HING MING HOLDINGS LIMITED
興銘控股有限公司

(Incorporated in the Cayman Islands with limited liability)

(Stock Code: 8425)

ANNUAL RESULTS ANNOUNCEMENT FOR THE YEAR ENDED 31 MARCH 2026

The board (the "**Board**") of directors (the "**Directors**") of Hing Ming Holdings Limited (the "**Company**") is pleased to announce the audited consolidated results of the Company and its subsidiaries for the year ended 31 March 2026. This announcement, containing the full text of the 2026 Annual Report of the Company, complies with the relevant requirements of the Rules Governing the Listing of Securities on GEM of the Stock Exchange (the "**GEM Listing Rules**") in relation to information to accompany the preliminary announcement of annual results.

By Order of the Board
Hing Ming Holdings Limited
Tang Ming Hei
Chairman, Executive Director and Chief Executive Officer

Hong Kong, 24 June 2026

As at the date of this announcement, the executive Directors are Mr. Tang Ming Hei (Chairman and Chief Executive Officer) and Mr. Tang Hing Keung; the non-executive Director is Ms. Au Fung Yee; and the independent non-executive Directors are Mr. Kwan Woon Man Boris, Mr. Wu Kin San Alfred and Mr. Yeung Chi Fai.

This announcement, for which the Directors collectively and individually accept full responsibility, includes particulars given in compliance with the GEM Listing Rules for the purpose of giving information with regard to the Company. The Directors, having made all reasonable enquiries, confirm that to the best of their knowledge and belief, the information contained in this announcement is accurate and complete in all material respects and not misleading or deceptive, and there are no other matters the omission of which would make any statement herein or this announcement misleading.

This announcement will remain on the "Latest Listed Company Information" page of the Stock Exchange's website at www.hkexnews.hk for at least 7 days from the date of its publication. This announcement will also be published on the website of the Company at www.hing-ming.com.

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2026
ANNUAL REPORT

CHARACTERISTICS OF GEM OF THE STOCK EXCHANGE OF HONG KONG LIMITED (THE "STOCK EXCHANGE")

GEM has been positioned as a market designed to accommodate small and mid-sized companies to which a higher investment risk may be attached than other companies listed on the Main Board of the Stock Exchange. Prospective investors should be aware of the potential risks of investing in such companies and should make the decision to invest only after due and careful consideration.

Given that the companies listed on GEM are generally small and mid-sized companies, there is a risk that securities traded on GEM may be more susceptible to high market volatility than securities traded on the Main Board of the Stock Exchange and no assurance is given that there will be a liquid market in the securities traded on GEM.

Hong Kong Exchanges and Clearing Limited and the Stock Exchange take no responsibility for the contents of this report, make no representation as to its accuracy or completeness and expressly disclaim any liability whatsoever for any loss howsoever arising from or in reliance upon the whole or any part of the contents of this report.

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

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CORPORATE INFORMATION

BOARD OF DIRECTORS

EXECUTIVE DIRECTORS

Mr. Tang Ming Hei *(Chairman and Chief Executive Officer)* (appointed as Chairman and Chief Executive Officer on 26 November 2025)
Mr. Tang Hing Keung (resigned as Chairman and Chief Executive Officer on 26 November 2025)

NON-EXECUTIVE DIRECTORS

Ms. Au Fung Yee
Mr. Au Lop Wah Edmond (retired on 11 July 2025)

INDEPENDENT NON-EXECUTIVE DIRECTORS

Mr. Kwan Woon Man Boris
Mr. Yeung Chi Fai
Mr. Wu Kin San Alfred

AUDIT COMMITTEE

Mr. Wu Kin San Alfred *(Chairman)*
Mr. Kwan Woon Man Boris
Mr. Yeung Chi Fai

REMUNERATION COMMITTEE

Mr. Kwan Woon Man Boris *(Chairman)*
Mr. Yeung Chi Fai
Mr. Wu Kin San Alfred

NOMINATION COMMITTEE

Mr. Kwan Woon Man Boris *(Chairman)*
Mr. Yeung Chi Fai
Mr. Wu Kin San Alfred
Ms. Au Fung Yee (appointed on 27 June 2025)

AUTHORISED REPRESENTATIVES

Mr. Tang Hing Keung
Mr. Tang Ming Hei

COMPANY SECRETARY

Mr. Yu Tsz Ngo

COMPLIANCE OFFICER

Mr. Tang Ming Hei

INDEPENDENT AUDITOR

OOP CPA & Co.
Certified Public Accountants
Registered Public Interest Entity Auditor
20/F, The Chelsea
69 Jervois Street
Sheung Wan
Hong Kong

LEGAL ADVISER

As to Hong Kong Law
Howse Williams
27/F Alexandra House
18 Chater Road
Central, Hong Kong

PRINCIPAL BANKERS

OCBC Wing Hang Bank Limited
DBS Bank (Hong Kong) Limited
Bank of Communications (Hong Kong) Limited

PRINCIPAL SHARE REGISTRAR AND TRANSFER OFFICE

Conyers Trust Company (Cayman) Limited
Cricket Square, Hutchins Drive
PO Box 2681
Grand Cayman KY1-1111
Cayman Islands

HONG KONG BRANCH SHARE REGISTRAR

Boardroom Share Registrars (HK) Limited
Room 2103B, 21st Floor
148 Electric Road
North Point
Hong Kong

REGISTERED OFFICE

Cricket Square, Hutchins Drive
PO Box 2681
Grand Cayman KY1-1111
Cayman Islands

HEAD OFFICE AND PRINCIPAL PLACE OF BUSINESS IN HONG KONG

Room A4, 2/F., Tsim Sha Tsui Mansion
83–87 Nathan Road
Kowloon
Hong Kong

STOCK CODE

8425

COMPANY WEBSITE

www.hing-ming.com

CHAIRMAN'S STATEMENT

Dear Shareholders,

I am pleased to present the annual report of Hing Ming Holdings Limited (the "**Company**" or "**our Company**") and its subsidiaries (collectively, the "**Group**" or "**our Group**") for the year ended 31 March 2026 ("**FY2026**") on behalf of the board (the "**Board**" or "**our Board**") of directors (the "**Directors**" or "**our Directors**") of the Company.

BUSINESS AND FINANCIAL REVIEW

In FY2026, our Group recorded an increase in revenue by approximately 2.3% from approximately HK$106.1 million for the year ended 31 March 2025 ("**FY2025**") to approximately HK$108.5 million for FY2026. Our Group recorded a profit and total comprehensive income of approximately HK$3.2 million for FY2026, as compared to loss and total comprehensive expense of approximately HK$24.7 million for FY2025. The change was mainly due to the decrease in loss on disposals of property, plant and equipment of approximately HK$2.4 million in FY2026 (FY2025: approximately HK$8.6 million), nil impairment loss on property, plant and equipment for FY2026 (FY2025: approximately HK$9.1 million) and the reversal of impairment losses on trade receivables of approximately HK$0.5 million (FY2025: impairment losses on trade receivable of approximately HK$4.4 million) as detailed in the section headed "Management Discussion and Analysis" on pages 4 to 7 of this annual report.

OUTLOOK

At present, the global economic environment is full of uncertainties, such as the global supply chain blockages, inflation and fluctuation in currency exchange rates. Despite the extremely challenging business environment and competition, our Group will continue to strive to focus on capturing the potential growth of the Hong Kong construction market with our Group's competitive strengths and will continue to adopt a positive yet prudent approach in its business strategy, with the aim of enhancing our Group's profitability and shareholders' value in the long run.

Furthermore, our Group will also explore other potential investment opportunities in order to diversify our Group's business and create new source of revenue to our Group.

APPRECIATION

On behalf of the Board, I would like to take this opportunity to express our sincere gratitude to our valuable customers, business partners, shareholders and suppliers for their continuous support, and to our management and staff members for their diligence, dedication and contribution to the growth of our Group.

Tang Ming Hei
Chairman and Chief Executive Officer

Hong Kong, 24 June 2026

MANAGEMENT DISCUSSION AND ANALYSIS

INTRODUCTION

Our Group is principally engaged in (i) providing rental services of construction equipment, mainly including tower cranes and generators; and (ii) trading of equipment and spare parts. We have over 25 years of experience in providing rental and related services of construction equipment to our customers.

BUSINESS REVIEW AND OUTLOOK

During FY2026, the Group expanded its business to meet the needs of our customers. We believe that housing construction will continue to drive the demand for our machinery in the future. Given Hong Kong government's policy in maintaining public housing supply so as to improve living conditions of people with pressing housing needs, the Hong Kong government and related departments are trying to find more locations to build public housing estates in order to cater for the huge demands. In view of the above, we are confident that the demand for tower cranes will remain strong in the years to come.

RENTAL AND RELATED SERVICES

Our Group has been providing construction equipment, mainly including tower cranes to our customers for housing construction or repair and refurbishment purposes. We also provide related services in installation, dismantling, commissioning, servicing, maintaining, jacking up or down, inspection service and transportation of tower cranes.

TRADING OF EQUIPMENT AND SPARE PARTS

With our established customer and supplier base, we also engage in the trading of equipment and spare parts, mainly including parts and wire rope, predominantly in Hong Kong which further enhances our capability to satisfy customers' demands. We source our equipment and spare parts from suppliers mainly located in Hong Kong and China, and sell them mainly to construction contractors and trading companies in Hong Kong.

For the long-term and diversified development of our Group, we have been exploring other business opportunities in the construction industry in Hong Kong, in an attempt to create greater sustainable returns for our shareholders.

RENTAL FLEET

As at 31 March 2026, the machinery which we carried as part of our rental fleet included temporary suspended working platforms, tower cranes and generators. Details of the machinery available for our rental operations are summarised as follows:

	As at	
	31 March 2026 Number in fleet	31 March 2025 Number in fleet
Tower cranes	**60**	61

In order to capture the market demand for rental services of tower cranes and to meet the needs of our customers, we purchased 3 tower cranes and 4 existing tower cranes were sold during FY2026. Such new tower cranes have been used for building construction projects in Kowloon Tong and West Kowloon station, Hong Kong.

Our Directors will continue to monitor the expansion plan of our rental fleet and the capital requirements of our Group regularly, and will consider rescheduling such expansion according to our operation and needs, the preference of our target customers and the market conditions if necessary. We shall also review regularly the timing for the purchase of additional, and the replacement of existing, construction machineries if, among others, market conditions have changed.

MANAGEMENT DISCUSSION AND ANALYSIS

FINANCIAL REVIEW

REVENUE

Our Group recorded an increase in revenue for FY2026 by approximately 2.3% to approximately HK$108.5 million as compared with the revenue of approximately HK$106.1 million for FY2025. The increase was mainly due to the increase in the related income generated from services in equipment installation, demolition and inspection services.

COST OF SALES AND SERVICES RENDERED

Our Group's cost of sales and services rendered amounted to approximately HK$78.6 million for FY2026, representing a decrease of approximately 5.4% (FY2025: approximately HK$83.1 million). Cost of sales and services rendered mainly represents the cost of inventories sold and materials consumed, subcontracting fee, staff costs, rental of equipment and depreciation. The decrease was driven by the decrease in cost of inventories sold for FY2026.

GROSS PROFIT AND GROSS PROFIT MARGIN

Our Group's gross profit increased by approximately 30.2% from approximately HK$22.9 million for FY2025 to approximately HK$29.9 million for FY2026 with gross profit margin increasing to approximately 27.5% for FY2026 (FY2025: approximately 21.6%).

OTHER INCOME

Our Group recognised other income of approximately HK$396,000 and HK$255,000 for FY2026 and FY2025, respectively.

ADMINISTRATIVE EXPENSES

Our administrative expenses amounted to approximately HK$25.2 million and HK$31.5 million for FY2026 and FY2025, respectively. Administrative expenses primarily consist of salaries and benefit payments paid to directors and staff, depreciation, audit fee and legal and professional fees to ensure on going compliance with relevant rules and regulations. The decrease in administrative expenses was mainly due to decrease in loss on disposals of property, plant and equipment of approximately HK$2.4 million in FY2026 (FY2025: approximately HK$8.6 million).

FINANCE COSTS

Our finance costs increased by approximately HK$1.5 million or 80.0% from approximately HK$1.9 million for FY2025 to approximately HK$3.4 million for FY2026. The increase was mainly due to the increase in interest on other borrowings and lease liabilities.

PROFIT/LOSS AND TOTAL COMPREHENSIVE INCOME/EXPENSE FOR THE YEAR

Our Group recorded a profit and total comprehensive income of approximately HK$3.2 million for FY2026, as compared to a loss and total comprehensive expense of approximately HK$24.7 million for FY2025. The change was mainly due to the decrease in loss on disposals of property, plant and equipment of approximately HK$2.4 million in FY2026 (FY2025: approximately HK$8.6 million), nil impairment loss on property, plant and equipment for FY2026 (FY2025: approximately HK$9.1 million) and the reversal of impairment losses on trade receivables of approximately HK$0.5 million (FY2025: impairment losses on trade receivable of approximately HK$4.4 million).

CAPITAL EXPENDITURE

Our Group's capital expenditure during FY2026, which primarily comprised expenditure on lease of properties for own use and plant and machinery, amounted to approximately HK$11.7 million (FY2025: approximately HK$60.3 million). The capital expenditure on plant and machinery was used to purchase additional tower cranes, which accounted for approximately 99.5% (FY2025: 95.8%), of the total capital expenditure in FY2026.

LIQUIDITY AND CAPITAL RESOURCES

Our Group financed the operations through a combination of cash flow from operations and finance leases. As at 31 March 2026, our Group had cash and cash equivalents of approximately HK$13.3 million (31 March 2025: approximately HK$12.4 million).

As at 31 March 2026, we had interest-bearing lease liabilities, loan and borrowing of approximately HK$50.6 million (31 March 2025: interest-bearing payables for purchase of property, plant and equipment, lease liabilities, loan and borrowing of approximately HK$52.6 million), which were denominated in Renminbi, United States Dollars and Euro. Our gearing ratio, calculated based on the interest-bearing payables for purchase of property, plant and equipment, lease liabilities, loan and borrowing divided by the total equity at the end of the year and multiplied by 100%, stood at approximately 53.1% as at 31 March 2026 (31 March 2025: approximately 56.9%). The decrease in gearing ratio was mainly attributable to the decrease in outstanding balance of interest-bearing bank and other borrowings.

As at 31 March 2026, our Group had net current assets of approximately HK$2.7 million (31 March 2025: approximately HK$0.4 million). The increase in net current assets was the results of the decrease in current liabilities, mainly contributed by the decrease in trade and other payables.

Our Group's financial position is sound and strong. With available bank balances and cash and banking facilities, our Group has sufficient liquidity to satisfy the funding requirements.

CAPITAL STRUCTURE

As at 31 March 2026, our Company's issued share capital amounted to HK$3,760,000 (31 March 2025: HK$3,760,000) and there were a total of 376,000,000 (31 March 2025: 376,000,000) issued ordinary shares with a nominal value of HK$0.01 each.

CAPITAL COMMITMENTS

As at 31 March 2026, the Group had no capital commitments (31 March 2025: approximately HK$8.6 million).

CONTINGENT LIABILITIES

As at 31 March 2025, the Company issued corporate guarantee to a subsidiary in respect of the plant and machinery under lease arrangement at 5.12%–5.18% per annum with the carrying amount of approximately HK$987,000. No contingent liability has been noted as at 31 March 2026.

Save as disclosed above and in note 30 to the consolidated financial statements, as at 31 March 2026, our Group had no material contingent liabilities (31 March 2025: Nil).

FOREIGN EXCHANGE EXPOSURE

The Group is exposed to foreign currency risk primarily attributable to the sales and purchases that are denominated in a currency other than the functional currency of the operations to which the transaction relate. The currency giving rise to this risk is primarily Renminbi, Euro and United States dollars. The Group does not hold or issue material derivative financial instruments for trading purposes or to hedge against fluctuations in foreign exchange rates, but the management continuously monitors foreign exchange exposure and will consider hedging significant foreign currency exposure should the need arise.

DIVIDEND

Our Board has resolved not to recommend the payment of a final dividend for FY2026 (FY2025: Nil).

MATERIAL ACQUISITIONS OR DISPOSALS OF SUBSIDIARIES, ASSOCIATES AND JOINT VENTURES, AND PLANS FOR MATERIAL INVESTMENTS OR CAPITAL ASSETS

There were no material acquisitions or disposals of subsidiaries, associates and joint ventures by the Group during FY2026 and there was no other plan for material investments or capital assets as at 31 March 2026.

SIGNIFICANT INVESTMENTS

As at 31 March 2026, our Group did not hold any significant investments.

CHARGE ON OUR GROUP'S ASSETS

As at 31 March 2026, our Group had no charges on our Group's assets.

EMPLOYEES AND REMUNERATION POLICIES

As at 31 March 2026, our Group employed 33 (FY2025: 32) full-time employees. Staff costs of our Group (including Directors' remuneration) were approximately HK$27.8 million in FY2026 (FY2025: approximately HK$27.8 million). The staff costs included the performance bonus paid to directors and staff of approximately HK$2.8 million paid during FY2026. We determine the employees' remuneration based on factors such as qualification, responsibilities, contributions and years of experience. In addition to the basic salary and discretionary bonus that may be granted to staff by reference to the Group's financial results, individual staff member's performance and the market conditions, we provide a defined contribution to the mandatory provident fund as required under the Mandatory Provident Fund Schemes Ordinance (Chapter 485 of the Laws of Hong Kong) for our eligible employees in Hong Kong. The key principle of our remuneration policy is to remunerate employees in a manner that is market competitive. We regularly carry out staff evaluation to assess their performance. Furthermore, our Company has adopted a share option scheme to reward the participants (as defined thereunder) for their contribution to our Group. The Group also arranges on-the-job trainings relevant to the employees' current job duties to update and further develop their skills and knowledge.

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

Neither the Company nor any member of the Group purchased, sold or redeemed any of the listed securities of the Company (including sale of treasury shares) during FY2026.

DIRECTORS AND SENIOR MANAGEMENT

OVERVIEW

Our Board consists of six Directors, comprising two executive Directors, one non-executive Director and three independent non-executive Directors. Our Board is responsible for and has general powers for management and conduct of our Group's business. Our senior management consists of our director of engineering. Our senior management is responsible for the day-to-day management of our business.

DIRECTORS

EXECUTIVE DIRECTORS

Mr. Tang Ming Hei (鄧銘禧)

Executive Director, Chairman and Chief Executive Officer

Mr. Tang Ming Hei, aged 38, was appointed as our Director on 24 May 2016 and designated as our executive Director on 24 June 2016. He was also appointed as the compliance officer of the Company on 23 June 2016. He is responsible for advising on compliance matters of our Group. He was also appointed as the chairman of our Board and the chief executive officer of the Company on 26 November 2025, pursuant to which he has been responsible for strategic planning and the overall management and supervision of operations of our Group.

Mr. Tang Ming Hei had worked as a part-time compliance consultant of Hing Ming Gondola since December 2015 until he joined our Group as a full-time compliance consultant in April 2016. He worked in CACEIS Hong Kong Trust Company Limited, a member of Crédit Agricole Group, from December 2014 to April 2016. From November 2013 to December 2014, he worked as a tax consultant in KPMG Tax Limited.

Mr. Tang Ming Hei obtained a dual degree of Bachelors of Laws and Commerce from The University of Queensland, Australia in July 2012. In July 2013, he obtained the Graduate Diploma in Legal Practice from The Australian National University, Australia and obtained a degree of Master of Commerce in Financial Econometrics from the University of New South Wales, Australia.

Mr. Tang Ming Hei was admitted as a Lawyer of the Supreme Court of New South Wales by The Supreme Court of New South Wales in July 2013. He was also admitted as an associate member of CPA Australia in June 2014.

In line with his commitment to continuous professional development and innovation, Mr. Tang Ming Hei has enrolled in the "Developing AI Strategy" certificate program offered by RMIT University, Australia.

Mr. Tang Ming Hei is the son of Mr. Tang Hing Keung and Ms. Au Fung Yee, an executive Director and a non-executive Director, respectively.

Mr. Tang Hing Keung (鄧興強)

Executive Director

Mr. Tang Hing Keung, aged 68, was appointed as our Director on 8 April 2016 and designated as our executive Director on 24 June 2016. Mr. Tang Hing Keung also holds directorships in all the subsidiaries of the Company. He is one of the founders of our Group. Tang Hing Keung has been a director of Hing Ming Gondola (HK) Company Limited ("**Hing Ming Gondola**") and Trend Novel Limited, both wholly-owned subsidiaries of the Company since September 1997 and April 2016, respectively. Mr. Tang Hing Keung is a director of Hing Gut Limited, which holds approximately 31.9% of the issued Shares as at the date of this annual report.

Mr. Tang Hing Keung has over 25 years of experience in the construction industry, in particular the suspended working platform industry and the tower crane industry in Hong Kong. Prior to incorporating Hing Ming Gondola, he worked in a number of construction companies in Hong Kong. From 1979 to 1983, Mr. Tang Hing Keung worked as a technician in Hopewell Construction Company Limited, mainly responsible for (i) operating tower cranes, welding machines and hydraulic machines, and (ii) repairing tower cranes, suspended working platforms and security cages for workers. From 1983 to 1988, Mr. Tang Hing Keung worked as a technician in Hip Hing Construction Company Limited, mainly responsible for (i) operating tower cranes and welding machines, (ii) installing and repairing construction equipment and (iii) installing security cages for workers. In 1988 and 1989, he worked in Gammon Construction Limited, mainly responsible for operating tower cranes. In February 1990, he established Hing Ming Engineering Co. as a sole proprietorship to start up his own business of machinery engineering in Hong Kong. Mr. Tang Hing Keung completed a three-year prevocational course in Caritas St. Joseph Prevocational School in November 1974.

Mr. Tang Hing Keung was conferred the title of honorary principal of 龍潭興銘雁心小學 (Longtan Hing Ming Hearts Hope Primary School) and 興銘雁心希望小學 (Hing Ming Hearts Hope Primary School) in September 2010 and March 2013, respectively. Both of the schools are in Hunan, the People's Republic of China (the "**PRC**").

Mr. Tang Hing Keung is the husband of Ms. Au Fung Yee, a non-executive Director and the father of Mr. Tang Ming Hei, the chairman of the Board, an executive Director and the chief executive officer of the Company.

NON-EXECUTIVE DIRECTOR

Ms. Au Fung Yee (區鳳怡)

Non-executive Director

Ms. Au Fung Yee, aged 63, was appointed as our Director on 8 April 2016 and designated as our non-executive Director on 24 June 2016. She is also a member of the nomination committee of the Board (the "**Nomination Committee**"). She is one of the founders of our Group and is responsible for the strategic planning and financial planning of our Group. Ms. Au Fung Yee has been a director of Hing Ming Gondola and Trend Novel Limited since September 1997 and April 2016, respectively. Ms. Au Fung Yee is a director of Hing Gut Limited, which holds approximately 31.9% of the issued Shares as at the date of this annual report.

Ms. Au Fung Yee has more than 20 years of experience in the business of suspended working platforms-related business. She founded Hing Ming Gondola together with Mr. Tang Hing Keung in September 1997 and has been a director thereof since then, mainly responsible for handling financial matters. She was also the company secretary of Hing Ming Gondola during the period between September 1997 and June 2006.

Ms. Au Fung Yee is the wife of Mr. Tang Hing Keung, an executive Director and the mother of Mr. Tang Ming Hei, the chairman of the Board, an executive Director and the chief executive officer of the Company.

INDEPENDENT NON-EXECUTIVE DIRECTORS

Mr. Kwan Woon Man Boris (關煥民)

Independent Non-executive Director

Mr. Kwan Woon Man Boris, aged 67, was appointed as our independent non-executive Director on 23 February 2017. He is also the chairman of each of the Nomination Committee and the remuneration committee of the Board (the "**Remuneration Committee**") as well as a member of the audit committee of the Board (the "**Audit Committee**"). He is primarily responsible for providing independent advice to our Board.

Mr. Kwan is a principal security manager of Megastrength Security Services Company Limited, mainly responsible for management of the company. He joined the Hong Kong Police Force in 1978 and retired in 2014 with his last position being the chief inspector. During his service with the Hong Kong Police Force, he was awarded the Hong Kong Police Medal for Meritorious Service in the Hong Kong Special Administrative Region 2014 Honours List in July 2014.

Mr. Kwan completed a Diploma Programme in Police Studies organised by the School of Continuing Studies, The Chinese University of Hong Kong in January 2002.

Mr. Wu Kin San Alfred（胡健生）

Independent non-executive director

Mr. Wu Kin San Alfred, aged 44, was appointed as our independent non-executive Director on 1 November 2023. He is also the chairman of the Audit Committee as well as a member of each of the Nomination Committee and the Remuneration Committee. He is primarily responsible for providing independent advice to the Board.

Mr. Wu has over 20 years of experience in auditing, corporate finance and investment banking. He is currently the executive director, general industry team, investment banking department of Fosun International Capital Limited.

From January 2004 to August 2007, Mr. Wu worked in Deloitte Touche Tohmatsu where his last position was senior accountant. From August 2007 to March 2009, Mr. Wu worked in ICEA Capital Limited where his last position was analyst — investment banking division. From April 2009 to February 2010, Mr. Wu worked in ICBC International Holdings Limited where his last position was associate — investment banking division. From February 2010 to September 2010, Mr. Wu was vice president — investment banking department of CMB International Capital Holdings Corporation Limited (formerly known as CMB International Capital Corporation Limited). From September 2010 to May 2013, Mr. Wu was vice president — investment banking division of CMB International Capital Limited. From May 2013 to August 2014, Mr. Wu worked in Haitong International Capital Limited, which is a subsidiary of Haitong International Securities Group Limited (the shares of which are listed on the Main Board of the Stock Exchange (stock code: 665)) as vice president. From August 2014 to April 2016, Mr. Wu worked in Guosen Securities (HK) Financial Holdings Co., Ltd where his last position was director — investment banking department. From April 2016 to October 2024, Mr. Wu worked at Fortune Financial Capital Limited, a subsidiary of GoFintech Innovation Limited (formerly known as China Fortune Financial Group Limited), the shares of which are listed on the Main Board of the Stock Exchange (stock code: 290), where his last position was managing director of the corporate finance department.

From March 2019 to November 2024, Mr. Wu was an independent non-executive director of Novacon Technology Group Limited (currently known as Elephant Holdings Group Limited), the shares of which are listed on GEM of the Stock Exchange (stock code: 8635). From February 2018 to December 2022, Mr. Wu was an independent non-executive director of Tongda Hong Tai Holdings Limited, the shares of which are listed on the Main Board of the Stock Exchange (stock code: 2363).

Mr. Wu obtained a degree of Bachelor of Arts in Accounting and Financial Analysis and a Master's degree of Arts in International Financial Analysis from University of Newcastle upon Tyne (currently known as Newcastle University), the United Kingdom, in July 2002 and December 2003, respectively. He was admitted as a member and a fellow of the Hong Kong Institute of Certified Public Accountants in March 2009 and May 2022, respectively.

Mr. Yeung Chi Fai (楊志輝)

Independent non-executive director

Mr. Yeung Chi Fai (楊志輝), aged 76, was appointed as our independent non-executive Director on 5 March 2021. He is also a member of each of the Audit Committee, the Nomination Committee and the Remuneration Committee. He is primarily responsible for providing independent advice to the Board.

