special allowances and ECLs for trade debtors and contract assets as at October 31, 2025 and 2024:

	Expected loss rate %	Gross carrying amount HK\$'000	Loss allowance HK\$'000
At October 31, 2025			
Contract assets			
Current (not past due)	0.04 – 30.64	826,584	(22,435)
Trade debtors			
Current (not past due)	0.04 – 2.86	465,103	(40,944)
Less than 91 days past due	0.04 – 2.86	412,746	(3,795)
91 – 180 days past due	0.12 – 5.93	69,206	(2,821)
181 – 365 days past due	0.03 – 30.64	40,886	(16,394)
More than one year past due	0.03 – 100.00	86,846	(82,549)
		1,074,787	(146,503)

6. Financial Risk Management (Continued)

Credit risk (Continued)

Trade debtors and contract assets (Continued)

	Expected loss rate %	Gross carrying amount HK\$'000	Loss allowance HK\$'000
At October 31, 2024			
Contract assets			
Current (not past due)	0.05 – 30.85	587,557	(20,141)
Trade debtors			
Current (not past due)	0.05 – 3.40	322,810	(20,304)
Less than 91 days past due	0.05 – 3.40	497,690	(10,452)
91 – 180 days past due	0.08 – 6.71	58,543	(3,410)
181 – 365 days past due	0.08 – 33.42	42,967	(10,985)
More than one year past due	0.08 – 100.00	98,520	(74,607)
		1,020,530	(119,758)

Expected loss rates are based on actual loss experience over the past five years. These rates are adjusted to reflect differences between economic conditions during the period over which the historic data has been collected, current conditions and the Group's view of economic conditions over the expected lives of trade debtors and contract assets.

Movement in the loss allowance account in respect of trade debtors and contract assets during the year is as follows:

	2025 HK\$'000	2024 HK\$'000
At November 1	139,899	104,220
Impairment losses recognised for the year	72,557	54,245
Amounts written off during the year	(2,592)	(2,431)
Allowance written back	(40,987)	(17,624)
Exchange adjustments	61	1,489
At October 31	168,938	139,899

Notes to the Consolidated Financial Statements

For the year ended October 31, 2025

6. Financial Risk Management (Continued)

Credit risk (Continued)

Trade debtors and contract assets (Continued)

The following significant changes in the gross carrying amounts of trade debtors and contract assets contributed to the increase in the loss allowance during 2025:

- a write-off of trade debtors with a gross carrying amount of HK\$2,592,000 resulted in a decrease in loss allowance of HK\$2,592,000;
- origination of new trade debtors net of those settled resulted in an increase in loss allowance of HK\$20,640,000; and
- increase in the carrying amount of days past due over 365 days resulted in an increase in loss allowance of HK\$7,942,000.

Financial assets at amortised cost

All of the Group's financial assets at amortised cost are considered to have low credit risk, and the loss allowance recognised during the period was therefore limited to 12-month expected losses. Management considers "low credit risk" instruments to be low credit risk when they have a low risk of default and the issuer has a strong capacity to meet its contractual cash flow obligations in the near term.

Financial assets at amortised cost include other debtors, amounts due from associates and amounts due from joint ventures.

Movements in the loss allowance for financial assets at amortised cost during the year are as follows:

	Other debtors HK\$'000	Amounts due from associates HK\$'000	Amounts due from joint ventures HK\$'000	Total HK\$'000
At November 1, 2023	17,009	13,250	5,419	35,678
Impairment losses recognised for the year	–	9,142	–	9,142
Amounts written off during the year	(3,157)	–	–	(3,157)
Allowance written back	(22)	–	–	(22)
Exchange adjustments	97	449	299	845
At October 31, 2024 and November 1, 2024	13,927	22,841	5,718	42,486
Impairment losses recognised for the year	3,701	1,067	851	5,619
Amounts written off during the year	–	(11,870)	(6,612)	(18,482)
Allowance written back	(112)	–	–	(112)
Exchange adjustments	7	218	43	268
At October 31, 2025	17,523	12,256	–	29,779

6. Financial Risk Management (Continued)

Liquidity risk

The Group's policy is to regularly monitor current and expected liquidity requirements to ensure that it maintains sufficient reserves of cash to meet its liquidity requirements in the short and long term.

As disclosed in Note 31 to the consolidated financial statements, certain of the Group's banking facilities are subject to the fulfilments of covenants. Some of those covenants relate to the Group's financial covenants which are tested periodically, as are commonly found in lending arrangements with financial institutions. If the Group were to breach these covenants, the related loans would become payable on demand. As at October 31, 2025 and 2024, the Group did not identify any difficulties in complying with the covenants for other loans. Information about the covenants for those borrowings classified as non-current, subject to the Group complying with covenants after the reporting period is set out below:

Borrowings	Timing to comply with the covenants	Details of covenants	Carrying amount as at	
			2025 HK\$'000	2024 HK\$'000
Bank borrowings	At all time throughout the loan term	(i) Group's net worth is not less than certain required levels (ii) Group's interest coverage ratio is not less than certain required levels (iii) Group's gross gearing ratio is not larger than certain required levels	111,898	135,418

Up to the date of these consolidated financial statements, there are no indications that the Group would have difficulties complying with the above covenants when tested.

Notes to the Consolidated Financial Statements

For the year ended October 31, 2025

6. Financial Risk Management (Continued)

Liquidity risk (Continued)

The maturity analysis based on contractual undiscounted cash flows of the Group's non-derivative financial liabilities is as follows:

	No fixed term of repayment HK\$'000	Less than 1 year HK\$'000	Between 1 and 2 years HK\$'000	Between 2 and 5 years HK\$'000	Over 5 years HK\$'000
At October 31, 2025					
Borrowings	12,641	584,794	113,587	-	-
Creditors and accrued charges	-	2,336,759	-	-	-
Amounts due to associates	2,910	-	-	-	-
Amounts due to joint ventures	6,168	-	-	-	-
Lease liabilities	-	17,769	16,858	44,585	141,184
	21,719	2,939,322	130,445	44,585	141,184
At October 31, 2024					
Borrowings	13,438	331,822	28,185	114,108	-
Creditors and accrued charges	-	2,182,013	-	-	-
Amounts due to associates	4,250	-	-	-	-
Amounts due to joint ventures	6,539	-	-	-	-
Lease liabilities	-	22,077	12,508	26,197	130,852
	24,227	2,535,912	40,693	140,305	130,852

The following table details the Group's liquidity analysis for its derivative financial instruments. The table has been drawn up based on the undiscounted contractual net cash inflows and outflows on derivative instruments that settle on a net basis, and the undiscounted gross inflows and outflows on those derivatives that require gross settlement. When the amount payable or receivable is not fixed, the amount disclosed has been determined by reference to the projected interest rates as illustrative by the yield curves at the end of the reporting period.

	No fixed term of repayment HK\$'000	Less than 1 year HK\$'000	Between 1 and 2 years HK\$'000	Between 2 and 5 years HK\$'000	Over 5 years HK\$'000
At October 31, 2025					
Derivative – net settlement					
Foreign currency forward contracts	-	235	-	-	-
	-	235	-	-	-

6. Financial Risk Management (Continued)

Interest rate risk

The Group's exposure to cash flow and fair value interest rate risk arises from its borrowings, bank deposits and cash at banks. The borrowings, bank deposits and cash at banks bear interests at variable rates varied with the prevailing market condition.

As the Group has no significant interest-bearing assets and liabilities, except for borrowings, bank deposits and cash at banks, the Group's income and operating cash flows are substantially independent of changes in market interest rates.

At October 31, 2025, if interest rates on borrowings at that date had been 20 basis points or 200 basis points lower or higher, with all other variables held constant, consolidated profit after tax for the year would have been HK\$474,000 (2024: HK\$779,000) and HK\$4,742,000 (2024: HK\$7,789,000) higher or lower respectively, arising mainly as a result of lower or higher interest expenses on floating rate borrowings.

At October 31, 2025, if interest rates on cash at banks at that date had been 20 basis points or 200 basis points lower or higher, with all other variables held constant, consolidated profit after tax for the year would have been HK\$499,000 (2024: HK\$397,000) and HK\$4,989,000 (2024: HK\$3,974,000) lower or higher respectively, arising mainly as a result of lower or higher interest income on interest-bearing cash at banks.

Categories of financial instruments

	2025 HK\$'000	2024 HK\$'000
At October 31		
Financial assets:		
Financial assets at FVTOCI		
Equity instruments	47,324	–
Financial assets at FVTPL		
Future equity investments	6,868	4,029
Fund investments	24,834	22,671
Financial assets measured at amortised cost	4,618,665	4,105,941
Financial liabilities:		
Derivative financial instruments		
Derivative financial liabilities	235	–
Financial liabilities measured at amortised cost	3,047,168	2,659,858
Lease liabilities	153,064	126,006

Fair values

The carrying amounts of the Group's financial assets and financial liabilities as reflected in the consolidated statement of financial position approximate their respective fair values.

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For the year ended October 31, 2025

7. Fair Values Measurements

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The following disclosure of fair value measurements use a fair value hierarchy that categorises into three levels based on the inputs to valuation techniques used to measure fair value:

Level 1 inputs: quoted prices (unadjusted) in active markets for identical assets or liabilities that the Group can access at the measurement date.

Level 2 inputs: inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3 inputs: unobservable inputs for the asset or liability.

The Group's policy is to recognise transfers into and transfers out of any of the three levels as of the date of the event or change in circumstances that caused the transfer.

There was no transfer between Level 1, Level 2 and Level 3 during the year.

Disclosures of level in fair value hierarchy

	Fair value measurements using:			Total HK\$'000
	Level 1 HK\$'000	Level 2 HK\$'000	Level 3 HK\$'000	
At October 31, 2025				
Recurring fair value measurements:				
Financial assets				
Financial assets at FVTOCI				
Equity securities, at fair value, unlisted	-	-	47,324	47,324
Financial assets at FVTPL				
Fund investments, at fair value	-	24,834	-	24,834
Future equity investments	-	-	6,868	6,868
	-	24,834	54,192	79,026
Investment properties				
Hong Kong	-	-	12,800	12,800
The PRC	-	-	226,970	226,970
	-	-	239,770	239,770
Total	-	24,834	293,962	318,796
Recurring fair value measurements:				
Financial liabilities				
Derivative financial instruments				
Derivative financial liabilities	-	235	-	235
Total	-	235	-	235

7. Fair Values Measurements (Continued)

Disclosures of level in fair value hierarchy (Continued)

	Fair value measurements using:			Total HK\$'000
	Level 1 HK\$'000	Level 2 HK\$'000	Level 3 HK\$'000	
At October 31, 2024				
Recurring fair value measurements:				
Financial assets				
Financial assets at FVTOCI				
Equity securities, at fair value, unlisted	-	-	-	-
Financial assets at FVTPL				
Fund investments, at fair value	-	22,671	-	22,671
Future equity investments	-	-	4,029	4,029
	-	22,671	4,029	26,700
Investment properties				
Hong Kong	-	-	14,300	14,300
The PRC	-	-	230,720	230,720
	-	-	245,020	245,020
Total	-	22,671	249,049	271,720

Reconciliation of assets and liabilities measured at fair value based on Level 3

Reconciliation of fair value measurement categorised within Level 3 of the fair value hierarchy are set out in Notes 16, 22 and 25 to the consolidated financial statements.

Notes to the Consolidated Financial Statements

For the year ended October 31, 2025

7. Fair Values Measurements (Continued)

Disclosure of valuation process used by the Group and valuation techniques and inputs used in fair value measurement at October 31, 2025

The Group's investment properties were valued at October 31, 2025 by LCH (Asia-Pacific) Surveyors Limited. These companies are independent and registered professional firms of surveyors or valuers not connected with the Group who have appropriate qualifications and recent experiences in the valuation of similar properties in the relevant locations respectively.

For Level 3 fair value measurements, the Group's accounting department has senior staff that review the valuations performed by the independent valuers for financial report purposes. Discussions with the independent valuers on the valuation assumptions and valuation results is held at least once a year and reports directly to the Group's chief financial officer.

At October 31, 2025, financial assets at FVTOCI comprise of investments not traded in an active market. The fair value was estimated by the independent valuers for financial report purposes, using discounted cash flow.

At October 31, 2025, financial assets at FVTPL comprise of investments in future equity investments. A subsidiary of the Group invested in certain companies pursuant to simple agreement for future equity ("SAFE") entered into between the parties. The fair value was estimated using latest transaction price.

At October 31, 2025, the investment properties were revalued based on valuations performed by the independent valuer, using the investment method of the income approach, by taking into account the rental income from the existing tenancy agreement and reversionary property interest. For assessing the reversionary potential of the properties, the valuer based on the prevailing market information within the subject buildings and other comparable properties.

Level 2 fair value measurements

The fair value of fund investments which were acquired in financial institution in Hong Kong and derivative financial liabilities which comprise of foreign currency forward contracts, are determined by using valuation techniques. These valuation techniques maximise the use of observable market data where it is available and rely as little as possible on financial institution specific estimates. It includes quoted market price or dealer quotes for similar instruments. If all significant inputs required for fair value of instrument are observable, the instrument is included in Level 2.

7. Fair Values Measurements (Continued)

Disclosure of valuation process used by the Group and valuation techniques and inputs used in fair value measurement at October 31, 2025 (Continued)

Level 3 fair value measurements

Description	Valuation technique	Unobservable inputs	Range	Effect on fair value for increase of input	Fair value	
					2025 HK\$'000	2024 HK\$'000
					Assets/(Liabilities)	
Equity securities, at fair value, unlisted	Discounted cash flow	Discount rate	14.00% (2024: nil)	Decrease	47,324	–
		Long-term growth rate	3.50% (2024: nil)	Increase		
Future equity investments	Latest transaction price	Latest transaction price	Not applicable	Not applicable	6,868	4,029
Investment properties located in Hong Kong	Investment method of the income approach	Terms and reversionary yield	4.20% (2024: 3.80%)	Decrease	12,800	14,300
		Prevailing market price	HK\$4,039 to HK\$4,742 per square foot (2024: HK\$4,139 to HK\$5,051 per square foot)	Increase		
Investment properties located in the PRC	Investment method of the income approach	Terms and reversionary yield	1.20% to 8.50% (2024: 1.30% to 8.90%)	Decrease	226,970	230,720
		Prevailing market price	RMB3,271 to RMB74,368 per square meter (2024: RMB3,025 to RMB78,102 per square meter)	Increase		

During the two years, there were no changes to the valuation techniques used.

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8. Revenue and Segment Information

Disaggregation of revenue

Disaggregation of revenue from contracts with customers by major products or service lines for the year is as follows:

	2025 HK\$'000	2024 HK\$'000
Revenue from contracts with customers within the scope of HKFRS 15		
Disaggregated by major products or service lines		
Brand experience activation (restated)	6,148,792	5,731,392
Meeting architecture activation	145,690	173,320
Museum and themed entertainment	913,230	422,290
	7,207,712	6,327,002

Disaggregation of revenue from contracts with customers by the timing of revenue recognition and by geographic markets is disclosed as below.

Transaction price allocated to the remaining performance obligation for contracts with customers

The transaction price allocated to the remaining performance obligations (unsatisfied or partially unsatisfied) as at October 31, 2025 and 2024 and the expected timing of recognising revenue as follows:

	Brand experience activation HK\$'000 (restated)	Meeting architecture activation HK\$'000	Museum and themed entertainment HK\$'000
At October 31, 2025			
Within one year	24,910	–	113,625
More than one year but not more than two years	29,374	–	138,208
More than two years	10,115	–	49,724
	64,399	–	301,557
At October 31, 2024			
Within one year	101,959	–	319,780
More than one year but not more than two years	22,842	–	99,695
	124,801	–	419,475

8. Revenue and Segment Information (Continued)

Disaggregation of revenue (Continued)

Transaction price allocated to the remaining performance obligation for contracts with customers (Continued)

The Group has applied the practical expedient in paragraph 121 of HKFRS 15 to its sales contracts for installation services such that the above information does not include information about revenue that the Group will be entitled to when it satisfies the remaining performance obligations under the contracts for installation services that had an original expected duration of one year or less.

Segment information

The Group is principally engaged in the brand experience activation; meeting architecture activation; museum and themed entertainment; and their related business.

The Group's reportable segments are strategic business units that offer different products and services. They are managed separately because each business requires different technology and marketing strategies. During the year, the management also reviewed the assets, liabilities and share of profits or losses of associates and joint ventures separately.

