HARBOUR CENTRE DEVELOPMENT LIMITED
(Incorporated in Hong Kong with limited liability)
Stock Code: 51

Interim Results Announcement for the half-year period ended 30 June 2026

GROUP RESULTS

Underlying net profit amounted to HK$99 million (2025: loss of HK$86 million) mainly due to lower attributable impairment provision of HK$79 million (2025: HK$211 million) made for Development Properties ("DP"). Inclusive of net deficit of HK$181 million (2025: HK$113 million) on revaluation of Investment Properties ("IP"), Group loss attributable to equity shareholders was HK$82 million (2025: HK$199 million).

Basic loss per share was HK$0.12 (2025: HK$0.28).

INTERIM DIVIDEND

The Board of Directors of the Company (the "Board") has resolved not to declare any interim dividend for the half-year period ended 30 June 2026 (2025: Nil).

BUSINESS REVIEW

In the first half of 2026, Hong Kong's hotel and tourism sector continued its recovery, supported by travel demand from both Chinese Mainland and international visitors. However, recovery has not been uniform.

Inbound arrivals increased by 13% year-on-year, STR Global year-to-date data through June showed a 13% increase in Revenue Per Available Room (RevPar), driven by a 3% rise in occupancy and a 10% increase in average rate versus 2025. In parallel, the retail sector maintained a positive trend, with growth continuing since May of 2025, underpinned by discretionary spending.

Over the same period, Chinese Mainland hospitality market recorded modest growth on the back of resilient domestic travel demand. However, competitive conditions remained intense amid continued supply pressures.

Hong Kong

Hotels
Supported by higher travel demand and targeted marketing, The Murray, Hong Kong, a Niccolo Hotel ("The Murray"), and Marco Polo Hongkong Hotel ("MP Hong Kong") achieved higher occupancy and room rates, driving solid growth in room revenue. However, deceleration started towards the end of the period.

Non-room revenue continued to face competitive pressures. The Murray banquet and catering business remained resilient, supported by recurring corporate and social events as well as seasonal campaigns. Ongoing cost discipline and service enhancements contributed to incremental improvements in operating profit.

Investment Properties
The retail portfolio reported declines in revenue and operating profit narrowing to 3% and 8%, respectively. Retailer sentiment is still cautious, particularly with regard to major commitments. During the period, the lease of a large tenant expired, which is expected to adversely affect rental income in near term.

The portfolio was independently revalued as at 30 June 2026 and a net revaluation deficit of HK$181 million was reported (2025: HK$113 million).

Chinese Mainland

Hotels
Niccolo Suzhou continued to face challenges amid intense competition and increasingly price-sensitive demand. Weak market conditions kept room rates flat and weighed on room revenue, while subdued discretionary spending also pressured non-room revenue.

Development Properties
All on an attributable basis, contracted sales amounted to only 1,311 s.m. for RMB45 million, equivalent to HK$52 million (2025: RMB16 million, equivalent to HK$18 million) and unsold stock as at 30 June 2026 totaled 129,000 s.m., primarily commercial. The carrying value of unsold stock was adjusted to approximately RMB1.5 billion (equivalent to HK$1.7 billion) to reflect prevailing market conditions. This represented approximately 9% of the Group's total assets and resulted in an attributable impairment provision of HK$79 million (2025: HK$211 million).

OUTLOOK

Hong Kong's hotel and tourism sector is expected to continue a steady recovery into the second half of 2026, supported by regional demand and a pipeline of mega events. However, the operating environment remains sensitive to external uncertainties, as consumer confidence and spending patterns may be affected by global economic and geopolitical developments.

In Chinese Mainland, the outlook is supported by ongoing growth in domestic tourism demand. That said, greater price sensitivity, ongoing supply expansion, and intense competition are likely to keep pressure on room rates and profitability despite steady underlying demand.