Mr. Yeung joined the Hong Kong Police Force in August 1972 and retired from the Hong Kong Police Force in June 2005 with his last position being station sergeant. During his service with the Hong Kong Police Force, he was awarded the Police Long Service Medal in August 1990, the 1st Clasp in August 1997 and the 2nd Clasp in August 2002. On the occasion of his retirement, he was awarded the Certificate of Exemplary Service from the Commissioner of Hong Kong Police in May 2004 which further recognised his diligence, efficiency and high standard of duty performance during his service with the Hong Kong Police Force.

Save as disclosed in the sections headed "Directors and Senior Management" on pages 8 to 11 and "Report of the Directors" on pages 12 to 23 of this annual report, none of the Directors is a director or employee of a company which has an interest in the share capital of the Company which would fall to be disclosed to the Company under the provisions in Divisions 2 and 3 of Part XV of the Securities and Futures Ordinance (Chapter 571 of the Laws of Hong Kong) (the "**SFO**").

SENIOR MANAGEMENT

Mr. Wong Hon Keung (王漢強)

Director of Engineering

Mr. Wong Hon Keung (王漢強), aged 67, is the director of engineering of our Group. He joined our Group in September 1997 as construction site controller and is primarily responsible for monitoring the installation, operations and maintenance of suspended working platforms, as well as providing training and issuing the operation certificate of suspended working platforms. Mr. Wong has over 35 years of experience in the construction industry. He is a registered skilled worker under the trade division of Plant & Equipment Mechanic (construction work) (Master) with the Hong Kong Construction Industry Council under the Senior Workers Registration Arrangement. Only senior workers with at least 10 years' experience of relevant trade divisions are allowed to register as skilled workers under such arrangement.

REPORT OF THE DIRECTORS

The Board is pleased to present to the shareholders the annual report together with the audited consolidated financial statements of our Group for FY2026.

PRINCIPAL ACTIVITIES

The principal activity of the Company is investment holding and details including the principal activities of its subsidiaries are set out in note 33 to the consolidated financial statements. There was no significant change in our Group's principal activities during FY2026.

CORPORATE REORGANISATION

The Company was incorporated in the Cayman Islands on 8 April 2016 as an exempted company with limited liability under the Companies Act, Chapter 22 (Law 3 of 1961, as consolidated and revised), of the Cayman Islands. In preparation for the listing of the Shares on GEM, the companies now comprising our Group underwent a corporate reorganisation (the "**Reorganisation**"), pursuant to which the Company became the holding company of our Group on 23 February 2017. For details of the Reorganisation, please refer to the section headed "History, Development and Reorganisation" in the Prospectus.

The issued Shares have been listed on GEM of the Stock Exchange since 15 March 2017.

RESULTS AND APPROPRIATIONS

The results of our Group for FY2026 are set out in the consolidated statement of profit or loss and other comprehensive income on page 75 of this annual report. No dividend was paid or proposed by the Company during FY2026.

The Board has resolved not to recommend the payment of a final dividend for FY2026 (FY2025: Nil).

BUSINESS REVIEW

The review of the business of our Group during FY2026 and the discussion on our Group's future business development are set out in the sections headed "Chairman's Statement" and "Management Discussion and Analysis" on page 3 and pages 4 to 7, respectively, of this annual report, and the description of principal risks and uncertainties facing our Group and the key financial performance indicators are set out in the sections headed "Report of the Directors" and "Management Discussion and Analysis" on pages 12 to 23 and pages 4 to 7 of this annual report, respectively. The financial risk management and fair values of financial instruments of our Group are set out in note 28 to the consolidated financial statements. No important event affecting our Group has occurred since the end of FY2026 and up to the date of this annual report. In addition, discussions on our Group's principal risks and uncertainties, relationships with key stakeholders, environmental policies and performance and compliance with relevant laws and regulations which have a significant impact on our Group are as follows:

PRINCIPAL RISKS AND UNCERTAINTIES

Our Group's financial condition, results of operations, businesses and prospects would be affected by a number of risks and uncertainties. All the risks relating to our Group's business have been set out in the Prospectus under the section headed "Risk Factors".

RELATIONSHIP WITH KEY STAKEHOLDERS

Our Group's success depends on, amongst other matters, the support from key stakeholders who/which comprise employees, customers and suppliers.

EMPLOYEES

Employees are regarded as important and valuable assets of our Group. The objectives of our Group's human resource management are to reward and recognise performing staff by providing a competitive remuneration package and implementing a sound performance appraisal system with appropriate incentives, and to promote career development and progression by appropriate training and providing opportunities within our Group for career advancement.

CUSTOMERS

Our customers consist of construction companies, owners of commercial properties and trading companies in Hong Kong, as well as overseas suspended working platform companies. We have established long-term business relationships with some of our customers for over 10 years. Our sales and marketing team maintains contacts with these customers on a regular basis to understand their needs and to provide relevant information to support their projects.

SUPPLIERS

Our suppliers include components and equipment suppliers, which are located in the PRC and Hong Kong. We communicate with our suppliers regularly to ensure that they are committed to delivering high-quality and sustainable products and services. We select suppliers from our pre-approved list of suppliers.

ENVIRONMENTAL POLICIES AND PERFORMANCE

We believe that our business depends on, among others, our ability to meet our customers' requirements in respect of safety, quality and environmental aspects. In order to meet our customers' requirements, we have established safety, quality and environmental management systems. Through an effective control of our operations, compliance with safety, quality and environmental requirements can be further assured. Please refer to "Environmental, Social and Governance Report" in this annual report for details of our environmental policies and performance.

COMPLIANCE WITH RELEVANT LAWS AND REGULATIONS

To the best of the Directors' knowledge, information and belief, and having made all reasonable enquiries, the Directors confirmed that during FY2026 and up to the date of this annual report, our Group had obtained all the registrations and certifications required for its business and operations and had complied with the applicable laws and regulations in Hong Kong that had a significant impact on it.

PROPERTY, PLANT AND EQUIPMENT

Details of the movements in property, plant and equipment of our Group during FY2026 are set out in note 13 to the consolidated financial statements.

SHARE CAPITAL

Details of the movements in share capital of the Company during FY2026, together with the reasons therefor, are set out in note 27 to the consolidated financial statements.

PURCHASE, SALE OR REDEMPTION OF LISTED SHARES OF THE COMPANY

During FY2026 and thereafter up to the date of this annual report, our Company did not redeem any of its listed securities nor did the Company or any member of our Group purchase or sell such securities.

DISTRIBUTABLE RESERVES

As at 31 March 2026, the Company had reserves amounting to approximately nil (2025: approximately HK$4,753,000) available for distribution as calculated based on the Company's share premium and retained earnings under applicable provisions of the Companies Act, Chapter 22 (Law 3 of 1961, as consolidated and revised) of the Cayman Islands.

FINANCIAL SUMMARY

A summary of the results and of the assets and liabilities of our Group for the last five financial years is set out on page 124 of this annual report. This summary does not form part of the audited consolidated financial statements of our Group for FY2026.

DIRECTORS

The Directors during FY2026 and up to the date of this annual report were:

EXECUTIVE DIRECTORS

Mr. Tang Ming Hei *(Chairman and Chief Executive Officer)*
Mr. Tang Hing Keung

NON-EXECUTIVE DIRECTORS

Ms. Au Fung Yee
Mr. Au Lop Wah Edmond (Retired on 11 July 2025)

INDEPENDENT NON-EXECUTIVE DIRECTORS

Mr. Kwan Woon Man Boris
Mr. Yeung Chi Fai
Mr. Wu Kin San Alfred

Information regarding Directors' emoluments and the five highest paid individuals in our Group are set out in note 11 to the consolidated financial statements.

The biographical details of the Directors and the senior management of the Group are set out in the section headed "Directors and Senior Management" of this annual report.

Pursuant to article 83(3) of the articles of association of the Company (the "**Articles of Association**"), any Director appointed by the Board to fill a casual vacancy on or as an addition to the Board shall hold office only until the first annual general meeting of the Company (the "**AGM**") after his appointment and shall then be eligible for re-election.

Pursuant to article 84(1) of the Articles of Association, at each AGM, one-third of the Directors for the time being (or, if their number is not a multiple of three (3), the number nearest to but not less than one-third) shall retire from office by rotation provided that every Director shall be subject to retirement at an AGM at least once every three years. Pursuant to article 84(2) of the Articles of Association, a retiring Director shall be eligible for re-election and shall continue to act as a Director throughout the meeting at which he retires. The Directors to retire by rotation shall include (so far as necessary to ascertain the number of Directors to retire by rotation) any Director who wishes to retire and not to offer himself for re-election. Any further Directors so to retire shall be those of the other Directors subject to retirement by rotation, who have been longest in office since their last re-election or appointment and so that as between persons who became or were last re-elected Directors on the same day those to retire shall (unless they otherwise agree among themselves) be determined by lot. Any Director appointed by the Board pursuant to article 83(3) of the Articles of Association shall not be taken into account in determining which particular Directors or the number of Directors who are to retire by rotation. Accordingly, Mr. Tang Hing Keung and Mr. Wu Kin San Alfred will retire from office by rotation at the forthcoming AGM and, being eligible, will offer themselves for re-election thereat.

The Company has received from each of the independent non-executive Directors an annual confirmation of his/her independence pursuant to Rule 5.09 of the GEM Listing Rules. The Company considers that all of the independent non-executive Directors are independent.

DIRECTORS' SERVICE CONTRACTS AND LETTERS OF APPOINTMENT

Each of our executive Directors has entered into a service contract with the Company for a term of three years commencing on the Listing Date or if later, the relevant appointment/renewal date, which is automatically renewable for successive terms of three years upon expiry, unless terminated by not less than three months' notice in writing served by either party on the other, and is subject to other termination provisions therein and the provisions on retirement of Directors as set out in the memorandum of association of the Company and the Articles of Association (the "**M&A**").

Each of our non-executive Director and independent non-executive Directors has entered into a letter of appointment with the Company for an initial fixed term of three years commencing on the Listing Date or if later, the relevant appointment/renewal date, which is automatically renewable for successive terms of three years upon expiry, unless terminated (i) by not less than one month's notice in writing served by the relevant Director; or (ii) forthwith by the Company by notice in writing, and is subject to other termination provisions therein and the provisions on retirement of Directors as set out in the M&A.

No Director proposed for re-election at the forthcoming AGM has entered into a service contract or letter of appointment with the Company, which is not determinable by the Company within one year without payment of compensation, other than statutory compensation.

EQUITY-LINKED AGREEMENTS

No equity-linked agreements were entered into by our Group during FY2026 or existed at the end of FY2026.

ARRANGEMENTS FOR DIRECTORS TO ACQUIRE SHARES OR DEBENTURES

At no time during FY2026 or at the end of FY2026 was the Company, or any of its subsidiaries or fellow subsidiaries, or the holding company a party to any arrangements to enable the Directors to acquire benefits by means of the acquisition of shares in, or debentures of, the Company or any other body corporate.

DIRECTORS' AND CHIEF EXECUTIVE'S INTERESTS AND SHORT POSITIONS IN THE SHARES, UNDERLYING SHARES AND DEBENTURES OF THE COMPANY OR ANY ASSOCIATED CORPORATION

As at 31 March 2026, the interests or short positions of each of the Directors and the chief executive of the Company in the shares, underlying shares and debentures of the Company and its associated corporations (within the meaning of Part XV of the SFO), which would have to be notified to the Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including interests and short positions which he/she was taken or deemed to have taken under such provisions of the SFO) or which would be required (a) pursuant to section 352 of the SFO, to be recorded in the register referred to therein or (b) pursuant to Rules 5.46 to 5.67 of the GEM Listing Rules, to be notified to the Company and the Stock Exchange, are set out as follows:

LONG POSITION IN THE ORDINARY SHARES OF THE COMPANY

Name of Directors	Capacity/Nature of Interest	Number of Shares Held	Approximate Percentage of Total Issued Shares
Mr. Tang Hing Keung (Note)	Interest in a controlled corporation	120,000,000 (L)	31.9%
Ms. Au Fung Yee (Note)	Interest of spouse	120,000,000 (L)	31.9%
Mr. Tang Ming Hei	Beneficial interest	128,132,000 (L)	34.1%

Note: The Company is owned as to approximately 31.9% by Hing Gut Limited ("**Hing Gut**") which is an investment holding company. Hing Gut is owned as to 90.0% by Mr. Tang Hing Keung and as to 10.0% by Ms. Au Fung Yee. Under the SFO, Mr. Tang Hing Keung is deemed to be interested in the same number of Shares held by Hing Gut. Ms. Au Fung Yee is the wife of Mr. Tang Hing Keung. Under the SFO, Ms. Au Fung Yee is deemed to be interested in the same number of Shares in which Mr. Tang Hing Keung is interested and is deemed to be interested. Mr. Tang Hing Keung and Ms. Au Fung Yee are directors of Hing Gut.

L: Denotes a "long position" (as defined under Part XV of the SFO) in such Shares.

LONG POSITION IN THE ORDINARY SHARES OF THE ASSOCIATED CORPORATION

Name of Directors	Name of Associated Corporation	Capacity/ Nature of Interest	Number of Shares Held	Percentage of Shareholding
Mr. Tang Hing Keung	Hing Gut	Beneficial owner	9	90.0%
Ms. Au Fung Yee	Hing Gut	Beneficial owner	1	10.0%

L: Denotes a "long position" (as defined under Part XV of the SFO) in such Shares.

Save as disclosed above, as at 31 March 2026, none of the Directors and the chief executive of the Company had registered an interest or short position in the shares or underlying shares or debentures of the Company or any of its associated corporations (within the meaning of Part XV of the SFO), which were required (a) to be notified to the Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including interests and short positions which they were taken or deemed to have under such provisions of the SFO) or (b) pursuant to section 352 of the SFO, to be recorded in the register referred to therein or (c) pursuant to Rules 5.46 to 5.67 of the GEM Listing Rules, to be notified to the Company and the Stock Exchange.

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

As at 31 March 2026, so far as is known to the Directors, the following persons/entity (other than the Directors or chief executive of the Company, whose interests or short positions are disclosed under the paragraph headed "Directors' and chief executive's interests and short positions in the shares, underlying shares and debentures of the Company or any associated corporation" above) had interests or short positions in the Shares and the underlying Shares, which were required to be disclosed under the provisions of Divisions 2 and 3 of Part XV of the SFO, or which would be required, pursuant to section 336 of the SFO, to be entered in the register referred to therein:

LONG POSITION IN THE ORDINARY SHARES

Name of Shareholder	Capacity/ Nature of Interest	Number of Shares Held	Percentage of Total Issued Shares
Hing Gut (Note)	Beneficial Interest	120,000,000 (L)	31.9%

Note: The Company is owned as to approximately 31.9% by Hing Gut. Hing Gut is owned as to 90.0% by Mr. Tang Hing Keung and as to 10.0% by Ms. Au Fung Yee. Under the SFO, Mr. Tang Hing Keung is deemed to be interested in the same number of Shares held by Hing Gut. Ms. Au Fung Yee is the wife of Mr. Tang Hing Keung. Under the SFO, Ms. Au Fung Yee is deemed to be interested in the same number of Shares in which Mr. Tang Hing Keung is interested and is deemed to be interested.

L: Denotes a "long position" (as defined under Part XV of the SFO) in such Shares.

Save as disclosed above, as at 31 March 2026, the Directors were not aware of any persons who or entities which had interests or short positions in the Shares or underlying Shares, which would fall to be disclosed to the Company under the provisions of Divisions 2 and 3 of Part XV of the SFO, or which would be required, pursuant to section 336 of the SFO, to be recorded in the register referred to therein.

SHARE OPTION SCHEME

PURPOSE OF THE SHARE OPTION SCHEME

The Company's share option scheme (the "**Share Option Scheme**") was adopted pursuant to a resolution passed on 23 February 2017 for the purpose of providing incentives or rewards to eligible persons whom the Board considers, in its sole discretion, to have contributed or will contribute to our Group. As the Share Option Scheme was adopted before the effective date of the new Chapter 23 of the GEM Listing Rules (i.e. 1 January 2023), the Company has complied and will continue to comply with the new Chapter 23 to the extent required by the transitional arrangements for the existing share schemes. In the future event that the Company wishes to make grants under the Share Option Scheme and/or adopt new share scheme(s), the Company will make appropriate announcement and if necessary seek shareholders' approval accordingly.

As no share option has been granted under the Share Option Scheme since its adoption and up to 31 March 2026, there was no share option outstanding as at 31 March 2026 and no option was exercised or cancelled or lapsed during FY2026.

ELIGIBLE PARTICIPANTS OF THE SHARE OPTION SCHEME

Under the Share Option Scheme, the Board may grant options to eligible persons, including directors of the Company and members of our Group, to subscribe for the Shares. Eligible persons of the Share Option Scheme include, among others, any executive, any employee (including full-time or part-time employee), director (including an independent non-executive Director), shareholder of any member of our Group and an associate of any of the aforementioned persons (the "**Eligible Persons**").

TOTAL NUMBER OF SHARES AVAILABLE FOR ISSUE UNDER THE SHARE OPTION SCHEME TOGETHER WITH THE PERCENTAGE OF THE ISSUED SHARES THAT IT REPRESENTS AS AT THE DATE OF THIS ANNUAL REPORT

The Board shall set out in the offer the terms on which the option is to be granted. The maximum number of Shares which may be issued upon exercise of all outstanding options granted and yet to be exercised under the Share Option Scheme and any other schemes of the Company must not exceed 30% of the Shares in issue from time to time. No options shall be granted under the Share Option Scheme at any time if such grant shall result in the scheme limit being exceeded.

The total number of Shares which may be issued upon exercise of all options to be granted under the Share Option Scheme and any other schemes of the Company shall not in aggregate exceed 40,000,000 Shares (equivalent to 10% of the total number of Shares in issue as at the Listing Date). The Company may seek approval of its shareholders in general meeting for refreshing such 10% limit.

MAXIMUM ENTITLEMENT OF EACH ELIGIBLE PARTICIPANT UNDER THE SHARE OPTION SCHEME

Subject to the following paragraph, the maximum number of Shares issued and to be issued upon exercise of the options granted to each Eligible Person (including both exercised and outstanding options) in any 12-month period shall not exceed 1% of the Shares in issue for the time being. Any further grant of share options in excess of this limit is subject to shareholders' approval in a general meeting.

Where any grant of options to a substantial shareholder or an independent non-executive Director, or any of their respective associates, would result in the Shares issued and to be issued upon exercise of all options already granted and to be granted (including options exercised, cancelled and outstanding) to such person in the 12-month period up to and including the date of such grant (i) representing in aggregate over 0.1% of the Shares in issue on the date of such grant; and (ii) having an aggregate value, based on the closing price of the Shares as stated in the daily quotations sheets issued by the Stock Exchange on the date of grant, in excess of HK$5.0 million, such further grant of the options shall be subject to prior approval of the shareholders with such person and his associates abstaining from voting in favour at the general meeting.

Any grant of options to any Director, chief executive or substantial shareholder (as defined in the GEM Listing Rules) of the Company, or any of their respective associates under the Share Option Scheme is subject to the prior approval of the independent non-executive Directors (excluding the independent non-executive Director who or whose associate is the grantee of an option).

PERIOD WITHIN WHICH THE OPTIONS MAY BE ACCEPTED BY GRANTEES UNDER THE SHARE OPTION SCHEME

An offer for the grant of options must be accepted within 21 days from the day on which such offer was made.

VESTING PERIOD OF THE OPTIONS UNDER THE SHARE OPTION SCHEME

Options may be exercised at any time from the date which option is deemed to be granted and accepted and expired on the date as the Board in its absolute discretion determine and which shall not exceed a period of 10 years from the date on which the options are accepted but subject to the provisions for early termination thereof contained in the Share Option Scheme.

AMOUNT PAYABLE ON 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

Options granted shall be taken up upon payment of HK$1 as consideration for the grant of option. The payment or remittance of HK$1.00 shall be made within 21 days from the offer date or within such other period of time as may be determined by the Board pursuant to the GEM Listing Rules.

BASIS OF DETERMINING THE EXERCISE PRICE

The subscription price for the Shares is determined by the Board, and shall not be less than whichever is the highest of (i) the closing price of the Shares as stated in the Stock Exchange's daily quotations sheet on the date of offer (which must be a business day); (ii) the average of the closing prices of the Shares as stated in the Stock Exchange's daily quotations sheet for the five business days immediately preceding the offer date; and (iii) the nominal value of a Share.

REMAINING LIFE OF THE SHARE OPTION SCHEME

The Share Option Scheme shall be valid and effective for a period of 10 years commencing on 23 February 2017. As at 31 March 2026, the remaining life of the Share Option Scheme was approximately 1 year. No share options were granted, forfeited or expired during FY2026. As at 1 April 2025, 31 March 2026 and the date of this annual report, there were a total of 40,000,000 Shares, representing 10% of the issued shares of the Company as at the Listing Date and approximately 10.6% of the issued shares of the Company as at 1 April 2025, 31 March 2026 and the date of this annual report, available for issue under the Share Option Scheme.

CONNECTED TRANSACTIONS

Our Group has entered into one transaction with connected person of the Company, namely the transaction with Maysun Jewellery Manufacturing Company Limited with respect to the provision of registered office and correspondence address services to the Company and Hing Ming Gondola (HK) Company Limited. Details of such transactions are set out in the section headed "Connected Transactions" in the Prospectus. As disclosed in the Prospectus, such transactions constitute de minimis continuing connected transactions and are fully exempt from the reporting, announcement, annual review and independent shareholders' approval requirements under Chapter 20 of the GEM Listing Rules.

RELATED PARTY TRANSACTIONS

The significant related party transactions entered into by our Group during FY2026 set out in note 32 to the consolidated financial statements included transactions that constitute connected transactions or continuing connected transactions under Chapter 20 of the GEM Listing Rules. Such transactions are fully exempt from the reporting, announcement, annual review and independent shareholders' approval requirements under Chapter 20 of the GEM Listing Rules. The Company has complied with the disclosure requirements in accordance with Chapter 20 of the GEM Listing Rules.

DIRECTORS' INTERESTS IN TRANSACTIONS, ARRANGEMENTS OR CONTRACTS OF SIGNIFICANCE

Save as disclosed in this annual report, no other transactions, arrangements or contracts of significance in relation to the Group's business, to which the Company's holding company or any of its subsidiaries or fellow subsidiaries was a party and in which a Director or a connected entity of a Director had a material interest, whether directly or indirectly, subsisted at the end of FY2026 or at any time during FY2026.

CONTROLLING SHAREHOLDERS' INTERESTS IN CONTRACTS OF SIGNIFICANCE

Neither the Company nor any of its subsidiaries had entered into any contract of significance with the Company's controlling shareholders or their subsidiaries, or any contract of significance for the provision of services to the Company or any of its subsidiaries by the Company's controlling shareholders or their subsidiaries during FY2026.

MANAGEMENT CONTRACTS

No contracts (except for the executive Directors' service contracts) concerning the management and administration of the whole or any substantial part of the business of the Company were entered into or existed during FY2026.

COMPETING BUSINESS

During FY2026, the Directors were not aware of any business apart from the Group's business or interest of the Directors, the controlling shareholders of the Company and their respective close associates (as defined in the GEM Listing Rules) that had competed or might compete with the business of our Group and any other conflicts of interests which any such person had or might have with our Group except those disclosed under the section headed "Non-Competition Undertaking" below.

NON-COMPETITION UNDERTAKING

In order to avoid any possible future competition between our Group and our controlling shareholders, Mr. Tang Hing Keung, Ms. Au Fung Yee and Hing Gut (each a "**Covenantor**" and collectively the "**Covenantors**") have entered into a deed of non-competition in favour of our Company (for itself and as trustee for and on behalf of each other member of our Group) on 27 February 2017 (the "**Deed of Non-Competition**"). Pursuant to the Deed of Non-Competition, each of the Covenantors has irrevocably and unconditionally undertaken to our Company (for itself and as trustee for its subsidiaries) that, during the period that the Deed of Non-Competition remains effective, he/she/it shall not, and shall procure his/her/its close associates (other than any member of our Group) not to, carry on, participate in, hold, engage in, be interested in, acquire or operate, whether directly or indirectly, in any business in competition with or likely to be in competition with the existing business activity of any member of our Group.

Each of the Covenantors also gave certain non-competition undertakings under the Deed of Non-Competition as set out in the paragraph headed "Relationship with our Controlling Shareholders — Non-Competition undertaking" of the Prospectus.

The Company has received an annual written confirmation from each controlling shareholder of the Company in respect of him/her/it and his/her/its close associates in compliance with the Deed of Non-Competition. The independent non-executive Directors have also reviewed and were satisfied that each of the controlling shareholders of the Company had complied with the Deed of Non-Competition.

PERMITTED INDEMNITY PROVISION

Pursuant to the Articles of Association, every Director shall be entitled to be indemnified out of the assets or profits of the Company against all losses or liabilities which he/she may sustain or incur in or about the execution of the duties of his/her office or otherwise in relation thereto. The Company has arranged appropriate Directors' liability insurance coverage.

The relevant provisions in the Articles of Association and the Directors' liability insurance were in force during FY2026 and as at the date of this annual report.

REMUNERATION POLICY

The remuneration policy of the employees of our Group has been set up by the Remuneration Committee on the basis of their merit, qualifications and competence. The remuneration of the Directors is recommended by the Remuneration Committee, having regard to the Company's operating results, individual performance and comparable market statistics. The Company has adopted the Share Option Scheme as an incentive to Eligible Persons.

RETIREMENT BENEFIT SCHEME

Details of our Group's retirement benefit scheme are set out in note 25 to the consolidated financial statements.

PRE-EMPTIVE RIGHTS

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

SUFFICIENCY OF PUBLIC FLOAT

Based on information that is publicly available to the Company and within the knowledge of the Directors as at the date of this annual report, the Company has maintained a sufficient public float of at least 25% of the Company's issued share capital throughout FY2026 and thereafter up to the date of this annual report as required under the GEM Listing Rules.

As at 31 March 2026, the total number of issued Shares was 376,000,000 Shares. To the best knowledge of the Directors and based on publicly available information, (i) Hing Gut Limited held 120,000,000 Shares, representing approximately 31.9% of the entire issued share capital of the Company; (ii) Mr. Tang Ming Hei, an executive Director, the chairman of the Board and the chief executive officer of the Company, held 128,132,000 Shares, representing approximately 34.1% of the entire issued share capital of the Company; and (iii) the remaining 127,868,000 Shares were held by the public, representing approximately 34.0% of the entire issued share capital of the Company.

MAJOR CUSTOMERS AND SUPPLIERS

The percentages of our Group's turnover and purchases attributable to major customers and suppliers during FY2026 and FY2025 are as follows:

	FY2026	FY2025
	%	%
Percentage of turnover		
From the largest customer	**40.7**	37.1
From the five largest customers in aggregate	**89.3**	85.3
Percentage of purchase		
From the largest supplier	**18.7**	34.5
From the five largest suppliers in aggregate	**63.7**	57.8

None of the Directors, their close associates (as defined in the GEM Listing Rules) or any shareholders (which to the knowledge of the Directors own more than 5% of the Company's issued Shares) had any interest in the five largest customers nor five largest suppliers during FY2026.

CORPORATE GOVERNANCE

Save for the deviation from code provisions C.2.1 and C.5.1 of the CG Code (as defined below) as disclosed in this annual report, the Company had complied with all the applicable code provisions as set out in Part 2 of the Corporate Governance Code contained in Appendix C1 to the GEM Listing Rules (the "**CG Code**") during FY2026.

Details of the principal corporate governance practices of our Group are set out in the section headed "Corporate Governance Report" on pages 24 to 38 of this annual report.