During the year ended October 31, 2025, the Group reorganised its internal reporting to the Chief Operating Decision Maker (the "CODM"). The previously separate "Visual Branding Activation" and "Exhibition, Event and Brand Activation" businesses have been combined into a single reportable segment as "Brand Experience Activation". This change aligns with the management of integrated brand solution and the information provided to the CODM for the purpose of resource allocation and performance assessment.

The Group has also refined its entity-wide geographical disclosure to align with the management of geographical business units. Revenue and non-current assets are now presented across four regions: Greater China, Asia-Pacific, Europe, Middle East and Africa ("EMEA"), and the United States.

The comparative figures for both segment results and geographical analysis have been restated to conform to the current year's presentation.

The accounting policies of the operating segments are the same as those described in Note 4 to the consolidated financial statements. Segment profits or losses do not include income tax expense, change in remeasurement of contingent consideration, amortisation of other intangible assets arising from business combinations, interest income, interest expenses, staff costs and income and expenses arising from corporate teams. Segment assets do not include certain properties, motor vehicles, financial assets at FVTPL and financial assets at FVTOCI which are used as corporate assets, goodwill and other intangible assets arising from business combinations, current tax assets and deferred tax assets. Segment liabilities do not include current tax liabilities and deferred tax liabilities.

The Group accounts for inter-segment sales and transfers as if the sales or transfers were to third parties, i.e. at current market prices.

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For the year ended October 31, 2025

8. Revenue and Segment Information (Continued)

Segment information (Continued)

Information about reportable segment revenue, profit or loss, assets and liabilities

	Brand experience activation HK\$'000	Meeting architecture activation HK\$'000	Museum and themed entertainment HK\$'000	Unallocated HK\$'000	Total HK\$'000
For the year ended October 31, 2025					
Revenue from external customers	6,148,792	145,690	913,230		7,207,712
Timing of revenue recognition					
At a point in time	5,382,977	145,690	381,478		5,910,145
Over time	765,815	-	531,752		1,297,567
Inter-segment revenue	661,865	-	231,093		892,958
Segment profits	642,472	17,980	4,512		664,964
Share of profits of associates	7,427	-	-	-	7,427
Share of profits of joint ventures	-	-	524	-	524
Interest income	-	-	-	40,305	40,305
Interest expenses	6,988	12	436	20,217	27,653
Unwinding discount expenses	356	-	-	-	356
Depreciation and amortisation	61,178	1,767	4,831	34,443	102,219
Cost of inventories sold	282,872	10	3,039	-	285,921
Staff costs	1,061,175	32,148	195,713	32,387	1,321,423
Other material non-cash items:					
Allowance for bad and doubtful debts	76,179	1,126	2,450	-	79,755
Impairment of interests in associates	12,685	94	-	-	12,779
Additions to segment non-current assets	59,204	1,341	28,182	4,251	92,978
At October 31, 2025					
Segment assets	4,830,836	263,068	319,069		5,412,973
Segment liabilities	3,101,447	163,100	262,358		3,526,905
Interests in associates	98,225	-	-	-	98,225
Interests in joint ventures	-	-	42,463	-	42,463

8. Revenue and Segment Information (Continued)

Segment information (Continued)

Information about reportable segment revenue, profit or loss, assets and liabilities (Continued)

	Brand experience activation HK\$'000 (restated)	Meeting architecture activation HK\$'000	Museum and themed entertainment HK\$'000	Unallocated HK\$'000	Total HK\$'000
For the year ended October 31, 2024					
Revenue from external customers	5,731,392	173,320	422,290		6,327,002
Timing of revenue recognition					
At a point in time	4,897,308	173,320	84,638		5,155,266
Over time	834,084	–	337,652		1,171,736
Inter-segment revenue	322,124	3,320	39,323		364,767
Segment profits	411,666	91,278	50,380		553,324
Share of profits of associates	11,609	–	–	–	11,609
Share of profits of joint ventures	–	–	1,492	–	1,492
Gain on disposal of an associate	–	72,152	–	–	72,152
Interest income	20,077	6,634	1,262	–	27,973
Interest expenses	32,847	14	227	–	33,088
Unwinding discount expenses	333	–	–	–	333
Depreciation and amortisation	61,918	2,120	5,798	35,620	105,456
Cost of inventories sold	334,651	511	21,907	–	357,069
Staff costs	1,182,009	28,056	153,229	37,064	1,400,358
Other material non-cash items:					
Impairment of show rights	–	2,931	–	–	2,931
Allowance for bad and doubtful debts	66,427	110	379	–	66,916
Impairment (reversal of impairment) of interests in associates	13,527	(1,556)	–	–	11,971
Additions to segment non-current assets	37,763	3,817	2,199	2,412	46,191
At October 31, 2024					
Segment assets	4,320,211	262,612	309,235		4,892,058
Segment liabilities	2,920,876	148,608	176,165		3,245,649
Interests in associates	108,978	94	–	–	109,072
Interests in joint ventures	–	–	41,939	–	41,939

Notes to the Consolidated Financial Statements

For the year ended October 31, 2025

8. Revenue and Segment Information (Continued)

Segment information (Continued)

Reconciliation of reportable segment revenue, profit or loss, assets and liabilities

	2025 HK\$'000	2024 HK\$'000
Revenue		
Total revenue of reportable segments	8,100,670	6,691,769
Elimination of inter-segment revenue	(892,958)	(364,767)
Consolidated revenue	7,207,712	6,327,002
Profit or loss		
Total profits of reportable segments	664,964	553,324
Unallocated amounts:		
Change in remeasurement of contingent consideration	-	376
Amortisation of other intangible assets arising from business combinations	(24,175)	(25,222)
Interest income	40,305	-
Interest expenses	(20,217)	-
Staff costs	(32,387)	(37,064)
Corporate expenses	(81,115)	(37,171)
Consolidated profit before tax	547,375	454,243
Assets		
Total assets of reportable segments	5,412,973	4,892,058
Unallocated amounts:		
Corporate motor vehicles	5,844	3,144
Properties	387,952	400,580
Goodwill and other intangible assets arising from business combinations	356,891	380,903
Financial assets at FVTPL	24,834	22,671
Financial assets at FVTOCI	47,324	-
Current tax assets	5,594	2,077
Deferred tax assets	6,457	5,704
Consolidated total assets	6,247,869	5,707,137
Liabilities		
Total liabilities of reportable segments	3,526,905	3,245,649
Unallocated amounts:		
Current tax liabilities	77,812	57,288
Deferred tax liabilities	91,278	86,027
Consolidated total liabilities	3,695,995	3,388,964

8. Revenue and Segment Information (Continued)

Segment information (Continued)

Geographical information

	Revenue		Non-current assets	
	2025 HK\$'000	2024 HK\$'000 (restated)	2025 HK\$'000	2024 HK\$'000 (restated)
Greater China	2,413,064	2,556,357	591,321	608,497
Malaysia, Singapore, the Philippines and Vietnam	1,581,131	1,331,793	286,053	302,941
Other Asia-Pacific	301,001	237,839	12,193	4,150
Total Asia-Pacific	1,882,132	1,569,632	298,246	307,091
Bahrain, Oman, Qatar, Saudi Arabia and the United Arab Emirates	1,115,451	630,663	43,546	42,245
Other EMEA	596,621	753,107	890	3,203
Total EMEA	1,712,072	1,383,770	44,436	45,448
The United States	1,200,444	817,243	409,238	405,942
Consolidated total	7,207,712	6,327,002	1,343,241	1,366,978

In presenting the geographical information, revenue is based on the location of customers, and the non-current assets are based on the location of assets.

Notes to the Consolidated Financial Statements

For the year ended October 31, 2025

9. Other Income

	2025 HK\$'000	2024 HK\$'000
Included in other income are:		
Dividend income from financial assets at FVTOCI	7	9
Gain on disposal of property, plant and equipment	326	102
Interest income	40,305	27,973
Rental income	39,949	42,175
Government grants	4,661	4,930
Bad debts written off recovery	244	50
Gain on lease modification	388	26
Fair value gain of financial assets at FVTPL	2,171	4,214

The gross rental income from investment properties for the year amounted to HK\$14,076,000 (2024: HK\$13,126,000).

Government grants mainly related to wage support, supports for technical services enterprises and grant for tourism event development. Under the grant of wage support, the government supports for wage increases for lower-wage workers. Under the supports for technical services enterprises, the government supports enterprises that meet certain targets in income from their core businesses, and under the grant for tourism event development, the Group is required to meet performance target in the projects. There is no unfulfilled conditions and other contingencies attached to government assistance that has been recognised.

10. Finance Costs

	2025 HK\$'000	2024 HK\$'000
Interest on borrowings	21,160	26,804
Interest on lease liabilities	6,493	6,284
Unwinding discount expenses	356	333
	28,009	33,421

11. Benefit and Interests of Directors' Emoluments and Employees' Benefit Expenses

Benefit and interests of directors

Directors' emoluments

Pursuant to the Listing Rules and the Companies Ordinance, the emoluments of each Director for the year ended October 31, 2025 and 2024 are as follows:

Name	Emoluments paid to or receivable in respect of a person's services as a director, whether of the Company or its subsidiary undertaking						Total emoluments HK\$'000
	Directors' fees HK\$'000	Salaries, allowances and benefits in kind HK\$'000	Bonuses HK\$'000	Share-based payments HK\$'000	The Group's contributions to retirement scheme HK\$'000	Estimated rental value for rent-free accommodation provided to Directors HK\$'000	
October 31, 2025							
Executive Directors							
Lawrence Chia Song Huat (Note a)	486	9,125	14,144	992	11	960	25,718
Jean Chia Yuan Jiun (Note b)	228	3,927	7,021	496	102	-	11,774
Mok Pui Keung	228	2,448	3,048	166	170	-	6,060
Independent Non-Executive Directors							
Gregory Robert Scott Crichton	235	-	-	-	-	-	235
James Patrick Cunningham	235	-	-	-	-	-	235
Kenneth Kent Ho	235	-	-	-	-	-	235
Frank Lee Kee Wai	235	-	-	-	-	-	235
Charlie Yucheng Shi	268	-	-	-	-	-	268
Total 2025	2,150	15,500	24,213	1,654	283	960	44,760

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For the year ended October 31, 2025

11. Benefit and Interests of Directors' Emoluments and Employees' Benefit Expenses (Continued)

Benefit and interests of directors (Continued)

Directors' emoluments (Continued)

Name	Emoluments paid to or receivable in respect of a person's services as a director, whether of the Company or its subsidiary undertaking						Estimated rental value for rent-free accommodation provided to Directors HK\$'000	Total emoluments HK\$'000
	Directors' fees HK\$'000	Salaries, allowances and benefits in kind HK\$'000	Bonuses HK\$'000	Share-based payments HK\$'000	The Group's contributions to retirement scheme HK\$'000			
October 31, 2024								
Executive Directors								
Lawrence Chia Song Huat	486	8,523	6,842	729	18	980	17,578	
Jean Chia Yuan Jiun	228	3,674	3,425	364	100	-	7,791	
Mok Pui Keung	228	2,340	1,306	121	159	-	4,154	
Independent Non-Executive Directors								
Gregory Robert Scott Crichton	235	-	-	-	-	-	235	
James Patrick Cunningham	235	-	-	-	-	-	235	
Kenneth Kent Ho	223	-	-	-	-	-	223	
Frank Lee Kee Wai	235	-	-	-	-	-	235	
Charlie Yucheng Shi	268	-	-	-	-	-	268	
Total 2024	2,138	14,537	11,573	1,214	277	980	30,719	

Notes:

- Mr. Chia is also Chief Executive Officer ("CEO") of the Company and retired from his position of CEO with effect from January 1, 2026.
- Ms. Chia had been appointed as the CEO with effect from January 1, 2026.

During the year, no emoluments were paid by the Group to the Directors as an inducement to join or upon joining the Group or as compensation for loss of office (2024: nil). None of the Directors have waived any emoluments during the year (2024: nil).

The above emoluments include the value of share options granted to certain Directors under the Company's share option scheme as estimated at the date of grant. Further details are disclosed under the section "Share Schemes" in the Directors' Report and in Note 34 to the consolidated financial statements.

Notes:

- During the year ended October 31, 2025, no emoluments have been paid by the Group to any of the above Directors in respect of accepting office as a director (2024: nil).
- There were nil (2024: nil) emoluments paid to or receivable by Directors or past Directors for the loss of office in connection with the management of the affairs of the Company or its subsidiary undertaking.

Neither the chief executive nor any of the Directors waived any emoluments during the year (2024: nil).

Directors' retirement benefits

None of the Directors received or will receive any retirement benefits for the year ended October 31, 2025 (2024: nil).

11. Benefit and Interests of Directors' Emoluments and Employees' Benefit Expenses (Continued)

Benefit and interests of directors (Continued)

Directors' termination benefits

None of the Directors received or will receive any termination benefits for the year ended October 31, 2025 (2024: nil).

Consideration provided to the third parties for making available Directors' services

During the year ended October 31, 2025, the Company did not pay consideration to any third parties for making available Directors' services (2024: nil).

Information about loans, quasi-loans and other dealings in favour of Directors, controlled bodies corporate and connected entities

At October 31, 2025, there is no loans, quasi-loans and other dealings in favour of Directors, controlled bodies corporate and connected entities with such Directors (2024: nil).

Directors' material interests in transactions, arrangements or contracts

No significant transactions, arrangements and contracts in relation to the Group's business to which the Company was a party and in which a Director and the Director's connected party had a material interest, whether directly or indirectly, subsisted at the end of the year or at any time during the year ended October 31, 2025 (2024: nil).

Employees' benefit expenses

	2025 HK\$'000	2024 HK\$'000
Salaries, allowances and benefits in kind	1,167,295	1,270,645
Equity-settled share-based payments	711	863
Retirement benefit – defined contribution plans, net of forfeited contribution of nil (2024: nil) (Note 44)	109,384	97,990
Retirement benefit – defined benefit plans (Note 44)	233	1,121
	1,277,623	1,370,619

Of the five individuals with the highest emoluments in the Group, two (2024: two) were Directors whose emoluments are included in the preceding disclosures on Directors' emoluments. The emoluments of the remaining three (2024: three) individuals are as follows:

	2025 HK\$'000	2024 HK\$'000
Salaries, allowances and benefits in kind	15,871	15,662
Bonuses	29,917	16,158
Share-based payments	–	212
The Group's contributions to retirement scheme	137	48
	45,925	32,080

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For the year ended October 31, 2025

11. Benefit and Interests of Directors' Emoluments and Employees' Benefit Expenses (Continued)

Employees' benefit expenses (Continued)

The emoluments fell within the following bands:

	Number of employees	
	2025	2024
HK\$7,000,001 – HK\$7,500,000	-	1
HK\$7,500,001 – HK\$8,000,000	-	1
HK\$8,000,001 – HK\$8,500,000	1	-
HK\$8,500,001 – HK\$9,000,000	-	-
HK\$9,000,001 – HK\$9,500,000	-	-
HK\$9,500,001 – HK\$10,000,000	-	-
HK\$10,000,001 – HK\$10,500,000	-	-
HK\$10,500,001 – HK\$11,000,000	-	-
HK\$11,000,001 – HK\$11,500,000	-	-
HK\$11,500,001 – HK\$12,000,000	-	-
HK\$12,000,001 – HK\$12,500,000	-	-
HK\$12,500,001 – HK\$13,000,000	-	-
HK\$13,000,001 – HK\$13,500,000	-	-
HK\$13,500,001 – HK\$14,000,000	-	-
HK\$14,000,001 – HK\$14,500,000	-	-
HK\$14,500,001 – HK\$15,000,000	-	-
HK\$15,000,001 – HK\$15,500,000	-	-
HK\$15,500,001 – HK\$16,000,000	1	-
HK\$16,000,001 – HK\$16,500,000	-	-
HK\$16,500,001 – HK\$17,000,000	-	-
HK\$17,000,001 – HK\$17,500,000	-	1
HK\$17,500,001 – HK\$18,000,000	-	-
HK\$18,000,001 – HK\$18,500,000	-	-
HK\$18,500,001 – HK\$19,000,000	-	-
HK\$19,000,001 – HK\$19,500,000	-	-
HK\$19,500,001 – HK\$20,000,000	-	-
HK\$20,000,001 – HK\$20,500,000	-	-
HK\$20,500,001 – HK\$21,000,000	-	-
HK\$21,000,001 – HK\$21,500,000	-	-
HK\$21,500,001 – HK\$22,000,000	-	-
HK\$22,000,001 – HK\$22,500,000	1	-
	3	3

During the year ended October 31, 2025, no emoluments were paid by the Group to any highest paid individuals as an inducement to join or upon joining the Group or as compensation for loss of office (2024: nil).