Against this backdrop, the Group will remain focused on disciplined execution of its core strategies, including driving operational efficiencies, enhancing service standards, and actively managing its asset portfolio. Targeted initiatives will be pursued to strengthen market positioning and capture emerging opportunities.

FINANCIAL REVIEW

(I) Review of 2026 Interim Results

Group underlying net profit improved to HK$99 million (2025: loss of HK$86 million) mainly due to decrease in attributable DP impairment provision to HK$79 million (2025: HK$211 million, including an associate). DP loss narrowed by 77% to HK$46 million (2025: HK$196 million) and Hotels turned to profit of HK$1 million (2025: loss of HK$31 million). However, IP profit decreased by 7% to HK$66 million (2025: HK$71 million).

After attributable net IP revaluation deficit of HK$181 million (2025: HK$113 million), the Group reported a loss of HK$82 million (2025: HK$199 million) attributable to equity shareholders.

Revenue and Operating Profit
Group revenue increased by 8% to HK$705 million (2025: HK$654 million) and operating profit by 40% to HK$175 million (2025: HK$125 million).

Hotels revenue increased by 13% to HK$482 million (2025: HK$426 million) and an operating profit of HK$6 million was reported (2025: loss of HK$29 million). Hong Kong revenue increased by 15% to HK$440 million (2025: HK$383 million) and turned in an operating profit of HK$25 million (2025: loss of HK$11 million) with both occupancy and room rate increasing. In Chinese Mainland, revenue decreased by 2% to HK$42 million (2025: HK$43 million) and operating loss amounted to HK$19 million (2025: HK$18 million).

IP revenue decreased by 3% to HK$93 million (2025: HK$96 million) and operating profit by 8% to HK$78 million (2025: HK$85 million) primarily due to softer retail rental income.

DP revenue decreased by 12% to HK$51 million (2025: HK$58 million) while operating profit increased to HK$13 million (2025: loss of HK$1 million) mainly from Suzhou International Finance Square (“SZIFS”).

Investments operating profit, mainly from dividend income, was HK$72 million (2025: HK$70 million).

IP Revaluation Change
The Group’s IP were stated at fair value based on independent valuation as at 30 June 2026, resulting in a revaluation deficit of HK$181 million (2025: HK$113 million) in the consolidated income statement.

Other Net Charge
Other net charge of HK$93 million (2025: HK$39 million) mainly from impairment provision for DP.

Finance Costs
Net finance costs stayed at about HK$6 million (2025: HK$7 million).

Share of Results (after tax) of an Associate
Attributable results of an associate turned to a profit of HK$22 million (2025: loss of HK$155 million after DP impairment provision of HK$178 million) mainly due to decrease in impairment provision.

Income Tax
Taxation charge for the period was HK$20 million (2025: HK$22 million).

Loss Attributable to Equity Shareholders
Group loss attributable to equity shareholders decreased to HK$82 million (2025: HK$199 million). Loss per share was HK$0.12 (2025: HK$0.28) based on 708.8 million ordinary shares in issue.

Reconciliation with underlying net profit/(loss) attributable to equity shareholders as below:

	Six months ended 30 June	
	2026	2025
	HK$ Million	HK$ Million
Underlying net profit/(loss)	**99**	(86)
Attributable net IP revaluation deficit	**(181)**	(113)
Loss attributable to equity shareholders	**(82)**	(199)

(II) Review of Financial Position, Liquidity, Resources and Commitments

Shareholders' and Total Equity
As at 30 June 2026, shareholders' equity increased by 1% to HK$15,059 million (31 December 2025: HK$14,980 million), equivalent to HK$21.25 per share (31 December 2025: HK$21.13 per share). The increase mainly arose from HK$126 million surplus on investment revaluation exceeding the reporting loss. Including non-controlling interests, the Group's total equity amounted to HK$15,132 million (31 December 2025: HK$15,069 million).

Assets
Total assets amounted to HK$16,495 million (31 December 2025: HK$16,473 million). Business assets, excluding bank deposits and cash, totaled HK$15,485 million (31 December 2025: HK$15,627 million).