The compliance officer of the Company is Mr. Tang Ming Hei whose biographical details are set out on page 8 of this annual report.

TAX RELIEF

Our Company is not aware of any relief on taxation available to the shareholders by reason of their holdings of the Shares. If the shareholders are unsure about the taxation implications of purchasing, holding, disposing of, dealing in or exercising of any rights in relation to the Shares, they are advised to consult their professional advisers.

REVIEW BY AUDIT COMMITTEE

The Audit Committee comprises three members, all being independent non-executive Directors, namely Mr. Wu Kin San Alfred (chairman of the Audit Committee), Mr. Kwan Woon Man Boris and Mr. Yeung Chi Fai. It has reviewed with the management the accounting principles and practices adopted by our Group and discussed the auditing, internal control and financial reporting matters, including review of the audited consolidated financial statements of our Group for FY2026.

INDEPENDENT AUDITOR

The consolidated financial statements for the year ended 31 March 2026 were audited by OOP CPA & Co ("**OOP**"), who will retire at the forthcoming annual general meeting and, being eligible, will offer themselves for re-appointment. OOP has been appointed as auditor of the Company with effect from 22 December 2025 to fill the casual vacancy arising from the resignation of Baker Tilly Hong Kong Limited.

Save for the above, there has been no other change of the auditor of the Company in the preceding three years.

On behalf of the Board

Tang Ming Hei
Hing Ming Holdings Limited
Chairman and Chief Executive Officer

Hong Kong, 24 June 2026

Our Company is committed to fulfilling its responsibilities to its shareholders (the "**Shareholders**") and protecting and enhancing Shareholders' values through good corporate governance.

The Directors recognise the importance of incorporating elements of good corporate governance in the management structures, internal control and risk management procedures of our Group so as to achieve effective accountability.

CORPORATE GOVERNANCE PRACTICES

The Company has adopted and, save for the deviation from code provisions C.2.1 and C.5.1 of the CG Code as disclosed in this annual report, has complied with all applicable code provisions as set out in Part 2 of the CG Code during FY2026.

SECURITIES TRANSACTIONS BY DIRECTORS

Our Company has adopted the required standard of dealings in the securities (the "**Required Standard of Dealings**") as contained in Rules 5.48 to 5.67 of the GEM Listing Rules as its own code of conduct governing the securities transactions by the Directors. Having made specific enquiry of all Directors, all Directors have confirmed that they had complied with the Required Standard of Dealings during FY2026.

BOARD OF DIRECTORS

RESPONSIBILITIES, ACCOUNTABILITIES AND CONTRIBUTIONS OF OUR BOARD

Our Board is primarily responsible for overseeing and supervising the management of the business affairs and the overall performance of our Group. Our Board sets our Group's values and standards and ensures that the requisite financial and human resources support is in place for our Group to achieve its objectives. The functions performed by our Board include but are not limited to formulating our Group's business plans and strategies, deciding all significant financial (including major capital expenditure) and operational issues, developing, monitoring and reviewing our Group's corporate governance practices and all other functions reserved to our Board under the Articles of Association. Our Board has established Board committees and has delegated to these Board committees various responsibilities as set out in their respective terms of reference which are published on the respective websites of the Stock Exchange and the Company. The responsibilities of these Board committees include monitoring our Group's operational and financial performance, and ensuring that appropriate internal control and risk management systems are in place. Our Board may from time to time delegate certain functions to the management of our Group if and when considered appropriate. The management is mainly responsible for the execution of the business plans, strategies and policies adopted by our Board and assigned to it from time to time.

The Directors have full access to information of our Group and the management has an obligation to supply the Directors with adequate information in a timely manner to enable the Directors to perform their responsibilities. The Directors are entitled to seek independent professional advice in appropriate circumstances at the Company's expense.

COMPOSITION

The Company is committed to maintaining a balanced composition of executive Directors, non-executive Director and independent non-executive Directors (the "**INEDs**") so that there is a strong independent element on our Board, enabling our Board to exercise effective independent judgement.

As at the date of this annual report, our Board comprises the following six Directors, of which the non-executive Director and the INEDs in aggregate represent over 66% of our Board members:

EXECUTIVE DIRECTORS

Mr. Tang Ming Hei *(Chairman and Chief Executive Officer)*
Mr. Tang Hing Keung

NON-EXECUTIVE DIRECTOR

Ms. Au Fung Yee

INEDS

Mr. Kwan Woon Man Boris
Mr. Yeung Chi Fai
Mr. Wu Kin San Alfred

The biographical details of each of the Directors are set out in the section headed "Directors and Senior Management" of this annual report.

The family relationship among the executive Directors and the non-executive Director is as follows:

	Relationship with		
Name of Directors	**Mr. Tang Ming Hei**	**Mr. Tang Hing Keung**	**Ms. Au Fung Yee**
Executive Directors			
Mr. Tang Ming Hei	–	Son	Son
Mr. Tang Hing Keung	Father	–	Husband
Non-executive Director			
Ms. Au Fung Yee	Mother	Wife	–

Save as disclosed aforesaid, there was no financial, business, family or other material/relevant relationship among the Directors during FY2026 and up to the date of this annual report.

The INEDs have brought in a wide range of business and financial expertise, experience and independent judgement to our Board. Through active participation in our Board meetings and serving on various Board committees, all INEDs will continue to make various contributions to the Company.

Throughout FY2026, the Company had at least three INEDs, meeting the requirements set out in Rules 5.05 and 5.05A of the GEM Listing Rules that the number of INEDs must represent at least one-third of our Board members, and that at least one of the INEDs must have appropriate professional qualifications or accounting or related financial management expertise.

The Company has received an annual confirmation of independence in writing from each of the INEDs pursuant to Rule 5.09 of the GEM Listing Rules. Based on such confirmation, the Company considers that all the INEDs are independent and have met the independence guidelines as set out in Rule 5.09 of the GEM Listing Rules during FY2026 and up to the date of this annual report.

DIRECTORS' INDUCTION AND CONTINUING PROFESSIONAL DEVELOPMENT

Each of the Directors has received a formal, comprehensive and tailored induction on the first occasion of his/her appointment to ensure that he/she has a proper understanding of our Company's operations and business and is fully aware of his/her director's responsibilities under statute and common law, the GEM Listing Rules, legal and other regulatory requirements and the Company's business and governance policies. Each of the Directors named under the paragraph headed "Composition" above attended the training seminar arranged by the Company's Hong Kong legal advisers on directors' responsibilities before their appointments.

The Company will from time to time fund and arrange suitable training to all Directors to develop and refresh their knowledge and skills in relation to their duties and responsibilities, such that their contribution to our Board remains informed and relevant. All Directors are also encouraged to attend relevant training courses at the Company's expense and they have been requested to provide the Company with their training records. According to the training records maintained by the Company, the continuing professional development programmes received by each of the Directors in FY2026 is summarised as follows:

Name of Directors	Type of trainings
Mr. Tang Ming Hei	A and B
Mr. Tang Hing Keung	A and B
Ms. Au Fung Yee	A and B
Mr. Au Lop Wah Edmond (retired on 11 July 2025)	A and B
Mr. Kwan Woon Man Boris	A and B
Mr. Yeung Chi Fai	A and B
Mr. Wu Kin San Alfred	A and B

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

B: reading newspapers, journals and updates relating to the economy, general business, corporate governance and directors' duties and responsibilities

DIRECTORS' AND OFFICERS' LIABILITIES

The Company has arranged appropriate insurance coverage on the Directors' and officers' liabilities in respect of any legal actions taken against the Directors and senior management arising out of corporate activities. The insurance coverage is reviewed on an annual basis by the Board.

BOARD MEETINGS

The Directors can attend Board meetings in person or through other means of electronic communication in accordance with the Articles of Association. Our Board is scheduled to meet four times a year at approximately quarterly intervals with notice given to the Directors at least 14 days in advance. For all other Board meetings, notice will be given in a reasonable time in advance. The Directors are allowed to include any matter in the agenda that is required for discussion and resolution at the Board meeting. To enable the Directors to be properly briefed on issues arising at each of our Board meetings and to make informed decisions, an agenda and the accompanying Board papers will be sent to all Directors at least three days before the intended date of the Board meeting, or such other period as agreed. The company secretary of the Company (the "**Company Secretary**") is responsible for recording and keeping all Board meetings' minutes. Draft and final versions of the Board meetings' minutes will be circulated to all Directors for their comments and records respectively within a reasonable time after each Board meeting and the final version is open for the Directors' inspection.

During FY2026, two Board meetings were held. The attendance of the respective Directors at the Board meetings during FY2026 are set out below:

Name of Directors	Attendance/ Number of meetings
Executive Directors	
Mr. Tang Ming Hei	2/2
Mr. Tang Hing Keung	2/2
Non-executive Directors	
Ms. Au Fung Yee	2/2
Mr. Au Lop Wah Edmond	1/2 (Note)
Independent non-executive Directors	
Mr. Kwan Woon Man Boris	2/2
Mr. Yeung Chi Fai	2/2
Mr. Wu Kin San Alfred	2/2

Note: Mr. Au Lop Wah Edmond retired as non-executive Director on 11 July 2025.

Code provision C.5.1 of the CG Code provides that the Board should meet regularly and board meetings should be held at least four times a year at approximately quarterly intervals. During FY2026, the Company held two Board meetings and therefore did not fully comply with code provision C.5.1. However, the Directors were kept informed of the Group's business operations and development by the management from time to time, and written resolutions were passed by the Board where appropriate. The Board considers that sufficient measures have been taken to ensure that the Directors were able to discharge their duties effectively during FY2026.

Apart from the above Board meetings, the chairman of our Board (the "**Chairman**"), being the chief executive officer of the Company (the "**Chief Executive Officer**"), held a meeting with all the INEDs without the presence of the other Directors during FY2026.

On 24 June 2026, the Board held a meeting to consider and approve, amongst other matters, the consolidated financial statements of the Group for FY2026 (the "**Consolidated Financial Statements**").

BOARD DIVERSITY POLICY

During FY2026, our Board has reviewed the Board diversity policy which sets out all measurable objectives to achieve and maintain diversity on our Board to enhance effectiveness of our Board.

The Company recognises and embraces the benefits of diversity of Board members. It endeavours to ensure that our Board has a balance of skills, experiences and varying perspectives appropriate for the Company's business. The Nomination Committee has primary responsibility for identifying suitably qualified candidates to become members of the Board and shall give adequate consideration to the Board diversity policy in selection of Board candidates. All Board appointments will continue to be made on a merit basis with due regard for the benefits of diversity of our Board members. Selection of candidates will be based on a range of diversity perspectives, including but not limited to gender, age, cultural and educational background, ethnicity, professional experience, skills and knowledge. As at 31 March 2026, our Directors comprised five males and one female with diverse age and background and experience in different industries, such as construction, engineering, legal, accounting and corporate finance industries. Our Board considers that our Group achieved the Board diversity policy during FY2026. The Company targets to avoid a single gender in the Board and will timely review the gender diversity of the Board in accordance with the business development of the Group. The Nomination Committee will deploy multiple channels to identify suitable candidates as Directors, including referral from Directors, shareholders, management, advisors of the Company and external agents as and when appropriate such that a robust pipeline of female successors to the Board can be established in the near future.

As at 31 March 2026, the Company had 33 employees, 31 of which (i.e. approximately 94%) are male and 2 of which (i.e. approximately 6%) are female. Due to the nature of the industry in which the Group operates, traditionally, the industry has been in short of female talents. The Group targets to avoid a single gender workforce and will continue to take opportunities to increase the proportion of female workforce over time as and when suitable female candidates are identified.

CHAIRMAN AND CHIEF EXECUTIVE

Code provision C.2.1 of the CG Code stipulates that the roles of chairman and chief executive should be separate and should not be performed by the same individual. Mr. Tang Ming Hei is the Chairman and the Chief Executive Officer. In view of the Tang Ming Hei's extensive expertise and experience in the construction industry and, having served as an executive Director since June 2016, profound understanding of the Group's business, all the other Directors believe that the vesting of the roles of Chairman and Chief Executive Officer in Mr. Tang Ming Hei is beneficial to the business operations and management of our Group and will provide a strong and consistent leadership to our Group. Mr. Tang Ming Hei provides leadership to the Company and is responsible for strategic planning and the overall management and supervision of operations of our Group. As all major decisions are made in consultation with the members of the Board, and there are three INEDs on the Board offering independent advices, the Board is of the view that there are adequate safeguards in place to ensure sufficient balance of powers and authority within the Board. Accordingly, the Company has not segregated the roles of the Chairman and the Chief Executive Officer as required by the said code provision. The Board will continue to review and monitor the practices of our Company for the purpose of complying with the CG Code and maintaining a high standard of corporate governance practices of our Company.

BOARD COMMITTEES

Our Board has established three Board committees, namely the Audit Committee, the Remuneration Committee and the Nomination Committee, to oversee particular aspects of the Company's affairs. Our Board committees are provided with sufficient resources to discharge their duties.

The written terms of reference for our Board committees are posted on the respective websites of the Stock Exchange and the Company.

AUDIT COMMITTEE

The Audit Committee was established on 23 February 2017 with written terms of reference in compliance with code provision D.3.3 of the CG Code and Rules 5.28 to 5.33 of the GEM Listing Rules. During FY2026, it comprised the following INEDs:

Mr. Wu Kin San Alfred *(Chairman)*
Mr. Kwan Woon Man Boris
Mr. Yeung Chi Fai

The principal roles and functions of the Audit Committee include but are not limited to:

- making recommendations to our Board on the appointment, re-appointment and removal of the external auditors, and approving the remuneration and terms of engagement of the external auditors, and handling any questions regarding their resignation or dismissal;

- reviewing and monitoring the external auditors' independence and objectivity and the effectiveness of the audit process in accordance with applicable standards, and discussing with the external auditors on the nature and scope of the audit and reporting obligations before the audit commences;

- developing and implementing a policy on engaging external auditors to supply non-audit services and reporting to our Board, and identifying and making recommendations on any matters where action or improvement is needed;

- monitoring the integrity of the Company's financial statements and annual report and accounts, interim report and, if prepared for publication, quarterly reports, and reviewing significant financial reporting judgments contained in them;

- reviewing the Company's financial controls, and risk management and internal control systems;

- discussing the risk management and internal control systems with the management to ensure that the management has performed its duty to have such effective systems;

- considering major investigation findings on risk management and internal control matters as delegated by our Board or on its own initiative and management's response to these findings;

- where an internal audit function exists, ensuring co-ordination between the internal and external auditors, ensuring that the internal audit function is adequately resourced and has appropriate standing within the Company, and reviewing and monitoring its effectiveness;

- reviewing our Group's financial and accounting policies and practices;

- reviewing the external auditors' management letter, any material queries raised by the auditors to management about the accounting records, financial accounts or systems of control and management's response;

- ensuring that our Board will provide a timely response to the issues raised in the external auditors' management letters;

- to report to the Board on the matters in code provision D.3.3 of the CG Code; and

- considering other topics as defined by our Board.

The Audit Committee held three meetings during FY2026 whereat the Audit Committee, among other matters, reviewed the Group's annual consolidated financial statements and interim report; discussed the risk management and internal control of the Group; reviewed the effectiveness of the Company's internal audit function; met with the independent external auditors and reviewed report from the independent external auditors regarding their audit on the Group's annual consolidated financial statements. Details of the attendance of members of the Audit Committee meetings during FY2026 are as follows:

Name of Members	Number of attendance/ Number of meetings
Mr. Wu Kin San Alfred	3/3
Mr. Kwan Woon Man Boris	3/3
Mr. Yeung Chi Fai	3/3

On 24 June 2026, the Audit Committee held a meeting to, amongst others, review the Consolidated Financial Statements and recommend the same to be presented to the Board for consideration and approval.

REMUNERATION COMMITTEE

The Remuneration Committee was established on 23 February 2017 with written terms of reference in compliance with code provision E.1.2 of the CG Code and Rules 5.34 to 5.36 of the GEM Listing Rules. During FY2026, the Remuneration Committee comprised the following INEDs:

Mr. Kwan Woon Man Boris *(Chairman)*
Mr. Yeung Chi Fai
Mr. Wu Kin San Alfred

The principal roles and functions of the Remuneration Committee include but are not limited to:

- making recommendations to our Board on the Company's policy and structure for the remuneration of all Directors and senior management and on the establishment of a formal and transparent procedure for developing the remuneration policy;

- reviewing and approving the management's remuneration proposals with reference to our Board's corporate goals and objectives;

- making recommendations to our Board on the remuneration packages of individual executive Directors and senior management including benefits in kind, pension rights and compensation payments, including any compensation payable for loss or termination of their office or appointment, the model under code provision E.1.2(c)(ii) of the CG Code has been adopted;

- making recommendations to our Board on the remuneration of the non-executive Directors;

- considering the salaries paid by comparable companies, time commitment, responsibilities and employment conditions elsewhere in our Group;

- reviewing and approving the compensation payable to the executive Directors and senior management for any loss or termination of office or appointment to ensure that it is consistent with the contractual terms and is otherwise fair and not excessive;
- reviewing and approving the compensation arrangements relating to the dismissal or removal of Directors for misconduct to ensure that they are consistent with the contractual terms and are otherwise reasonable and appropriate;
- ensuring that no Director or any of their associates (as defined in the GEM Listing Rules) is involved in deciding that Director's own remuneration; and
- to review and/or approve matters relating to share schemes under Chapter 23 of the GEM Listing Rules.

During FY2026, the Remuneration Committee held two meetings for, among other matters, determining the policy for the remuneration of executive Directors, reviewing and making recommendations to our Board for considering certain remuneration-related matters of the Directors and senior management and assessing the performance of executive Directors and the terms of their service contracts.

During FY2026, there were no material matters relating to the Share Option Scheme which required review or approval by the Remuneration Committee.

The attendance of each INED at the Remuneration Committee meetings during FY2026 is as follows:

Name of INEDs	Number of attendance/ Number of meetings
Mr. Kwan Woon Man Boris	2/2
Mr. Yeung Chi Fai	2/2
Mr. Wu Kin San Alfred	2/2

On 24 June 2026, the Remuneration Committee held a meeting to, amongst others, consider certain remuneration-related matters of the Directors and senior management.

NOMINATION COMMITTEE

The Nomination Committee was established on 23 February 2017 with written terms of reference in compliance with code provision B.3.1 of the CG Code and Rule 5.36A of the GEM Listing Rules. During FY2026, the Nomination Committee comprised the following INEDs:

Mr. Kwan Woon Man Boris *(Chairman)*
Mr. Yeung Chi Fai
Mr. Wu Kin San Alfred
Ms. Au Fung Yee (appointed on 27 June 2025)

The principal roles and functions of the Nomination Committee include but are not limited to:

- reviewing the structure, size and composition (including the skills, knowledge and experience) of our Board at least annually and making recommendations on any proposed changes to our Board to complement the Company's corporate strategy, with due regard to the Company's board diversity policy;
- identifying individuals suitably qualified to become members of our Board and selecting or making recommendations to our Board on the selection of individuals nominated for directorships;
- assessing the independence of the INEDs;
- making recommendations to our Board on the appointment or re-appointment of the Directors and the succession planning for the Directors, in particular, the Chairman and the Chief Executive Officer; and
- reviewing the Company's board diversity policy, as appropriate, and reviewing the measurable objectives that the Board has set for implementing the Company's board diversity policy.

During FY2026, the Nomination Committee held two meetings for, among other matters, reviewing the structure, size and composition of our Board, assessing the independence of the INEDs and making recommendations to our Board for considering the re-appointment of the retiring Directors at the 2025 AGM.

The attendance of each INED at the Nomination Committee meeting during FY2026 is as follows:

Name of INEDs	Number of attendance/ Number of meetings
Mr. Kwan Woon Man Boris	2/2
Mr. Yeung Chi Fai	2/2
Mr. Wu Kin San Alfred	2/2
Ms. Au Fung Yee	1/2 (Note)

Note: Ms. Au Fung Yee was appointed as a member of the nomination committee on 27 June 2025.

On 24 June 2026, the Nomination Committee held a meeting to, amongst others, assess the independence of the INEDs and make recommendations to our Board for considering the re-appointment of the retiring Directors at the forthcoming AGM.

CORPORATE GOVERNANCE FUNCTIONS

Our Board is responsible for performing the corporate governance functions as set out in code provision A.2.1 of the CG Code, which include:

- developing and reviewing the Company's policies and practices on corporate governance;
- reviewing and monitoring the training and continuous professional development of the Directors and senior management;
- reviewing and monitoring the Company's policies and practices on compliance with legal and regulatory requirements;
- developing, reviewing and monitoring the code of conduct and compliance manual (if any) applicable to employees and the Directors; and
- reviewing the Company's compliance with the CG Code and disclosure in this report.

NOMINATION PROCEDURES, PROCESS AND CRITERIA

The Nomination Committee leads the process and makes recommendations to the Board for re-election and appointment of Directors, whether as additional appointment or to fill up the casual vacancy of directorship as and when they arise, in light of the challenges and opportunities faced by the Group, as well as the business development and requirements of the Group. In evaluating and selecting candidate(s) for directorship, the Nomination Committee considers the merit and contribution that the candidate(s) will bring to the Board, having due regard to the election criteria set out in the Nomination Policy which include, inter alia, the character and integrity; the accomplishment and experience; the commitment in respect of available time and relevant interest; the cultural and educational background, the gender, qualification, ethnicity, professional experience, skills, knowledge and length of service; the benefits of diversity on the existing Board as well as the independence of the candidate(s) (for INEDs). The Nomination Committee makes recommendation to the Board to appoint the appropriate person(s) among the candidates nominated for directorship(s). Suitable candidate(s) shall be appointed by the Board in accordance with the Articles of Association and the GEM Listing Rules.

APPOINTMENT AND RE-ELECTION OF DIRECTORS

Each of the executive Directors has entered into a service contract with the Company for an initial fixed term of three years commencing on the Listing Date or if later, the relevant appointment/renewal date, which is automatically renewable for successive terms of three years upon expiry and may be terminated in accordance with the provisions of the service contract or by giving not less than three months' prior written notice.

Each of the non-executive Director and the INEDs has entered into a letter of appointment with the Company for an initial fixed term of three years commencing on the Listing Date or if later, the relevant appointment/renewal date, which is automatically renewable for successive terms of three years upon expiry and may be terminated in accordance with the provisions of the letter of appointment or (i) by not less than one month's notice in writing served by the relevant Director; or (ii) forthwith by the Company by notice in writing.

Save as disclosed aforesaid, none of the Directors has a service contract or letter of appointment with the Company or any of its subsidiaries other than the contracts/letters of appointment expiring or determinable by the employer within one year without the payment of compensation (other than statutory compensation).

Principle B.2 of the CG Code stipulates that there should be a formal, considered and transparent procedure for the appointment of new Directors, and all Directors should be subject to re-election at regular intervals. All the Directors, including INEDs, are subject to retirement by rotation and eligible for re-election in accordance with the Articles of Association. At each AGM, one-third of the Directors for the time being (or, if their number is not a multiple of three, the number nearest to but not less than one-third) shall retire from office by rotation provided that every Director shall be subject to retirement at the AGM at least once every three years. A retiring Director shall be eligible for re-election and shall continue to act as a Director throughout the meeting at which he/she retires. The Directors to retire by rotation shall include (so far as necessary to ascertain the number of Directors to retire by rotation) any Director who wishes to retire and does not offer himself/herself for re-election. Any further Directors so to retire shall be those who have been the longest in office since their last re-election or appointment and so that as between the persons who became or were last re-elected Directors on the same day, those to retire shall (unless they otherwise agree among themselves) be determined by lot.

Any Director appointed by our Board to fill a casual vacancy on or as an addition to the existing Board shall hold office only until the first AGM following his/her appointment and shall then be eligible for re-election. Such Director shall not be taken into account in determining which particular Directors or the number of Directors who are to retire by rotation.

By virtue of Articles 83 and 84 of the Articles of Association, Mr. Tang Hing Keung and Mr. Wu Kin San Alfred will retire at the forthcoming AGM and, being eligible, will offer themselves for re-election.

REMUNERATION OF DIRECTORS AND SENIOR MANAGEMENT

Particulars of the Directors' remuneration for FY2026 are set out in note 11 to the Consolidated Financial Statements.

The Company's remuneration policy is to ensure that the remuneration offered to employees, including Directors and senior management, is based on skills, knowledge, roles and responsibilities in the Group. The remuneration packages of executive Directors are determined with reference to his roles and duties, qualifications, industry experience and responsibilities as well as the prevailing market conditions and are subject to updates in future by the decision of the Board with recommendation from the Remuneration Committee. The remuneration for the non-executive Directors (including INEDs) mainly comprises Director's fee which is determined with reference to his/her duties and responsibilities.

Pursuant to code provision E.1.5 of the CG Code, the remuneration of the member of the senior management (other than the Directors) whose particulars are contained in the section headed "Directors and Senior Management" of this annual report for FY2026 by band is set out below:

Remuneration band (in HK$)	Number of individuals
Nil to 1,000,000	1

INDEPENDENT AUDITOR'S REMUNERATION

For FY2026, OOP was engaged as our Group's independent auditor to provide annual audit services.

The remuneration paid/payable to OOP for FY2026 is set out below:

Services	Fee paid/payable HK$
Audit services — Annual audit	485,000

DIRECTORS' RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

The Directors acknowledge their responsibility for the preparation of the Consolidated Financial Statements.

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

In addition, OOP has stated in the independent auditor's report its reporting responsibilities on the Consolidated Financial Statements.

RISK MANAGEMENT AND INTERNAL CONTROL

Our Board acknowledges its responsibility for the risk management and internal control systems of the Group and reviewing their effectiveness. Our Board is responsible for evaluating and determining the nature and extent of the risks the Company is willing to take in achieving the Company's strategic objectives, and ensuring that the Company establishes and maintains appropriate and effective risk management and internal control systems. Our Board oversees management in the design, implementation and monitoring of the risk management and internal control systems. The main features of the risk management and internal control systems include (i) the identification of potential risks; (ii) the assessment and evaluation of risks; (iii) the development and continuous updating of mitigation measures; and (iv) the ongoing review of internal control procedures to ensure their effectiveness in respect of the Group's financial, operational, compliance controls and risk management functions. Our Board acknowledges that such 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 but not absolute assurance against material misstatement or loss. Internal audit function of the Company has been carried out under the leadership of our Board and the Audit Committee.

The Group has developed and adopted a risk management process to identify, evaluate and manage significant risks. The Group regularly and at least annually conducts internal control assessment to identify the risks that may potentially affect the Group's business and operations. The Board will perform risk assessment by prioritising the risks identified to determine those key risks that the Group is exposed to and discuss mitigation measures. Besides, existing risk mitigation measures are subject to regular monitoring and review by the management of the Company, which will review the Group's risk management strategies, report such results and make appropriate suggestions to the Board. The management regularly reports to the Board and the Audit Committee on the effectiveness of the risk management and internal control systems. Material internal control defects, if identified, are reported to the Audit Committee and the Board on a timely basis to ensure that prompt remediation and subsequent actions are taken to improve the situations.

Our Board, through the Audit Committee, conducted a review of the effectiveness of the risk management and internal control systems of our Group for FY2026 covering all material controls, including financial, operational and compliance as well as risk management. Our Board considers that our Group's risk management and internal control systems are adequate and effective.