12. Income Tax Expense

	2025 HK\$'000	2024 HK\$'000
The charge comprises:		
Current income tax		
Profits tax for the year		
Hong Kong	3,762	656
Overseas	103,934	81,392
(Over) under provision in prior years		
Hong Kong	(6)	61
Overseas	(1,450)	(1,989)
	106,240	80,120
Deferred tax (<i>Note 37</i>)	5,164	6,100
	111,404	86,220

Hong Kong profits tax is calculated at 16.5% (2024: 16.5%) on the estimated assessable profits for the year. A portion of the Group's profit is derived offshore and is not subject to Hong Kong profits tax.

Under the two-tiered profits tax regime, the first HK\$2 million of profits of the qualifying group entities established in Hong Kong has been taxed at 8.25%, and profits above that amount will be subject to the tax rate of 16.5%. The profits of the group entities not qualifying for the two-tiered profits tax rate regime will continue to be taxed at a rate of 16.5%.

Under the Law of the PRC on Enterprise Income Tax (the "EIT Law") and Implementation Regulations of the EIT Law, PRC enterprise income tax has been provided at the rate of 25% (2024: 25%).

Singapore corporate income tax has been provided at the rate of 17% (2024: 17%) on the estimated assessable profit during the year.

Tax charge on profits assessable elsewhere have been calculated at the rates of tax prevailing in the countries in which the Group operates, based on existing legislation, interpretation and practices in respect thereof.

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For the year ended October 31, 2025

12. Income Tax Expense (Continued)

The reconciliation between the income tax expense and the product of profit before tax multiplied by the Hong Kong profits tax rate is as follows:

	2025 HK\$'000	2024 HK\$'000
Profit before tax (excluding share of results of associates and joint ventures)	539,424	441,142
Tax at the domestic income tax rate of 16.5% (2024: 16.5%)	89,005	72,788
Effect of different taxation rates in other countries	10,133	15,919
Tax effect of income that is not taxable	(34,289)	(44,079)
Tax effect of expenses that are not deductible	34,494	31,721
Tax effect of utilisation of previously unrecognised tax losses	(10,331)	(10,577)
Tax effect of tax losses not recognised	5,183	4,205
Deferred taxation on withholding tax arising on undistributed earnings of subsidiaries	798	6,690
Over provision in prior years	(1,456)	(1,928)
Others	17,867	11,481
Income tax expense	111,404	86,220

In December 2021, the Organisation for Economic Co-operation and Development (“OECD”) released the Pillar Two model rules, known as the Global Anti-Base Erosion (“GloBE”) rules, to reform international corporate taxation.

The Group does not fall within the scope of the OECD Pillar Two model rules. Pillar Two legislation was gazetted in Hong Kong on June 6, 2025, the jurisdiction in which the Company is listed, and has come into effect retroactively from January 1, 2025. The Group applies the HKAS 12 exception to recognising and disclosing information about deferred tax assets and liabilities related to Pillar Two income taxes.

The Group is operating in certain jurisdictions where the OECD Pillar Two model rules are effective or enacted but not effective.

However, as the Group’s consolidated annual revenue is expected to be less than 750 million euros in at least two of the four fiscal years preceding the tested year, the management of the Group has not made relevant disclosures of qualitative and quantitative information about the Group’s exposure to the Pillar Two income taxes.

13. Profit for the Year

	2025 HK\$'000	2024 HK\$'000
Profit for the year has been arrived at after charging:		
Auditors' remuneration	7,838	6,806
Depreciation of:		
Property, plant and equipment	41,976	42,506
Right-of-use assets	21,872	23,096
Loss on disposal of property, plant and equipment	628	91
Direct operating expenses of investment properties that generate rental income	3,157	2,303
Subcontracting costs	2,573,575	2,235,542
Cost of inventories sold	285,921	357,069
Bad debts written off	1,579	3,529
Allowance for bad and doubtful debts	78,176	63,387
Amortisation of:		
Club membership (included in administrative expenses)	8	8
Show rights and software (included in administrative expenses)	14,188	14,624
Other intangible assets arising from business combinations	24,175	25,222
Net exchange loss	5,709	7,902
Impairment of show rights (included in administrative expenses)	-	2,931
Impairment of interests in associates (included in administrative expenses)	12,779	13,527
Decrease in fair value of investment properties, net	5,323	15,012
Fair value loss on derivative financial instruments (included in administrative expenses)	235	-
Fair value loss on financial assets at FVTPL (included in administrative expenses)	-	1,298
Loss on expiry of derivative financial assets (included in administrative expenses)	-	1,137
Loss on dissolution of subsidiaries, net	-	641
and crediting:		
Allowance written back on bad and doubtful debts	41,099	17,646
Decrease in remeasurement of contingent consideration	-	376
Gain on dissolution of subsidiaries, net	1,115	-
Gain on disposal of a subsidiary	4,629	-
Gain on disposal of an associate	-	72,152
Reversal of impairment of interests in an associate	-	1,556

During the year ended October 31, 2024, gain on disposal of an associate represents the gain on disposal of InfocommAsia Pte Ltd. of HK\$72,152,000.

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14. Dividends Paid

	2025 HK\$'000	2024 HK\$'000
2024 final dividend paid HK7.5 cents and special dividend paid HK3.5 cents per ordinary share with a scrip dividend option (2024: 2023 final dividend paid HK7.0 cents per ordinary share)	137,657	86,781
2025 interim dividend paid HK5.5 cents per ordinary share (2024: 2024 interim dividend paid HK5.5 cents per ordinary share)	69,457	68,225
Total	207,114	155,006

A final dividend of HK9.0 cents and a special dividend, with a scrip dividend option, of HK4.5 cents per ordinary share, for the year ended October 31, 2025 has been proposed by the Board and is subject to approval by the shareholders in the forthcoming AGM.

15. Earnings per Share

The calculation of the basic and diluted earnings per share is based on the following data:

	2025 HK\$'000	2024 HK\$'000
Earnings for the purposes of calculating basic and diluted earnings per share	436,028	357,568

	2025	2024
Weighted average number of ordinary shares for the purpose of calculating basic earnings per share	1,248,523,622	1,239,984,164
Effect of dilutive potential ordinary shares in respect of options	5,577,462	4,204,876
Weighted average number of ordinary shares for the purpose of calculating diluted earnings per share	1,254,101,084	1,244,189,040

16. Investment Properties

	2025 HK\$'000	2024 HK\$'000
VALUATION		
At November 1	245,020	256,536
Exchange adjustments	73	3,496
Decrease in fair value, net	(5,323)	(15,012)
At October 31	239,770	245,020

16. Investment Properties (Continued)

The investment properties, situated in Hong Kong and the PRC, were valued by LCH (Asia-Pacific) Surveyors Limited, an independent and registered professional firm of surveyors, at October 31, 2025, using the investment method of the income approach, by taking into account the rental income from the existing tenancy agreements and reversionary property interest. For assessing the reversionary potential of the properties, the valuer based on the prevailing market information within the subject buildings and other comparable properties. For details, please refer to Note 7 to the consolidated financial statements.

Particulars of the Group's principal investment properties at October 31, 2025 are set out in the section "Summary of Principal Investment Properties" on pages 178 to 179.

17. Property, Plant and Equipment

	Land and buildings situated in Hong Kong HK\$'000	Land and buildings situated outside Hong Kong HK\$'000	Leasehold improvements HK\$'000	Furniture, fixtures and office equipment HK\$'000	Tools, machinery, factory equipment and fittings HK\$'000	Motor vehicles HK\$'000	Operating supplies HK\$'000	Total HK\$'000
COST								
At November 1, 2023	80,783	645,422	76,671	157,832	78,115	19,423	34,897	1,093,143
Exchange adjustments	-	13,150	1,237	1,990	1,867	391	(57)	18,578
Additions	-	1,458	5,660	9,826	1,499	2,412	765	21,620
Disposal	-	-	(4,614)	(13,240)	(15,936)	(3,980)	-	(37,770)
At October 31, 2024 and November 1, 2024	80,783	660,030	78,954	156,408	65,545	18,246	35,605	1,095,571
Exchange adjustments	-	5,119	553	405	985	240	5	7,307
Disposal of a subsidiary (Note 39)	-	(13,650)	-	(116)	-	-	-	(13,766)
Additions	-	-	27,834	10,162	400	4,251	457	43,104
Disposal	-	-	(7,502)	(20,806)	(2,771)	(6,999)	(1,502)	(39,580)
At October 31, 2025	80,783	651,499	99,839	146,053	64,159	15,738	34,565	1,092,636
ACCUMULATED DEPRECIATION AND IMPAIRMENT								
At November 1, 2023	(30,855)	(218,921)	(70,972)	(139,187)	(65,870)	(17,708)	(33,474)	(576,987)
Exchange adjustments	-	(4,933)	(1,171)	(1,755)	(1,622)	(343)	57	(9,767)
Provided for the year	(1,214)	(23,469)	(2,926)	(8,005)	(5,092)	(1,031)	(769)	(42,506)
Elimination on disposal	-	-	4,569	13,183	15,898	3,980	-	37,630
At October 31, 2024 and November 1, 2024	(32,069)	(247,323)	(70,500)	(135,764)	(56,686)	(15,102)	(34,186)	(591,630)
Exchange adjustments	-	(2,730)	(427)	(372)	(974)	(229)	(5)	(4,737)
Disposal of a subsidiary (Note 39)	-	3,311	-	116	-	-	-	3,427
Provided for the year	(1,214)	(21,085)	(4,007)	(8,670)	(5,021)	(1,561)	(418)	(41,976)
Elimination on disposal	-	-	6,884	20,764	2,771	6,998	1,502	38,919
At October 31, 2025	(33,283)	(267,827)	(68,050)	(123,926)	(59,910)	(9,894)	(33,107)	(595,997)
CARRYING AMOUNT								
At October 31, 2025	47,500	383,672	31,789	22,127	4,249	5,844	1,458	496,639
At October 31, 2024	48,714	412,707	8,454	20,644	8,859	3,144	1,419	503,941

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17. Property, Plant and Equipment (Continued)

At October 31, 2025, certain land and buildings situated outside Hong Kong with carrying amount of HK\$128,492,000 (2024: HK\$142,922,000) were pledged for credit facilities granted to the Group (Note 40).

For land situated in Hong Kong with carrying amount of HK\$8,610,000 (2024: HK\$8,975,000) as at October 31, 2025 was leased from Hong Kong Science and Technology Parks Corporation for a term up to June 27, 2047.

18. Right-of-Use Assets

	Leasehold lands HK\$'000	Leased lands HK\$'000	Leased properties HK\$'000	Leased equipment HK\$'000	Total HK\$'000
At November 1, 2023	64,809	102,013	21,650	1,565	190,037
Additions	-	-	13,032	1,553	14,585
Depreciation	(2,197)	(5,572)	(14,640)	(687)	(23,096)
Variable lease payment adjustments	-	501	-	-	501
Lease modification	-	-	(88)	(264)	(352)
Exchange adjustments	1,197	2,438	131	26	3,792
At October 31, 2024 and November 1, 2024	63,809	99,380	20,085	2,193	185,467
Additions	-	-	45,959	209	46,168
Depreciation	(2,186)	(4,953)	(14,108)	(625)	(21,872)
Variable lease payment adjustments	-	4,746	-	-	4,746
Lease modification	-	-	(7,078)	(27)	(7,105)
Exchange adjustments	12	1,350	(81)	141	1,422
At October 31, 2025	61,635	100,523	44,777	1,891	208,826

Lease liabilities of HK\$153,064,000 (2024: HK\$126,006,000) are recognised with related right-of-use assets of HK\$147,191,000 (2024: HK\$121,658,000) as at October 31, 2025. The lease agreements do not impose any covenants other than the security interests in the leased assets that are held by the lessor. Leased assets may not be used as security for borrowing purposes.

	2025 HK\$'000	2024 HK\$'000
Depreciation on right-of-use assets (included in administrative expenses)	21,872	23,096
Interest expense on lease liabilities (included in finance costs)	6,493	6,284
Expenses relating to short-term leases (included in administrative expenses)	24,375	11,341
Expenses relating to leases of low value assets (included in administrative expenses)	2,208	1,928

18. Right-of-Use Assets (Continued)

Details of total cash outflow for leases is set out in Note 39 to the consolidated financial statements.

For both years, the Group leases various offices, factory, exhibition hall, warehouse, lands, quarters and office equipment for its operations. Lease contracts are entered into for fixed term of one year to sixty years (2024: one year to sixty years), but may have extension and termination options as described below. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. In determining the lease term and assessing the length of the non-cancellable period, the Group applies the definition of a contract and determines the period for which the contract is enforceable.

In addition, the Group owns several industrial buildings where its manufacturing facilities are primarily located and office buildings. The Group is the registered owner of these property interests, including the underlying leasehold lands. Lump sum payments were made upfront to acquire these property interests. The leasehold land components of these owned properties are presented separately only if the payments made can be allocated reliably.

Some leases include an option to renew the lease for an additional period after the end of the contract term. Where practicable, the Group seeks to include such extension options exercisable by the Group to provide operational flexibility. The Group assesses at lease commencement date whether it is reasonably certain to exercise the extension options. If the Group is not reasonably certain to exercise the extension options, the future lease payments during the extension periods are not included in the measurement of lease liabilities. The potential exposure to these future lease payments is summarised below:

	Lease liabilities recognised (discounted)		Potential future lease payments under extension options not included in lease liabilities (undiscounted)	
	2025	2024	2025	2024
	HK\$'000	HK\$'000	HK\$'000	HK\$'000
Office	1,634	4,154	571	–
Office equipment	–	–	527	588
Warehouse	–	541	–	–
Other	137	425	–	–

In addition, the Group reassesses whether it is reasonably certain to exercise an extension option, upon the occurrence of either a significant event or a significant change in circumstances that is within the control of the lessee. During the year ended October 31, 2025, there has been no such triggering event.

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19. Intangible Assets

	Other intangible assets								
	Goodwill	Software	Club memberships	Trade name	Show rights	Marketing related intangible assets	Customer relationship	Non-competition agreements	Total
	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000
COST									
At November 1, 2023	367,379	106,873	7,819	22,687	25,453	57,430	232,154	3,198	822,993
Exchange adjustments	(131)	3,294	71	(154)	456	(389)	(1,574)	(22)	1,551
Additions	-	9,986	-	-	-	-	-	-	9,986
Written off	-	(1)	-	-	-	-	-	-	(1)
At October 31, 2024 and November 1, 2024	367,248	120,152	7,890	22,533	25,909	57,041	230,580	3,176	834,529
Exchange adjustments	74	787	(54)	3	250	9	35	-	1,104
Additions	-	3,706	-	-	-	-	-	-	3,706
At October 31, 2025	367,322	124,645	7,836	22,536	26,159	57,050	230,615	3,176	839,339
ACCUMULATED AMORTISATION AND IMPAIRMENT LOSS									
At November 1, 2023	(77,052)	(57,995)	(1,190)	-	(21,868)	(56,493)	(139,254)	(3,124)	(356,976)
Exchange adjustments	-	(3,272)	(33)	-	(384)	389	1,058	23	(2,219)
Amortisation	-	(13,898)	(8)	-	(726)	(937)	(24,210)	(75)	(39,854)
Written off	-	1	-	-	-	-	-	-	1
Impairment loss	-	-	-	-	(2,931)	-	-	-	(2,931)
At October 31, 2024 and November 1, 2024	(77,052)	(75,164)	(1,231)	-	(25,909)	(57,041)	(162,406)	(3,176)	(401,979)
Exchange adjustments	-	(756)	(19)	-	(250)	(9)	51	-	(983)
Amortisation	-	(14,188)	(8)	-	-	-	(24,175)	-	(38,371)
At October 31, 2025	(77,052)	(90,108)	(1,258)	-	(26,159)	(57,050)	(186,530)	(3,176)	(441,333)
CARRYING AMOUNT									
At October 31, 2025	290,270	34,537	6,578	22,536	-	-	44,085	-	398,006
At October 31, 2024	290,196	44,988	6,659	22,533	-	-	68,174	-	432,550

The remaining amortisation periods of the software are one year to four years.