Geographically, HK$12,091 million or 78% of total business assets were in Hong Kong (31 December 2025: HK$12,243 million or 78%) and HK$1,783 million or 12% in Chinese Mainland (31 December 2025: HK$1,812 million or 12%).

Hotels
Hotel properties, at cost less depreciation and impairment provision (if any), amounted to HK$6,208 million (31 December 2025: HK$6,268 million), which comprised The Murray, MP Hong Kong, Niccolo Suzhou and the former Marco Polo Changzhou ("MP Changzhou").

Investment Properties
IP amounted to HK$4,553 million (31 December 2025: HK$4,734 million), which comprised MP Hong Kong's commercial podium and Star House units.

Development Properties for Sale/Interests in an Associate and a Joint Venture
DP amounted to HK$697 million (31 December 2025: HK$771 million), mainly including SZIFS. In addition, those undertaken through an associate and a joint venture amounted to HK$227 million (31 December 2025: HK$198 million).

Equity Investments
Equity investments were marked to market at HK$3,588 million (31 December 2025: HK$3,461 million), including mainly blue-chip equity shares held for long term capital growth and dividend return. The value of the whole portfolio represented 22% (31 December 2025: 21%) of the Group's total assets and each investment within it was individually not material except the shareholdings in Sun Hung Kai Properties Limited ("SHKP") and Hongkong Land Holdings Limited ("HKL"), representing 7.5% and 9.8% to the Group's total assets, with details as below:

		SHKP	HKL
(i)	Number of shares held	11,030,276 shares	29,004,700 shares
(ii)	Percentage of shares held	0.4%	1.4%
(iii)	Investment cost	HK$1,293 million	HK$937 million
(iv)	Fair value at 30 June 2026	HK$1,239 million	HK$1,611 million
(v)	Unrealised gain during the period	HK$194 million	HK$38 million
(vi)	Dividends received	HK$11 million	HK$43 million

The Group's investment portfolio, analysed by industry sectors and by geographical locations, is as below:

	30 June 2026 HK$ Million	31 December 2025 HK$ Million
Analysed by industry sectors		
- Properties	**3,164**	2,987
- Others	**424**	474
Total	**3,588**	3,461
Analysed by geographical locations		
- Hong Kong	**1,977**	1,889
- Overseas	**1,611**	1,572
Total	**3,588**	3,461

Marking these investments to market produced a net surplus of HK$126 million (30 June 2025: HK$596 million) as reflected in other comprehensive income.

Net Cash
As at 30 June 2026, the Group had net cash of HK$538 million (31 December 2025: HK$404 million), consisting of HK$1,010 million in cash (mainly held in Hong Kong) and HK$472 million in bank borrowings (all drawn in Chinese Mainland).

Finance and Availability of Facilities and Funds
The Group's debts were principally denominated in Renminbi ("RMB") at floating rates.

As at 30 June 2026, the Group's available loan facilities amounted to HK$1,322 million, of which HK$472 million were utilised. Certain banking facilities were secured by hotel and DP in the Chinese Mainland of RMB1,159 million, equivalent to HK$1,334 million (31 December 2025: RMB1,160 million, equivalent to HK$1,284 million).

The use of derivative financial instruments is strictly controlled. Instruments entered into by the Group are mainly used for managing and hedging interest rate and currency exposures.

The Group continued to maintain a reasonable level of surplus cash denominated principally in Hong Kong dollars and RMB to facilitate its business and investment activities. As at 30 June 2026, the Group also held a portfolio of liquid listed equity investments with an aggregate market value of HK$3,588 million (31 December 2025: HK$3,461 million), which is available for use if necessary.

Net Cash Flows for Operating and Investing Activities
For the period under review, the Group generated a net operating cash inflow of HK$145 million (2025: HK$94 million).