DISCLOSURE OF INSIDE INFORMATION

Our Group acknowledges its responsibilities under the SFO and the GEM Listing Rules and the overriding principle that inside information should be announced immediately when it is the subject of a decision. The procedures and internal controls for the handling and dissemination of inside information are as follows:

- our Group conducts its affairs with close regard to the disclosure requirement under the GEM Listing Rules as well as the "Guidelines on Disclosure of Inside Information" published by the Securities and Futures Commission of Hong Kong in June 2012;

- our Group has implemented and disclosed its policy on fair disclosure by pursuing broad, non-exclusive distribution of information to the public through channels such as financial reporting, public announcements and the Company's website;

- our Group has strictly prohibited unauthorised use of confidential or inside information; and

- our Group has established and implemented procedures for responding to external enquiries about our Group's affairs, so that only the executive Directors, the Company Secretary and the financial controller of the Company are authorised to communicate with parties outside our Group.

COMPANY SECRETARY

Mr. Yu Tsz Ngo was appointed as the company secretary of the Company on 1 September 2021. He is a member of the Certified Public Accountants Australia and a fellow member of the Hong Kong Institute of Certified Public Accountants. As he is the external service provider to the Group, his primary corporate contact person at the Company is Mr. Tang Ming Hei, the chairman of the Board, an executive Director, the chief executive officer of the Company and the compliance officer of the Company. Mr. Yu Tsz Ngo has taken no less than 15 hours of relevant professional training for the year ended 31 March 2026 in compliance with Rule 5.15 of the GEM Listing Rules.

DIVIDEND POLICY

The Company does not have any pre-determined dividend distribution ratio. In determining the declaration and amount of dividend, the Board takes into account, among other things, the Group's earning performance, financial condition, cash flow situation and capital requirements, the availability of funds to meet the financial covenants of the Group's bank loans and any other factors that the Directors may consider relevant.

2025 AGM

The 2025 AGM was held on 27 August 2025. The Company announced the poll results of the 2025 AGM in the manner prescribed under the GEM Listing Rules. The respective chairman of the Board and the Nomination Committee has attended the AGM held on 27 August 2025 to ensure effective communication with the Shareholders. The attendance record of the Directors at the 2025 AGM is set out below:

Name of Directors	Number of general meeting attended/held
Executive Directors	
Mr. Tang Ming Hei	1/1
Mr. Tang Hing Keung	1/1
Non-executive Directors	
Ms. Au Fung Yee	1/1
Mr. Au Lop Wah Edmond	– (Note)
Independent Non-executive Directors	
Mr. Kwan Woon Man Boris	1/1
Mr. Yeung Chi Fai	1/1
Mr. Wu Kin San Alfred	1/1

Note: Mr. Au Lop Wah Edmond retired as non-executive Director on 11 July 2025.

SHAREHOLDERS' RIGHTS

PROCEDURES FOR PUTTING FORWARD PROPOSALS AT SHAREHOLDERS' MEETINGS

There are no provisions allowing the Shareholders to make proposals or move resolutions at the AGMs under the M&A or the laws of the Cayman Islands. Shareholders who wish to make proposals or move a resolution may, however, convene an extraordinary general meeting (the "**EGM**") in accordance with the "Procedures for Shareholders to Convene an EGM" set out below.

PROCEDURES FOR SHAREHOLDERS TO CONVENE AN EGM

According to Article 58 of the Articles of Association, any one or more Shareholders holding at the date of deposit of the requisition not less than 10% of the paid-up capital of the Company carrying the right of voting at general meetings of the Company, on a one vote per share basis, in the share capital of the Company, (the "**Eligible Shareholder(s)**") shall at all times have the right, by written requisition to require an EGM to be called by our Board for the transaction of any business specified in such requisition and the Eligible Shareholders shall be able to add resolutions to the meeting agenda.

Eligible Shareholders who wish to convene an EGM for the purpose of making proposals or moving a resolution at the EGM must deposit a written requisition (the "**Requisition**") signed by the Eligible Shareholder(s) concerned at the principal place of business of the Company in Hong Kong (presently Room A4, 2/F., Tsim Sha Tsui Mansion, 83–87 Nathan Road, Kowloon, Hong Kong) for the attention of the Company Secretary.

The Requisition must state clearly the name of the Eligible Shareholder(s) concerned, his/her/their shareholding in the Company, the reason(s) to convene an EGM and the proposed agenda.

The Company will check the Requisition and the identity and shareholding of the Eligible Shareholder(s) will be verified with the Company's branch share registrar in Hong Kong. If the Requisition is found to be proper and in order, the Company Secretary will ask our Board to convene an EGM and/or include the proposal(s) made or the resolution(s) proposed by the Eligible Shareholder(s) at the EGM within two months after the deposit of the Requisition. On the contrary, if the Requisition has been verified as not in order, the Eligible Shareholder(s) concerned will be advised of the outcome and accordingly, our Board will not call for an EGM nor include the proposal(s) made or the resolution(s) proposed by the Eligible Shareholder(s) at the EGM.

If within 21 days of the deposit of the Requisition our Board fails to proceed to convene such meeting, the requisitionist(s) himself/herself/themselves may do so in the same manner, and all reasonable expenses incurred by the Eligible Shareholder(s) concerned as a result of the failure of our Board shall be reimbursed to the Eligible Shareholder(s) by the Company.

PROCEDURES FOR SHAREHOLDERS TO SEND ENQUIRES TO OUR BOARD

Shareholders may send written enquiries to the Company for the attention of the Company Secretary at the Company's head office and principal place of business in Hong Kong.

Upon receipt of the enquiries, the Company Secretary will forward the communications relating to:

1. the matters within our Board's purview to the executive Directors;

2. the matters within a Board committee's area of responsibility to the chairman of the appropriate committee; and

3. ordinary business matters, such as suggestions, enquiries and client complaints to the appropriate management of the Company.

COMMUNICATION WITH THE SHAREHOLDERS

The Company has adopted a Shareholders' communication policy with the objective of ensuring that the Shareholders will have equal and timely access to information about the Company in order to enable the Shareholders to exercise their rights in an informed manner and allow them to engage actively with the Company.

Information will be communicated to the Shareholders through the Company's financial reports, AGMs and other EGMs that may be convened as well as all the published disclosures submitted to the Stock Exchange. Representatives of the Company present at the general meetings of the Company will respond to queries and/or views from the Shareholders.

The Board has reviewed the implementation and effectiveness of the Shareholders' communication policy of the Company for FY2026, and is of the view that, through the various communication channels including but not limited to (a) holding of AGMs and EGMs (if any); (b) timely dissemination of information on the Stock Exchange's website and (c) various manners to put forward enquiries to the Board as set out above, the Shareholders' communication policy had been properly and effectively implemented during FY2026.

CONSTITUTIONAL DOCUMENTS

There were no changes in the constitutional documents of the Company during FY2026.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

INTRODUCTION

SCOPE

This report was approved by the board of directors (the "**Board**") of Hing Ming Holdings Limited (the "**Company**") and aims to provide a balanced representation of the efforts made by the Company and its subsidiaries (the "**Group**") on corporate social responsibility and covers its operations in the business of provision of rental services of construction equipment, mainly including tower cranes and generators; and the trading of equipment and spare parts for the year ended 31 March 2026 (the "**Year**"). There are no significant changes in the scope of this report from that of ESG report for the year ended 31 March 2025.

REPORTING FRAMEWORK

This report is prepared in accordance with the Environmental, Social and Governance ("**ESG**") Reporting Code as set out in Appendix C2 to the Rules Governing the Listing of Securities on GEM of The Stock Exchange of Hong Kong Limited.

GOVERNANCE OF ESG MATTERS

To demonstrate our commitment to transparency and accountability, the Group verified on the efficacy of ESG risk management and internal control systems and has established an ESG working group, which has clear terms of reference that set out the powers delegated to it by the Board. The Board assumes full responsibility for the Group's ESG matters, and is responsible for reviewing ESG-related matters on a regular basis, identifying and assessing related risks, and ensuring that the Group has established appropriate and effective ESG risk management and internal control systems. In addition, the Board regularly reviews the performance of the Group against ESG-related targets by comparing ESG-related data against those in the previous reporting period and reviews and approves the disclosures in ESG reports.

The ESG working group is responsible for formulating relevant ESG policies and management procedures in line with the framework and objectives set out by the Board and implementing daily ESG work across our business operation, including evaluating the stakeholders' needs and expectations with timely response, identifying ESG-related risks and opportunities pertaining to the business operations, monitoring the environmental and social performance in our departmental units and reporting status of the Group's ESG related matters to the Board on a regular basis.

REPORTING PRINCIPLES

This report follows the ESG Reporting Code and applies the following principles:

Reporting principles	Application in this report
Materiality	The Group's stakeholders are engaged in the identification of ESG issues that matter most from their perspectives. The Group assessed the materiality of those ESG issues based on the corresponding risks posed on the sustainability on the Group's businesses. Material ESG issues were identified and prioritized and are disclosed in this report.
Quantitative	Information on the standards, methodologies, assumptions and/or calculation tools used, and source of conversion factors used, for the reporting of emissions/energy consumption, where applicable, are disclosed in the respective sections in this report.
Consistency	Unless stated otherwise, the Group applies consistent methodology in compiling the ESG data reported to ensure meaningful comparison of ESG performance over time and between entities. Any change in methods or KPIs used is explained.

CORPORATE SOCIAL RESPONSIBILITY VISION, POLICY AND STRATEGY

The Group views corporate social responsibility ("**CSR**") as a business philosophy that creates sustainable value for shareholders by embracing opportunities and managing risks deriving from economic, environmental and social developments. The Group also believes that the ability to identify, assess and manage ESG considerations in our business activities is vital to creating intrinsic value to the Group in the long run. Hence, ESG considerations are an integral part of our CSR objectives and the Group has adopted CSR Policy in respect of the environmental, social and governance dimensions that aims to integrate CSR seamlessly into the Group's business strategies and management approach.

The Group's CSR Policy describes our long-term approach to specific issues in the four cornerstones: Marketplace, Workplace, Community and Environment, which is instrumental in enabling our business to operate in a sustainable manner. Within each of the cornerstones, core principles and pragmatic objectives provide guidance on practicing CSR in our daily operations.

ENVIRONMENTAL AND SOCIAL SUBJECT AREAS

Strategies

Environmental and social responsibilities are viewed as the Group's core commitment to environment, internal workplace, and external community, and an integral part of the Group's practice to create value for stakeholders. Our strategy is to fulfil the Group's environmental and social responsibilities through achieving environmental and social objectives during daily operations.

Objectives

We integrate environmental and social considerations into the Group's business objectives to achieve:

Environmental objectives:

- Add environmentally friendly elements to our daily service and operation activities;
- Reduce greenhouse gas emissions;
- Use energy and resources efficiently; and
- Continuously improve waste management

Social objectives:

- Respect employees' rights and promote an equal opportunity workplace;
- Commit to occupational safety and health, and provide a safe and healthy workplace;
- Commit to ethical business practices, and build integrity within the workplace; and
- Promote community participation

Approach

Monitored by the Board, the Group is executing its environmental and social strategy and achieving its related objectives through a series of actions and commitments:

- Embed environmental and social objectives into business processes including decision making process;
- Establish and document environmental and social policies for management and staff members to follow;
- Comply with environmental and social laws and regulations;
- Report our performance on a balanced picture;
- Disclose KPIs as measurement of actual results;
- Ensure appropriate and effective ESG risk management and internal control systems are in place; and
- Practise corporate citizenship in things we do

Environmental and social management system comprises:

- The direction from the Board to fulfil the ESG responsibilities;
- Daily execution of environmental and social strategy and achieving its objectives by management;
- Performance and achievements done by employees in accordance with the Group's environmental and social policies;
- Compliance with environmental and social laws and regulations;
- Review and monitoring of ESG risks management and internal control systems by the Board; and
- Reporting and disclosure of our performance and KPIs

Measures for the achievement of environmental and social objectives are:

- Environmental policies;
- Social policies;
- Checklists for the compliance with applicable environmental and social laws and regulations;
- Requiring documentation for the performance and accomplishment of environmental and social related activities or matters; and
- Data collection, calculation, and disclosure of KPIs

The implementation of environmental and social strategies, management of environmental activities, and measurement of achieving environmental and social objectives are monitored by dedicated managerial staff members and finally by the Board for its overall ESG responsibility.

SUSTAINABLE DEVELOPMENT

Aspiring to persist as the leading temporary suspended working platform rental service provider in Hong Kong, the Group strives to operate its business in an economic, social and environmentally sustainable manner. Continuously resolute in providing good quality products and outstanding services, the Group firmly recognizes the importance of balancing its business objectives with the stewardship of natural environment, the need to meet market demand for resources, and the need to build a more prosperous and sustainable society.

STAKEHOLDERS ENGAGEMENT AND MATERIALITY

In order to create sustainable growth and long-term value for its stakeholders, who comprise the Group's employees, investors, customers and the wider community, the Group endeavors to address their expectations and concerns through regular communication. The Group continues to involve stakeholders on an ongoing basis to understand their views and collect their expectations and concerns regarding significant ESG related matters of the Group's businesses, which are evaluated, prioritized and incorporated into our ESG strategy, including the setting of practicable ESG targets. Our communication channels with our stakeholders include company website, annual general meeting, business meetings and staff meetings. Based on the stakeholders' feedback, the material environmental and social issues were identified as follows:

- Employee welfare;
- Environmental compliance;
- Greenhouse gas emissions;
- Occupational health and safety;
- Labour standard;
- Training and development;
- Product quality; and
- Supply chain management

ENVIRONMENTAL

The Group integrates considerations of environmental preservation into its business and is dedicated to continuously improving environmental performance in conformity with all applicable laws and regulations in Hong Kong.

EMISSIONS

The Group's business predominantly focuses on rental services with respect to temporary suspended working platforms and other equipment and trading services with respect to equipment and spare parts including permanent suspended working platforms, motors and wire rope.

Being a responsible rental services provider, the Group strives to implement every possible measure to conserve energy in its business through increasing the energy efficiency of machineries and equipment sold or leased by the Group. As such, the Group strictly adheres to the Air Pollution Control (Non-road Mobile Machinery) (Emission) Regulation (Chapter 311Z of the Laws of Hong Kong) when applicable, which regulates the emissions of non-road mobile machinery including suspended working platforms. Also, the Group ensures that machineries sold or leased are approved with the Non-Road Mobile Machinery (NRMM) label issued by the Environmental Protection Department of Hong Kong, when applicable.

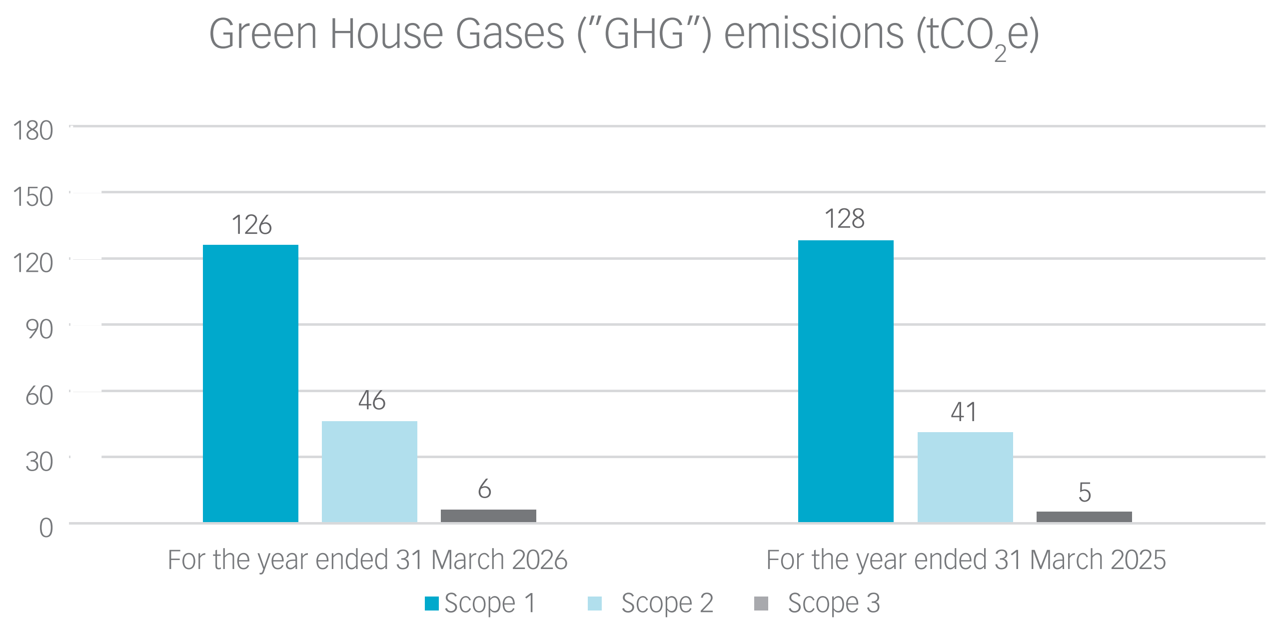
Air and Greenhouse Gas Emissions

Air emissions include NO_x, SO_x, and other pollutants regulated under national laws and regulations. Greenhouse gases include carbon dioxide, methane, nitrous oxide, hydrofluorocarbons, perfluorocarbons and sulphur hexafluoride.

— *Air and Greenhouse Gas Emissions from Production*
In view of the Group's business nature, there were no air and greenhouse gas emissions from production.

— *Air and Greenhouse Gas Emissions from Vehicles*
The Group believes that green transportation brings benefits, which include reduction of transportation costs and reduction of energy consumption and pollution. As such, the Group encourages optimising transportation routes, high filling rate or carpooling and proper tire pressure to achieve efficiency. The Group reminds employees to consider environmental impact in their commuting decisions to reduce air and greenhouse emissions.

An overview of carbon footprint for the Group's operations in Hong Kong is summarised as follows:



Overview of carbon footprint for Hong Kong operations

GHG emissions	For the year ended 31 March **2026** **tCO_2e**	 2025 tCO_2e	Variance **Increase/** **(decrease)**
Scope 1: Direct emissions[2]			
— Carbon dioxide	**126**	128	(2)
Scope 2: Indirect emissions[3]			
— Carbon dioxide	**46**	41	5
Scope 3: Other indirect emissions[4]			
— Carbon dioxide	**6**	5	1
Total GHG emissions (Scope 1+2+3)	**178**	174	4
GHG emissions intensity[5]			
Per revenue (HK$ million)	**1.6**	1.6	–

Notes:

1. The above GHG emissions are measured in accordance with the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004) and the calculation tools provided by the Environmental Protection Department of Hong Kong. This methodology is adopted to ensure compliance, data comparability, and alignment with reporting standards. Quantifications are driven by primary operational inputs, including fuel activity logs for vehicles and machinery (Scope 1); electricity consumption invoices (Scope 2); and paper procurement records, business flight itineraries, and municipal water processing data (Scope 3). Calculations rely on the assumption of standardised emission factors.

2. Scope 1 refers to direct GHG emissions such as fuel consumption.

3. Scope 2 refers to indirect GHG emissions from consumption of purchased electricity in Hong Kong.

4. Scope 3 refers to other indirect GHG emissions from paper purchased, electricity used for processing fresh water and sewage by government departments and business air travel by employee.

5. GHG emissions intensity is calculated by dividing the total GHG emissions by the Group's revenue. The Group's revenue for the years ended 31 March 2026 and 2025 is approximately HK$109 million and HK$106 million, respectively.

The primary sources of GHG emissions from the Group's trading and rental business are fuel used for its motor vehicles, machineries and equipment and consumption of electricity for its office operations. The Group has directed efforts to monitor and minimize its mobile fuel, stationary fuel and electricity usage in its workplace by the use of energy efficient motor vehicles and office equipment as well as by encouraging its employees to share rides where possible and to keep the indoor temperature within the office at 24 to 26 degrees Celsius. The Group's GHG emissions intensity remained unchanged at approximately 1.6 tCO_2 per HK$1 million of revenue for the years ended 31 March 2025 and 2026.

The Group will continue to explore and evaluate the possibility of carbon reduction through the use of cleaner source of energy and more efficient use of its transportation capacity, where the situations permit. The Group targets to reduce its GHG emission intensity.

Emissions from vehicles

	For the year ended 31 March	
Types of emissions	**2026 (g)**	2025 (g)
NO_X	**17,424**	19,031
SO_2	**475**	456
Particulate Matter ("**PM**")	**1,283**	1,401

Generation of Hazardous Waste and Non-hazardous Waste

The Group is not aware of any hazardous waste generated from its activities during the Year. Non-hazardous waste generated from the Group's activities is minimal. The Group continuously monitors the potential impacts of its activities on the environment.

No non-compliance with the laws and regulations in Hong Kong relating to air and greenhouse gas emission, discharges into water and land, and generation of hazardous and non-hazardous waste that have or may have a significant impact on the Group during the Year was identified.

ENERGY CONSUMPTION

The Group is eminently devoted towards promoting a sustainable working and living environment through continuous emissions reduction and effective use of resources by introducing various guidelines pertaining to the efficient utilization of resources. Details of the Group's total use of resources by category are summarized as follows:

Total use of resources by category

	For the year ended 31 March		Variance
GHG emissions	**2026 (kWh)[1]**	2025 (kWh)[1]	**Increase/ (decrease)**
Electricity	**72,612**	65,465	7,047
Fuel	**468,921**	481,818	(12,897)
Total energy consumption	**541,433**	547,283	(5,850)
Energy consumption intensity[2]			
Per revenue (HK$ million)	**4,990**	5,158	(168)

GHG emissions	**2026 Sheet (kg)**	2025 Sheet (kg)	**Increase/ (decrease)**
Paper	**42,710 (215)**	53,503 (266)	(10,793) (51)
Paper consumption intensity[3]			
Per employee	**1,294 (7)**	1,672 (8)	(378) (1)

Notes:

1. The energy consumption unit is converted to kWh. The conversion rate is based on the reference and tool provided by https://www.hkex.com.hk/-/media/HKEX-Market/Listing/Rules-and-Guidance/Environmental-Social-and-Governance/Exchanges-guidance-materials-on-ESG/app2_envirokpis.pdf?la=en.
2. Energy consumption intensity is calculated by dividing the total energy consumption by the Group's revenue.
3. Paper consumption intensity is calculated by dividing the paper consumption by the number of employees. The number of employees as at 31 March 2026 and 2025 is 33 and 32, respectively.

The Group's energy consumption from fuel decreased by approximately 2.7% from approximately 481,818 kWh for the year ended 31 March 2025 to approximately 468,921 kWh for the Year, which accounts for approximately 87% (2025: 88%) of the Group's total energy consumption. The overall energy consumption intensity of the Group decreased by approximately 3.3% from approximately 5,158 kWh per HK$1 million of revenue for the year ended 31 March 2025 to approximately 4,990 kWh per HK$1 million of revenue for the Year.

The Group's paper consumption decreased from 53,503 sheets (266 kg) for the year ended 31 March 2025 to 42,710 sheets (215 kg) for the Year.

The Group targets to reduce its overall energy consumption intensity and paper consumption intensity.

WASTE MANAGEMENT

The Group adopts waste management policy of reduce, reuse, recycle and replace where possible. For example, to reduce waste, the used metal components of temporary suspended working platforms are disposed at a low price or at no cost to recycling companies.

WATER MANAGEMENT AND USE OF PACKAGING MATERIALS

The principal activities of the Group do not involve production, hence water usage and use of packaging material for finished products are minimal. As water is used mainly for domestic purpose at the Group's office, the Group does not have any issue in sourcing water that is fit for such purpose. During the Year, the Group has installed flow controllers on water taps to reduce water consumption.

USE OF RESOURCES

The Group is committed to promoting employees' environmental awareness and optimizing natural resources utilization among the Group. The Group will continue to make every effort to alleviate its environmental impact by properly maintaining vehicles and encouraging environmentally friendly driving behaviours. For example, drivers are encouraged to drive at a reasonable speed to avoid sudden braking, and to switch off engine while waiting. The Group will also continue to promote its guidelines on best practices for efficient use and conservation of resources in the office workplace, which include the use of energy saving lighting, e-statements and duplex print, separation of paper and tins for recycle purpose, as well as video conferencing as a substitute for overseas or cross-border business trips to reduce carbon footprints from flights, trains or other vehicles, where possible. In addition, the Group will continue to promote proper waste management and water saving behaviour under its overall environmental management agenda.

The Group preserves the environment and natural resources indirectly through providing rental services of construction equipment, mainly including tower cranes and generators. Temporary suspended working platforms of the Group act as a substitute for traditional bamboo shed, which can significantly reduce wastes produced by traditional scaffolding. For example, according to the Construction Innovative Environmental Practices issued by the Hong Kong Construction Association, the use of temporary suspended working platforms for installation of a 22-floor high tower lift can prevent 1,200 meters of bamboo from landfill disposal.

CLIMATE CHANGE

The Group recognizes that climate change poses significant risks and opportunities that can materially affect our business operations, supply chains, and long-term corporate value. Consequently, climate-related considerations are fully integrated into our core sustainability strategy, driving continuous improvements in operational resilience and resource efficiency.

In alignment with the Environmental, Social, and Governance Reporting Guide and prevailing international disclosure standards, we are dedicated to transparent, comprehensive reporting structured around the four core pillars: Governance, Strategy, Risk Management, and Metrics & Targets. The subsequent section details the Group's framework for identifying, managing, and disclosing climate-related matters, reinforcing our commitment to sustainable development and the preservation of long-term stakeholder value.

Governance

The Group has fully integrated climate-related risks and opportunities into its core governance framework. The Board of Directors maintains ultimate accountability for climate governance, which encompasses establishing environmental policies, approving emission reduction targets, ensuring regulatory compliance, and verifying the accuracy of disclosures in accordance with the ESG Reporting Guide and international frameworks.

To ensure proactive oversight, the Board convenes regularly to evaluate climate-related exposures, review progress toward established targets, and refine strategic direction as necessary. Senior management drives execution by implementing targeted climate initiatives, monitoring operational performance, and providing regular updates to the Board. To reinforce governance capabilities, directors are provided with continuous training and relevant resources, supplemented by external expert advice when required. Collectively, these mechanisms embed climate considerations into the Group's broader risk management framework, enabling a systematic response to climate challenges and safeguarding long-term sustainable development.

Strategy

The Group has developed robust climate strategies and targeted action plans to proactively address identified risks and capitalize on emerging opportunities. Utilizing scenario analysis and risk prioritization, the Group systematically evaluates its exposure to both physical and transition risks. Physical risk assessments focus on the direct operational impacts of acute extreme weather events and chronic, long-term climate adjustments, such as flooding, severe heatwaves, and rising sea levels. Simultaneously, transition risk evaluations address the shifting market landscapes driven by evolving regulatory policies, necessary investments in low-carbon technologies, and changing customer preferences.

These comprehensive assessments measure potential financial and operational vulnerabilities across the Group's entire value chain. By embedding climate considerations directly into its strategic planning, the Group strengthens its overall operational resilience, ensures regulatory compliance, and drives long-term sustainable development.

Risks and opportunities	Timeframe	Effects on business model	Effects on value chain	Responses (Mitigation / Adaptation)
Physical risks				
Acute risks: Greater frequency and severity of extreme weather events, such as: • Tropical cyclones • Riverine flooding • Storms	Short-term (1-5 years)	• Forced shutdowns at construction sites leading to project delays and a temporary freeze on equipment leasing billing. • Severe wind and flood hazards causing physical damage to deployed tower cranes, suspended working platforms, and generators, escalating fleet maintenance and capital replacement costs.	• Transport bottlenecks and logistics delays in delivering, erecting, or dismantling heavy machinery at urban construction sites. • Weakened contractor and developer confidence due to weather-induced project timeline slips, potentially reducing future tender and leasing renewal rates.	• Deploy swift mobilization and safety securement protocols for high-altitude equipment and tower cranes under adverse weather signals. • Reinforce on-site protective storage measures, localized drainage, and advanced waterproof coverings for electronic components and generator units.