The remaining amortisation periods of the customer relationship are four months to three years.

Trade name and club memberships have indefinite useful life, except a club membership with expiry date with remaining amortisation period of nine years.

19. Intangible Assets (Continued)

The trade name value of HK\$22,536,000 (2024: HK\$22,533,000) arising from the acquisition of a subsidiary is regarded as having an indefinite useful life and there is no foreseeable limit to the period over which it is expected to generate cash flows for the Group, given that the acquired company has used the trade name since its inception and has consistently incurred advertising and marketing expenses in promoting the name through various forms of media; the trade name has substantial name recognition among its customers; and the intellectual property rights therein are secured and can be maintained with relatively little cost and effort.

Goodwill and other intangible assets acquired in a business combination are allocated, at acquisition, to the CGUs that are expected to benefit from that business combination.

The trade name is used and allocated to the CGUs within the Group's brand experience activation segment (2024: exhibition, event and brand activation).

The carrying amount of goodwill has been allocated as follows:

	2025 HK\$'000	2024 HK\$'000
Brand experience activation (2024: exhibition, event and brand activation)	188,604	188,604
Meeting architecture activation	4,781	4,707
Museum and themed entertainment	96,885	96,885
	290,270	290,196

Impairment test for cash-generating units

Goodwill and other intangible assets are allocated to the Group's CGUs identified according to the operating segments as follows:

	Discount rate		Terminal value growth rate	
	2025 %	2024 %	2025 %	2024 %
Brand experience activation (2024: exhibition, event and brand activation)	14.00 – 17.00	15.00 – 18.00	2.00 – 3.00	2.00 – 3.00
Meeting architecture activation	20.00	20.00	0.00	0.00
Museum and themed entertainment	16.00	17.00	3.00	3.00

The key assumptions used by management in setting the financial budgets for the initial five-year period were as follows:

Forecast sales growth rates – based on past experience adjusted for market trends and the strategic decisions made in respect of the CGUs.

Operating profits – based on historical experience of operating margins, adjusted for the impact of changes to product costs.

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19. Intangible Assets (Continued)

Impairment test for cash-generating units (Continued)

Note:

The Group carried out reviews of the recoverable amounts of its other intangible assets and goodwill allocated to the Group's various CGUs, having regard to market conditions and expectations on market development. In addition to goodwill and other intangible assets, property, plant and equipment and right-of-use assets that generate cash flows together with the related goodwill and other intangible assets are also included in the respective CGUs for the purpose of impairment assessment. The recoverable amounts of the relevant assets have been determined on the basis of their values in use using discounted cash flow method from financial budgets approved by management covering a five-year period.

Management believes that any reasonably possible change in the key assumptions on which the recoverable amounts are based would not cause their carrying amounts to exceed their recoverable amounts.

20. Interests in Joint Ventures

	2025 HK\$'000	2024 HK\$'000
Unlisted investments		
Share of net assets	42,463	41,939
Less: Impairment loss recognised	-	-
	42,463	41,939

Particulars of the Group's principal joint ventures at October 31, 2025 are set out in Note 48 to the consolidated financial statements.

The following table shows information on the joint venture that is material to the Group. This joint venture is accounted for in the consolidated financial statements using the equity method. The summarised financial information presented is based on the financial statements of the joint ventures prepared in accordance with HKFRS Accounting Standards.

20. Interests in Joint Ventures (Continued)

Name	Karnival TP-AXC Holdings Limited and its subsidiary Hong Kong	
Principal place of business	2025	2024
Percentage of ownership interests/ voting rights held by the Group	20%/ 20%	20%/ 20%
	HK\$'000	HK\$'000
At October 31		
Non-current assets	39,613	44,394
Current assets	208,550	165,303
Non-current liabilities	-	-
Current liabilities	(35,849)	(4)
Net assets	212,314	209,693
Group's share of carrying amount of interests	42,463	41,939
Year ended October 31		
Revenue	-	-
Profit for the year	524	1,492
Other comprehensive income	-	-
Total comprehensive income	524	1,492
Dividend received from joint venture	-	-

Karnival TP-AXC Holdings Limited is a strategic investment of the Group, being investment holding company for development, operation and management of museum and themed entertainment segment project.

The following table shows, in aggregate, the Group's share of the amounts of all individually immaterial joint ventures that are accounted for using the equity method.

	2025 HK\$'000	2024 HK\$'000
At October 31		
Carrying amount of interests	-	-
Year ended October 31		
Profit for the year	-	-
Other comprehensive income	-	-
Total comprehensive income	-	-

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For the year ended October 31, 2025

20. Interests in Joint Ventures (Continued)

The Group has not recognised losses of HK\$813,000 (2024: profits of HK\$145,000) for the year ended October 31, 2025. At October 31, 2025, the accumulated losses not recognised were HK\$2,683,000 (2024: HK\$1,878,000).

As at October 31, 2025, all the joint ventures did not have any significant commitment or contingent liabilities (2024: nil). The Group's capital commitment to provide funding for the joint ventures is nil (2024: nil).

21. Interests in Associates

	2025 HK\$'000	2024 HK\$'000
Unlisted/Listed investments		
Share of net assets	153,928	151,601
Less: Impairment loss recognised	(55,703)	(42,529)
	98,225	109,072
Fair value of listed investment in an associate outside Hong Kong based on quoted market price (Level 1 fair value measurement)	109,309	84,563

Particulars of the Group's principal associates at October 31, 2025 are set out in Note 47 to the consolidated financial statements.

The following table shows information of associates that are material to the Group. These associates are accounted for in the consolidated financial statements using the equity method. The summarised financial information presented is based on the financial statements of the associates prepared in accordance with HKFRS Accounting Standards.

21. Interests in Associates (Continued)

Name Principal place of business	Xi'an Greenland Pico Int'l Convention and Exhibition Co. Ltd. ("Xi'an Greenland") The PRC		Pico (Thailand) Public Company Limited Thailand		Arina International Holding Pte. Ltd. Singapore	
	2025	2024	2025	2024	2025	2024
Percentage of ownership interests/voting rights held by the Group	30%/ 30%	30%/ 30%	48.7%/ 48.7%	48.7%/ 48.7%	30%/ 30%	30%/ 30%
	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000
At October 31						
Non-current assets	101,718	108,156	39,549	40,173	95,972	49,642
Current assets	3,953	3,950	162,441	143,979	57,641	59,010
Non-current liabilities	-	-	(16,283)	(16,386)	(19,431)	-
Current liabilities	(62,942)	(62,909)	(82,012)	(67,488)	(42,766)	(34,371)
Net assets	42,729	49,197	103,695	100,278	91,416	74,281
Group's share of carrying amount of interests	-	14,594	50,468	56,067	27,425	21,393
Year ended October 31						
Revenue	-	-	301,142	243,535	132,443	98,163
(Loss) profit for the year	(1,921)	(1,930)	2,250	2,927	7,345	7,227
Other comprehensive (expense) income	(11)	298	366	2,391	410	518
Total comprehensive (expense) income	(1,932)	(1,632)	2,616	5,318	7,755	7,745
Dividend received from associates	-	-	1,792	-	3,590	1,325

Xi'an Greenland is a strategic investment of the Group, providing access to hall management for its exhibition business.

Pico (Thailand) Public Company Limited is a strategic investment of the Group, providing services to organiser, turnkey services for exhibition, event, museum, interior and themed environment; virtual and online solution.

Arina International Holding Pte. Ltd. is a strategic investment of the Group in the business of contractors for exhibitions and event promotions and the provision of project management services.

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21. Interests in Associates (Continued)

The following table shows, in aggregate, the Group's share of the amounts of all individually immaterial associates that are accounted for using the equity method.

	2025 HK\$'000	2024 HK\$'000
At October 31		
Carrying amount of interests	20,332	17,018
Year ended October 31		
(Loss) profit for the year	(247)	3,385
Other comprehensive (expense) income	(148)	390
Total comprehensive (expense) income	(395)	3,775

The Group has not recognised losses of HK\$2,225,000 (2024: losses of HK\$1,347,000) for the year ended October 31, 2025. At October 31, 2025, the accumulated losses not recognised were HK\$4,997,000 (2024: HK\$2,772,000).

At October 31, 2025, the bank and cash balances of the Group's associates in the PRC denominated in RMB amounted to HK\$1,769,000 (2024: HK\$2,125,000). Conversion of RMB into foreign currencies is subject to the PRC's Foreign Exchange Control Regulations and Administration of Settlement, Sale and Payment of Foreign Exchange Regulations.

As at October 31, 2025, all the associates did not have any significant commitment or contingent liabilities (2024: nil). The Group's capital commitment to provide funding for the associates is nil (2024: nil).

In 2024, the Group held 45% interests in InfocommAsia Pte Ltd. and accounted for the investment as an associate. The company was disposed during 2024. The transaction had resulted in the recognition of the following profit or loss in 2024:

	2024 HK\$'000
Proceeds of disposal	80,202
Less: Carrying amount of the investment on the disposal	(8,050)
Gain on disposal of an associate	72,152

22. Financial Assets at FVTOCI

	2025 HK\$'000	2024 HK\$'000
Equity securities, at fair value, unlisted	47,324	–
Analysed as:		
Non-current assets	47,324	–

22. Financial Assets at FVTOCI (Continued)

The following table provides a reconciliation of financial assets at FVTOCI:

	2025 HK\$'000	2024 HK\$'000
At November 1	-	18,981
Exchange adjustments	(478)	339
Additions	47,802	-
Total loss recognised in other comprehensive income	-	(15,379)
Disposal	-	(3,941)
At October 31	47,324	-

Financial assets at FVTOCI are denominated in the following currencies:

	2025 HK\$'000	2024 HK\$'000
US dollar	47,324	-

Equity securities which are not held for trading and which the Group has irrevocably elected at initial recognition to recognise in this category. These are strategic investments and the Group considers this classification to be more relevant.

23. Inventories

	2025 HK\$'000	2024 HK\$'000
Raw materials	2,899	1,712
Work in progress	3,844	1,696
Finished goods	1,515	2,123
	8,258	5,531

24. Contract Assets, Other Contract Costs and Contract Liabilities

	2025 HK\$'000	2024 HK\$'000
Contract assets		
Arising from performance under construction contracts	826,584	587,557
Less: Allowance for impairment loss	(22,435)	(20,141)
	804,149	567,416
Other contract costs	370,405	397,624
	1,174,554	965,040
Debtors from contracts with customers within the scope of HKFRS 15, which are included in "Debtors, deposits and prepayments"	22,783	22,950

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24. Contract Assets, Other Contract Costs and Contract Liabilities (Continued)

Amounts relating to contract assets are balances due from customers under construction contracts that arise when the Group receives payments from customers in line with a series of performance related milestones.

Contract assets increased by HK\$236,733,000 from prior year. The increase in 2025 was mainly due to the Group has increased number of projects pending acceptance of assurance upon job completion.

The amount of contract assets that is expected to be recovered after more than one year is nil (2024: HK\$1,105,000).

Amounts relating to the capitalised contract costs are the costs incurred that relate directly to existing contracts. No amortisation (2024: nil) was recognised in the profit or loss during the reporting period.

	2025 HK\$'000	2024 HK\$'000
Contract liabilities		
Billings in advance of performance obligation Arising from performance under construction contracts	324,450	458,630
	324,450	458,630

Contract liabilities relating to construction contracts are balances due to customers under construction contracts. These arise if a particular milestone payment exceeds the revenue recognised to date under the cost-to-cost method.

Contract liabilities decreased by HK\$134,180,000 from prior year. The decrease in 2025 was mainly due to decrease in billings in advance of performance obligation arising from performance under construction contracts for new projects.

Movement in contract liabilities

	2025 HK\$'000	2024 HK\$'000
At November 1	458,630	183,210
Decrease in contract liabilities as a result of recognising revenue during the year was included in the contract liabilities at the beginning of the year	(351,168)	(102,309)
Increase in contract liabilities as a result of billings in advance of construction activities	205,851	375,239
Exchange adjustments	11,137	2,490
At October 31	324,450	458,630

The amount of billings in advance of performance received that is expected to be recognised as income after more than one year is HK\$4,050,000 (2024: HK\$2,062,000).

25. Financial Assets at FVTPL

	2025 HK\$'000	2024 HK\$'000
Fund investments, at fair value	24,834	22,671
Investments in future equity investments	6,868	4,029
	31,702	26,700
Analysed as:		
Current assets	24,834	22,671
Non-current assets	6,868	4,029
	31,702	26,700

The following table provides a reconciliation of financial assets at FVTPL:

	2025 HK\$'000	2024 HK\$'000
At November 1	26,700	19,841
Exchange adjustments	(4)	(132)
Total gain recognised in profit or loss	2,171	2,916
Additions	2,835	4,075
At October 31	31,702	26,700

Financial assets at FVTPL are denominated in the following currencies:

	2025 HK\$'000	2024 HK\$'000
US dollars	31,702	26,700

The carrying amounts of the above financial assets are mandatorily measured at fair value through profit or loss in accordance with HKFRS 9.

The fund investments included above represent investments in funds that hold bond investments that offer the Group the opportunity for return through dividend income and fair value gains. They have no fixed maturity or coupon rate. The fair values of fund investments were based on the quoted price provided by the financial institution.

The investments in future equity investments were acquired through SAFE on certain private companies in the United States and the United Kingdom. A SAFE is an investment contract between a start-up and an investor that gives the investor the right to receive equity of the company on certain triggering events, such as, qualified financing (next equity financing) or sale of the company.

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26. Derivative Financial Instruments

	2025 HK\$'000	2024 HK\$'000
Financial liabilities		
Foreign currency forward contracts	(235)	-
Analysed as:		
Current liabilities	(235)	-

The following table provides a reconciliation of derivative financial liabilities:

	2025 HK\$'000	2024 HK\$'000
At November 1	-	1,652
Exchange adjustments	-	759
Fair value loss on derivative financial instruments	(235)	-
Settlement of derivative financial assets	-	(1,274)
Expiry of derivative financial assets	-	(1,137)
At October 31	(235)	-

Major terms of these contracts are as follows:

2025

Notional amount	Maturity	Exchange rate
Buy Japanese Yen 80,000,000	November 26, 2025	US\$1:Japanese Yen 145.40

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27. Debtors, Deposits and Prepayments

	2025 HK\$'000	2024 HK\$'000
Trade debtors	1,074,787	1,020,530
Less: Allowance for bad and doubtful debts	(146,503)	(119,758)
	928,284	900,772
Other debtors	170,625	192,701
Less: Allowance for bad and doubtful debts	(17,523)	(13,927)
	153,102	178,774
Prepayments and deposits	103,198	116,457
	256,300	295,231
	1,184,584	1,196,003

The Group allows a credit period ranged from 30 to 90 days to its customers.

The aging analysis of trade debtors, based on the invoice date, and net of allowance, is as follows:

	2025 HK\$'000	2024 HK\$'000
Less than 91 days	734,631	708,286
91 – 180 days	107,578	75,193
181 – 365 days	64,621	88,149
More than one year	21,454	29,144
	928,284	900,772

The carrying amounts of the Group's trade debtors are denominated in the following currencies:

	Hong Kong dollars HK\$'000	Euro HK\$'000	Malaysian ringgits HK\$'000	RMB HK\$'000	SG dollars HK\$'000	US dollars HK\$'000	AED HK\$'000	Others HK\$'000	Total HK\$'000
At October 31, 2025	103,275	19,931	39,507	284,663	122,550	170,888	21,665	165,805	928,284
At October 31, 2024	53,898	4,805	46,481	284,539	104,084	225,758	25,605	155,602	900,772

At October 31, 2025, an allowance was made for estimated irrecoverable trade debtors of HK\$146,503,000 (2024: HK\$119,758,000) which have either been placed under liquidation or in severe financial difficulties. The Group does not hold any collateral over these balances.

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28. Loan due from a Joint Venture/Amounts due from (to) Associates and Joint Ventures

The loan receivable from a joint venture is unsecured, bears effective interest rate at 5.00% (2024: nil) per annum and is repayable on September 1, 2027. The fair value of the loan receivable approximates its carrying value.

The amounts due from (to) associates and joint ventures are unsecured, non-interest bearing, and have no fixed terms of repayment.