Commitments to Capital and Development Expenditure
As at 30 June 2026, major capital and development expenditure planned for the coming years was about HK$319 million, mainly related to DP.

The above expenditure will be funded by internal financial resources, including cash currently on hand, as well as bank loans. Other available resources include equity investments that can be liquidated when in need.

(III) Human Resources

The Group had approximately 1,100 employees as at 30 June 2026. Employees are remunerated according to their job responsibilities and the market pay trend with a discretionary annual performance bonus as variable pay for rewarding individual performance and contributions to the Group's achievement and results.

CONSOLIDATED INCOME STATEMENT
For the six months ended 30 June 2026 – Unaudited

	Note	**Six months ended 30 June** **2026** **HK$ Million**	2025 HK$ Million
Revenue	2	**705**	654
Direct costs and operating expenses		**(318)**	(325)
Selling and marketing expenses		**(46)**	(37)
Administrative and corporate expenses		**(68)**	(71)
Operating profit before depreciation, interest and tax		**273**	221
Depreciation		**(98)**	(96)
Operating profit	2 & 3	**175**	125
Changes in fair value of investment properties		**(181)**	(113)
Other net charge	4	**(93)**	(39)
		(99)	(27)
Finance costs	5	**(6)**	(7)
Share of results after tax of an associate		**22**	(155)
Loss before taxation		**(83)**	(189)
Income tax	6(a)	**(20)**	(22)
Loss for the period		**(103)**	(211)
Loss attributable to:			
Equity shareholders		**(82)**	(199)
Non-controlling interests		**(21)**	(12)
		(103)	(211)
Loss per share	7		
Basic		**(HK$0.12)**	(HK$0.28)
Diluted		**(HK$0.12)**	(HK$0.28)

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME
For the six months ended 30 June 2026 - Unaudited

	Six months ended 30 June	
	2026	2025
	HK$ Million	HK$ Million
Loss for the period	**(103)**	(211)
Other comprehensive income		
Item that will not be reclassified to profit or loss:		
Fair value changes on equity investments	**126**	596
Items that may be reclassified subsequently to profit or loss:		
Exchange difference on translation of the operations of subsidiaries	**32**	17
Share of reserves of an associate and a joint venture	**8**	3
Other comprehensive income for the period	**166**	616
Total comprehensive income for the period	**63**	405
Total comprehensive income attributable to:		
Equity shareholders	**79**	415
Non-controlling interests	**(16)**	(10)
	63	405

CONSOLIDATED STATEMENT OF FINANCIAL POSITION
At 30 June 2026 – Unaudited

	Note	**30 June 2026 HK$ Million**	31 December 2025 HK$ Million
Non-current assets			
Investment properties		**4,553**	4,734
Hotel properties, plant and equipment		**6,288**	6,348
Interest in an associate		**218**	189
Interest in a joint venture		**9**	9
Equity investments		**3,588**	3,461
Other non-current assets		**43**	37
		14,699	14,778
Current assets			
Properties for sale		**697**	771
Inventories		**8**	8
Trade and other receivables	8	**81**	70
Bank deposits and cash		**1,010**	846
		1,796	1,695
Total assets		**16,495**	16,473
Non-current liabilities			
Deferred tax liabilities		**(160)**	(155)
Bank loans		**(432)**	(409)
		(592)	(564)
Current liabilities			
Trade and other payables	9	**(640)**	(735)
Pre-sale deposits and proceeds		**(1)**	(1)
Taxation payable		**(90)**	(71)
Bank loans		**(40)**	(33)
		(771)	(840)
Total liabilities		**(1,363)**	(1,404)
NET ASSETS		**15,132**	15,069
Capital and reserves			
Share capital		**3,641**	3,641
Reserves		**11,418**	11,339
Shareholders' equity		**15,059**	14,980
Non-controlling interests		**73**	89
TOTAL EQUITY		**15,132**	15,069

NOTES TO THE UNAUDITED INTERIM FINANCIAL INFORMATION

1. PRINCIPAL ACCOUNTING POLICIES AND BASIS OF PREPARATION

This unaudited interim financial information has been prepared in accordance with Hong Kong Accounting Standard ("HKAS") 34 "Interim Financial Reporting" ("HKAS 34") issued by the Hong Kong Institute of Certified Public Accountants and the applicable disclosure provisions of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited.