Risks and opportunities	Timeframe	Effects on business model	Effects on value chain	Responses (Mitigation / Adaptation)
Physical risks (Continued)				
Chronic risks: Evolving precipitation trends and heightened volatility in long-term weather patterns.	Long-term (>10 years)	• Accelerated wear, tear, and structural degradation of the rental fleet exposed to chronic outdoor element exposure. • Increased heat stress and severe weather hazards for field engineering teams responsible for on-site machinery assembly, inspections, and maintenance. • Unreliable municipal power or utility access at projects, forcing higher strain and operational reliance on backup generators.	• Upstream delays from international equipment manufacturers and spare part vendors facing climate disruptions, limiting fleet expansion plans. • Reduced structural capacity and lower efficiency of mechanical systems operating under prolonged periods of extreme heat.	• Enforce strict climate-adjusted occupational safety guidelines and heat-stress protection protocols for all technical and field operations staff. • Enhance routine maintenance intervals and comprehensive diagnostic testing schedules for the entire rental fleet. • Review, update, and maintain a rigorous corporate disaster emergency and operational recovery plan.

Risks and opportunities	Timeframe	Effects on business model	Effects on value chain	Responses (Mitigation / Adaptation)
Transition risks				
Policy and legal risk • Enhanced emissions reporting and carbon disclosure obligations for listed entities. • Mandatory regulation and emission standards on existing construction machinery and diesel generators. • Exposure to regulatory non-compliance litigation.	Medium-term (6–10 years)	• Increased compliance and administrative costs to track and report machinery carbon footprints. • Financial liabilities or penalties due to potential litigation over non-compliant equipment. • Corporate reputational damage if fleet standards lag behind HKEx or local regulatory codes.	• Anticipated reduction in customer demand for older, high-emission rental machinery and diesel-powered units.	• Strengthen internal ESG compliance and data tracking frameworks for the machinery fleet. • Continuous monitoring of local environmental laws and adoption of international disclosure standards. • Maintain appropriate legal liability and environmental insurance coverage.

Risks and opportunities	Timeframe	Effects on business model	Effects on value chain	Responses (Mitigation / Adaptation)
Transition risks (Continued)				
Technology risk • Substitution of traditional diesel-powered machinery with low-emission or electrified alternatives. • Capital costs required to transition the rental fleet to lower-emission technologies.	Medium-term (6–10 years)	• Increased research and capital expenditure to evaluate and source new alternative-energy equipment. • Higher fleet modernization costs and potential write-downs of legacy assets. • Operational costs associated with training technicians to service electrified or hybrid machinery.	• Anticipated drop-in utilization rates and demand for high-emission construction machinery across client project cycles.	• Systematically phase out and replace aged equipment and machinery with models meeting higher environmental and energy standards. • Invest in low-emission or electric tower cranes, suspended platforms, and generators during fleet expansion.

Risks and opportunities	Timeframe	Effects on business model	Effects on value chain	Responses (Mitigation / Adaptation)
Transition risks (Continued)				
Reputation risk • Shifts in contractor and developer preferences toward green procurement and eco-certified partners. • Increased stakeholder concern or negative feedback regarding the environmental footprint of heavy machinery.	Medium-term (6–10 years)	• Negative impacts on talent recruitment and retention (e.g., difficulty attracting ESG-conscious professionals and engineers). • Potential constraints on capital or financing if green lending criteria are not satisfied.	• Anticipated reduction in successful project tenders due to a market shift away from high-emission asset suppliers. • Decreased logistics and operational capacity if suppliers or vendors face climate-related supply chain interruptions.	• Strengthen corporate and employer branding by actively highlighting sustainability and green fleet commitments. • Enhance transparency, accuracy, and depth in annual ESG disclosures and reporting. • Collaborate closely with global machinery manufacturers and suppliers who adhere to strict sustainability standards.

Risks and opportunities	Timeframe	Effects on business model	Effects on value chain	Responses (Mitigation / Adaptation)
Opportunities				
Resource efficiency • Transition to more efficient maintenance, logistics, and refurbishment processes for the rental fleet. • Implementation of recycling and parts component reclamation programs. • Reduced energy and water consumption across service depots.	Long-term (>10 years)	• Operational cost savings and efficiency gains throughout the lifetime of rental assets. • Positive impacts on workforce management and safety protocols during maintenance and engineering tasks, driving up employee satisfaction.	• Enhanced competitive advantage as contractors seek asset suppliers with lower operational overheads and lean practices. • Streamlined supply chains by reducing waste disposal constraints and dependency on raw materials.	• Optimize fleet logistics and scheduling to minimize fuel usage during machine transport and site assembly. • Incorporate advanced maintenance software to extend the lifecycle of tower cranes, suspended platforms, and generators.
Energy source • Adoption and commercial deployment of lower-emission energy sources (e.g., electric, hybrid, or hydrogen-powered machinery).	Long-term (>10 years)	• Significantly minimized exposure to future fossil fuel price hikes and volatile diesel costs across fleet testing and operations. • Substantial reductions in direct and indirect greenhouse gas emissions.	• Anticipated brand and reputational benefits, driving stronger demand from eco-conscious developers and major public infrastructure projects.	• Progressively replace legacy diesel machinery with energy-efficient or fully electrified models to maximize market opportunities. • Encourage international machinery manufacturing partners to adopt renewable energy and low-carbon production methods.

Risks and opportunities	Timeframe	Effects on business model	Effects on value chain	Responses (Mitigation / Adaptation)
Opportunities (Continued)				
Resilience • Active participation in local green building/energy initiatives and early integration of industry-leading energy-efficiency benchmarks.	Long-term (>10 years)	• Strengthened, proactive climate resilience planning that buffers the corporate model against sudden environmental or regulatory updates.	• Heightened supply chain security and an uncompromised ability to execute heavy machinery deployment under volatile or changing climate conditions.	• Establish comprehensive business continuity frameworks and robust disaster recovery mechanisms to safeguard high-value fleet assets and the technical field workforce. • Coordinate closely with upstream suppliers to secure stable, resilient pipelines for eco-compliant components and machinery parts.

During the Reporting Period, climate-related risks and opportunities did not exert a material impact on the Group's financial position, performance, or cash flows. In line with the updated HKEX climate disclosure requirements, Hing Ming Holdings Limited recognizes that a comprehensive climate risk assessment demands both qualitative and quantitative analysis. However, due to inherent measurement uncertainties and the fact that green fleet improvements, such as sourcing energy-efficient tower cranes or low-emission generators, are integrated into our daily capital expenditure and maintenance operations without separately identifiable funding, isolating specific quantitative financial impacts remains challenging at this stage. The Group has therefore undertaken qualitative scenario analysis to evaluate potential implications across our machinery rental and trading businesses while actively enhancing internal data integration and operational modelling capabilities. Hing Ming Holdings Limited remains committed to progressively increasing the granularity of its quantitative climate-related disclosures and will provide timely updates should material impacts on our financial position, performance, or cash flows arise.

To supplement the qualitative assessment of these potential implications, the Group conducted a structured scenario analysis during the 2025/2026 financial year covering its principal operations in Hong Kong. The operational scenarios were developed with reference to the Intergovernmental Panel on Climate Change ("IPCC") pathways for assessing acute and chronic physical risks (such as severe typhoons affecting high-altitude equipment), and the Network for Greening the Financial System ("NGFS") frameworks for transition risks (such as tightening emission standards on diesel engines). These risks were systematically evaluated across short-, medium-, and long-term horizons. These specific scenarios were selected as they align seamlessly with the Group's asset procurement and strategic planning horizons, while remaining consistent with the carbon-reduction objectives of the Paris Agreement. They empower the Group to evaluate its structural exposure to both physical hazards and market transitions, ensuring climate resilience is embedded directly into future fleet planning and corporate strategy. The underlying methodology, asset scope, and analytical boundaries are detailed in the table below:

Scope	**Same as the reporting boundary**
Scenario used	IPCC for physical risks analysis: • **SSP 1-2.6:** Global warming reaches 2°C. Governments' social, economic and clean energy transitions align with historical trends. Stringent policies amplify transition risks for enterprises, while physical risks remain notable. • **SSP 5-8.5:** Global warming exceeds 4°C. Delayed government climate action, stalled emission reduction/adaptation and insufficient policies drive extreme climate impacts, increasing enterprises' immediate and long-term physical risks. NGFS for transition risks analysis: • **Net Zero 2050:** Early adoption of stringent climate policies. By reducing energy demand and advancing low-carbon technologies, it aims to limit global warming to well below 1.5°C and achieve global net-zero carbon dioxide emissions around 2050. • **Current Policies:** Only currently implemented climate policies remain in place, leading to continued growth in Greenhouse gas ("GHG") emissions. Global warming is projected to exceed 3°C, resulting in severe physical risks.
Time Horizon	Time horizon covers short-term (up to 2030), medium-term (up to 2050), and long-term (up to 2080)
Assumption	• Existing mitigation measures remain the same. • Assets and operational location remain the same.

To enhance operational clarity, Hing Ming Holdings Limited has adopted the following formalized definitions of severity levels to evaluate climate-related risks and opportunities across its machinery rental and trading businesses. These structured definitions form the operational baseline for the qualitative risk assessment results detailed in the subsequent sections of this report. The potential severity of both physical impacts on our equipment fleet and transition market risks is categorized as High, Medium, or Low, as defined below:

High:	Causes substantial impact on operations, financial performance, or stakeholder confidence; requires immediate and comprehensive mitigation or adaptation measures.
Medium:	Results in moderate impact on operations or the value chain; necessitates proactive monitoring and targeted management actions.
Low:	Produces limited impact with minimal disruption; manageable through routine controls and continuous improvement practices.

Based on these definitions, the Group's qualitative assessment results are summarised in the table below:

	IPCC AR6 SSP2-4.5 Percentage of value at risk (%)			IPCC AR6 SSP5-8.5 Percentage of value at risk (%)		
Physical risks	**2030**	**2050**	**2080**	**2030**	**2050**	**2080**
Acute risks	Low	Low	Medium	Low	Medium	Medium
Chronic risks	Low	Low	Medium	Low	Medium	Medium
	NGFS Net Zero Percentage of total cost (%)			**NGFS Current Policies Percentage of total cost (%)**		
Transition risks	**2030**	**2050**	**2080**	**2030**	**2050**	**2080**
Policy risk	Low	Low	Medium	Low	Medium	Medium
Technology risk	Low	Low	Medium	Low	Medium	Medium
Reputation risk	Low	Low	Medium	Low	Medium	Medium

Based on the structured scenario analysis conducted, the Group determined that most climate-related risks affecting its heavy machinery fleet and trading operations were assessed at low to medium levels across the majority of near-term scenarios, with potential escalation to higher severity by 2050 and 2080. To proactively address these risks, Hing Ming Holdings Limited maintains rigorous mitigation measures, including the routine inspection and comprehensive maintenance of critical rental assets, such as tower cranes, temporary suspended working platforms, and generator units, to guarantee structural safety and operational integrity. The Group has also refined its operational scheduling and enhanced business continuity frameworks to manage severe weather events effectively.

Because the Group executes its leasing operations directly on construction sites managed by main contractors, specific emphasis has been placed on strengthening climate resilience through direct operational improvements during project execution. Simultaneously, supplier and contractor engagement has been reinforced to ensure both upstream machinery manufacturers and downstream site partners adopt climate-resilient practices. This includes integrating specific carbon-emission and environmental compliance considerations into the Group's formal verification and performance monitoring processes. Hing Ming Holdings Limited possesses sufficient financial capacity to manage these identified impacts and remains highly adaptable in adjusting its strategies, asset procurement, and business models as market circumstances evolve. Ongoing monitoring of climate science, tightening local emission regulations on construction machinery, and stakeholder expectations will continue to support long-term corporate resilience, ensuring strict alignment with HKEX climate disclosure requirements and prevailing international standards.

Risk Management

The Group has embedded climate-related risk identification, assessment, prioritization, and management into its overall enterprise risk management framework, ensuring that climate risk management is seamless within daily business activities. This approach remains fully consistent with the Group's existing risk management structure, with no significant modifications introduced during the reporting period. Climate-related risks are addressed through structured, repeating processes that ensure proper identification, adequate evaluation, effective mitigation, and continuous monitoring.

Identification:

Scenario analysis tailored specifically to Hing Ming Holdings Limited's operational environment and business profile, namely the rental and trading of construction machinery, provides a comprehensive view of climate-related risks and opportunities across all active sites. This ensures that critical leasing and engineering processes are fully considered. Physical risks may arise from events such as severe typhoons, riverine flooding, or prolonged heatwaves, potentially causing machinery damage and operational project delays. Transition risks stem from evolving local emission regulations on diesel engines, technological advancements in machinery electrification, and reputational pressures from the shifting green procurement preferences of contractors.

Evaluation:

The Group undertakes structured assessments to analyse how these climate-related risks and opportunities may affect machinery utilization rates, supply chains, and underlying financial outcomes, together with an objective evaluation of their probability of occurrence.

Prioritization:

Following the evaluation of climate-related risks and opportunities, the Group determines action priorities by considering both the likelihood of occurrence and the potential significance of the impact on our asset fleet. This prioritization approach is consistent with the Group's broader enterprise risk management framework and supports overall business objectives.

Monitoring:

The Group maintains continuous monitoring of climate-related risks, taking into account rapid developments in climate science, evolving regulatory frameworks by the Hong Kong Government, and shifting market expectations. Scenario analysis and risk management practices are reviewed and updated on a regular basis to safeguard fleet operational resilience and ensure ongoing alignment with international standards, including the Paris Agreement and HKEX disclosure obligations. Crucial findings are reported directly to management to facilitate effective oversight and timely corporate action.

Metrics and Targets

The Group remains committed to reducing emissions and will continue to monitor all relevant indicators to ensure transparency and compliance with HKEX climate disclosure requirements.

To minimize the direct and indirect greenhouse gas (GHG) emissions associated with our machinery rental and trading operations, we have implemented several targeted measures across our vehicle fleet and equipment maintenance activities, including:

- Enforcing Idling Restrictions: Actively reminding our employees and technical staff to switch off idling engines when forklifts or corporate motor vehicles are not in active use.

- Fuel Efficiency and Fleet Maintenance: Continuous monitoring of fuel consumption patterns across our forklifts and motor vehicles, alongside conducting regular maintenance and diagnostic inspections to ensure optimal performance and mechanical efficiency.

- Adherence to Air Pollution Guidelines: Strict compliance with air pollution abatement guidelines as outlined within our comprehensive environmental management plan. These operational guidelines encompass verifying that the concentration and rates of air pollutants comply fully with pertinent environmental protection laws, executing regular emission inspections to ensure that our forklifts and vehicles do not exceed prescribed legal limits, and strictly prohibiting any open burning on project execution sites.

SOCIAL

EMPLOYMENT AND LABOUR PRACTICES

Employment

The Group's workforce is its most valuable asset and is the key to its long-term growth and prosperity. The remarkable development of the Group in recent years is a concrete proof of the contribution from its professional and experienced employees. Therefore, the development and maintenance of its human resources through attracting and retaining appropriate and suitable talents have equally profound effect on maintaining competitiveness within the industry and delivering excellent services to clients. For this reason, the Group is committed to providing a healthy, safe, and friendly working environment for all of its employees.

The Group recognizes, rewards and remunerates its employees based on factors such as qualifications and years of experience, with competitive remuneration package, and welfare and benefits included in its comprehensive labour management policies.

The Group firmly believes that a diversified workforce can congregate a mix of talents of different skills, experience and knowledge, which in turn strengthens the Group's competitiveness, supports innovation capability and fulfills contemporary business challenges. The Group respects diversity across all levels by offering equal employment opportunities to all candidates and not differentiating them on the basis of factors, including but not limited to gender, race, age, and religion. The Group has thus formulated and implemented equal opportunity and non-discrimination policies and practices for recruitment and promotion.

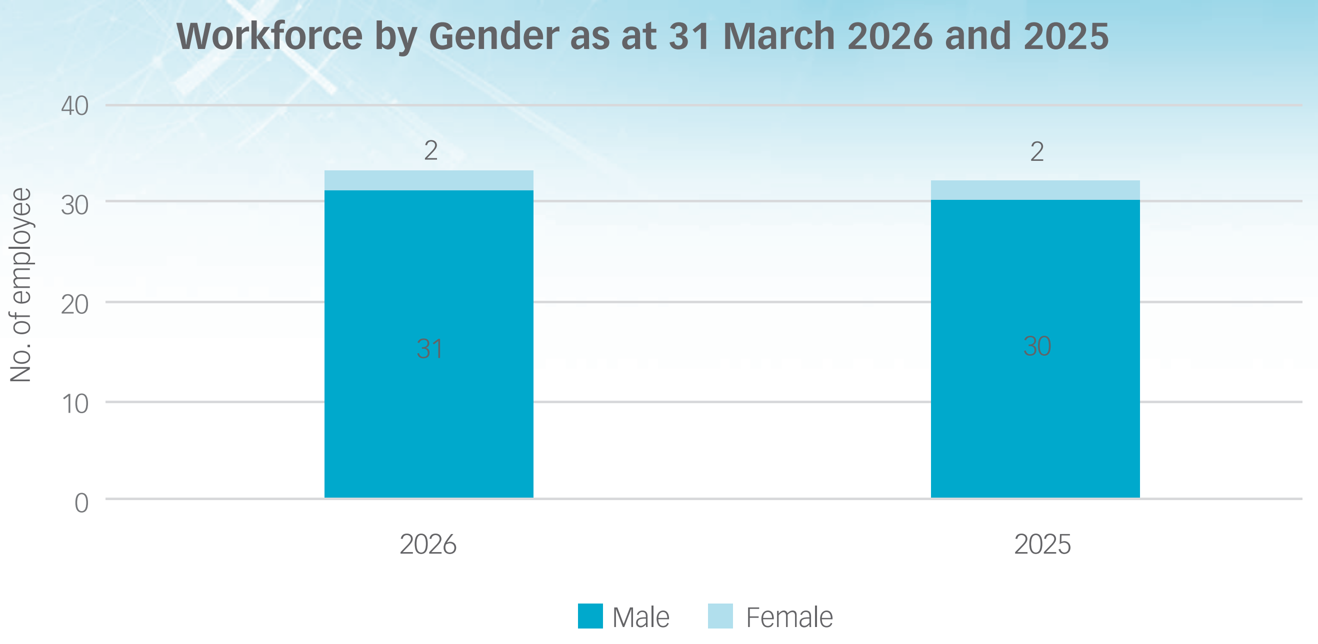
For the Group's long-term success in the industry, the Group has a series of well-established promotion and succession programs to ensure professional knowledge and experience from its existing employees are inherited by its new employees. In addition, ongoing performance reviews and annual appraisal policies are well in place to ensure all employees are provided with equal career development opportunities.

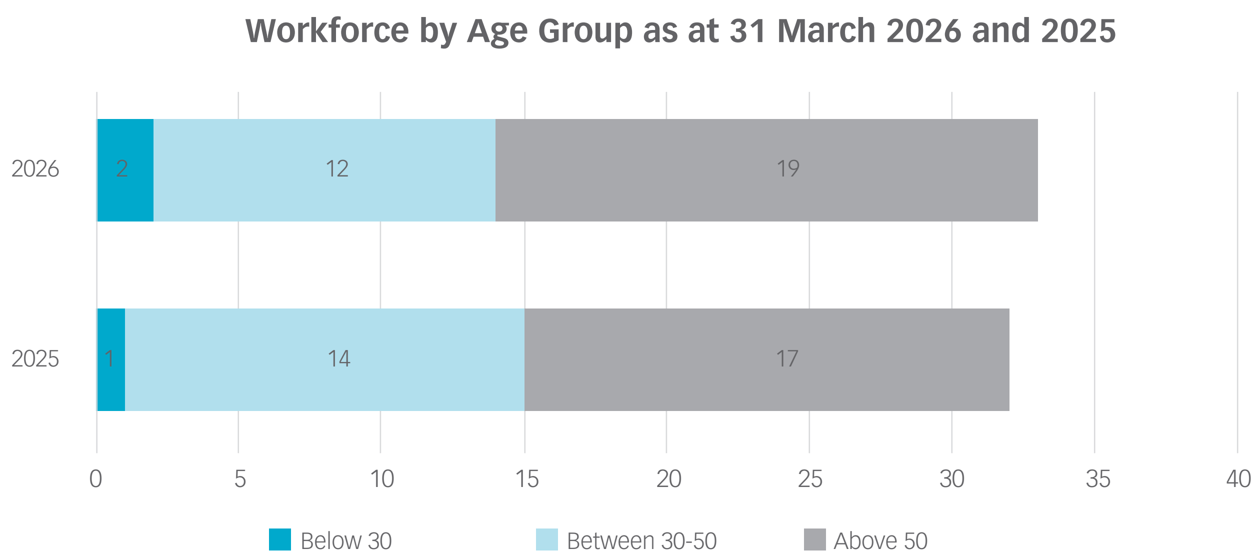
The Group adheres strictly to all laws and regulations in relation to employment such as the Employment Ordinance (Chapter 57 of the Laws of Hong Kong), the Mandatory Provident Fund Schemes Ordinance (Chapter 485 of the Laws of Hong Kong) and the Minimum Wage Ordinance (Chapter 608 of the Laws of Hong Kong).

No non-compliance with the laws and regulations in Hong Kong relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare that have or may have a significant impact on the Group was identified during the Year.

The Group had a total of 33 and 32 employees (excluding non-executive directors and independent non-executive directors of the Company) as at 31 March 2026 and 2025 and the Group's workforce composition as at 31 March 2026 and 2025 are as follows:

	2026	2025
Number of employees		
By gender		
Male	**31**	30
Female	**2**	2
By age group		
Below 30	**2**	1
30 to 50	**12**	14
Above 50	**19**	17
By region		
Hong Kong	**33**	32
By employment contract		
Permanent	**33**	32
Temporary/Part-time	**–**	–


Workforce by Gender as at 31 March 2026 and 2025
No. of employee
40
30
20
10
0
2
2
31
30
2026
2025
Male
Female


Workforce by Age Group as at 31 March 2026 and 2025
2026
2025
2
12
19
1
14
17
0
5
10
15
20
25
30
35
40
Below 30
Between 30-50
Above 50

During the years ended 31 March 2026 and 2025, a total of 2 and 2 employees left the Group respectively, representing total turnover rate of employees of 6.1% and 6.1% for the years ended 31 March 2026 and 2025 respectively. Further employee turnover rates by various categories are shown below:

	2026	2025
Number of employee turnover:		
By gender		
Male	**2**	2
Female	**–**	–
By age group		
Below 30	**–**	–
30 to 50	**2**	2
Above 50	**–**	–
By region		
Hong Kong	**2**	2
Employee turnover rate (%)#		
By gender		
Male	**6%**	7%
Female	**–**	–
By age group		
Below 30	**–**	–
30 to 50	**17%**	14%
Above 50	**–**	–
By region		
Hong Kong	**6%**	6%

Employee turnover rates are calculated by number of employee turnover during the year in their specified categories over the number of employees as at that year end in their specified categories

Health and Safety

Health and safety are always of paramount importance. Due to the nature of works in construction sites, risks of accidents or injuries are inherent. To minimize occupational accidents and to provide a safe and secure working environment, the Group is highly committed to complying with applicable laws and regulations in the industry such as the Factories and Industrial Undertakings Ordinance (Chapter 59 of the Laws of Hong Kong), the Construction Sites (Safety) Regulations (Chapter 59I of the Laws of Hong Kong), and the Occupational Safety and Health Ordinance (Chapter 509 of the Laws of Hong Kong).

The Group has strictly complied with the requirements of the Employees' Compensation Ordinance (Chapter 282 of the Laws of Hong Kong), and has arranged insurance coverage for its employees. The Group believes the current insurance coverage is adequate and consistent with the industry norm, after taking into account the prevailing industry practices and the Group's current operations.

The Group takes every possible measure to attain the goal of zero injury in construction sites. The Group's recent efforts in this regard include:

1. establishing and regularly reviewing safety rules and policies and closely monitoring the implementation of such rules and policies;

2. reviewing reports of major accidents and incidents and using statistics to identify trends and monitor safety performance;

3. reviewing the effectiveness and sufficiency of safety training; and

4. continuously monitoring changes to relevant laws and regulations in Hong Kong and updating codes on safety issues.

The Group is dedicated to implementing sound safety management and thus offers hazard identification trainings to all employees, in which the individuals are trained to determine potential health risks and apply preventive measures to resolve such issues. Also, all necessary safety rules and policies are posted on conspicuous notice boards. Technicians are required to perform routine checks for every platform in use, and to wear safety helmets, footwear, gloves and safety belts when working in platforms and construction sites. All technicians are required to complete safety induction trainings before commencing work.

There were no work-related fatalities in the Group in each of the past three years including this reporting year (2025: nil). The Group had no lost days due to work injury for the years ended 31 March 2026 and 2025.

During the Year, no non-compliance with the laws and regulations in Hong Kong relating to providing a safe working environment and protecting employees from occupational hazards that have or may have a significant impact on the Group was identified.

Development and Training

The Group trusts that the growth of employees remains key to sustaining market leadership. It is imperative to cultivate a learning culture within the Group and to encourage continual education and development in order for its employees to be well-equipped and competent in delivering high quality services and products to customers, and to raise their occupational safety awareness.

New employees are provided with on-board training to familiarize with the culture, business and operation of the Group. Also, for technical positions such as technical support, every newly-hired employee will be provided with pre-job technical training to enhance their professional skills. The Group welcomes every staff to join training programmes according to their respective job duties and positions. The Group's human resources department would review all applications from the staff and assign each staff to the most suitable training and development programme.

During the years ended 31 March 2026 and 2025, a total of 106 manhours and 152 manhours of training were provided to employees of the Group respectively, representing an average of approximately 3.2 hours and approximately 4.8 hours of training per employee as at 31 March 2026 and 2025 respectively. The total number of employees who took part in those trainings were 9 and 9 for the years ended 31 March 2026 and 2025 respectively, representing approximately 27.3% and approximately 28.1% of total employees as at 31 March 2026 and 2025 respectively. Further development and training data by various categories are shown below:

	2026	2025
Total number of hours of training received by employees	**106**	152
Percentage of employees trained#:		
By gender		
Male	**29%**	30%
Female	**–**	–
By employee category		
Senior management	**50%**	50%
Middle management	**25%**	25%
Others	**24%**	25%

\# Percentage of employees trained are calculated by number of employees trained in their specified categories over the total number of employees trained

	2026	2025
Average training hours completed per employee^:		
By gender		
Male	**3**	5
Female	**–**	–
By employee category		
Senior management	**2**	5
Middle management	**2**	10
Others	**4**	4

^ Average training hours are calculated by total number of hours trained during the year in their specified categories over the number of employees as at that year end in their specified categories

During the Year, the Group did not experience any strike or labour dispute which had a material effect on the business of the Group.

Labour Standards

The Group is committed towards the growth and well-being of its employees. The Group's guidelines on staff recruitment and avoidance of unlawful employment policy outlines the Group's obligations as a responsible employer and the procedure necessary to ensure all candidates are treated equally and employment is in compliance with local laws and regulations.