At October 31, 2025, the amounts due from associates and joint ventures have been arrived at after deducting impairment loss of HK\$12,256,000 (2024: HK\$22,841,000) and nil (2024: HK\$5,718,000) respectively. Written off of allowance for doubtful amounts due from associates and joint ventures of HK\$11,870,000 (2024: nil) and HK\$6,612,000 (2024: nil) were made for the year respectively. Allowance for doubtful amounts due from associates of HK\$1,067,000 (2024: HK\$9,142,000) and joint ventures of HK\$851,000 (2024: nil) were made for the year.

29. Pledged Bank Deposits and Bank and Cash Balances

The carrying amounts of the pledged bank deposits and bank and cash balances are denominated in the following currencies:

	Hong Kong dollars HK\$'000	Euro HK\$'000	Malaysian ringgits HK\$'000	RMB (Note) HK\$'000	SG dollars HK\$'000	US dollars HK\$'000	AED HK\$'000	Others HK\$'000	Total HK\$'000
At October 31, 2025									
Cash at bank and on hand	31,045	3,588	20,672	146,321	199,350	241,802	41,414	250,293	934,485
Bank deposits	21,000	-	25,744	344,994	180,461	332,969	313,174	140,675	1,359,017
Pledged bank deposits (Note 40)	52,045	3,588	46,416	491,315	379,811	574,771	354,588	390,968	2,293,502
	-	-	-	(57,804)	-	-	(1,292)	(1,400)	(60,496)
Bank and cash balances	52,045	3,588	46,416	433,511	379,811	574,771	353,296	389,568	2,233,006
Non-pledged bank deposits with more than three months to maturity	-	-	(4,194)	-	(59,836)	(19,760)	-	(376,848)	(460,638)
Cash and cash equivalents	52,045	3,588	42,222	433,511	319,975	555,011	353,296	12,720	1,772,368
At October 31, 2024									
Cash at bank and on hand	55,807	6,348	38,941	233,432	99,067	87,943	72,540	167,378	761,456
Bank deposits	-	-	20,024	278,747	271,812	137,929	397,204	111,723	1,217,439
Pledged bank deposits	55,807	6,348	58,965	512,179	370,879	225,872	469,744	279,101	1,978,895
	-	-	-	(57,795)	-	-	(1,066)	(6,455)	(65,316)
Bank and cash balances	55,807	6,348	58,965	454,384	370,879	225,872	468,678	272,646	1,913,579
Non-pledged bank deposits with more than three months to maturity	-	-	-	(10,901)	(254,139)	(31,550)	-	(40,904)	(337,494)
Cash and cash equivalents	55,807	6,348	58,965	443,483	116,740	194,322	468,678	231,742	1,576,085

29. Pledged Bank Deposits and Bank and Cash Balances (Continued)

The effective interest rates on bank deposits range from 0.05% to 5.25% per annum (2024: 0.35% to 5.45% per annum), these deposits have maturity range from 7 days to 1 year (2024: 7 days to 3 years) and are subject to fair value interest rate risk.

The Group's pledged bank deposits represented deposits pledged to banks to secure banking facilities granted to the Group as set out in Note 40 to the consolidated financial statements. These deposits are subject to regulatory restrictions and are therefore not available for general use by the Group.

Note: Included in the bank and cash balances of the Group, HK\$482,359,000 (2024: HK\$512,179,000) were denominated in RMB, which was not freely convertible to other currencies. Under the PRC's Foreign Exchange Control Regulations and Administration of Settlement, Sale and Payment of Foreign Exchange Regulations, the Group is permitted to exchange RMB for foreign currencies through the banks that are authorised to conduct foreign exchange business.

30. Creditors and Accrued Charges

	2025 HK\$'000	2024 HK\$'000
Trade creditors	377,825	354,145
Accrued charges	1,939,863	1,808,456
Other creditors	11,926	12,731
Provision for reinstatement costs	7,145	6,681
	2,336,759	2,182,013

The aging analysis of trade creditors, based on the date of receipt of goods or services, is as follows:

	2025 HK\$'000	2024 HK\$'000
Less than 91 days	301,530	270,106
91 – 180 days	29,211	37,527
181 – 365 days	27,978	22,813
More than one year	19,106	23,699
	377,825	354,145

The carrying amounts of the Group's trade creditors are denominated in the following currencies:

	Hong Kong dollars HK\$'000	Euro HK\$'000	Malaysian ringgits HK\$'000	RMB HK\$'000	SG dollars HK\$'000	US dollars HK\$'000	AED HK\$'000	Others HK\$'000	Total HK\$'000
At October 31, 2025	29,635	9,738	18,156	130,573	60,498	31,388	36,661	61,176	377,825
At October 31, 2024	40,743	2,701	13,952	152,872	26,762	46,769	26,659	43,687	354,145

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For the year ended October 31, 2025

31. Borrowings

	2025 HK\$'000	2024 HK\$'000
Borrowings comprise the following:		
Short-term borrowings	396,184	105,319
Long-term borrowings	305,147	361,736
	701,331	467,055

(a) The analysis of the repayment schedule of borrowings is as follows:

	2025 HK\$'000	2024 HK\$'000
On demand or within one year	589,433	331,637
In the second year	111,898	23,579
In the third to fifth years, inclusive	-	111,839
	701,331	467,055

Note: As at October 31, 2025, the Group has borrowings of HK\$12,641,000 (2024: HK\$13,438,000) due for repayment after one year but contain a repayment on demand clause.

(b) The carrying amounts of the Group's borrowings are denominated in the following currencies:

	Hong Kong dollars HK\$'000	RMB HK\$'000	GBP HK\$'000	US dollars HK\$'000	New Taiwan dollars HK\$'000	Total HK\$'000
At October 31, 2025	-	678,587	-	10,103	12,641	701,331
At October 31, 2024	201,071	239,267	70	13,209	13,438	467,055

(c) The average interest rates of the Group's borrowings were as follows:

As at October 31, 2025, the Group's borrowings of HK\$157,050,000 (2024: HK\$70,000) carry fixed interest rate at 2.09% (2024: 2.50%) per annum and expose the Group to fair value interest rate risk. The Group's borrowings of HK\$544,281,000 (2024: HK\$466,985,000) carry floating interest rates at 1.99% to 7.72% (2024: 2.44% to 8.35%) per annum, thus exposing the Group to cash flow interest rate risk.

(d) The details of pledged assets and collaterals to the Group's borrowings are as follows:

Borrowings of HK\$12,641,000 (2024: HK\$13,438,000) are secured by a charge over the Group's certain leasehold land and buildings situated outside Hong Kong (Note 17).

32. Lease Liabilities

	Minimum lease payment		Present value of minimum lease payment	
	2025 HK\$'000	2024 HK\$'000	2025 HK\$'000	2024 HK\$'000
Within one year	17,769	22,077	11,617	16,667
In the second year	16,858	12,508	11,156	7,733
In the third to fifth years, inclusive	44,585	26,197	29,948	13,390
After five years	141,184	130,852	100,343	88,216
	220,396	191,634	153,064	126,006
Less: Future finance charges	(67,332)	(65,628)	N/A	N/A
Present value of lease obligations	153,064	126,006	153,064	126,006
Less: Amount due for settlement within one year (shown under current liabilities)			(11,617)	(16,667)
Amount due for settlement after one year (shown under non-current liabilities)			141,447	109,339

The weighted average incremental borrowing rates applied to lease liabilities range from 0.50% to 9.34% (2024: 1.39% to 28.78%).

The carrying amounts of the Group's lease liabilities are denominated in the following currencies:

	Hong Kong dollars HK\$'000	Malaysian ringgits HK\$'000	RMB HK\$'000	SG dollars HK\$'000	US dollars HK\$'000	AED HK\$'000	Others HK\$'000	Total HK\$'000
At October 31, 2025	2,680	8	1,183	90,448	41,386	15,648	1,711	153,064
At October 31, 2024	2,409	-	2,359	87,213	10,871	15,886	7,268	126,006

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33. Share Capital

	Number of shares		Share capital	
	2025	2024	2025 HK\$'000	2024 HK\$'000
Ordinary shares of HK\$0.05 each				
Authorised:				
At beginning of year and end of year	2,400,000,000	2,400,000,000	120,000	120,000
Issued and fully paid:				
At beginning of year	1,240,906,104	1,239,130,104	62,045	61,957
Exercise of share options (<i>Note a</i>)	12,272,000	1,776,000	614	88
Issued as scrip dividend (<i>Note b</i>)	10,078,462	–	504	–
At end of year	1,263,256,566	1,240,906,104	63,163	62,045

Notes:

- (a) During the year, 798,000, 4,250,000, 3,428,000, 610,000, 2,108,000, 1,052,000 and 26,000 shares were issued at HK\$0.960, HK\$1.280, HK\$1.120, HK\$1.154, HK\$1.300, HK\$1.700 and HK\$2.140 per share respectively as a result of the exercise of share options of the Company (2024: 52,000, 250,000, 336,000, 102,000, 976,000 and 60,000 shares were issued at HK\$0.960, HK\$1.280, HK\$1.120, HK\$1.154, HK\$1.300 and HK\$1.700 per share respectively).
- (b) On May 21, 2025, 10,078,462 (2024: nil) ordinary shares of HK\$0.05 each in the Company were issued at HK\$1.932 (2024: nil) per ordinary share as scrip dividend.

The Group's objectives when managing capital are to safeguard the Group's ability to continue as a going concern and to maximise the return to the shareholders through the optimisation of the debt and equity balance.

The Group regularly reviews the capital structure by considering the costs of capital and the risks associated with each class of capital. The Group will balance its overall capital structure through payment of dividends, new share issues and issue of new debts, redemption of existing debts or selling assets to reduce debts.

33. Share Capital (Continued)

The Group monitors its capital on the basis of the gearing ratio, which is long-term borrowings including long-term lease liabilities divided by total assets. Total assets are calculated as non-current assets plus current assets. The gearing ratios as at October 31, 2025 and 2024 were as follows:

	2025 HK\$'000	2024 HK\$'000
Long-term borrowings including long-term lease liabilities	253,345	244,757
Non-current assets	1,549,231	1,527,722
Current assets	4,698,638	4,179,415
Total assets	6,247,869	5,707,137
	2025	2024
Gearing ratio	4.05%	4.29%

The Group's overall strategy of gearing remains unchanged during the year.

34. Share-Based Payments

The share option scheme approved by the shareholders of the Company on March 22, 2012 (the "2012 Scheme") has expired on March 22, 2022. Thereafter, no further options will be granted under the 2012 Scheme but the subsisting options granted thereunder prior to the expiry date will continue to be valid and exercisable in accordance with the terms of the 2012 Scheme.

At the AGM of the Company held on March 25, 2022, the shareholders of the Company approved the adoption of a new share option scheme (the "2022 Scheme") under which the Directors may grant options to eligible persons to subscribe for the Company's shares subject to the terms and conditions as stipulated therein. Unless otherwise cancelled or amended, the 2022 Scheme will remain valid for a period of 10 years from the date of its adoption.

The Company was authorised to grant share options under the 2022 Scheme for subscription of up to a total of 123,825,810 shares, representing 10% of the issued share capital of the Company as at the date of adoption. An option may be exercised in accordance with the terms of the 2022 Scheme at any time during a period such option is exercisable as the Board may in its absolute discretion determine, save that such period shall not be more than five years, subject to such conditions as the Board may think fit. The subscription price per share in relation to an option shall be a price to be determined by the Directors and shall be not less than the highest of (i) the closing price of the shares as stated in the daily quotation sheet issued by the Stock Exchange on the date on which the option is offered to eligible persons, which must be a business day; (ii) the average closing price of the shares as stated in the daily quotation sheets issued by the Stock Exchange for the five business days immediately preceding the offer date; and (iii) the nominal value of the shares on the offer date.

As at October 31, 2025, the total number of outstanding share options issued under the 2012 Scheme and 2022 Scheme is 16,688,000 (2024: 22,430,000) which represents approximately 1.32% (2024: 1.81%) of the total number of shares in issue on that date.

Notes to the Consolidated Financial Statements

For the year ended October 31, 2025

34. Share-Based Payments (Continued)

(i) Details of the specific categories of options relevant for the year ended October 31, 2025 are as follows:

	Date of grant	Vesting date	Exercise period	Exercise price HK\$
2012 Scheme				
2019A	7-Sep-20			
1st tranche		8-Sep-20	8.9.2020 – 7.9.2025	0.960
2nd tranche		2-Nov-20	2.11.2020 – 7.9.2025	0.960
3rd tranche		3-May-21	3.5.2021 – 7.9.2025	0.960
4th tranche		1-Nov-21	1.11.2021 – 7.9.2025	0.960
2019B	25-Feb-21			
1st tranche		26-Feb-21	26.2.2021 – 25.2.2026	1.280
2nd tranche		1-Nov-21	1.11.2021 – 25.2.2026	1.280
3rd tranche		3-May-22	3.5.2022 – 25.2.2026	1.280
4th tranche		1-Nov-22	1.11.2022 – 25.2.2026	1.280
2022 Scheme				
2021A	23-May-22			
1st tranche		24-May-22	24.5.2022 – 23.5.2027	1.120
2nd tranche		1-Nov-22	1.11.2022 – 23.5.2027	1.120
3rd tranche		2-May-23	2.5.2023 – 23.5.2027	1.120
4th tranche		1-Nov-23	1.11.2023 – 23.5.2027	1.120
2021B	23-Sep-22			
1st tranche		24-Sep-22	24.9.2022 – 23.9.2027	1.154
2nd tranche		1-Nov-22	1.11.2022 – 23.9.2027	1.154
3rd tranche		2-May-23	2.5.2023 – 23.9.2027	1.154
4th tranche		1-Nov-23	1.11.2023 – 23.9.2027	1.154
2022	25-May-23			
1st tranche		29-May-23	29.5.2023 – 25.5.2028	1.300
2nd tranche		1-Nov-23	1.11.2023 – 25.5.2028	1.300
3rd tranche		2-May-24	2.5.2024 – 25.5.2028	1.300
4th tranche		1-Nov-24	1.11.2024 – 25.5.2028	1.300
2023	27-May-24			
1st tranche		28-May-24	28.5.2024 – 27.5.2029	1.700
2nd tranche		1-Nov-24	1.11.2024 – 27.5.2029	1.700
3rd tranche		2-May-25	2.5.2025 – 27.5.2029	1.700
4th tranche		3-Nov-25	3.11.2025 – 27.5.2029	1.700
2024	26-May-25			
1st tranche		27-May-25	27.5.2025 – 26.5.2030	2.140
2nd tranche		3-Nov-25	3.11.2025 – 26.5.2030	2.140
3rd tranche		4-May-26	4.5.2026 – 26.5.2030	2.140
4th tranche		2-Nov-26	2.11.2026 – 26.5.2030	2.140

If the options remain unexercised after a period of five years from the date of grant, the options will expire. Options are forfeited if the employee leaves the Group before the options exercise.

34. Share-Based Payments (Continued)

(ii) Details of the share options outstanding during the year are as follows:

	2025		2024	
	Number of share options	Weighted average exercise price HK\$	Number of share options	Weighted average exercise price HK\$
Outstanding at November 1	22,430,000	1.36	18,114,000	1.27
Granted during the year	6,764,000	2.14	6,798,000	1.70
Lapsed during the year	(234,000)	0.96	(706,000)	2.41
Exercised during the year	(12,272,000)	1.25	(1,776,000)	1.26
Outstanding at October 31	16,688,000	1.77	22,430,000	1.36
Exercisable at October 31	9,968,000	1.59	15,744,000	1.26

The weighted average share price at the date of exercise for share options exercised during the year is HK\$2.089 (2024: HK\$1.682). The options outstanding at end of year have a weighted average remaining contractual life of three years (2024: weighted average life of three years) and the exercise prices range from HK\$1.120 to HK\$2.140 (2024: HK\$0.960 to HK\$1.700). In 2025, options were granted on May 26, 2025. The estimated fair value per option ranges from HK\$0.366 to HK\$0.368 with total fair value of HK\$2,483,000. In 2024, options were granted on May 27, 2024. The estimated fair value per option ranges from HK\$0.312 to HK\$0.315 with total fair value of HK\$2,133,000.