The preparation of the unaudited interim financial information in conformity with HKAS 34 requires management to make judgments, estimates and assumptions that affect the application of accounting policies and reported amounts of assets, liabilities, income and expenses on a year to date basis. Actual results may differ from these estimates.

The unaudited interim financial information contains condensed consolidated financial statements and selected explanatory notes. The notes include an explanation of events and transactions that are significant to an understanding of the changes in financial position and performance of the Group since the annual financial statements for the year ended 31 December 2025. The unaudited interim financial information and notes thereon do not include all of the information required for a full set of financial statements prepared in accordance with HKFRS Accounting Standards.

The accounting policies and methods of computation used in the preparation of the unaudited interim financial information are consistent with those used in the annual financial statements for the year ended 31 December 2025 except for the changes mentioned below.

With effect from 1 January 2026, the Group has adopted the below amendments which are relevant to the Group's consolidated financial statements:

- Amendments to Hong Kong Financial Reporting Standard ("HKFRS") 9, Financial instruments and
  HKFRS 7, Financial instruments: Disclosures – Amendments to the classification and measurement of financial instruments
- Annual improvements to HKFRS Accounting Standards: Volume 11

The Group has assessed the impact of the adoption of the above amendments and considered that there was no significant impact on the Group's results and financial position or any substantial changes in the Group's accounting policies.

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

The financial information relating to the financial year ended 31 December 2025 that is included in the unaudited interim financial information as comparative information does not constitute the Company's statutory annual financial statements for that financial year but is derived from those financial statements. Further information relating to these statutory financial statements disclosed in accordance with section 436 of the Companies Ordinance (Cap. 622 of the laws of Hong Kong) (the "Companies Ordinance") is as follows:

The Company has delivered the financial statements for the year ended 31 December 2025 to the Registrar of Companies in accordance with section 662(3) of, and Part 3 of Schedule 6 to, the Companies Ordinance. The Company's auditor has reported on those financial statements. The auditor's report was unqualified; did not include a reference to any matters to which the auditor drew attention by way of emphasis without qualifying its report; and did not contain a statement under section 406(2), 407(2) or (3) of the Companies Ordinance.

2. SEGMENT INFORMATION

The Group manages its diversified businesses according to the nature of services and products provided. Management has determined four reportable operating segments for measuring performance and allocating resources. The segments are hotels, investment properties, development properties and investments. No operating segment has been aggregated to form reportable segments.

Hotels segment represents the operations of The Murray, MP Hong Kong, Niccolo Suzhou and the former MP Changzhou.

Investment properties segment primarily represents the property leasing of the Group's investment properties in Hong Kong.

Development properties segment encompasses activities relating to the acquisition, development and sales of trading properties primarily in Chinese Mainland.

Investments segment represents equity investment in global capital markets. The performance of the portfolio is assessed and monitored by top management regularly.

Management evaluates performance based on operating profit as well as the equity share of results of an associate and a joint venture of each segment.

Segment business assets principally comprise all tangible assets, intangible assets and current assets directly attributable to each segment with the exception of bank deposits and cash.

Revenue and expenses are allocated with reference to income generated by those segments and expenses incurred by those segments or which arise from the depreciation of assets attributable to those segments.