Information such as statement on work hours, pay and performance issues, policies on benefits, trainings, leave and disciplinary procedures and possible sanction are clearly stated on a written employee hand book provided in the national language of the employees.

The Group prohibits any employment which would constitute child labour and forced labour. The Group has implemented employment policies which are in strict adherence with the local employment laws and regulations. All the laws and regulations in Hong Kong pertaining to the prevention of child and forced labour are strictly followed. Prior to any confirmation of employment of the Group, our human resources department will require job applicants to provide valid identity documents to verify that the applicants are lawfully employable and ensure full compliance with relevant laws and regulations that prohibit child and forced labour. If any violations were to be detected, the Group would immediately cease any labour activities. Any false documents would be considered fraudulent and the Group would have the right to terminate the labour contract immediately. The Group will regularly review the employees' information to ensure there is no violation of any regulations and policies.

Any act of misconduct, such as sexual harassment, is seriously prohibited. Grievance mechanisms and disciplinary procedures are also set in place to enhance transparency and to ensure adequate governance of the Group. The Group adheres strictly to the Immigration Ordinance (Chapter 115 of the Laws of Hong Kong) and has taken appropriate measures to ensure that no illegal workers are employed.

During the Year, no violation of related laws and regulations in Hong Kong relating to preventing child labour and forced labour that have or may have a significant impact on the Group was identified.

OPERATING PRACTICES

Supply Chain Management

The Group believes that building stable and mutually trusted relationships with suppliers is imperative in managing potential environmental and social risks while enhancing operational efficiency and securing the long run prosperity of the Group.

For this purpose, the Group closely collaborates with stakeholders along the supply chain to improve overall environmental, social, and governance performance and to ensure all supply chain management processes are in line with the best practice incorporated. The Group's approach to this includes developing good relationships with suppliers based on honesty, fairness and mutual trust, and procuring only from suppliers on its approved list of suppliers. Major materials that the Group purchases are materials or parts and equipment for tower crane for its provision of the rental services.

As of 31 March 2025, we had 10 supplies (2024: 12 suppliers) mainly located in the following regions.

	Number of Suppliers in	
Region	**2026**	2025
Hong Kong	**5**	7
The PRC	**2**	2
Others	**1**	1
	8	10

The Group expects the suppliers to implement good employment measures by dealing with their employees fairly and reasonably, respecting employees' rights and providing employees with an environment free from discrimination, child labour and forced labour. The suppliers also need to adhere to transparent business processes and high standards of conduct which they have to avoid conflicts of interest and prohibit corruption and bribery. Before making any procurement decisions, the Group will conduct due diligence and assessments on suppliers to avoid environmental and social risks along the supply chain. Suppliers are chosen mainly based on their service or product quality, price, reputation, financial background, sustainability and social responsibility track record (including environmental friendliness) and delivery time. The Group regularly conducts performance reviews with major suppliers, regularly review the environmental friendliness of the sourced products and services and communicates with them for rectification and improvements. All of the above 8 suppliers are subject to relevant supply chain policies and practices relating to engaging suppliers mentioned above. The Group shall regularly review the relevant policies and practices to ensure their effectiveness.

During the Year, the Group was not aware that any key suppliers had any significant actual or potential negative impact on business ethics, environmental protection, human rights and labour practices, nor did any of them have any non-compliance incident in respect of human rights issues.

Product Responsibility

With a strong determination in provision of equipment with high degree of safety, quality and reliability, and delivery of excellent and professional services, the Group adopts dual-controls in product quality management through stringent quality control in the procurement process and equipment maintenance. The Group also closely monitors the level of customer satisfaction for continual self-improvement. The Group is committed to consistently delivering high quality products and offering superior services, and thus adheres strictly to all applicable laws and regulations in Hong Kong on the safety of its rental equipment.

Incoming Quality Control

The Group enhances sustainable performance through aligning its goal with its suppliers. A comprehensive supplier monitoring mechanism has been duly established and put into practice as baseline management to assure that the quality of equipment supplied to the customers are stringently controlled and monitored. The Group insists to purchase materials, temporary and permanent suspended working platforms and spare parts only from the list of approved suppliers, for which all suppliers are subject to a thorough assessment process and supplier performance review. All these measures are to ensure that the Group's rental equipment are of good design and good quality, and all machineries are made of appropriate material, properly installed and maintained.

Equipment Quality Control

The Group attaches much attention to the quality and maintenance of its equipment so as to enhance occupational safety and reliability, and ultimately gain prominence among customers. For the temporary suspended working platforms operation, the Group has dedicated a quality assurance team, comprising quality assurance officers and Competent Persons as defined under the Factories and Industrial Undertakings (Suspended Working Platforms) Regulation (Chapter 59AC of the Laws of Hong Kong), to formulate, implement, and monitor systematic quality control policies and standard operating procedures. The Group strictly follows the safe use and operation of temporary suspended working platforms. In that regard, a series of meticulous inspections, testing and examination on specific and regular basis are strictly adhered to by the Group.

Labelling

The Group requires that labelling is accurate, legitimate, clear, and not misleading, and intellectual property rights, if applicable, are protected. We ensure that the information and marketing materials we provided do not contain any misleading content to protect customers' interests and do not contain materials which infringe intellectual property rights.

During the Year, the Group was not aware of any non-compliance with relevant laws, rules and regulations in Hong Kong relating to health and safety, advertising, labelling and privacy matters relating to products and services provided that have or may have a significant impact on the Group since we had imposed a stringent quality control regime.

Privacy Matters

The Group respects customer privacy and strives to safeguard customers' data through adhering to all requirements under the Personal Data (Privacy) Ordinance (Chapter 486 of the Laws of Hong Kong). The Group is committed to protecting customer data and privacy information, and keeping business information confidential. Training to employees in this regard and proper information system security are required. We acknowledge the importance of protecting the privacy and confidentiality of our customers' information. An internal policy which governs the collection, handling, and disclosure of clients' data has been developed and communicated to our staff, implementation of which is being regularly monitored. The Group has prohibited the use of any personal information of customers by other parties for direct marketing purposes if unlawful or without explicit and implicit consent of customers.

During the Year, no breach of customer privacy or data loss was reported.

Complaint Management

The Group values every feedback from customers and takes them into heart in the process of improving the quality of services and satisfying the needs of existing and potential customers. To encourage customers to share their needs, expectations and views of the services and products provided, various communication channels, such as on-site staff communications with customers, have been established to solicit feedback. As a way of self-improvement, the Group insists in promptly and properly reviewing, reacting and responding to every valuable feedback collected.

The Group welcomes all feedbacks from customers as it is necessary to improve our products and services. Procedures for handling feedbacks are established. Feedbacks are recorded in detail and appropriate follow-up actions are taken promptly.

The principal activities of the Group do not involve production, hence no recall procedures are applicable.

For the years ended 31 March 2026 and 2025, there were no products sold or shipped subject to recalls for safety and health reasons and there were no products and services related complaints received.

Anti-Corruption

With the determination to live up to a high standard of ethics, transparency, responsibility and integrity in every aspect of the Group, robust corporate governance practices have been established and adhered to.

No bribery and corruption are tolerated. The Group aims to carry out its business in a professional and ethical way, and thus takes every possible measure to ensure that all of its operations are in compliance with all applicable laws and regulations in Hong Kong.

A Code of Conduct (the "**Code**") and various internal guidelines regarding bribery, money-laundering, gifts and entertainment are well in place and are mandatory for every employee to strictly follow. Whistleblowing policy is established to encourage reporting, in real name or anonymously, of any incident of bribery, corruption, extortion, fraud and other acts of dishonesty among the Group, implementation of which is being regularly monitored. The Board investigates into every reported non-compliance with the Code and internal guidelines and allegations of bribery. Disciplinary action is undertaken against such culpable employee when violation of the Code or internal guidelines is noted. In addition, we provide publications on anti-corruption practices as training to our directors and senior management personnel regularly.

The Group is not aware of any complaints of corruption against the Group or any of the staff and there were no concluded legal cases regarding corrupt practices brought against the Group or its employees during the Year.

During the Year, no non-compliance with the laws and regulations in Hong Kong relating to bribery, extortion, fraud and money laundering that have or may have a significant impact on the Group was identified.

COMMUNITY

Community Investment

The Group believes that a sustainable community plays a vital role in its long-term growth and success. Therefore, the Group has portrayed immense dedication in contributing to the amelioration of the society through collaborating with the local communities it operates in and addressing the community's needs with focus area of education. There was no charitable donation made by the Group during the year ended 31 March 2026.

The Group will continue to participate in a variety of charitable events and encourage its employees to devote time and to actively get involved in community engagements and charity works. The Group believes that such active engagement on the part of the employees is a determinant of increased loyalty towards the organization.

奧柏國際

Independent auditor's report to the shareholders of
Hing Ming Holdings Limited
興銘控股有限公司
(Incorporated in the Cayman Islands with limited liability)

OPINION

We have audited the consolidated financial statements of Hing Ming Holdings Limited (the "**Company**") and its subsidiaries (collectively referred to as the "**Group**") set out on pages 75 to 123, which comprise the consolidated statement of financial position as at 31 March 2026, and the consolidated statement of profit or loss and other comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information and other explanatory information.

In our opinion, the consolidated financial statements give a true and fair view of the consolidated financial position of the Group as at 31 March 2026, and of its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with HKFRS Accounting Standards as issued by the Hong Kong Institute of Certified Public Accountants ("**HKICPA**") and have been properly prepared in compliance with the disclosure requirements of the Hong Kong Companies Ordinance.

BASIS FOR OPINION

We conducted our audit in accordance with Hong Kong Standards on Auditing ("**HKSAs**") as issued by the HKICPA. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Group in accordance with the HKICPA's Code of Ethics for Professional Accountants (the "**Code**"), 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.

OTHER MATTER

The consolidated financial statements of the Group for the year ended 31 March 2025 were audited by another auditor who expressed an unmodified opinion on these statements on 20 June 2025.

KEY AUDIT MATTER

Key audit matter is the matter that, in our professional judgement, was of most significance in our audit of the consolidated financial statements of the current period. This matter was 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 the matter.

The Key Audit Matter	How the matter was addressed in our audit
Impairment of trade receivables and contract assets *Refer to notes 3(j), 16, 18 and 28(b) to the consolidated financial statements*	
As at 31 March 2026, the carrying amount of trade receivables of approximately HK$17,955,000 (2025: HK$26,155,000), after taking into account the loss allowance of approximately HK$1,656,000 (2025: HK$4,833,000) recognised for the year. The carrying amount of contract assets of approximately HK$5,428,000 (2025: nil), after taking into account the loss allowance of approximately HK$55,000 (2025: nil) recognised for the year. Loss allowances for trade receivables and contract assets are based on management's estimate of the lifetime expected credit losses to be incurred, which is estimated by taking into account the credit loss experience, ageing of trade receivables and contract assets, customers' repayment history, and an assessment of both the current and forecast economic conditions, all of which involve a significant degree of management judgement and estimates. We identified the impairment of trade receivables and contract assets as a key audit matter because the assessment of recoverability and recognition of loss allowance of trade receivables and contract assets are inherently subjective and require significant management judgement and estimates, which increases the risk of error or potential management bias.	Our audit procedures in this area included: • assessing, on a sample basis, whether items in the ageing report of trade receivables and contract assets were classified with the appropriate ageing brackets by comparing individual items in the report with the relevant sales invoices; • assessing the reasonableness of management's loss allowance estimates by examining the information used by management to form such judgements, including testing the accuracy of the historical default data, evaluating whether the historical loss rates are appropriately adjusted based on current economic conditions and forward-looking information and examining the actual losses recorded during the current financial year and assessing whether there was an indication of management bias when recognising loss allowance; and • comparing subsequent collections with original estimation to evaluate the reliability and accuracy of management judgement and estimates in the impairment assessment.

OTHER INFORMATION

The directors of the Company are responsible for the other information. The other information comprises the information included in the annual report, but does not include 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 THOSE CHARGED WITH GOVERNANCE FOR THE CONSOLIDATED FINANCIAL STATEMENTS

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

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

Those charged with governance are responsible 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 solely to you, as a body, in accordance with our agreed terms of engagement, 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.

— 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.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS *(Continued)*

We communicate with those charged with governance 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 those charged with governance 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 those charged with governance, 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 Kwan Kai Chun.

OOP CPA & Co.
Certified Public Accountants
Kwan Kai Chun
Practising Certificate Number: P06957

Hong Kong
24 June 2026

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

For the year ended 31 March 2026
(Expressed in Hong Kong dollars)

	Note	2026 HK$'000	2025 HK$'000
Revenue	5	**108,491**	106,063
Cost of sales and services rendered		**(78,640)**	(83,139)
Gross profit		**29,851**	22,924
Other income	7	**396**	255
Impairment losses reversed/(recognised) on trade receivables, net of reversal	9(a), 28(b)	**478**	(4,386)
Write-off of trade receivables	9(a)	**–**	(1,192)
Impairment losses of contract assets, net of reversal	9(a), 28(b)	**(55)**	–
Impairment losses on property, plant and equipment	14	**–**	(9,081)
Administrative expenses		**(25,210)**	(31,494)
Profit/(loss) from operation		**5,460**	(22,974)
Finance costs	8	**(3,444)**	(1,913)
Profit/(loss) before taxation	9	**2,016**	(24,887)
Income tax credit	10	**1,144**	186
Profit/(loss) and total comprehensive income/(expense) for the year		**3,160**	(24,701)
Earnings/(loss) per share	12		
— Basic and diluted		**HK0.84 cents**	HK(6.57) cents

The notes on pages 80 to 123 form part of the consolidated financial statements.

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at 31 March 2026

(Expressed in Hong Kong dollars)

	Note	2026 HK$'000	2025 HK$'000
Non-current assets			
Property, plant and equipment	13	**135,011**	139,080
Deposits paid for purchase of property, plant and equipment		**–**	1,523
		135,011	140,603
Current assets			
Inventories	15	**–**	1,950
Trade receivables	16	**17,955**	26,155
Prepayments and deposits	17	**2,369**	2,605
Contract assets	18	**5,428**	–
Cash and cash equivalents	19	**13,307**	12,372
		39,059	43,082
Current liabilities			
Trade and other payables	21	**10,073**	18,259
Contract liabilities	20	**1,243**	1,794
Bank and other borrowings	24	**18,185**	18,218
Lease liabilities	22	**6,815**	4,389
		36,316	42,660
Net current assets		**2,743**	422
Total assets less current liabilities		**137,754**	141,025
Non-current liabilities			
Other payables	21	**–**	566
Contract liabilities	20	**–**	343
Bank and other borrowings	24	**16,032**	24,184
Lease liabilities	22	**9,552**	5,778
Provision for long service payments	25	**773**	773
Deferred tax liabilities	23(a)	**16,046**	17,190
		42,403	48,834
NET ASSETS		**95,351**	92,191
CAPITAL AND RESERVES			
Share capital	27(a)	**3,760**	3,760
Reserves		**91,591**	88,431
TOTAL EQUITY		**95,351**	92,191

Approved and authorised for issue by the board of directors on 24 June 2026

Tang Hing Keung	**Tang Ming Hei**
Director	*Director*

The notes on pages 80 to 123 form part of the consolidated financial statements.

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

For the year ended 31 March 2026
(Expressed in Hong Kong dollars)

	Share capital HK$'000 (note 27(a))	Share premium HK$'000 (note 27(c)(i))	Other reserve HK$'000 (note 27(c)(ii))	Retained profits HK$'000	Total equity HK$'000
Balance at 1 April 2024	3,760	57,801	6,000	49,331	116,892
Change in equity for 2025:					
Loss and total comprehensive expense for the year	–	–	–	(24,701)	(24,701)
Balance at 31 March 2025 and 1 April 2025	3,760	57,801	6,000	24,630	92,191
Change in equity for 2026:					
Profit and total comprehensive income for the year	–	–	–	3,160	3,160
Balance at 31 March 2026	3,760	57,801	6,000	27,790	95,351

The notes on pages 80 to 123 form part of the consolidated financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS

For the year ended 31 March 2026
(Expressed in Hong Kong dollars)

	Note	**2026** **HK$'000**	2025 HK$'000
Operating activities			
Profit/(loss) before taxation		**2,016**	(24,887)
Adjustments for:			
— Depreciation of property, plant and equipment	9(a)	**24,458**	23,373
— Loss on disposals of property, plant and equipment	9(a)	**2,440**	8,648
— Write-off of property, plant and equipment	9(a)	**1,548**	–
— Write-down of inventories	15(b)	**–**	835
— Bank interest income	7	**(19)**	(78)
— Finance costs	8	**3,444**	1,913
— Impairment losses (reversed)/recognised on trade receivables, net of reversal	9(a), 28(b)	**(478)**	4,386
— Impairment losses on contract assets, net of reversal	9(a), 28(b)	**55**	–
— Impairment losses on property, plant and equipment	9(a), 14	**–**	9,081
— Write-off of trade receivables		**–**	1,192
— Provision for long service payments	25	**–**	773
Operating profit before changes in working capital		**33,464**	25,236
Decrease in inventories		**1,950**	7,539
Decrease/(increase) in trade receivables		**8,677**	(8,933)
Increase in contract assets		**(5,483)**	–
Decrease/(increase) in prepayments and deposits		**237**	(401)
Decrease in trade and other payables		**(8,752)**	(792)
(Decrease)/increase in contract liabilities		**(894)**	2,137
Net cash generated from operating activities		**29,199**	24,786
Investing activities			
Payment for purchase of property, plant and equipment		**(10,163)**	(54,061)
Proceeds from disposals of property, plant and equipment		**25**	11,061
Increase in deposits paid for purchase of property, plant and equipment		**–**	(1,474)
Interest received		**19**	78
Net cash used in investing activities		**(10,119)**	(44,396)

CONSOLIDATED STATEMENT OF CASH FLOWS

For the year ended 31 March 2026
(Expressed in Hong Kong dollars)

	Note	2026 HK$'000	2025 HK$'000
Financing activities			
Capital element of lease rental paid		**(6,516)**	(5,704)
Interest element of lease rental paid		**(714)**	(487)
Repayments for interest-bearing payables for purchase of property, plant and equipment		**–**	(9,962)
Proceeds from bank loans		**–**	2,000
Repayments of bank loans		**(1,725)**	(1,557)
Proceeds from other borrowings		**6,100**	36,762
Repayments of other borrowings		**(11,528)**	(2,466)
Proceeds from obligation arising from sale and leaseback transaction		**–**	4,329
Repayments for obligation arising from sale and leaseback transaction		**(1,032)**	(2,795)
Bank loan interests paid		**(191)**	(275)
Other interests paid		**(2,539)**	(1,151)
Net cash (used in)/generated from financing activities		**(18,145)**	18,694
Net increase/(decrease) in cash and cash equivalents		**935**	(916)
Cash and cash equivalents at beginning of the year		**12,372**	13,288
Cash and cash equivalents at end of the year		**13,307**	12,372

The notes on pages 80 to 123 form part of the consolidated financial statements.

1 COMPANY INFORMATION

Hing Ming Holdings Limited (the "**Company**") was incorporated in the Cayman Islands as an exempted company with limited liability on 8 April 2016 and its shares are listed on GEM of The Stock Exchange of Hong Kong Limited (the "**Stock Exchange**") on 15 March 2017. The registered office of the Company is located at Cricket Square, Hutchins Drive, P.O. Box 2681, Grand Cayman KY1-1111, Cayman Islands and its principal place of business in Hong Kong is Room A4, 2/F., Tsim Sha Tsui Mansion, 83-87 Nathan Road, Kowloon.

The principal activity of the Company is investment holding. The principal activities of the Company's subsidiaries are set out in note 33.

As at 31 March 2026, the directors consider the immediate parent and ultimate holding company of the Group to be Hing Gut Limited, which is incorporated in the British Virgin Islands (the "**BVI**").

The consolidated financial statements are presented in Hong Kong dollars which is also the functional currency of the Company.

2 APPLICATION OF NEW AND AMENDMENTS TO HKFRS ACCOUNTING STANDARDS

AMENDMENTS TO AN HKFRS ACCOUNTING STANDARD THAT ARE MANDATORILY EFFECTIVE FOR THE CURRENT YEAR

In the current year, the Group has applied the following amendments to an HKFRS Accounting Standards as issued by the Hong Kong Institute of Certified Public Accountants ("**HKICPA**") for the first time, which are mandatorily effective for the Group's annual period beginning on 1 April 2025 for the preparation of the consolidated financial statements:

Amendments to HKAS 21	Lack of Exchangeability

The application of the amendments to an HKFRS Accounting Standard in the current year has had no material impact on the Group's financial positions and performance for the current and prior years and/or on the disclosures set out in these consolidated financial statements.

NEW AND AMENDMENTS TO HKFRS ACCOUNTING STANDARDS IN ISSUE BUT NOT YET EFFECTIVE

The Group has not early applied the following new and amendments to HKFRS Accounting Standards that have been issued but are not yet effective:

Amendments to HKFRS 9 and HKFRS 7	Amendments to the Classification and Measurement of Financial Instruments[2]
Amendments to HKFRS 9 and HKFRS 7	Contracts Referencing Nature-dependent Electricity[2]
Amendments to HKFRS 10 and HKAS 28	Sale or Contribution of Assets between an Investor and its Associate or Joint Venture[1]
Amendment to HKFRS Accounting Standards	Annual Improvements to HKFRS Accounting Standards-Volume 11[2]
HKFRS 18	Presentation and Disclosure in Financial Statement[3]

1 Effective for annual periods beginning on or after a date to be determined
2 Effective for annual periods beginning on or after 1 January 2026
3 Effective for annual periods beginning on or after 1 January 2027

Except for the new and amendments to HKFRS Accounting Standards mentioned below, the directors of the Company anticipate that the application of all other new and amendments to HKFRS Accounting Standards will have no material impact on the consolidated financial statements in the foreseeable future.

2 APPLICATION OF NEW AND AMENDMENTS TO HKFRS ACCOUNTING STANDARDS *(Continued)*

NEW AND AMENDMENTS TO HKFRS ACCOUNTING STANDARDS IN ISSUE BUT NOT YET EFFECTIVE *(Continued)*

HKFRS 18 Presentation and Disclosure in Financial Statements

HKFRS 18 *Presentation and Disclosure in Financial Statements*, which sets out requirements on presentation and disclosures in financial statements, will replace HKAS 1 *Presentation of Financial Statements*. This new HKFRS Accounting Standard, while carrying forward many of the requirements in HKAS 1, introduces new requirements to present specified categories and defined subtotals in the statement of profit or loss; provide disclosures on management-defined performance measures ("**MPMs**") in the notes to the financial statements and improve aggregation and disaggregation of information to be disclosed in the financial statements. In addition, some HKAS 1 paragraphs have been moved to HKAS 8 *Accounting Policies, Changes in Accounting Estimates and Errors* (the title of which will be changed to *Basis of Preparation of Financial Statements* upon effective of HKFRS 18) and HKFRS 7. Minor amendments to HKAS 7 *Statement of Cash Flows* and HKAS 33 *Earnings per Share* are also made.

HKFRS 18, and amendments to other standards, will be effective for annual periods beginning on or after 1 January 2027, with early application permitted. HKFRS 18 requires retrospective application with specific transition provisions. The application of the new standard is not expected to have significant impact on the financial performance and positions of the Group in terms of recognition and measurement. However, it is expected to affect the structure and presentation of the consolidated statement of profit or loss.

Amendments to HKFRS 9 and HKFRS 7 Amendments to the Classification and Measurement of Financial Instruments

The amendments to HKFRS 9 clarify the recognition and derecognition for financial asset and financial liability and add an exception which permits an entity to deem a financial liability to be discharged before the settlement date if it is settled in cash using an electronic payment system if, and only if certain conditions are met. An entity that elects to apply the derecognition option would be required to apply it to all settlements made through the same electronic payment system.

The amendments also provide guidance on the assessment of whether the contractual cash flows of a financial asset are consistent with a basic lending arrangement. The amendments specify that an entity should focus on what an entity is being compensated for rather than the compensation amount. Contractual cash flows are inconsistent with a basic lending arrangement if they are indexed to a variable that is not a basic lending risk or cost. The amendments state that, in some cases, a contingent feature may give rise to contractual cash flows that are consistent with a basic lending arrangement both before and after the change in contractual cash flows, but the nature of the contingent event itself does not relate directly to changes in basic lending risks and costs. Furthermore, the description of the term "non-recourse" is enhanced and the characteristics of "contractually linked instruments" are clarified in the amendments.

The disclosure requirements in HKFRS 7 *Financial Instruments: Disclosures* in respect of investments in equity instruments designated at fair value through other comprehensive income are amended. In particular, entities are required to disclose the fair value gain or loss presented in other comprehensive income during the period, showing separately those related to investments derecognised during the reporting period and those related to investments held at the end of the reporting period. An entity is also required to disclose any transfers of the cumulative gain or loss within equity related to the investments derecognised during the reporting period. In addition, the amendments introduce the requirements of qualitative and quantitative disclosure of contractual terms that could affect the contractual cash flow based on a contingent event not directly relating to basic lending risks and cost.

The amendments are effective for annual reporting periods beginning on or after 1 January 2026, with early application permitted. The amendments are required to be applied retrospectively, with specific exceptions. The application of the amendments is not expected to have significant impact on the financial position and performance of the Group.

3 BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION

(A) BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS

The consolidated financial statements have been prepared in accordance with HKFRS Accounting Standards as issued by the HKICPA. For the purpose of preparation of the consolidated financial statements, information is considered material if such information is reasonably expected to influence decisions made by primary users. In addition, the consolidated financial statements include applicable disclosures required by the Rules Governing the Listing of Securities on GEM of The Stock Exchange of Hong Kong Limited ("**Listing Rules**") and by the Hong Kong Companies Ordinance.

(B) MATERIAL ACCOUNTING POLICY INFORMATION

Basis of Consolidation

The consolidated financial statements incorporate the financial statements of the Company and entities controlled by the Company and its subsidiaries. Control is achieved when the Company:

- has power over the investee;
- is exposed, or has rights, to variable returns from its involvement with the investee; and
- has the ability to use its power to affect its returns.

The Group reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control listed above.

Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Specifically, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated statement of profit or loss and other comprehensive income from the date the Group gains control until the date when the Group ceases to control the subsidiary.

When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies in line with the Group's accounting policies.

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

(C) REVENUE FROM CONTRACTS WITH CUSTOMERS

The Group recognises revenue when (or as) a performance obligation is satisfied, i.e. when "control" of the goods or services underlying the particular performance obligation is transferred to the customer.

A performance obligation represents a good or service (or a bundle of goods or services) that is distinct or a series of distinct goods or services that are substantially the same.

Control is transferred over time and revenue is recognised over time by reference to the progress towards complete satisfaction of the relevant performance obligation if one of the following criteria is met:

- the customer simultaneously receives and consumes the benefits provided by the Group's performance as the Group performs;
- the Group's performance creates or enhances an asset that the customer controls as the Group performs; or
- the Group's performance does not create an asset with an alternative use to the Group and the Group has an enforceable right to payment for performance completed to date.

Otherwise, revenue is recognised at a point in time when the customer obtains control of the distinct good or service.

A contract asset represents the Group's right to consideration in exchange for goods or services that the Group has transferred to a customer that is not yet unconditional. It is assessed for impairment in accordance with HKFRS 9. In contrast, a receivable represents the Group's unconditional right to consideration, i.e. only the passage of time is required before payment of that consideration is due.