These fair values were calculated using the Binomial options model. The inputs into the model were as follows:

Date of grant	Exercise price HK\$	Based on expected life of share options Year(s)	Expected volatility %	Weighted average share price HK\$	Risk-free rate %	Annual dividend yield %
2012 Scheme						
September 7, 2020	0.960	5.00	28.00	0.960	0.320	4.99
February 25, 2021	1.280	5.00	28.00	1.280	0.610	4.90
2022 Scheme						
May 23, 2022	1.120	5.00	28.00	1.116	2.620	4.57
September 23, 2022	1.154	5.00	28.00	1.154	3.640	4.57
May 25, 2023	1.300	5.00	30.00	1.294	3.370	2.90
May 27, 2024	1.700	5.00	31.00	1.682	3.590	6.61
May 26, 2025	2.140	5.00	29.00	2.140	2.090	4.85

Expected volatility was determined by using the historical volatility of the Company's share price over the previous five years. The expected life used in the model has been adjusted, based on management's best estimate, for the effects of non-transferability, exercise restrictions and behavioural considerations.

The Group recognised total expenses of HK\$2,365,000 for year ended October 31, 2025 (2024: HK\$2,077,000) in relation to share options granted by the Company.

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35. Statement of Financial Position and Reserve Movements of the Company

Statement of financial position of the Company

	Note	As at October 31	
		2025 HK\$'000	2024 HK\$'000
Non-current Asset			
Interests in subsidiaries		122,315	97,083
Current Assets			
Amounts due from subsidiaries		945,288	681,666
Debtors, deposits and prepayments		208	219
Bank and cash balances		599	906
		946,095	682,791
Current Liabilities			
Amounts due to subsidiaries		276	–
Creditors and accrued charges		2,146	2,135
Financial guarantee		55,921	30,689
		58,343	32,824
Net Current Assets		887,752	649,967
NET ASSETS		1,010,067	747,050
Capital and Reserves			
Share capital	33	63,163	62,045
Reserves	36	946,904	685,005
TOTAL EQUITY		1,010,067	747,050

Approved by the Board of Directors on January 30, 2026 and are signed on its behalf by:

LAWRENCE CHIA SONG HUAT
DIRECTOR

MOK PUI KEUNG
DIRECTOR

35. Statement of Financial Position and Reserve Movements of the Company (Continued)

Reserve movements of the Company

	Share premium HK\$'000	Capital redemption reserve HK\$'000	Equity-settled share-based payment reserve HK\$'000	Special reserve HK\$'000	Retained earnings HK\$'000	Total HK\$'000
At November 1, 2023	780,249	854	3,821	50,594	(72,554)	762,964
Total comprehensive income for the year	-	-	-	-	72,824	72,824
Shares issued at premium	2,146	-	-	-	-	2,146
Recognition of equity-settled share-based payments	-	-	2,077	-	-	2,077
Exercise of equity-settled share-based payments	458	-	(458)	-	-	-
Transfer	267	-	(267)	-	-	-
2023 final dividend	-	-	-	-	(86,781)	(86,781)
2024 interim dividend	-	-	-	-	(68,225)	(68,225)
At October 31, 2024 and November 1, 2024	783,120	854	5,173	50,594	(154,736)	685,005
Total comprehensive income for the year	-	-	-	-	432,960	432,960
Shares issued at premium	14,720	-	-	-	-	14,720
Recognition of equity-settled share-based payments	-	-	2,365	-	-	2,365
Exercise of equity-settled share-based payments	2,836	-	(2,836)	-	-	-
Transfer	32	-	(32)	-	-	-
Shares issued as scrip dividend	18,968	-	-	-	-	18,968
2024 final and special dividend	-	-	-	-	(137,657)	(137,657)
2025 interim dividend	-	-	-	-	(69,457)	(69,457)
At October 31, 2025	819,676	854	4,670	50,594	71,110	946,904

36. Reserves

Nature and purpose of reserves

Share premium

Under the Companies Act (2025 Revision) of the Cayman Islands, the funds in the share premium account of the Company are distributable to the shareholders of the Company provided that immediately following the date on which the dividend is proposed to be distributed, the Company will be in a position to pay off its debts as they fall due in the ordinary course of business.

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36. Reserves (Continued)

Nature and purpose of reserves (Continued)

Capital redemption reserve

The capital redemption reserve represents the nominal amount of share capital repurchased through the Stock Exchange and cancelled by the Company. The issued share capital was reduced by the nominal value thereof and transfer to the capital redemption reserve upon cancellation of the repurchased shares.

Capital reserve

The capital reserve of the Group represents the difference between the nominal amounts of the share capital issued by the Company in exchange for the nominal amount of the share capital of its subsidiaries at the date of reorganisation.

Equity-settled share-based payment reserve

The fair value of the actual or estimated number of unexercised share options granted to Directors and employees of the Group recognised in accordance with the accounting policy adopted for share-based payments in Note 4 to the consolidated financial statements.

Legal reserve

The legal reserve of the Group represents the transfer from the retained earnings of the Company's subsidiaries as required by respective local laws and regulations.

Translation reserve

The translation reserve comprises all foreign exchange differences arising from the translation of the financial statements of foreign operations, and the effective portion of any foreign exchange differences arising from hedges of net investments in foreign operations. The reserve is dealt with in accordance with the accounting policies set out in Note 4 to the consolidated financial statements.

Special reserve

The special reserve of the Company represents the difference between the nominal amount of the share capital issued by the Company and the book value of the underlying consolidated net assets of subsidiaries acquired by the Company at the date of reorganisation.

Assets revaluation reserve

The assets revaluation reserve is adopted for property revaluation increase when an owner-occupied property is transferred to investment property upon the change in use. On the subsequent sale or retirement of the property, the attributable revaluation reserve is transferred directly to retained earnings.

Financial assets at FVTOCI reserve

The financial assets at FVTOCI reserve comprises the cumulative net change in the fair value of financial assets at FVTOCI held at the end of the reporting period and is dealt with in accordance with the accounting policy in Note 4 to the consolidated financial statements.

37. Deferred Tax

The following are the deferred tax liabilities (assets) recognised by the Group and movements thereon during the current and prior reporting periods:

	Accelerated tax depreciation HK\$'000	Revaluation of properties HK\$'000	Withholding tax arising on undistributed earnings of subsidiaries HK\$'000	Intangible assets HK\$'000	Tax loss HK\$'000	Right-of-use assets HK\$'000	Lease liabilities HK\$'000	Others HK\$'000	Total HK\$'000
At November 1, 2023	6,153	42,507	4,327	27,669	(3,199)	22,661	(22,661)	(3,076)	74,381
Exchange adjustments	365	(231)	(10)	432	(696)	(83)	95	(30)	(158)
(Credit) charge to profit or loss for the year	(399)	(1,476)	6,690	-	876	(1,645)	994	1,060	6,100
At October 31, 2024 and November 1, 2024	6,119	40,800	11,007	28,101	(3,019)	20,933	(21,572)	(2,046)	80,323
Exchange adjustments	(117)	16	(2)	(161)	28	381	(612)	602	135
Disposal of a subsidiary (Note 39)	-	-	-	-	-	-	-	(801)	(801)
(Credit) charge to profit or loss for the year (Note 12)	405	160	798	4,152	2	7,352	(7,356)	(349)	5,164
At October 31, 2025	6,407	40,976	11,803	32,092	(2,989)	28,666	(29,540)	(2,594)	84,821

Deferred tax of HK\$11,803,000 (2024: HK\$11,007,000) has been provided in the consolidated financial statements in respect of the undistributed profits earned by the Group's subsidiaries in Japan, Taiwan, South Korea, Oman, Saudi Arabia and the PRC. Starting from January 1, 2008, the undistributed profits, earned by the Group's PRC subsidiaries attributable to the Group, are subject to the EIT Law upon the distribution of such profits to the shareholders outside the PRC. The applicable withholding tax rate for the Group for the year ended October 31, 2025 is 5% to 10% (2024: 5% to 10%).

At the end of the reporting period, deferred tax of HK\$37,112,000 (2024: HK\$33,694,000) has not been recognised in respect of certain undistributed earnings of subsidiaries.

The following is the analysis of the deferred tax balances:

	2025 HK\$'000	2024 HK\$'000
Deferred tax liabilities	91,278	86,027
Deferred tax assets	(6,457)	(5,704)
	84,821	80,323

At October 31, 2025, the Group has unused tax losses of HK\$182,659,000 (2024: HK\$248,398,000), available to offset against future profits. A deferred tax asset has been recognised in respect of HK\$5,109,000 (2024: HK\$12,449,000) of such losses. Included in unrecognised tax losses are HK\$121,557,000 (2024: HK\$195,275,000) may be carried forward indefinitely, and the tax losses of HK\$55,993,000 (2024: HK\$40,674,000) which will expire within five years up to year 2030.

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38.Reconciliation of Profit Before Tax to Cash Flows from Operations

	2025 HK\$'000	2024 HK\$'000
Profit before tax	547,375	454,243
Adjustments for:		
Finance costs	28,009	33,421
Interest income	(40,305)	(27,973)
Dividend income from financial assets at FVTOCI	(7)	(9)
Depreciation of property, plant and equipment	41,976	42,506
Depreciation of right-of-use assets	21,872	23,096
Amortisation of other intangible assets	38,371	39,854
Loss (gain) on disposal of property, plant and equipment, net	302	(11)
Gain on lease modification, net	(388)	(26)
Decrease in fair value of investment properties, net	5,323	15,012
Fair value loss of derivative financial instruments	235	-
Decrease in remeasurement of contingent consideration	-	(376)
Fair value gain on financial assets at FVTPL, net	(2,171)	(2,916)
(Gain) loss on dissolution of subsidiaries, net	(1,115)	641
Gain on disposal of a subsidiary	(4,629)	-
Bad debts written off	1,579	3,529
Allowance for bad and doubtful debts	78,176	63,387
Allowance written back on bad and doubtful debts	(41,099)	(17,646)
Share of profits of associates	(7,427)	(11,609)
Share of profits of joint ventures	(524)	(1,492)
Equity-settled share-based payments expenses	2,365	2,077
Impairment of show rights	-	2,931
Gain on disposal of an associate	-	(72,152)
Loss on expiry of derivative financial assets	-	1,137
Impairment of interests in associates, net	12,779	11,971
Operating profit before changes in working capital	680,697	559,595
(Increase) decrease in inventories	(2,645)	7,548
(Increase) decrease in contract assets	(198,038)	183,506
Decrease in amounts due from associates	1,051	17,005
Increase in amounts due from joint ventures	(3,808)	(123)
Increase in debtors, deposits and prepayments	(16,950)	(247,250)
Increase in creditors and accrued charges	136,319	258,252
(Decrease) increase in contract liabilities	(145,317)	272,930
Decrease in amounts due to associates	(1,376)	(2,898)
(Decrease) increase in amounts due to joint ventures	(517)	1,396
Cash flows from operations	449,416	1,049,961

39. Notes to the Consolidated Statement of Cash Flows

Disposal of a subsidiary

A wholly-owned subsidiary of the Group was disposed during the year, and a past translation gain of HK\$1,000 was reclassified to this year's consolidated profit or loss. Gain arising on the disposal of this subsidiary, including the translation gain, amounting to HK\$4,629,000 is included in other income.

The carrying amounts of the assets and liabilities at its date of disposal, were as follows:

	2025 HK\$'000
Property, plant and equipment (<i>Note 17</i>)	10,339
Debtors, deposits and prepayments	71
Current tax assets	90
Bank and cash balances	594
Creditors and accrued charges	(534)
Deferred tax liabilities (<i>Note 37</i>)	(801)
Release of translation reserve	(1)
Gain on disposal of a subsidiary	4,629
Total consideration – satisfied by cash	14,387
Net cash inflow arising on disposal of a subsidiary:	
Cash consideration received	14,387
Bank and cash balances disposed of	(594)
	13,793

Dissolution of subsidiaries

Seven wholly-owned subsidiaries of the Group were dissolved during the year, and a past translation gain of HK\$275,000 was reclassified to this year's consolidated profit or loss. Gain arising on the dissolution of these subsidiaries, including the translation gain, amounting to HK\$1,115,000 is included in other income.

The carrying amounts of the assets and liabilities at its date of dissolution, were as follows:

	2025 HK\$'000
Release of translation reserve	(275)
Release of capital reserve	(840)
Gain on dissolution of subsidiaries, net	1,115
Total consideration – satisfied by cash	-
Net cash outflow arising on dissolution of subsidiaries:	
Cash consideration received	-

Notes to the Consolidated Financial Statements

For the year ended October 31, 2025

39. Notes to the Consolidated Statement of Cash Flows (Continued)

Purchase of non-controlling interests

During the year ended October 31, 2025, the Group acquired 50% and 10% in subsidiaries from the non-controlling shareholders at cash consideration of HK\$41,079,000 which were settled during the year.

The effect of the acquisition on the equity attributable to the owners of the Company is as follows:

	2025 HK\$'000
Share of net assets in subsidiaries acquired	21,885
Satisfied by:	
Cash consideration paid	(41,079)
Loss on acquisition recognised directly in equity	(19,194)

Reconciliation of liabilities arising from financing activities

The table below details changes in the Group's liabilities arising from financing activities, including both cash and non-cash changes. Liabilities arising from financing activities are those 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.

	At November 1, 2024 HK\$'000	Changes from financing cash flows HK\$'000	Interest expenses HK\$'000	Effect of changes in foreign exchange rates HK\$'000	Acquisition of lease HK\$'000	Other changes HK\$'000	At October 31, 2025 HK\$'000
Borrowings (Note 31)	467,055	212,935	21,160	181	-	-	701,331
Lease liabilities (Note 32)	126,006	(24,039)	6,493	1,213	46,168	(2,777)	153,064
	593,061	188,896	27,653	1,394	46,168	(2,777)	854,395

	At November 1, 2023 HK\$'000	Changes from financing cash flows HK\$'000	Interest expenses HK\$'000	Effect of changes in foreign exchange rates HK\$'000	Acquisition of lease HK\$'000	Other changes HK\$'000	At October 31, 2024 HK\$'000
Borrowings	389,859	50,421	26,804	(29)	-	-	467,055
Lease liabilities	128,253	(25,766)	6,284	2,525	14,585	125	126,006
Contingent consideration	376	-	-	-	-	(376)	-
	518,488	24,655	33,088	2,496	14,585	(251)	593,061

39. Notes to the Consolidated Statement of Cash Flows (Continued)

Total cash outflow for leases

Amounts included in the consolidated statement of cash flows for leases comprise the following:

	2025 HK\$'000	2024 HK\$'000
Within operating cash flows	26,583	19,553
Within investing cash flows	–	–
Within financing cash flows	17,546	19,482
	44,129	39,035

These amounts relate to the following:

	2025 HK\$'000	2024 HK\$'000
Lease rental paid	44,129	39,035

40. Pledge of Assets

At October 31, 2025, the following assets were pledged as collaterals for credit facilities granted to the Group by certain banks.

	2025 HK\$'000	2024 HK\$'000
Freehold land and buildings	41,132	51,071
Leasehold land and buildings	87,360	91,851
Pledged bank deposits (Note 29)	60,496	65,316
	188,988	208,238

41. Capital Commitments

	2025 HK\$'000	2024 HK\$'000
Capital expenditures in respect of property, plant and equipment and other investment		
– contracted but not provided for	11,654	5,675
– authorised but not contracted for	10,459	5,298
	22,113	10,973

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For the year ended October 31, 2025

42. Operating Lease Commitments

The Group as lessee

The Group regularly entered into short-term leases for offices, warehouse and staff quarters, and leases of low value assets for laptops and office equipment. As at October 31, 2025, the portfolio of short-term leases and leases of low value assets are similar to the portfolio of short-term leases and leases of low value assets to which the short-term leases and leases of low value assets expenses disclosed in Note 18 to the consolidated financial statements.

As at October 31, 2025, the outstanding short-term leases and leases of low value assets commitments relating to these offices, warehouse and staff quarters, laptops and office equipment are HK\$5,345,000 and HK\$171,000 respectively (2024: HK\$2,555,000 and HK\$189,000 respectively).

The Group as lessor

Operating leases relate to investment property owned by the Group and are leases for residential, office premises and factory for an average term of one to ten years (2024: two to ten years) and the rentals are fixed over the terms of the leases. All operating lease contracts contain market review clauses in the event that the lessee exercises its options to renew. The lessee does not have an option to purchase the property at the expiry of the lease period.