(a) Analysis of segment revenue and results

Six months ended	Revenue HK$ Million	Operating profit/(loss) HK$ Million	Changes in fair value of investment properties HK$ Million	Other net charge HK$ Million	Finance costs HK$ Million	Associate HK$ Million	(Loss)/profit before taxation HK$ Million
30 June 2026							
Hotels	**482**	**6**	**-**	**-**	**-**	**-**	**6**
Investment properties	**93**	**78**	**(181)**	**-**	**-**	**-**	**(103)**
Development properties	**51**	**13**	**-**	**(93)**	**(6)**	**22**	**(64)**
Investments	**72**	**72**	**-**	**-**	**-**	**-**	**72**
Segment total	**698**	**169**	**(181)**	**(93)**	**(6)**	**22**	**(89)**
Others	**7**	**6**	**-**	**-**	**-**	**-**	**6**
Group total	**705**	**175**	**(181)**	**(93)**	**(6)**	**22**	**(83)**
30 June 2025							
Hotels	426	(29)	-	-	-	-	(29)
Investment properties	96	85	(113)	-	-	-	(28)
Development properties	58	(1)	-	(39)	(7)	(155)	(202)
Investments	70	70	-	-	-	-	70
Segment total	650	125	(113)	(39)	(7)	(155)	(189)
Others	4	-	-	-	-	-	-
Group total	654	125	(113)	(39)	(7)	(155)	(189)

No inter-segment revenue has been recorded during the current and prior periods.

(b) Disaggregation of revenue

	Six months ended 30 June	
	2026	2025
	HK$ Million	HK$ Million
Revenue recognised under HKFRS 15		
Hotels	**482**	426
Management and services income and other rental related income	**19**	19
Sale of development properties	**51**	58
	552	503
Revenue recognised under other accounting standards		
Rental income under investment properties segment		
- Fixed	**64**	70
- Variable	**10**	7
Investments	**72**	70
Others	**7**	4
	153	151
Total revenue	**705**	654

The Group has applied practical expedient in paragraph 121 of HKFRS 15 to exempt the disclosure of revenue expected to be recognised in the future arising from contracts with customers in existence at the reporting date to its:

- hotel operation as the Group recognises revenue at the amount to which it has a right to invoice, which corresponds directly with the value to the customer of the Group's performance completed to date.

- property management fees and other rental related income as the Group recognises revenue at the amount to which it has a right to invoice, which corresponds directly with the value to the customer of the Group's performance completed to date.

- sales of completed properties as the performance obligation is part of a contract that had an original expected duration of one year or less.

3. OPERATING PROFIT

Operating profit is arrived at:

	Six months ended 30 June	
	2026	2025
	HK$ Million	HK$ Million
After charging:		
Depreciation	**98**	96
Staff costs (Note)	**199**	197
Cost of trading properties for recognised sales	**31**	47
Direct operating expenses of investment properties	**10**	5
After crediting:		
Gross rental revenue from investment properties	**93**	96
Interest income	**7**	4
Dividend income from equity investments	**72**	70

Note: Staff costs included defined contribution pension schemes costs of HK$9 million (2025: HK$8 million), there was no MPF schemes after a forfeited contribution (2025: HK$1 million).

4. OTHER NET CHARGE

Other net charge amounted to HK$93 million (2025: HK$39 million) mainly represented impairment provision for Chinese Mainland DP held by a subsidiary.

5. FINANCE COSTS

	Six months ended 30 June	
	2026	2025
	HK$ Million	HK$ Million
Interest on bank borrowings	**6**	**7**

6. INCOME TAX

(a) Taxation charged to the consolidated income statement represents:

	Six months ended 30 June	
	2026	2025
	HK$ Million	HK$ Million
Current income tax		
Hong Kong		
- provision for the period	**19**	19
- over-provision in respect of prior years	**-**	(1)
	19	18
Land appreciation tax ("LAT") (Note (d))	**1**	1
Deferred tax		
Origination and reversal of temporary differences	**-**	3
Total	**20**	22

(b) The provision for Hong Kong Profits Tax is at the rate of 16.5% (2025: 16.5%) of the estimated assessable profits for the period.

(c) Income tax on profit assessable in Chinese Mainland are corporate income tax calculated at a rate of 25% (2025: 25%) and withholding tax at a rate of up to 10%.