3 BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

(C) REVENUE FROM CONTRACTS WITH CUSTOMERS *(Continued)*

A contract liability represents the Group's obligation to transfer goods or services to a customer for which the Group has received consideration (or an amount of consideration is due) from the customer.

Over time revenue recognition: measurement of progress towards complete satisfaction of a performance obligation

Output method
The progress towards complete satisfaction of a performance obligation is measured based on output method, which is to recognise revenue on the basis of direct measurements of the value of services transferred to the customer to date relative to the remaining services promised under the contract, that best depicts the Group's performance in transferring control of services.

Contracts with multiple performance obligations (including allocation of transaction price)
For contracts that contain more than one performance obligations, the Group allocates the transaction price to each performance obligation on a relative stand-alone selling price basis, except for the allocation of discounts and variable considerations.

The stand-alone selling price of the distinct good or service underlying each performance obligation is determined at contract inception. It represents the price at which the Group would sell a promised good or service separately to a customer. If a stand-alone selling price is not directly observable, the Group estimates it using appropriate techniques such that the transaction price ultimately allocated to any performance obligation reflects the amount of consideration to which the Group expects to be entitled in exchange for transferring the promised goods or services to the customer.

Principal versus agent
When another party is involved in providing goods or services to a customer, the Group determines whether the nature of its promise is a performance obligation to provide the specified goods or services itself (i.e. the Group is a principal) or to arrange for those goods or services to be provided by the other party (i.e. the Group is an agent).

The Group is a principal if it controls the specified good or service before that good or service is transferred to a customer.

The Group is an agent if its performance obligation is to arrange for the provision of the specified good or service by another party. In this case, the Group does not control the specified good or service provided by another party before that good or service is transferred to the customer. When the Group acts as an agent, it recognises revenue in the amount of any fee or commission to which it expects to be entitled in exchange for arranging for the specified goods or services to be provided by the other party.

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

(i) Revenue from equipment installation, demolition and inspection services
Revenue from equipment installation, demolition and inspection services are recognised over time when the customer simultaneously receives and consumes the benefits provided by the Group's performance as the Group performs.

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

(iii) Rental and related service income
Rental and related service income is recognised in profit or loss in equal instalments over the periods covered by the lease term or over time on an utilisation time basis.

3 BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

(D) LEASES

The Group assesses whether a contract is or contains a lease based on the definition under HKFRS 16 at inception of the contract. Such contract will not be reassessed unless the terms and conditions of the contract are subsequently changed.

(i) The Group as a lessee

Short-term leases and leases of low-value assets

The Group applies the short-term lease recognition exemption to leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option. It also applies the recognition exemption for lease of low-value assets. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

Right-of-use assets

The cost of right-of-use assets include:

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

Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities.

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.

The Group presents right-of-use assets in “property, plant and equipment”, the same line item within which the corresponding underlying assets would be presented if they were owned.

Refundable rental deposits

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.

Lease liabilities

At the commencement date of a lease, the Group recognises and measures the lease liability at the present value of lease payments that are unpaid at that date. In calculating the present value of lease payments, the Group uses the incremental borrowing rate at the lease commencement date if the interest rate implicit in the lease is not readily determinable. The incremental borrowing rate depends on the term, currency and start date of the lease and is determined based on a series of inputs including: an entity-specific adjustment whether the risk profile of the entity that enters into the lease is different to that of the Group and whether the lease benefit from a guarantee from the Group.

3 BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

(D) LEASES *(Continued)*

(i) The Group as a lessee (Continued)

Lease liabilities *(Continued)*

The lease payments include:

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

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

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

- the lease term has changed or there is a change in the assessment of exercise of a purchase option, in which case the related lease liability is remeasured by discounting the revised lease payments using a revised discount rate at the date of reassessment.
- the lease payments change due to changes in market rental rates following a market rent review, in which cases the related lease liability is remeasured by discounting the revised lease payments using the initial discount rate.
- a lease contract is modified and the lease modification is not accounted for as a separate lease.

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

3 BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

(D) LEASES *(Continued)*

(ii) The Group as a lessor

Classification and measurement of leases

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

Amounts due from lessees under finance leases are recognised as receivables at commencement date at amounts equal to net investments in the leases, measured using the interest rate implicit in the respective leases. Initial direct costs are included in the initial measurement of the net investments in the leases. Interest income is allocated to accounting periods so as to reflect a constant periodic rate of return on the Group's net investment outstanding in respect of the leases.

Rental income from operating leases is recognised in profit or loss on a straight-line basis over the term of the relevant lease. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset, and such costs are recognised as an expense on a straight-line basis over the lease term except for investment properties measured under fair value model.

(iii) Sales and leaseback transactions

The Group applies the requirements of HKFRS 15 to assess whether sale and leaseback transaction constitutes a sale by the Group.

The Group as a seller-lessee

For a transfer that does not satisfy the requirements as a sale, the Group as a seller-lessee continues to recognise the assets and accounts for the transfer proceeds as obligation arising from sale and leaseback transactions within the scope of HKFRS 9.

(E) BORROWING COSTS

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

3 BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

(F) TAXATION

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

The tax currently payable is based on taxable profit for the year. Taxable profit differs from profit/(loss) before taxation because 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 consolidated 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 those deductible temporary differences can be utilised. Such deferred tax assets and liabilities are not recognised if the temporary difference arises from the initial recognition (other than in a business combination) of assets and liabilities in a transaction that affects neither the taxable profit nor the accounting profit and at the time of the transaction does not give rise to equal taxable and deductible temporary differences. In addition, deferred tax liabilities are not recognised if the temporary difference arises from the initial recognition of goodwill.

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 assets and liabilities are measured at the tax rates that are expected to apply in the period in which the liability is settled or the asset is realised, based on tax rate (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

The measurement of deferred tax liabilities and assets 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.

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 to the same taxable entity by the same taxation authority.

Current and deferred tax are recognised in profit or loss.

3 BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

(G) PROPERTY, PLANT AND EQUIPMENT

Property, plant and equipment are tangible assets that are held for use in the production or supply of goods or services, or for administrative purposes. Property, plant and equipment are stated in the consolidated statement of financial position at cost less subsequent accumulated depreciation and subsequent accumulated impairment losses, if any.

Depreciation is recognised so as to write off the cost of assets less their residual values over their estimated useful lives, using the straight-line method. The estimated useful lives, residual values and depreciation method are reviewed at the end of each reporting period, with the effect of any changes in estimate accounted for on a prospective basis.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected to arise from the continued use of the asset. Any gain or loss arising on the disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognised in profit or loss.

(H) IMPAIRMENT ON PROPERTY, PLANT AND EQUIPMENT AND RIGHT-OF-USE ASSETS

At the end of the reporting period, the Group reviews the carrying amounts of its property, plant and equipment and right-of-use assets to determine whether there is any indication that these assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the relevant asset is estimated in order to determine the extent of the impairment loss (if any).

The recoverable amount of property, plant and equipment and right-of-use assets are estimated individually. When it is not possible to estimate the recoverable amount individually, the Group estimates the recoverable amount of the cash-generating unit to which the asset belongs.

In testing a cash-generating unit for impairment, corporate assets are allocated to the relevant cash-generating unit when a reasonable and consistent basis of allocation can be established, or otherwise they are allocated to the smallest group of cash generating units for which a reasonable and consistent allocation basis can be established. The recoverable amount is determined for the cash-generating unit or group of cash-generating units to which the corporate asset belongs, and is compared with the carrying amount of the relevant cash-generating unit or group of cash-generating units.

Recoverable amount is the higher of fair value less costs of disposal and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset (or a cash-generating unit) for which the estimates of future cash flows have not been adjusted.

3 BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

(H) IMPAIRMENT ON PROPERTY, PLANT AND EQUIPMENT AND RIGHT-OF-USE ASSETS *(Continued)*

If the recoverable amount of an asset (or a cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or a cash-generating unit) is reduced to its recoverable amount. For corporate assets or portion of corporate assets which cannot be allocated on a reasonable and consistent basis to a cash-generating unit, the Group compares the carrying amount of a group of cash-generating units, including the carrying amounts of the corporate assets or portion of corporate assets allocated to that group of cash-generating units, with the recoverable amount of the group of cash-generating units. In allocating the impairment loss, the impairment loss is allocated first to reduce the carrying amount of any goodwill (if applicable) and then to the other assets on a pro-rata basis based on the carrying amount of each asset in the unit or the group of cash-generating units. The carrying amount of an asset is not reduced below the highest of its fair value less costs of disposal (if measurable), its value in use (if determinable) and zero. The amount of the impairment loss that would otherwise have been allocated to the asset is allocated pro rata to the other assets of the unit or the group of cash-generating units. An impairment loss is recognised immediately in profit or loss.

Where an impairment loss subsequently reverses, the carrying amount of the asset (or cash-generating unit or a group of cash-generating units) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or a cash-generating unit or a group of cash-generating units) in prior years. A reversal of an impairment loss is recognised immediately in profit or loss.

(I) CASH AND CASH EQUIVALENTS

Cash and cash equivalents presented on the consolidated statement of financial position include:

(a) cash, which comprises of cash on hand and demand deposits, excluding bank balances that are subject to regulatory restrictions that result in such balances no longer meeting the definition of cash; and

(b) cash equivalents, which comprises of short-term (generally with original maturity of three months or less), highly liquid investments that are readily convertible to a known amount of cash and which are subject to an insignificant risk of changes in value. Cash equivalents are held for the purpose of meeting short-term cash commitments rather than for investment or other purposes.

(J) FINANCIAL INSTRUMENTS

Financial assets and financial liabilities are recognised when a group entity becomes a party to the contractual provisions of the instrument.

Financial assets and financial liabilities are initially measured at fair value except for trade receivables arising from contracts with customers which are initially measured in accordance with HKFRS 15. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets or 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 effective interest method is a method of calculating the amortised cost of a financial asset or financial liability and of allocating interest income and interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts and payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial asset or financial liability, or, where appropriate, a shorter period, to the net carrying amount on initial recognition.

3 BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

(J) FINANCIAL INSTRUMENTS *(Continued)*

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 generally by regulation or convention in the market place concerned.

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.

Classification and subsequent measurement of financial assets

Financial assets that meet the following conditions are subsequently measured at amortised cost:

- the financial asset is held within a business model whose objective is to collect contractual cash flows; and
- the contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

All other financial assets are subsequently measured at FVTPL.

A financial asset is held for trading if:

- it has been acquired principally for the purpose of selling in the near term; or
- on initial recognition it is a part of a portfolio of identified financial instruments that the Group manages together and has a recent actual pattern of short-term profit-taking; or
- it is a derivative, except for a derivative that is a designated and effective hedging instrument.

(i) Amortised cost and interest income

Interest income is recognised using the effective interest method for debt instruments measured subsequently at amortised cost. Interest income is calculated by applying the effective interest rate to the gross carrying amount of a financial asset, except for financial assets that have subsequently become credit-impaired (see below). For financial assets that have subsequently become credit-impaired, interest income is recognised by applying the effective interest rate to the amortised cost of the financial asset from the next reporting period. If the credit risk on the credit-impaired financial instrument improves so that the financial asset is no longer credit-impaired, interest income is recognised by applying the effective interest rate to the gross carrying amount of the financial asset from the beginning of the reporting period following the determination that the asset is no longer credit-impaired.

3 BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

(J) FINANCIAL INSTRUMENTS *(Continued)*

Impairment of financial assets subject to impairment assessment under HKFRS 9

The Group performs impairment assessment under ECL model on financial assets (including trade receivables, deposits and bank balances) and contract assets which are subject to impairment assessment under HKFRS 9. The amount of ECL is updated at each reporting date to reflect changes in credit risk since initial recognition.

Lifetime ECL represents the ECL that will result from all possible default events over the expected life of the relevant instrument. In contrast, 12-month ECL ("**12m ECL**") represents the portion of lifetime ECL that is expected to result from default events that are possible within 12 months after the reporting date. Assessments are done 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 past events and current conditions at the reporting date as well as the forecast of future economic conditions.

The Group always recognises lifetime ECL for trade receivables and contract assets.

For all other instruments, the Group measures the loss allowance equal to 12m ECL, unless there has been a significant increase in credit risk since initial recognition, in which case the Group recognises lifetime ECL. The assessment of whether lifetime ECL should be recognised is based on significant increases in the likelihood or risk of a default occurring since initial recognition.

(i) Significant increase in credit risk

In assessing whether the credit risk has increased significantly since initial recognition, the Group compares the risk of a default occurring on the financial instrument as at the reporting date with the risk of a default occurring on the financial instrument as at the date of initial recognition. 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:

- 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, e.g. a significant increase in the credit spread, the credit default swap prices for the debtor;
- 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;
- 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.

3 BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

(J) FINANCIAL INSTRUMENTS *(Continued)*

Impairment of financial assets subject to impairment assessment under HKFRS 9 *(Continued)*

(i) Significant increase in credit risk (Continued)

Irrespective of the outcome of the above assessment, the Group presumes that the credit risk has increase 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.

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.

(ii) Definition of default

For internal credit risk management, the Group considers an event of default occurs when information developed internally or obtained from external sources indicates that the debtor is unlikely to pay its creditors, including the Group, in full.

Irrespective of the above, 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.

(iii) 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:

(a) significant financial difficulty of the issuer or the borrower;

(b) a breach of contract, such as a default or past due event;

(c) the lender(s) of the borrower, for economic or contractual reasons relating to the borrower's financial difficulty, having granted to the borrower a concession(s) that the lender(s) would not otherwise consider;

(d) it is becoming probable that the borrower will enter bankruptcy or other financial reorganisation; or

(e) the disappearance of an active market for that financial asset because of financial difficulties.

(iv) Write-off policy

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

3 BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

(J) FINANCIAL INSTRUMENTS *(Continued)*

Impairment of financial assets subject to impairment assessment under HKFRS 9 *(Continued)*

(v) 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 and forward-looking information. Estimation of ECL reflects an unbiased and probability-weighted amount that is determined with the respective risks of default occurring as the weights. The Group uses a practical expedient in estimating ECL on trade receivables using a provision matrix taking into consideration historical credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and forward-looking information, including time value of money where appropriate, that is available without undue cost or effort.

Generally, the ECL is the difference between all contractual cash flows that are due to the Group in accordance with the contract and the cash flows that the Group expects to receive, discounted at the effective interest rate determined at initial recognition.

Lifetime ECL for trade receivables and contract assets are considered on a collective basis taking into consideration past due information and relevant credit information such as forward looking macroeconomic information.

For collective assessment, the Group takes into consideration the following characteristics when formulating the grouping:

- Past-due status;
- Nature, size and industry of debtors; and
- External credit ratings where available.

The grouping is regularly reviewed by management to ensure the constituents of each group continue to share similar credit risk characteristics.

Interest income is calculated based on the gross carrying amount of the financial asset unless the financial asset is credit-impaired, in which case interest income is calculated based on amortised cost of the financial asset.

The Group recognises an impairment gain or loss in profit or loss for all financial instruments by adjusting their carrying amount through a loss allowance account.

3 BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

(J) FINANCIAL INSTRUMENTS *(Continued)*

Derecognition of financial assets

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.

On derecognition of a financial asset measured at amortised cost, the difference between the asset's carrying amount and the sum of the consideration received and receivable is recognised in profit or loss.

Financial liabilities and equity

Classification of debt or equity

Debt and equity instruments are classified as either financial liabilities or as equity in accordance with the substance of the contractual arrangements and the definitions of a financial liability and an equity instrument.

Equity instruments

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

Financial liabilities

All financial liabilities including bank and other borrowings and trade and other payables are subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

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 is recognised in profit or loss.

4 KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of the Group's accounting policies, which are described in note 3, the directors of the Company are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and underlying 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 on-going 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.

The following is the key assumption concerning the future, and other key sources of estimation uncertainty at the end of the reporting period that may have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

4 KEY SOURCES OF ESTIMATION UNCERTAINTY *(Continued)*

(I) LOSS ALLOWANCES FOR TRADE RECEIVABLES AND CONTRACT ASSETS

The Group estimates the loss allowances for trade receivables and contract assets by assessing the ECLs. Loss allowances for trade receivables and contract assets are based on management's estimate of the lifetime expected credit losses to be incurred, which is estimated by taking into account the credit loss experience, ageing of trade receivables and contract assets and customers' repayment history, and an assessment of both the current and forecast economic conditions, all of which involve a significant degree of management judgement and estimates. The information about the ECL and the Group's trade receivables and contract assets are disclosed in note 28(b).

5 REVENUE

Revenue represents income received and receivable from rental and related services and trading of equipment and spare parts during the year and is summarised as follows:

	2026 **HK$'000**	2025 HK$'000
Revenue from contracts with customers within the scope of HKFRS 15		
Equipment installation, demolition and inspection services	**44,829**	40,969
Trading of equipment and spare parts	**2,661**	5,632
	47,490	46,601
Revenue from other sources		
Rental income from leasing equipment and spare parts	**61,001**	59,462
	108,491	106,063
Timing of revenue recognition		
A point in time	**2,661**	5,632
Over time	**105,830**	100,431
	108,491	106,063

REVENUE EXPECTED TO BE RECOGNISED IN THE FUTURE ARISING FROM CONTRACTS WITH CUSTOMERS IN EXISTENCE AT THE REPORTING DATE

As at 31 March 2026, the aggregated amount of the transaction price allocated to the remaining performance obligations under the Group's existing contracts is approximately HK$30,704,000 (2025: HK$57,871,000). This amount represents revenue expected to be recognised in the future from pre-completion service contracts for equipment installation, demolition and inspection service contracts entered into by the customers with the Group. The Group will recognise the expected revenue in future when or as the work is completed, which is expected to occur within the next 2 years (2025: 2 years).

6 OPERATING SEGMENT

(A) SEGMENT INFORMATION

Information reported to the directors of the Company, being the chief operating decision maker ("**CODM**"), for the purposes of resource allocation and assessment focuses on revenue analysis by types of goods or services delivered or provided. During the years, the directors have considered the only operating segment of the Group is rental and related services and trading of equipment and spare parts.

All of the Group's revenues are derived from Hong Kong. Therefore, no geographical segments are presented. No other discrete financial information is provided other than the Group's results and financial position as a whole. Accordingly, only entity-wide disclosures and major customers are presented.

(B) INFORMATION ABOUT MAJOR CUSTOMERS

Revenue from customers of the corresponding years contributing over 10% of the total revenue of the Group are as follows:

	2026 **HK$'000**	2025 HK$'000
Customer A	**44,155**	26,469
Customer B	**33,780**	37,644

7 OTHER INCOME

	2026 **HK$'000**	2025 HK$'000
Bank interest income	**19**	78
Compensation income	**212**	–
Sundry income	**165**	177
	396	255

8 FINANCE COSTS

	2026 **HK$'000**	2025 HK$'000
Interest on bank loans	**191**	275
Interest on other borrowings	**2,341**	861
Interest on payables for purchase of property, plant and equipment	**–**	44
Interest on lease liabilities	**714**	487
Finance charge on sale and leaseback transactions	**198**	246
	3,444	1,913

9 PROFIT/(LOSS) BEFORE TAXATION

Profit/(loss) before taxation is arrived at after charging/(crediting):

(A) OTHER ITEMS

	2026 HK$'000	2025 HK$'000
Auditor's remuneration	485	562
Cost of inventories sold and materials consumed (note 15(b))	1,950	8,374
Depreciation of property, plant and equipment	24,458	23,373
Exchange loss, net	139	167
Impairment losses (reversed)/recognised on trade receivables, net of reversal	(478)	4,386
Impairment losses on contract assets, net of reversal	55	–
Impairment losses on property, plant and equipment	–	9,081
Loss on disposals of property, plant and equipment	2,440	8,648
Write-down of inventories	–	835
Write-off of property, plant and equipment	1,548	–
Write-off of trade receivables	–	1,192

(B) STAFF COSTS (INCLUDING DIRECTORS' REMUNERATION (NOTE 11)):

	2026 HK$'000	2025 HK$'000
Salaries, wages and other benefits	27,225	26,491
Long service payment expense	–	773
Contributions to defined contribution retirement plan	535	492
	27,760	27,756

10 INCOME TAX CREDIT

	2026 HK$'000	2025 HK$'000
Deferred tax (note 23)		
Origination and reversal of temporary differences	**(1,144)**	(186)
Income tax credit	**(1,144)**	(186)

Hong Kong Profits Tax

No provision for Hong Kong Profits Tax has been made for the year ended 31 March 2026 as entities within the Group incurred losses for tax purpose or had sufficient tax losses brought forward to set off estimated assessable profits (2025: HK$Nil).

Income tax from other tax jurisdictions

Pursuant to the rules and regulations of the Cayman Islands and the BVI, the Group is not subject to any income tax in respective tax jurisdictions.

The income tax credit for the year can be reconciled to the profit/(loss) before taxation per the consolidated statement of profit or loss and other comprehensive income as follows:

	2026 HK$'000	2025 HK$'000
Profit/(loss) before taxation	**2,016**	(24,887)
Notional tax on profit/(loss) before taxation at Hong Kong statutory tax rate	**333**	(4,106)
Tax effect of expenses not deductible for tax purpose	**121**	159
Tax effect of income not taxable for tax purpose	**(3)**	(14)
Tax effect of unused tax losses not recognised	**1,632**	4,231
Tax effect of utilisation of tax losses previously not recognised	**(3,265)**	(573)
Tax effect of temporary differences not recognised	**38**	117
Income tax credit	**(1,144)**	(186)

11 DIRECTORS' REMUNERATION AND INDIVIDUALS WITH HIGHEST EMOLUMENTS

(A) DIRECTORS' REMUNERATION

Directors' remuneration disclosed pursuant to section 383(1) of the Hong Kong Companies Ordinance, Part 2 of the Companies (Disclosure of Information about Benefits of Directors) Regulation and the GEM Listing Rules are as follows:

	Directors' fees		Salaries, allowances and benefits in kind		Discretionary bonuses		Retirement scheme contributions		Total	
	2026 HK$'000	2025 HK$'000	2026 HK$'000	2025 HK$'000	2026 HK$'000	2025 HK$'000	2026 HK$'000	2025 HK$'000	2026 HK$'000	2025 HK$'000
Executive directors										
Mr. Tang Hing Keung (note a)	–	–	6,167	7,200	1,500	2,000	–	–	7,667	9,200
Mr. Tang Ming Hei (note b)	–	–	2,076	960	–	–	18	18	2,094	978
Non-executive directors										
Ms. Au Fung Yee	150	150	–	–	–	–	–	–	150	150
Mr. Au Lop Wah Edmond (note c)	42	150	–	–	–	–	–	–	42	150
Independent non-executive directors										
Mr. Kwan Woon Man Boris	100	100	–	–	–	–	–	–	100	100
Mr. Yeung Chi Fai	100	100	–	–	–	–	–	–	100	100
Mr. Wu Kin San Alfred	100	100	–	–	–	–	–	–	100	100
	492	600	8,243	8,160	1,500	2,000	18	18	10,253	10,778

Note:

(a) Resigned as chairman and chief executive officer on 26 November 2025.

(b) Appointed as chairman and chief executive officer on 26 November 2025.

(c) Retired on 11 July 2025.

The executive directors' remuneration above were for their services in connection with the management of the affairs of the Company and the Group. The non-executive and independent non-executive directors' remuneration shown above were for their services as directors of the Company.

During the years ended 31 March 2026 and 2025, no director waived or agreed to waive any emoluments. No emoluments were paid by the Group to the directors of the Company as an inducement to join or upon joining the Group or as compensation for loss of office.

11 DIRECTORS' REMUNERATION AND INDIVIDUALS WITH HIGHEST EMOLUMENTS *(Continued)*

(B) INDIVIDUALS WITH HIGHEST EMOLUMENTS

Of the five individuals with the highest emoluments, two (2025: two) are directors whose emoluments are disclosed in note 11(a). The aggregate of the emoluments in respect of the other three (2025: three) individuals are as follows:

	2026 HK$'000	2025 HK$'000
Salaries, allowances and benefits in kind	2,013	2,036
Discretionary bonuses	654	698
Long service payment expense	–	147
Retirement scheme contributions	54	56
	2,721	2,937

The emoluments of the three (2025: three) individuals with the highest emoluments are within the following bands:

	2026 Number of individuals	2025 Number of individuals
HK$Nil to HK$1,000,000	2	2
HK$1,000,001 to HK$1,500,000	1	1

During the years ended 31 March 2026 and 2025, no emoluments were paid by the Group to any of the individuals with highest emoluments of the Group as an inducement to join or upon joining the Group or as compensation for loss of office.

12 EARNINGS/(LOSS) PER SHARE

The calculation of the basic earnings/(loss) per share attributable to owners of the Company is based on the following data:

Profit/(loss)

	2026 HK$'000	2025 HK$'000
Profit/(loss) for the year attributable to the owners of the Company	3,160	(24,701)

Number of shares

	2026 '000	2025 '000
Weighted average number of ordinary shares for the purpose of basic earnings/(loss) per share	376,000	376,000

No diluted earnings/(loss) per share for both 2026 and 2025 were presented as there were no potential ordinary shares in issue for both 2026 and 2025.

13 PROPERTY, PLANT AND EQUIPMENT

	Properties leased for own use HK$'000	Plant and machinery HK$'000	Motor vehicles HK$'000	Furniture and equipment HK$'000	Total HK$'000
Cost					
At 1 April 2024	7,812	199,588	5,080	2,205	214,685
Additions	–	57,779	–	2,521	60,300
Disposals	–	(32,399)	(297)	–	(32,696)
Written off	(3,711)	–	–	–	(3,711)
Transferred to inventories (note)	–	(11,707)	–	–	(11,707)
At 31 March 2025 and 1 April 2025	4,101	213,261	4,783	4,726	226,871
Additions	12,716	11,636	–	50	24,402
Disposals	–	(5,400)	(479)	–	(5,879)
Written off	–	(4,845)	–	–	(4,845)
At 31 March 2026	16,817	214,652	4,304	4,776	240,549
Accumulated depreciation and impairment					
At 1 April 2024	4,408	66,275	4,750	770	76,203
Charge for the year	2,050	20,609	179	535	23,373
Impairment loss	83	8,779	9	210	9,081
Write back on disposals	–	(12,690)	(297)	–	(12,987)
Written off	(3,711)	–	–	–	(3,711)
Transferred to inventories (note)	–	(4,168)	–	–	(4,168)
At 31 March 2025 and 1 April 2025	2,830	78,805	4,641	1,515	87,791
Charge for the year	2,989	20,180	96	1,193	24,458
Write back on disposals	–	(2,935)	(479)	–	(3,414)
Written off	–	(3,297)	–	–	(3,297)
At 31 March 2026	5,819	92,753	4,258	2,708	105,538
Net book value					
At 31 March 2026	10,998	121,899	46	2,068	135,011
At 31 March 2025	1,271	134,456	142	3,211	139,080

Note:

During the year ended 31 March 2025, the use of certain machineries of the Group have been changed from leasing out for rental income to holding for sale. Those machineries with carrying amount of approximately HK$7,539,000 was transferred from property, plant and equipment to inventories at the date when they ceased to be rented.