Minimum lease payments receivable on leases are as follows:

	2025 HK\$'000	2024 HK\$'000
Within one year	27,386	27,734
In the second year	21,889	20,507
In the third year	20,843	16,879
In the fourth year	20,418	16,035
In the fifth year	20,068	15,901
After five years	22,299	33,906
Total	132,903	130,962

The following table presents the amounts reported in profit or loss:

	2025 HK\$'000	2024 HK\$'000
Lease income on operating leases	39,949	42,175

43. Contingent Liabilities

At October 31, 2025, the Group has issued the following guarantees:

	2025 HK\$'000	2024 HK\$'000
Performance guarantees		
– secured	59,990	151,542
– unsecured	24,428	24,146
	84,418	175,688
Other guarantees		
– secured	28,588	6,036

At October 31, 2025, the Executive Directors do not consider it is probable that a claim will be made against the Group under any of the above guarantees.

44. Retirement Benefit Scheme

Retirement benefit – defined contribution plans

The Group operates a defined contribution retirement benefit scheme for all qualifying employees. The assets of the retirement benefit scheme are held separately from those of the Group in funds under the control of the trustees.

The retirement benefit scheme's cost charged to profit or loss represents contributions payable to the funds by the Group at rates specified in the rules of scheme. Where there are employees who leave the retirement benefit scheme prior to vesting fully in the contributions, the contributions payable by the Group are reduced by the amount of forfeited contributions.

At the end of the year, contribution forfeited of nil (2024: nil), which arose upon employees leaving the retirement benefit scheme and which are available to reduce the contributions payable by the Group.

This retirement benefit scheme has now been closed to new employees in Hong Kong as consequence of the Mandatory Provident Fund Pension Legislation introduced by the Hong Kong Government. New staff in Hong Kong joining the Group after December 1, 2000 are required to join the MPF.

All Hong Kong staff employed by the Group before December 1, 2000 have been offered to join the MPF or remain under the Group's retirement benefit scheme. The Group and the employees contribute the same amount of 5% of the monthly remunerations up to HK\$1,500 per month to the MPF.

Obligation to pay LSP under Hong Kong Employment Ordinance (Cap. 57)

Hong Kong employees that have been employed continuously for at least five years are entitled to LSP in accordance with the Hong Kong Employment Ordinance under certain circumstances. These circumstances include where an employee is dismissed for reasons other than serious misconduct or redundancy, that employee resigns at the age of 65 or above, or the employment contract is of fixed term and expires without renewal. The amount of LSP payable is determined with reference to the employee's final salary (capped at HK\$22,500) and the years of service, reduced by the amount of any accrued benefits derived from the Group's contributions to MPF scheme, with an overall cap of HK\$390,000 per employee. Currently, the Group does not have any separate funding arrangement in place to meet its LSP obligation.

Notes to the Consolidated Financial Statements

For the year ended October 31, 2025

44. Retirement Benefit Scheme (Continued)

Obligation to pay LSP under Hong Kong Employment Ordinance (Cap. 57) (Continued)

In June 2022, the Hong Kong Government gazetted the Employment and Retirement Schemes Legislation (Offsetting Arrangement) (Amendment) Ordinance 2022 (the “Amendment Ordinance”), which abolishes the use of the accrued benefits derived from employers’ mandatory MPF contributions to offset the LSP. The Abolition officially took effect on May 1, 2025 (the “Transition Date”). Separately, the Hong Kong Government is also expected to introduce a subsidy scheme to assist employers for a period of 25 years after the Transition Date on the LSP payable by employers up to a certain amount per employee per year.

Under the Amendment Ordinance, the Group’s mandatory MPF contributions, plus/minus any positive/negative returns, after the Transition Date can continue to be applied to offset the pre-Transition Date LSP obligation but are not eligible to offset the post-Transition Date LSP obligation. Furthermore, the LSP obligation before the Transition Date will be grandfathered and calculated based on the last monthly wages immediately preceding the Transition Date and the years of service up to that date.

Movements in the present value of unfunded LSP obligation in the current year were as follows:

	2025 HK\$'000	2024 HK\$'000
At November 1	1,156	–
Current service cost	226	1,121
Interest cost	58	35
Remeasurements recognised in other comprehensive income: – Actuarial losses arising from changes in financial assumptions	548	–
At October 31	1,988	1,156

The average duration of the benefit obligation at October 31, 2025 is 9 years (2024: 9 years).

Of the expenses for the year, HK\$284,000 (2024: HK\$1,156,000) has been included in administrative expenses.

Significant actuarial assumptions for the determination of the LSP obligation are discount rate of 2.2% – 3.7% (2024: 3.0% – 3.7%), employee turnover rate of 4.3% – 42.3% (2024: 5.9% – 44.6%), annual salary adjustment rate of 4% (2024: 4.4% – 4.5%) and investment return of 3.0% – 3.7% (2024: 3.0% – 3.7%). The sensitivity analysis below have been determined based on reasonably possible changes of the respective assumptions occurring at the end of the reporting period, while holding all other assumptions constant.

- If the discount rate is 100 basis points higher or lower, the LSP obligation would decrease by HK\$87,000 or increase by HK\$186,000 (2024: decrease by HK\$69,000 or increase by HK\$85,000).
- If the employee turnover rate is 100 basis points higher or lower, the LSP obligation would decrease by HK\$73,000 or increase by HK\$81,000 (2024: decrease by HK\$59,000 or increase by HK\$65,000).

The sensitivity analysis presented above may not be representative of the actual change in the LSP obligation as it is unlikely that the change in assumptions would occur in isolation of one another as some of the assumptions may be correlated.

45. Related Party Transactions

In addition to those related party transactions and balances disclosed elsewhere in the consolidated financial statements, the Group had the following transactions with its associates, joint ventures and related companies during the year:

	2025			2024		
	Associates HK\$'000	Joint ventures HK\$'000	Related companies HK\$'000	Associates HK\$'000	Joint ventures HK\$'000	Related companies HK\$'000
For the year ended October 31						
Exhibition income	1,380	-	-	2,647	-	-
Sub-contracting fee paid	41,988	-	-	22,987	-	-
Management fee income	1,541	-	-	4,158	-	-
Property rental income	620	-	-	526	-	-
Property rental expenses	-	-	623	-	-	571
Other income	4,064	-	15	598	-	-
Other expenses	6	-	2	-	-	-
As at October 31						
Receivables	7,312	4,653	21	8,353	845	8
Payables	2,910	6,168	20	4,250	6,539	39

Note: All transactions were carried out at cost plus a percentage of mark-up.

Compensation of key management personnel (including Executive Directors) of the Group during the year:

	2025 HK\$'000	2024 HK\$'000
Salaries, bonuses, allowances and benefits in kinds	87,403	59,852
Group's contributions to retirements scheme	420	325
Share-based payments	1,654	1,426
	89,477	61,603

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46. Particulars of Principal Subsidiaries

Details of the Company's principal subsidiaries as at October 31, 2025 are as follows:

Name	Principal place of operation/ place of incorporation	Issued and fully paid share capital/ registered capital	Proportion of nominal value of issued capital/ registered capital held by the Group %	Principal activities
A.E. Smith Brand Management (Shanghai) Co., Ltd. [@]	The PRC	US\$2,500,000	100	Visual branding solutions, brand management, design and consultancy services and investment holding
Atomic Events Global Pte. Ltd.	Singapore	S\$140,000	90	Professional conference organiser & exhibition organiser and event manager
Beijing Action One Communications Co., Ltd. [@]	The PRC	RMB4,931,000	100	Technology solutions for exhibition, event, museum, interior and themed environment
Beijing Pico Exhibition Management Co., Ltd. [™]	The PRC	RMB50,000,000	100	Property holding, turnkey services for exhibition, event, museum, interior and themed environment
Beijing Pico Exhibition Services Co., Ltd. [@]	The PRC	US\$1,897,000	100	Investment holding, turnkey services for exhibition, event, museum, interior and themed environment
Camron Public Relations Limited	The United Kingdom	GBP35,000	81.2	Design, lifestyle and business innovation communications agency
Dongguan Pico Exhibition Engineering Co., Limited [@]	The PRC	RMB50,000,000	100	Property holding, production of exhibition, event products, museum, themed environment and interior fit-out products
Epicentro Digital Limited	Hong Kong	HK\$1	100	Visual content, digital content and digital marketing solutions

46. Particulars of Principal Subsidiaries (Continued)

Name	Principal place of operation/ place of incorporation	Issued and fully paid share capital/ registered capital	Proportion of nominal value of issued capital/ registered capital held by the Group %	Principal activities
Fairtrans International Ltd.	Japan	Japanese Yen 10,000,000	100	Freight forwarding, exhibition logistics and transportation services for exhibitors
FF P JV Limited	The United Kingdom	GBP10	60	Accelerating companies and developing business ideas within its venture studio operating in event and live entertainment tech sector
FUTR World Limited	The United Kingdom	GBP300	100	Organisation and managing exhibition, conferences and events
Global-Link MP Events International Inc.	The Philippines	Philippine Pesos 1,000,000	60	Organisation and managing exhibition, conferences and events; virtual and online solution
GMC Hong Kong Ltd.	Hong Kong	HK\$10	100	Production of exhibition, event, museum, themed environment and interior fit-out products
GMC Interior Decoration L.L.C.	Dubai	AED300,000	100	Property holding
GMC Production Limited	Hong Kong	HK\$10,000	100	Organisation and managing exhibition, conferences and events
Guangzhou Pico Exhibition Services Co., Ltd. [@]	The PRC	HK\$12,500,000	100	Turnkey services for exhibition, event, museum, interior and themed environment; virtual and online solution
Guangzhou Pico Plus Services Co., Ltd. [#]	The PRC	RMB5,000,000	100	Full services of above-the-line engagement, brand marketing, digital and public relations agency; virtual and online solution

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46. Particulars of Principal Subsidiaries (Continued)

Name	Principal place of operation/ place of incorporation	Issued and fully paid share capital/ registered capital	Proportion of nominal value of issued capital/ registered capital held by the Group %	Principal activities
Intertrade Lanka Management (Private) Limited	Sri Lanka	Lankan Rupees 8,472,500	100	Design, development, management and operation of exhibition and convention centre
Intertrade (Sri Lanka) Pte Ltd.	Singapore	S\$2	100	Investment holding
Intertrade Services Pte Ltd.	Republic of Seychelles	US\$1	100	Provision of management services for exhibitions and trade fairs and investment holding
Infinity Marketing Team, LLC	The United States	–	100	Marketing, event and promotion management
Infinity Pico Asia Limited	Hong Kong	HK\$2	100	Organisation and managing exhibition, conferences and events
Local Projects, LLC	The United States	–	81.2	Cultural and corporate centre concept, design and production management
MP Congress and Exhibitions Pte Ltd.	Singapore	S\$100,000	100	Event management services and investment holding
MP Events (M) Sdn Bhd	Malaysia	Malaysian Ringgits 50,000	100	Conference organiser and management
MP International Investments Pte Ltd.	Singapore	S\$10,000	100	Investment holding
MP International Pte Ltd.	Singapore	S\$1,500,000	100	Investment holding, management of convention, conference, and management development programme and course
MP Organisation Pte Ltd	Singapore	S\$10,000	100	Organisers, exhibition fairs and conventions

46. Particulars of Principal Subsidiaries (Continued)

Name	Principal place of operation/ place of incorporation	Issued and fully paid share capital/ registered capital	Proportion of nominal value of issued capital/ registered capital held by the Group %	Principal activities
MP Singapore Pte Ltd.	Singapore	S\$1,500,000	100	Management of convention, conference, seminar and exhibition
MTM Choice Holdings LLC	The United States	US\$34,777,498 – Class A US\$10,000 – Class B (Note b)	81.2	Investment holding
Not Ordinary Media, LLC	The United States	–	81.2	Media planning, procurement and optimisation in social video for clients
P3 Hub Limited	Hong Kong	HK\$10,000	100	Investment and daily operation
Parico Electrical Engineering Sdn. Bhd.	Malaysia	Malaysian Ringgits 100,000	100	Electrical specialist
Pico Arabia Limited	Saudi Arabia	Saudi Riyal 250,000	100	Manufacturing, construction, transportation and storage, administration and support service
Pico Art International Pte Ltd.	Singapore	S\$2,000,000	100	Services to organisers, turnkey services for exhibition, event, museum, interior, themed environment; virtual and online solution and investment holding
Pico Contracts Limited	Hong Kong	HK\$7,600,000	100	Museum and theme park design, construction and decoration; consultancy and project management

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46. Particulars of Principal Subsidiaries (Continued)

Name	Principal place of operation/ place of incorporation	Issued and fully paid share capital/ registered capital	Proportion of nominal value of issued capital/ registered capital held by the Group %	Principal activities
Pico Convention and Exhibition Services (Xi'an) Company Limited [@]	The PRC	RMB5,135,130	100	Services to organisers and fabrication of exhibition booths
Pico Global Services Limited	Hong Kong	HK\$100	100	Provision of corporate services and consultancy services
Pico Hanoi Co., Ltd.	Vietnam	US\$50,000	100	Services to organisers, turnkey services for exhibition, event, museum, interior and themed environment; virtual and online solution
Pico Ho Chi Minh City Ltd.	Vietnam	US\$300,000	100	Services to organisers, turnkey services for exhibition, event, museum, interior and themed environment; virtual and online solution
Pico IES Group (China) Co., Ltd. [@]	The PRC	US\$140,000	100	Services to organisers and fabrication of exhibition booths; virtual and online solution
Pico IES Group Limited	Hong Kong	HK\$10,000	100	Services to organisers and fabrication of exhibition booths; virtual and online solution
Pico IN-Creative (UK) Ltd.	The United Kingdom	GBP1	100	Turnkey services for exhibition, event, museum, interior and themed environment; virtual and online solution
Pico International (Henan) Exhibition Services Company Limited [#]	The PRC	RMB5,000,000	60	Turnkey services for exhibition, event, museum, interior and themed environment; virtual and online solution

46. Particulars of Principal Subsidiaries (Continued)

Name	Principal place of operation/ place of incorporation	Issued and fully paid share capital/ registered capital	Proportion of nominal value of issued capital/ registered capital held by the Group %	Principal activities
Pico International (HK) Limited	Hong Kong	HK\$2,600,000 – ordinary shares HK\$2,500,000 – non-voting deferred shares (<i>Note a</i>)	100	Services to organisers, turnkey services for exhibition, event, museum, interior and themed environment; virtual and online solution and investment holding
Pico International Interior Fit Out LLC	Dubai	AED300,000	100	Production of exhibition, event products and interior fit-out products
Pico International (M) Sdn. Bhd.	Malaysia	Malaysian Ringgits 1,075,200	100	Services to organisers, turnkey services for exhibition, event, museum, interior and themed environment; virtual and online solution
Pico International (Macao) Limited	Macau	Macau Pataca 25,000	100	Services to organisers, turnkey services for exhibition, event, museum, interior and themed environment; virtual and online solution
Pico International (LA) Inc.	The United States	US\$1,000	100	Turnkey services for exhibition, event, museum, interior and themed environment; virtual and online solution
Pico International (Oman) LLC	Oman	–	100	Organisation and management of events

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46. Particulars of Principal Subsidiaries (Continued)

Name	Principal place of operation/ place of incorporation	Issued and fully paid share capital/ registered capital	Proportion of nominal value of issued capital/ registered capital held by the Group %	Principal activities
Pico International (Qatar) WLL	Qatar	Qatari Riyals 200,000	100	Services to organisers, turnkey services for exhibition, event, museum, interior and themed environment; virtual and online solution
Pico International Exhibitions & Events Organization LLC	Abu Dhabi	AED200,000	100	Exhibition organisation and management, exhibition installations execution works, event organisation and management
Pico International Exhibition Services Limited	Hong Kong	HK\$100	100	Services to organisers, turnkey services for exhibition, event, museum, interior and themed environment; virtual and online solution
Pico International for Event & Expo LLC	Saudi Arabia	Saudi Riyal 250,000	100	Reservation activities, ticket sale for conventions, conferences, sporting and entertainment events, organisation and management of conventions and conferences
Pico International LLC (DMCC Branch)	Dubai	–	100	Services to organisers, turnkey services for exhibition, event, museum, interior and themed environment; virtual and online solution
Pico International Ltd.	Japan	Japanese Yen 10,000,000	100	Turnkey services for exhibition, event, museum, interior and themed environment; virtual and online solution