(d) Under the Provisional Regulations on LAT, all gains arising from transfer of real estate property in Chinese Mainland are subject to LAT at progressive rates ranging from 30% to 60% on the appreciation of land value, being the proceeds of sales of properties less deductible expenditures including cost of land use rights, borrowings costs and all property development expenditures.

(e) Tax credit attributable to an associate for the six months ended 30 June 2026 of HK$2 million (2025: expense of HK$5 million) is included in the share of results of an associate.

7. LOSS PER SHARE

Basic and diluted loss per share is calculated by dividing the loss attributable to equity shareholders for the period of HK$82 million (2025: HK$199 million) by 708.8 million ordinary shares (2025: 708.8 million ordinary shares) in issue during the period.

8. TRADE AND OTHER RECEIVABLES

Included in this item are trade receivables (net of loss allowance) with an ageing analysis based on invoice date as at 30 June 2026 as follows:

	30 June 2026 HK$ Million	31 December 2025 HK$ Million
Trade receivables		
0 – 30 days	**18**	27
31 – 60 days	**5**	3
Over 60 days	**2**	2
	25	32
Prepayments	**33**	28
Other receivables	**4**	5
Amounts due from fellow subsidiaries	**19**	5
Group total	**81**	70

The Group has established credit policies for each of its core businesses. The general credit terms allowed range from 0 to 60 days, except for sale of properties from which the proceeds are receivable pursuant to the terms of the agreements. All the trade and other receivables are expected to be recoverable within one year.

9. TRADE AND OTHER PAYABLES

Included in this item are trade payables with an ageing analysis based on invoice date as at 30 June 2026 as follows:

	30 June 2026 HK$ Million	31 December 2025 HK$ Million
Trade payables		
0 – 30 days	**19**	24
31 – 60 days	**3**	3
61 – 90 days	**3**	-
	25	27
Other payables and provisions	**255**	342
Construction costs payable	**309**	347
Amounts due to fellow subsidiaries	**36**	5
Amount due to an associate	**15**	14
Group total	**640**	735

10. REVIEW OF UNAUDITED INTERIM FINANCIAL INFORMATION

The unaudited interim financial information for the six months ended 30 June 2026 has been reviewed with no disagreement by the Audit Committee of the Company.

CORPORATE GOVERNANCE CODE

During the financial period under review, the Company has applied the principles and complied with all the applicable code provisions of the Corporate Governance Code contained in Appendix C1 to the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited, with one exception as regards Code Provision C.2.1 providing for the roles of chairman and chief executive to be performed by different individuals.

Such deviation is deemed appropriate as it is considered to be more efficient to have one single person to be Chairman of the Company as well as to discharge the executive functions of a chief executive under the Group's corporate structure thereby enabling more effective planning and better execution of long-term strategies. The Board believes that the balance of power and authority is adequately ensured by the operations and governance of the Board which comprises experienced and high calibre individuals, with more than half of them being Independent Non-executive Directors ("INEDs").

PURCHASE, SALE OR REDEMPTION OF SECURITIES

During the financial period under review, neither the Company nor any of its subsidiaries has purchased, sold or redeemed any listed securities (including sale of treasury shares) of the Company. As at 30 June 2026 and up to the date hereof, the Company does not hold any treasury shares (whether in the Central Clearing and Settlement System, or otherwise).

By Order of the Board
Harbour Centre Development Limited
Grace L. C. Ho
Company Secretary

Hong Kong, 4 August 2026

As at the date of this announcement, the Board comprises Mr. Stephen T. H. Ng, Mr. Frankie C. M. Yick and Mr. Peter Z. K. Pao, together with five INEDs, namely, Ms. Michelle Cheng, Mr. David T. C. Lie-A-Cheong, Mr. Roger K. H. Luk, Mr. Michael T. P. Sze and Mr. Ivan T. L. Ting.