46. Particulars of Principal Subsidiaries (Continued)

Name	Principal place of operation/ place of incorporation	Issued and fully paid share capital/ registered capital	Proportion of nominal value of issued capital/ registered capital held by the Group %	Principal activities
Pico International Taiwan Ltd.	Taiwan	New Taiwan Dollars 20,000,000	100	Services to organisers, turnkey services for exhibition, event, museum, interior and themed environment; virtual and online solution
Pico Investments BVI Ltd. (Note c)	British Virgin Islands	US\$316	100	Investment holding
Pico Myanmar Company Limited	Myanmar	US\$50,000	100	Services to organisers, turnkey services for exhibition, event, museum, interior and themed environment; virtual and online solution
Pico Korea Co., Ltd.	South Korea	Korean Won 200,000,000	99.3	Services to organisers, turnkey services for exhibition, event, museum, interior and themed environment; virtual and online solution
Pico Permanent Exhibit Ltd.	Saudi Arabia	Saudi Riyal 250,000	100	Various decoration work and installation, audio and video studio operation, advertising and publicity agencies and institutions, organising and managing exhibitions and conferences, museums
Pico Play Arabia Ltd	Saudi Arabia	Saudi Riyal 250,000	55	Manufacturing
Pico Play Productions Arabia Ltd Company	Saudi Arabia	Saudi Riyal 50,000	55	Marketing management, marketing research and consultancy, exhibition halls operation and marketing, exhibition stand fitting & execution, exhibitions organising and managing, events organising and managing and interior decoration
Pico Play Sdn Bhd	Malaysia	Malaysian Ringgits 500,000	55	Organisation, promotion and management of events and other consultancy activities

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46. Particulars of Principal Subsidiaries (Continued)

Name	Principal place of operation/ place of incorporation	Issued and fully paid share capital/ registered capital	Proportion of nominal value of issued capital/ registered capital held by the Group %	Principal activities
Pico Play Pte Ltd.	Singapore	S\$100,000	55	Design consultancy, project management and thematic construction services
Pico Play Pty Ltd.	Australia	Australian Dollars 1,000	55	Design consultancy, project management and thematic construction services
Pico Play Vietnam Co., Ltd	Vietnam	VND1,184,400,000	55	Design, construction and fabrication
Pico Pro International Limited	Hong Kong	HK\$10,000	100	Exhibition organising and event management; virtual and online solution and investment holding
Pico Pro Pte Ltd.	Singapore	S\$10,000	100	Event organiser, show organisation and event creation
Pico Projects (International) Limited	Hong Kong	HK\$100	100	Interior design and renovation, exhibition and event fabrication; venue overlay and project management
Pico TBA Consulting Group (Beijing) Limited [@]	The PRC	RMB5,000,000	100	Full services of brand marketing, digital and creative agency
Pico TBA Consulting Group (Shanghai) Limited [@]	The PRC	RMB5,000,000	100	Full services of brand marketing, digital and creative agency
Pico Venture Pte Ltd.	Singapore	S\$400,000	100	Investment holding
Pico Venue Services Limited	Hong Kong	HK\$2	100	Investment holding
Pico World (Singapore) Pte Ltd.	Singapore	S\$500,000	100	Exhibition design and fabrication, event and promotion
PT Pico TBA	Indonesia	Indonesian Rupiahs 12,000,000,000	100	Full services of brand marketing, digital and creative agency
Pudong Pico Exhibition Producer Co., Ltd. [@]	The PRC	RMB893,256	100	Production of exhibition, event, museum, themed environment and interior fit-out products
Seed Communications LLC d/b/a Sub Rosa	The United States	–	81.2	Cultural intelligence and social listening

46. Particulars of Principal Subsidiaries (Continued)

Name	Principal place of operation/ place of incorporation	Issued and fully paid share capital/ registered capital	Proportion of nominal value of issued capital/ registered capital held by the Group %	Principal activities
Shanghai Pico Exhibition Management Co., Ltd. [†]	The PRC	RMB7,000,000	100	Brand strategy and design, services to organisers, turnkey services for exhibition, event, museum, interior and themed environment; virtual and online solution
Shanghai Pico Exhibition Services Co., Ltd. [@]	The PRC	US\$848,000	100	Services to organisers, turnkey services for exhibition, event, museum, interior and themed environment; virtual and online solution
Shanghai Pico Management Company Limited [@]	The PRC	US\$10,000,000	100	Property and investment holding
Shanghai Pico Plus Marketing Consulting Ltd. [@]	The PRC	US\$647,000	92.5	Above-the-line engagement marketing, brand strategy and public relations
Shanghai Pixels Information Technology Co., Ltd. [†]	The PRC	RMB5,000,000	100	Design and technology solutions for interactive experience
Shenzhen Pico Exhibition Services Co., Ltd. [@]	The PRC	HK\$4,000,000	100	Services to organiser, turnkey services for exhibition, event, museum, interior and themed environment; virtual and online solution
Shenzhen Pico Plus Services Company Limited [†]	The PRC	RMB6,000,000	100	Full services of above-the-line engagement, brand marketing, digital and public relations agency
TBA (Indonesia) Pte Ltd.	Singapore	S\$2	100	Full services of brand marketing, digital and creative agency and investment holding

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46. Particulars of Principal Subsidiaries (Continued)

Name	Principal place of operation/ place of incorporation	Issued and fully paid share capital/ registered capital	Proportion of nominal value of issued capital/ registered capital held by the Group %	Principal activities
Tianjin Pico Exhibition Management Co., Ltd. ^{††}	The PRC	RMB1,800,000	100	Operation and management of exhibition and convention centre, and exhibition services
Tinsel Limited (Note c)	British Virgin Islands	US\$10	100	Investment holding
Total Brand Activation Hong Kong Limited	Hong Kong	HK\$1	100	Full services of brand marketing, digital and creative agency
Total Brand Activation QFZ LLC	Qatar	Qatari Riyals 200,000	100	Full services of brand marketing
World Image International Ltd.	Hong Kong	HK\$10,000	100	Visual branding solutions, brand management, design and consultancy services and investment holding
World Image Plus Pte Ltd.	Singapore	S\$1	100	Visual branding solutions, brand management, design and consultancy services
World Image (China) Company Ltd. [@]	The PRC	US\$140,000	100	Visual branding solutions, brand management, design and consultancy services and investment holding
Yangon Convention Centre Ltd.	Myanmar	US\$50,000	100	Property holding, operation of exhibition and convention centre
Zhuhai Pico Construction Design Company Limited ^{††}	The PRC	–	100	Interior decoration, exhibition and events construction

46. Particulars of Principal Subsidiaries (Continued)

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

@ These subsidiaries are registered as wholly-owned foreign enterprise under the PRC law.

These subsidiaries are Sino-foreign equity joint ventures.

^ These subsidiaries are registered in the PRC as co-operative liability companies.

π These subsidiaries are registered in the PRC with limited liability.

Notes:

- (a) The deferred shares, which are not held by the Group, practically carry no rights to dividends or to receive notice of or to attend or vote at any general meeting of the subsidiary or to participate in any distribution on winding up. The subsidiary had been granted an option by the holders of the deferred shares to acquire these shares at a nominal amount.
- (b) The Group holds part of the Class A units of the subsidiary, which have the rights to control and manage the subsidiary. Under the conditions and terms pursuant to the agreement, distributions will be made to Class A unit members until equal to their capital contribution and a specified cumulative return. Distributions will then be made to Class B unit members, which are held by non-controlling interests and do not have the right to control the subsidiary. The remaining distributions will be made to Class A and B unit members in proportions of 80% and 20% respectively.
- (c) Except for Tinsel Limited and Pico Investments BVI Ltd., all other subsidiaries are indirectly held by the Company.

Notes to the Consolidated Financial Statements

For the year ended October 31, 2025

47. Particulars of Principal Associates

Details of the Group's principal associates as at October 31, 2025 are as follows:

Name	Principal place of operation/ place of incorporation	Issued and fully paid share capital/ registered capital	Attributable equitable interest of the Group %	Principal activities
alpha Re: design (Note c)	The PRC	RMB1,000,000	40	Industrial, animation, professional, booth, construction design and brand marketing
Arina International Holding Pte. Ltd.	Singapore	S\$300,000	30	Contractors for exhibitions and event promotions and the provision of project management services
Global Spectrum Pico Holdings Pte Ltd.	Singapore	S\$100	35	Investment holding
Global Spectrum Pico Pte Ltd.	Singapore	S\$100,000	35	Business management and consultancy services
International Furniture Fair Singapore Pte Ltd.	Singapore	S\$100,000	40	Exhibition organiser
J&P Sports Culture Communication Shanghai Company Limited (Note a)	The PRC	RMB10,000,000	49	Turnkey services for exhibition, event, museum, interior and themed environment
O4X Pte. Ltd.	Singapore	S\$100,000	30	Interior renovation, design and consultancy services
Pico Australia Pty Ltd.	Australia	Australian Dollars 100	49	Turnkey services for exhibition, event, museum, interior and themed environment; virtual and online solution
Pico (Thailand) Public Company Limited	Thailand	Baht 215,294,559 – ordinary shares Baht 330,000 – preferred shares	48.7	Services to organiser, turnkey services for exhibition, event, museum, interior and themed environment; virtual and online solution
Shanghai Yaoland Network Information Technology Co., Ltd (Note c)	The PRC	RMB1,552,796	17.8	Internet information and gaming service
The O4 Company Pte. Ltd.	Singapore	S\$99,999	30	Providing management consultancy services and creation of intellectual property in the areas of experiential events and content
Xi'an Greenland Pico Int'l Convention and Exhibition Co. Ltd. (Note b)	The PRC	RMB125,000,000	30	Management and leasing of exhibition halls including organising of exhibitions and events

47. Particulars of Principal Associates (Continued)

The above table lists the associates of the Group which, in the opinion of the Directors, principally affected the results of the year or formed a substantial portion of the net assets of the Group. To give details of other associates would, in the opinion of the Directors, result in particulars of excessive length.

Notes:

- (a) This associate is registered in the PRC as a co-operative liability company.
- (b) This associate is a Sino-foreign equity joint venture.
- (c) These associates are registered in the PRC with limited liability. Although the Group holds less than 20% of the voting power of Shanghai Yaoland, the Group exercises significant influence over Shanghai Yaoland because the Group is entitled to appoint one director out of the five directors of Shanghai Yaoland, and requiring two-thirds majority vote of the board.

48. Particulars of Principal Joint Ventures

Details of the Group's principal joint ventures as at October 31, 2025 are as follows:

Name	Principal place of operation/ place of incorporation	Issued and fully paid share capital/ registered capital	Attributable equitable interest of the Group %	Principal activities
Kenes MP Asia Pte Ltd.	Singapore	S\$100,000	45	Managing exhibitions and conferences in medical and scientific industries
Karnival TP-AXC Holdings Limited	British Virgin Islands	US\$5	20	Investment holding
Karnival TP-AXC Limited	Hong Kong	HK\$1	20	Develop, operate and manage the amusement centre
L Man Holdings Limited	Hong Kong	US\$100	30	Investment holding
Ecological Balancing Technologies Asia Limited	Hong Kong	US\$100	24	Commercial and manufacturing operations for air probiotic solutions, envirobotics, and any related products

The above table lists the joint ventures of the Group which, in the opinion of the Directors, principally affected the results of the year or formed a substantial portion of the net assets of the Group. To give details of other joint ventures would, in the opinion of the Directors, result in particulars of excessive length.

Summary of Principal Investment Properties

The following is a list of the Group's principal investment properties as at October 31, 2025:

Location	Lease term	Purpose	Gross area (square meter)
Investment properties in Hong Kong			
Workshops 11 and 12 on 10th Floor of Block B New Trade Plaza No. 6 On Ping Street Shatin, New Territories Hong Kong	Medium	Commercial	287.72
Investment properties in the PRC			
Unit No. 27F on Level 27 and Car Parking Space No. 59 on Level 2 of Block 2 Jinming Mansion No. 8 Zunyi South Road Hongqiao District Shanghai, the PRC	Medium	Residential	157.10
Unit No. 11E on Level 11 and Car Parking Space No. 15 on Ground Floor of Block 2 Jinming Mansion No. 8 Zunyi South Road Hongqiao District Shanghai, the PRC	Medium	Residential	200.50
Unit No. 11F on Level 11 and Car Parking Space No. 67 on Level 2 of Block 2 Jinming Mansion No. 8 Zunyi South Road Hongqiao District Shanghai, the PRC	Medium	Residential	157.10
Unit D2-1701 on Level 17 Piaoliang Sunshine Square No. 68 Anli Road Chaoyang District Beijing, the PRC	Medium	Residential	136.41
Units D2-1702 on Level 17 Piaoliang Sunshine Square No. 68 Anli Road Chaoyang District Beijing, the PRC	Medium	Residential	133.97

Summary of Principal Investment Properties

Location	Lease term	Purpose	Gross area (square meter)
Investment properties in the PRC (Continued)			
Unit 1214 on Level 12 of Block J Huiyuan Apartment No. 8 Beichen East Road Chaoyang District Beijing, the PRC	Medium	Residential	107.92
Units 1002A, 1003 and 1004 on Level 10 Excellence Times Square No. 4068 Yitian Road Futian District Shenzhen Guangdong Province, the PRC	Medium	Commercial	416.00
Units 1005 to 1009 on Level 10 Excellence Times Square No. 4068 Yitian Road Futian District Shenzhen Guangdong Province, the PRC	Medium	Commercial	640.45
Units 1013 to 1024 on Level 10 Poly Plaza Clover No. 406-2 Huasui Road Tianhe District Guangzhou City Guangdong Province, the PRC	Medium	Commercial	1,188.04
Factory Nos. 1 and 2 (registered as Block Nos. 4 and 5) and Levels 1 and 2 of the R&D Building at No. 99 in 4499 Nong of Cao'an Road Jiading District Shanghai, the PRC	Medium	Industrial	22,975.39

Corporate Information

Honorary Chairman

Chia Siong Lim

Board of Directors

Executive directors

Lawrence Chia Song Huat (*Chairman*)
(*Chairman of the Nomination Committee and*
Member of the Remuneration Committee)

Jean Chia Yuan Jiun
(*Member of the Nomination Committee*)

Mok Pui Keung

Independent non-executive directors

Gregory Robert Scott Crichton
(*Chairman of the Remuneration Committee and*
Member of the Audit Committee)

James Patrick Cunningham
(*Member of the Audit Committee, Remuneration*
Committee and Nomination Committee)

Kenneth Kent Ho
(*Member of the Audit Committee and Nomination*
Committee)

Frank Lee Kee Wai
(*Member of the Audit Committee*)

Charlie Yucheng Shi
(*Chairman of the Audit Committee and Member of the*
Nomination Committee)

Company Secretary

Leung Hoi Yan (CPA, ACG, HKACG, FCA, FCCA)

Auditor

RSM Hong Kong
Certified Public Accountants
Registered Public Interest Entity Auditor

Principal Bankers

Bank of Communications Co., Ltd. Hong Kong Branch
Citibank, N.A.
Development Bank of Singapore
OCBC Bank (Hong Kong) Limited
The Hongkong and Shanghai Banking Corporation
Standard Chartered Bank
United Overseas Bank
China Merchants Bank

Corporate Office

Pico House
4 Dai Fu Street
Tai Po Industrial Estate
New Territories
Hong Kong

Registered Office

P. O. Box 309
Ugland House
Grand Cayman
KY1-1104
Cayman Islands

Principal Share Registrars and Transfer Office

The R&H Trust Co Ltd
Windward 1
Regatta Office Park
P. O. Box 897
Grand Cayman KY1-1103
Cayman Islands

Hong Kong Share Registrars and Transfer Office

Union Registrars Limited
Suites 3301-04
33/F, Two Chinachem Exchange Square
338 King's Road
North Point
Hong Kong

Corporate Website

www.pico.com

Corporate Calendar

Annual General Meeting	March 27, 2026
Payment of Final and Special Dividends	May 26, 2026
Announcement of Interim Results	June 2026
Announcement of Final Results	January 2027



FROM GOOD
TO AMAZING
精進不休

Both English and Chinese versions of this annual report
are available for download at www.pico.com
本年報之中文版及英文版均已上載於 www.pico.com
Enquiry 查詢 : corp.info@pico.com

Bishan Sports Centre

explore new possibilities with curiosity and an open mind.

Bishan Sports Centre

explore new possibilities with curiosity and an open mind.

Innovation District

explore new possibilities with curiosity and an open mind.

BUKIT MEHAR

explore new possibilities with curiosity and an open mind.