13 PROPERTY, PLANT AND EQUIPMENT *(Continued)*

The above items of property, plant and equipment, after taking into account the residual values, are depreciated on a straight-line basis on the following bases:

Properties leased for own use	Unexpired terms of leases
Plant and machinery	10 years
Motor vehicles	5 years
Furniture and equipment	5 years

(A) RIGHT-OF-USE ASSETS (INCLUDED IN THE PROPERTY, PLANT AND EQUIPMENT)

The Group as lessee

	Properties leased for own use HK$'000	Plant and machinery HK$'000	Total HK$'000
As at 31 March 2026			
Carrying amount	10,998	16,462	27,460
As at 31 March 2025			
Carrying amount	1,271	19,043	20,314
For the year ended 31 March 2026			
Depreciation charge	2,989	2,581	5,570
For the year ended 31 March 2025			
Depreciation charge	2,050	2,256	4,306
Impairment loss	83	1,212	1,295

	2026 HK$'000	2025 HK$'000
Expense relating to short-term leases or leases of low-value assets	**98**	68
Total cash outflow for leases (Note 1)	**7,327**	6,259
Additions to right-of-use assets (Note 2)	**12,716**	5,564

Note 1: Amount includes payments of principal and interest portion of lease liabilities, short-term leases, low-value assets and payments of lease.

Note 2: Amount includes right-of-use assets resulting from new leases entered. During the year ended 31 March 2026, the additions represent the capitalised lease payments payable under new tenancy agreements of leasehold properties (2025: the additions represent the purchase of plant and machinery under hire purchase arrangement). None of the leases includes variable lease payments.

For both years, the Group leases an office, warehouse, and various machineries for its operations. Lease contracts are entered into for fixed term of 1 to 4 years (2025: 1 to 4 years), but may have extension and termination options as described below. Lease terms are negotiated on an individual basis and contain different terms and conditions. In determining the lease term and assessing the length of the non-cancellable period, the Group applies the definition of a contract and determines the period for which the contract is enforceable.

13 PROPERTY, PLANT AND EQUIPMENT *(Continued)*

(B) THE DISAGGREGATION OF MACHINERIES SUBJECT TO OPERATING LEASES INCLUDED WITHIN PROPERTY, PLANT AND EQUIPMENT AND THE RECONCILIATION OF THE CARRYING AMOUNT AT THE BEGINNING AND END OF THE PERIOD ARE SET OUT AS FOLLOWS:

	HK$'000
Cost	
At 1 April 2024	138,826
Additions	57,741
Disposals	(27,186)
Transferred to inventories	(11,707)
At 31 March 2025 and 1 April 2025	157,674
Additions	–
Disposals	(5,400)
Written off	(4,845)
At 31 March 2026	147,429
Accumulated depreciation and impairment	
At 1 April 2024	34,684
Charge for the year	14,934
Impairment loss	7,214
Write back on disposals	(8,367)
Transferred to inventories	(4,168)
At 31 March 2025 and 1 April 2025	44,297
Charge for the year	10,799
Write back on disposals	(2,935)
Written off	(3,297)
At 31 March 2026	48,864
Net book value	
At 31 March 2026	98,565
At 31 March 2025	113,377

The Group leases out a number of items of machinery under operating leases with net carrying amount of HK$89,087,000 (2025: HK$89,398,000). The leases typically run for a period of 1 to 2 (2025: 1 to 2) years. None of the leases includes variable lease payments. Undiscounted lease payments under non-cancellable operating leases in place at the reporting date will be receivable by the Group in future periods are approximately HK$20,814,000 in the next two years (2025: approximately HK$51,926,000 in the next two years).

13 PROPERTY, PLANT AND EQUIPMENT *(Continued)*

(C) ASSETS PLEDGED AS SECURITY FOR LIABILITIES

During the year ended 31 March 2025, the Group entered into sale and leaseback arrangements for 5 tower cranes with an external party. The Group determined the transfer to buyer-lessor did not qualify as a sale as it did not satisfy the requirements of HKFRS 15 to be accounted for as a sale of asset, thus the Group continues to recognise the underlying assets, and accounts for the consideration received in accordance with the accounting policy set out on note 3(d)(iii). No gain or loss was recognised from the sale and leaseback transaction. As at 31 March 2026, the net book value of the machineries and equipment pledged for this sale and leaseback transaction was approximately HK$4,768,000 (2025: HK$5,370,000) (note 24(b)(i)).

14 IMPAIRMENT TESTING ON PROPERTY, PLANT AND EQUIPMENT (INCLUDING RIGHT-OF-USE ASSETS)

TRADING, INSTALLATION, DEMOLITION, INSPECTION AND RENTING OF CONSTRUCTION EQUIPMENT BUSINESS (THE "BUSINESS")

During the year ended 31 March 2025, as the Business suffered continuous operating loss, the management of the Group concluded there was indication for impairment and conducted impairment assessment on property, plant and equipment (including right-of-use assets) with carrying amount of approximately HK$148,161,000.

The Group engaged an independent professional valuer to assess the recoverable amount of the Business as a single cash-generating unit (the "**CGU**") when it is not possible to estimate the recoverable amount individually, including allocation of corporate assets when reasonable and consistent basis can be established.

The recoverable amount of the CGU has been determined based on the value-in-use calculation. That calculation uses cash flow projections based on financial budgets approved by the management of the Group covering the following 8 years with a pre-tax discount rate of 11.85%. The cash flow projections covered a period greater than five years to align with remaining useful lives of the property, plant and equipment (including right-of-use assets) in the CGU. The annual growth rates used range from -20% to 2.5%, which is based on the CGU's past performance and management expectations for the market development. The average utilisation rate is adopted at a range of 62.9% to 81.7% for the relevant years.

As at 31 March 2025, based on the results of the assessment, management of the Group determined that the carrying amount exceeded the recoverable amount of the CGU by approximately HK$9,081,000. As a result, the impairment loss of approximately HK$9,081,000 was recognised in profit or loss.

For the year ended 31 March 2026, the management of the Group determined that there is no impairment to the carrying amounts of property, plant and equipment as the Group recorded profit for the year of HK$3,160,000 and no impairment indicator identified. The management of the Group will continuously monitor the business performance of the Group and consider the need of impairment assessment in the future.

15 INVENTORIES

(a) Inventories in the consolidated statement of financial position comprise:

	2026 HK$'000	2025 HK$'000
Equipment and spare parts	–	1,950

(b) The analysis of the amount of inventories recognised as an expense and included in profit or loss is as follows:

	2026 HK$'000	2025 HK$'000
Carrying amount of inventories sold	1,950	7,539
Write-down of inventories	–	835
	1,950	8,374

16 TRADE RECEIVABLES

	2026 HK$'000	2025 HK$'000
Trade receivables	19,611	30,988
Less: loss allowance (note 28(b))	(1,656)	(4,833)
	17,955	26,155

As at 1 April 2024, trade receivables from contracts with customers amounted to HK$23,247,000.

As of the end of the reporting period, the ageing analysis of trade receivables, based on the invoice date (or date of revenue recognition, if earlier) and net of loss allowance for credit losses, is as follows:

	2026 HK$'000	2025 HK$'000
Within 1 month	9,579	18,225
More than 1 month but less than 3 months	5,114	6,271
More than 3 months but less than 6 months	1,467	1,226
More than 6 months but less than 1 year	1,795	433
	17,955	26,155

16 TRADE RECEIVABLES *(Continued)*

As at 31 March 2026, included in the Group's trade receivables balance are debtors with aggregate carrying amount of HK$8,376,000 (2025: HK$7,930,000) which are past due as at the reporting date. Out of the past due balances, HK$3,262,000 (2025: HK$1,659,000) has been past due 90 days or more and is not considered as in default because there had not been significant change in credit quality and the amounts are still considered recoverable.

Details of the impairment assessment are set out in note 28(b).

17 PREPAYMENTS AND DEPOSITS

	2026 **HK$'000**	2025 HK$'000
Prepayments	**264**	440
Deposits	**2,105**	2,165
	2,369	2,605

The amount of deposits are expected to be recovered or recognised as expenses after more than one year is HK$417,000 (2025: HK$417,000). All of the other prepayments and deposits are expected to be recovered or recognised as expenses within one year.

18. CONTRACT ASSETS

	2026 **HK$'000**	2025 HK$'000
Retention receivables	**5,483**	–
Less: loss allowance (note 28(b))	**(55)**	–
	5,428	–

As at 1 April 2024, no contract asset has been recorded.

The contract assets primarily relate to the Group's right to consideration for work completed and not billed because the rights are conditioned on the Group's future performance. The contract assets are transferred to trade receivables when the rights become unconditional.

The Group also typically agrees to a retention period ranging from 1 to 2 years for 5% of the contract value. This amount is included in contract assets until the end of the retention period as the Group's entitlement to this final payment until the completion of the contract period.

The Group classifies these contract assets as current because the Group expects to realise them in its normal operating cycle.

Details of the impairment assessment are set out in note 28(b).

19 CASH AND CASH EQUIVALENTS

Cash and cash equivalents include bank balances, which carry interest at market rates range from 0.01% to 0.25% (2025: 0.01% to 0.25%).

Details of impairment assessment of bank balances are set out in note 28(b).

20 CONTRACT LIABILITIES

	2026 **HK$'000**	2025 HK$'000
Contract liabilities		
Equipment installation, demolition and inspection services		
— Billings in advance of performance	**1,243**	2,137
Current portion	**1,243**	1,794
Non-current portion	**–**	343
	1,243	2,137

As at 1 April 2024, no contract liability has been recorded.

Movements in contract liabilities

	2026 **HK$'000**	2025 HK$'000
Balance at 1 April	**2,137**	–
Increase in contract liabilities as a result of billing in advance of equipment installation, demolition and inspection services	**–**	5,180
Decrease in contract liabilities as a result of recognising revenue in respect of new contract liabilities during the year	**(894)**	(3,043)
Balance at 31 March	**1,243**	2,137

21 TRADE AND OTHER PAYABLES

	2026 HK$'000	2025 HK$'000
Trade payables	**6,902**	10,366
Payables for purchase of property, plant and equipment	**–**	263
Accrual expenses and other payables	**3,051**	2,691
Deposits received	**120**	5,505
	10,073	18,825
Other payables under non-current liabilities	**–**	(566)
Current portion of trade and other payables under current liabilities	**10,073**	18,259

As at 31 March 2026, all trade and other payables are expected to be settled within one year.

As of the end of the reporting period, the ageing analysis of trade payables, based on the invoice date, is as follows:

	2026 HK$'000	2025 HK$'000
Within 1 month	**3,327**	6,896
More than 1 month but less than 3 months	**1,854**	1,631
More than 3 months but less than 6 months	**90**	1,380
More than 6 months but less than 12 months	**286**	236
More than 1 year	**1,345**	223
	6,902	10,366

22 LEASE LIABILITIES

The lease liabilities are repayable as follows:

	2026 **HK$'000**	2025 HK$'000
Within one year	**6,815**	4,389
Within a period of more than one year but not exceeding two years	**6,493**	2,100
Within a period of more than two year but not exceeding five years	**3,059**	3,678
	16,367	10,167
Less: Amount due for settlement within 12 months shown under current liabilities	**(6,815)**	(4,389)
Amount due for settlement after 12 months shown under non-current liabilities	**9,552**	5,778

The incremental borrowing rates applied to lease liabilities range from 5% to 6.13% (2025: from 5% to 6.27%).

23 DEFERRED TAX

(A) DEFERRED TAX ASSETS AND LIABILITIES RECOGNISED

(i) Movement of each component of deferred tax assets and liabilities

The components of deferred tax (assets)/liabilities recognised in the consolidated statement of financial position and the movements during the year are as follows:

	Depreciation allowances in excess of the related depreciation HK$'000	**Right-of-use assets** HK$'000	**Lease liabilities** HK$'000	**Total** HK$'000
At 1 April 2024	17,376	561	(561)	17,376
(Credited)/charged to profit or loss (Note 10)	(186)	(351)	351	(186)
At 31 March 2025 and 1 April 2025	17,190	210	(210)	17,190
(Credited)/charged to profit or loss (Note 10)	(1,144)	(210)	210	(1,144)
At 31 March 2026	16,046	–	–	16,046

(ii) Reconciliation to the consolidated statement of financial position

	2026 **HK$'000**	2025 HK$'000
Net deferred tax liability recognised in the consolidated statement of financial position	**16,046**	17,190

23 DEFERRED TAX *(Continued)*

(B) DEFERRED TAX ASSETS NOT RECOGNISED

As at 31 March 2026, the Group has not recognised deferred tax assets in respect of cumulative tax losses of approximately HK$84,942,000 (2025: HK$93,020,000) as it is not probable that future taxable profits against which the tax losses can be utilised/reversed will be available. The tax losses do not expire under current tax legislation.

24 BANK AND OTHER BORROWINGS

	Note	2026 HK$'000	2025 HK$'000
Non-current			
Other borrowings	(c)	**16,032**	24,184
		16,032	24,184
Current			
Bank loans — secured	(a)	**2,782**	4,507
Obligation arising from sale and leaseback transactions (note 13(c))	(b)	**2,567**	3,599
Other borrowings	(c)	**12,836**	10,112
		18,185	18,218
		34,217	42,402

(A) BANK LOANS

The carrying amounts of the bank loans that contain a repayment on demand clause (shown under current liabilities) but repayable as follows:

	2026 HK$'000	2025 HK$'000
Within one year	**1,811**	1,723
Within a period of more than one year but not exceeding two years	**877**	1,812
Within a period of more than two year but not exceeding five years	**94**	972
	2,782	4,507

(i) As at 31 March 2026, bank loans of approximately HK$2,782,000 (2025: HK$4,507,000) is secured by corporate guarantee of the Company. Interest rate is charged at prime rate minus 1% per annum or plus 0.875% per annum.

(ii) As at 31 March 2026, the current liabilities include bank loans of approximating HK$971,000 (2025: HK$2,784,000) that are not scheduled to repay within one year. It is classified as current liabilities as the relevant loan agreement contains a clause that provides the lender with an unconditional right to demand repayment at any time at its own discretion.

24 BANK AND OTHER BORROWINGS *(Continued)*

(B) OBLIGATION ARISING FROM SALE AND LEASEBACK TRANSACTIONS

The carrying amounts of the obligation arising from sale and leaseback transactions that contain a repayment on demand clause (shown under current liabilities) but repayable as follows:

	2026 HK$'000	2025 HK$'000
Within one year	**1,097**	1,051
Within a period of more than one year but not exceeding two years	**1,167**	1,078
Within a period of more than two year but not exceeding five years	**303**	1,470
Present value of obligation arising from sale and leaseback transactions	**2,567**	3,599

(i) As at 31 March 2026, obligation arising from sale and leaseback transaction of approximately HK$2,567,000 (2025: HK$3,599,000) is charged at prime rate plus 0.875% per annum, and secured by a corporate guarantee of the Company and pledges of the Group's machineries and equipment with net book value of approximately HK$4,768,000 (2025: HK$5,370,000) (see note 13(c)).

(ii) As at 31 March 2026, the current liabilities include obligation arising from sale and leaseback transaction of approximately HK$1,470,000 (2025: HK$2,548,000) that are not scheduled to repay within one year. It is classified as current liabilities as the relevant leaseback agreement contains a clause that provides the lessor with an unconditional right to demand repayment at any time at its own discretion.

(C) OTHER BORROWINGS

The carrying amounts of the other borrowings are repayable as follows:

	2026 HK$'000	2025 HK$'000
Within one year	**12,836**	10,112
Within a period of more than one year but not exceeding two years	**9,261**	10,838
Within a period of more than two year but not exceeding five years	**6,771**	13,346
	28,868	34,296
Less: Amount due for settlement within 12 months shown under current liabilities	**(12,836)**	(10,112)
Amount due for settlement after 12 months shown under non-current liabilities	**16,032**	24,184

As at 31 March 2026, other borrowings are secured by corporate guarantee of the Company and personal guarantee of the Company's director, Mr. Tang Hing Keung. Interest rates are charged at a range of 6.93%–7% (2025: 6.93%–7%) per annum.

25 PROVISION FOR LONG SERVICE PAYMENTS

Hong Kong employees that have been employed continuously for at least five years are entitled to long service payments in accordance with the Hong Kong Employment Ordinance under certain circumstances.

The present value of provision for long service payments and its movements are as follows:

	HK$'000
At 1 April 2024	–
Expenses recognised in profit or loss and other comprehensive income:	
Past service cost	**658**
Current service cost	**91**
Interest cost	**24**
At 31 March 2025, 1 April 2025 and 31 March 2026	**773**

The weighted average duration of the defined benefit obligations is 12.57 years (2025: 12.59 years).

The above expenses are recognised in the cost of sale and services rendered and administrative expense in the consolidated statement of profit or loss and other comprehensive income.

26 EQUITY-SETTLED SHARE-BASED TRANSACTIONS

The Company's share option scheme (the "**Share Option Scheme**") was adopted pursuant to a resolution passed on 23 February 2017 for the purpose of providing incentives or rewards to eligible persons whom the board of directors (the "**Board**") considers, in its sole discretion, to have contributed or will contribute to the Group. The Share Option Scheme shall be valid and effective for a period of 10 years commencing on 23 February 2017.

Under the Share Option Scheme, the Board may grant options to eligible persons, including directors of the Company and members of the Group, to subscribe for the shares of the Company. Eligible persons of the Share Option Scheme include, among others, any executive, any employee (including full-time or part-time employee), director (including non-executive and independent non-executive), shareholder of any member of the Group and an associate of any of the aforementioned persons (the "**Eligible Persons**").

Options granted shall be taken up upon payment of HK$1.00 as consideration for the grant of option. The payment or remittance of HK$1.00 shall be made within 21 days from the offer date or within such other period of time as may be determined by the Board pursuant to the GEM Listing Rules. The maximum number of shares which may be issued upon exercise of all outstanding options granted and yet to be exercised under the Share Option Scheme and any other schemes of the Company must not exceed 30% of the shares in issue from time to time. No options shall be granted under the Share Option Scheme at any time if such grant shall result in the scheme limit being exceeded. The total number of shares which may be issued upon exercise of all options to be granted under the Share Option Scheme and any other schemes of the Company shall not in aggregate exceed 40,000,000 shares (equivalent to 10% of the total number of shares in issue as at the date on which dealings in the shares first commence on the Stock Exchange). The Company may seek approval of its shareholders in general meeting for refreshing such 10% limit.

26 EQUITY-SETTLED SHARE-BASED TRANSACTIONS *(Continued)*

Where any grant of options to a substantial shareholder or an independent non-executive director, or any of their respective associates, would result in the shares issued and to be issued upon exercise of all options already granted and to be granted (including options exercised, cancelled and outstanding) to such person in the 12-month period up to and including the date of such grant (i) representing in aggregate over 0.1% of the shares in issue on the date of such grant; and (ii) having an aggregate value, based on the closing price of the shares as stated in the daily quotations sheets issued by the Stock Exchange on the date of grant, in excess of HK$5,000,000, such further grant of the options shall be subject to prior approval of the shareholders with such person and his associates abstaining from voting in favour at the general meeting.

Any grant of options to any director, chief executive or substantial shareholder (as defined in the GEM Listing Rules) of the Company, or any of their respective associates under the Share Option Scheme is subject to the prior approval of the independent non-executive directors (excluding the independent non-executive director who or whose associate is the grantee of an option).

The subscription price for the shares is determined by the Board, and shall not be less than whichever is the highest of (i) the closing price of the shares as stated in the Stock Exchange's daily quotations sheet on the date of offer (which must be a business day); (ii) the average of the closing prices of the shares as stated in the Stock Exchange's daily quotations sheet for the five business days immediately preceding the offer date; and (iii) the nominal value of a share.

No share option under the Share Option Scheme was granted or outstanding during the years ended 31 March 2026 and 2025.

27 SHARE CAPITAL, DIVIDENDS AND RESERVES

(A) SHARE CAPITAL

	Number of shares '000	Amount HK$'000
Authorised:		
At 1 April 2024, 31 March 2025, 1 April 2025 and 31 March 2026, HK$0.01 each	10,000,000	100,000
Issued and fully paid:		
At 1 April 2024, 31 March 2025, 1 April 2025 and 31 March 2026	376,000	3,760

Notes:

The holders of ordinary shares are entitled to receive dividends as declared from time to time and are entitled to one vote per share at the meetings of the Company. All shares rank equally with regard to the Company's residual assets.

27 SHARE CAPITAL, DIVIDENDS AND RESERVES *(Continued)*

(B) DIVIDENDS

The directors do not recommend the payment of a dividend in respect of the year ended 31 March 2026 (2025: HK$Nil).

(C) NATURE AND PURPOSE OF RESERVES

(i) Share premium

The share premium represents the amount subscribed for share capital in excess of nominal value, less of share issuing costs. Under the Companies Act, Cap.22 (Law 3 of 1961, as consolidated and revised) 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 distribution or dividend is proposed to be paid, the Company will be able to pay its debts as they fall due in the ordinary course of business.

(ii) Other reserve

The other reserve of the Group represents the difference between the total equity of those subsidiaries and the aggregated share capital of the relevant subsidiaries pursuant to the group reorganisation where the transfer of the relevant subsidiaries to the Company are satisfied by issue of new shares from the Company.

(D) CAPITAL MANAGEMENT

The Group's capital management objectives include:

(i) to safeguard the Group's ability to continue as a going concern, so that it continues to provide returns for owners and benefits for other stakeholders;

(ii) to support the Group's stability and growth; and

(iii) to provide capital for the purpose of strengthening the Group's risk management capability.

The Group actively and regularly reviews and manages its capital structure to ensure optimal capital structure and shareholder's returns, taking into consideration the future capital requirements of the Group and capital efficiency, prevailing and projected profitability, projected operating cash flows, projected capital expenditures and projected strategic investment opportunities.

Management regards total equity attributable to equity shareholders of the Company as capital. The amount of capital as at 31 March 2026 and 2025 amounted to approximately HK$95,351,000 and HK$92,191,000 respectively.

The Group's overall strategy remained unchanged during the year.

28 FINANCIAL RISK MANAGEMENT AND FAIR VALUES OF FINANCIAL INSTRUMENTS

The Group's major financial instruments include trade receivables, deposits, bank balances, trade and other payables, lease liabilities and bank and other borrowings. Details of the financial instruments are disclosed in respective notes. The risks associated with these financial instruments include credit risk, liquidity risk, interest rate risk and currency risk. The policies on how to mitigate these risks are set out below. The management of the Group manages and monitors these exposures to ensure appropriate measures are implemented in a timely and effective manner.

(A) CATEGORIES OF FINANCIAL INSTRUMENTS

	2026 **HK$'000**	2025 HK$'000
Financial assets		
Financial assets measured at amortised cost	**33,368**	40,692
Financial liabilities		
Financial liabilities measured at amortised cost	**60,537**	65,889

(B) CREDIT RISK AND IMPAIRMENT ASSESSMENT

Credit risk refers to the risk that the Group's counterparties default on their contractual obligations resulting in financial losses to the Group. The Group's credit risk exposures are primarily attributable to trade receivables, contract assets, deposits, and bank balances. The Group does not hold any collateral or other credit enhancements to cover its credit risks associated with its financial assets.

The Group performed impairment assessment for financial assets and other items under ECL model. Information about the Group's credit risk management, maximum credit risk exposures and the related impairment assessment, if applicable, are summarised as below:

Bank balances

Credit risk on bank balances is limited because the counterparties are reputable banks with high credit ratings assigned by international credit agencies. The Group assessed 12m ECL for bank balances by reference to information relating to probability of default and loss given default of the respective credit rating grades published by external credit rating agencies. Based on the average loss rates, the 12m ECL on bank balances is considered to be insignificant and therefore no loss allowance was recognised.

Deposits

For deposits, the management makes periodic individual assessment on the recoverability of deposits based on historical settlement records, past experience, and also quantitative and qualitative information that is reasonable and supportive forward-looking information. The management believes that there are no significant increase in credit risk of these amounts since initial recognition and the Group provided impairment based on 12m ECL. For the years ended 31 March 2026 and 2025, the Group assessed the ECL for deposits are insignificant and thus no loss allowance is recognised.

28 FINANCIAL RISK MANAGEMENT AND FAIR VALUES OF FINANCIAL INSTRUMENTS *(Continued)*

(B) CREDIT RISK AND IMPAIRMENT ASSESSMENT *(Continued)*

Trade receivables and contract assets arising from contracts with customers

In order to minimise the credit risk, the management of the Group has delegated a team responsible for determination of credit limits and credit approvals. Before accepting any new customer, the Group uses an internal credit scoring system to assess the potential customer's credit quality and defines credit limits by customer. Other monitoring procedures are in place to ensure that follow-up action is taken to recover overdue debts. In this regard, the management considers that the Group's credit risk is significantly reduced.

The Group has concentration of credit risk as 25% (2025: 23%) and 97% (2025: 79%) of the total trade receivables was due from the Group's largest customer and the five largest customers respectively.

In addition, the Group performs impairment assessment under ECL model on trade receivables with significant balances and credit-impaired individually and/or collectively. For items that are subject to individual evaluation, which are assessed for impairment individually, the evaluation takes into account the customer's past payment history, financial position and other factors. Trade receivables are due within 30 days from the billing date or based on the terms agreed in the sale and rental agreements.

The remaining trade receivables and contract assets are grouped based on aging of outstanding balances. The Group assesses loss allowances for the balances on a collective basis by using provision matrix within lifetime ECL (not credit-impaired). Reversal of impairment of HK$478,000 (2025: impairment losses: HK$4,386,000) and impairment loss of HK$55,000 (2025: nil) are recognised for trade receivables and contract assets respectively during the year. Details of the quantitative disclosures are set out below in this note.

The following table provides information about the Group's exposure to credit risk and ECLs for trade receivables:

At 31 March 2026	Expected loss rate %	Gross carrying amount HK$'000	Loss allowance HK$'000	Net carrying amount HK$'000
Current (not past due)	1.00%	9,676	(97)	9,579
Less than 1 month past due	5.02%	2,033	(102)	1,931
1 to 3 months past due	5.52%	3,369	(186)	3,183
4 to 6 months past due	14.01%	1,706	(239)	1,467
More than 6 months but less than 1 year past due	28.00%	2,493	(698)	1,795
More than 1 year past due	100%	334	(334)	–
		19,611	(1,656)	17,955

28 FINANCIAL RISK MANAGEMENT AND FAIR VALUES OF FINANCIAL INSTRUMENTS *(Continued)*

(B) CREDIT RISK AND IMPAIRMENT ASSESSMENT *(Continued)*

At 31 March 2025	Expected loss rate %	Gross carrying amount excluding specific debtors HK$'000	Loss allowance excluding specific debtors HK$'000	Gross carrying amount of specific debtors HK$'000	Loss allowance of specific debtors HK$'000	Total gross carrying amount HK$'000	Total loss allowance HK$'000	Net carrying amount HK$'000
Current (not past due)	1.05%	18,419	(194)	–	–	18,419	(194)	18,225
Less than 1 month past due	5.94%	5,554	(330)	–	–	5,554	(330)	5,224
1 to 3 months past due	22.69%	1,403	(98)	285	(285)	1,688	(383)	1,305
4 to 6 months past due	47.74%	1,231	(157)	824	(824)	2,055	(981)	1,074
More than 6 months but less than 1 year past due	85.83%	451	(124)	1,857	(1,857)	2,308	(1,981)	327
More than 1 year but less than 2 years past due	100%	231	(231)	697	(697)	928	(928)	–
More than 2 years past due	100%	–	–	36	(36)	36	(36)	–
		27,289	(1,134)	3,699	(3,699)	30,988	(4,833)	26,155

The expected loss rate applied on contract assets with gross carrying of HK$5,483,000 (2025:nil) on a provision matrix is 1.00% (2025: nil).

The estimated loss rates are estimated based on past default experience of the debtors adjusted for factors that are specific to the debtors, general economic conditions of the industry in which the debtors operate and an assessment of both the current as well as the forecast direction of conditions at the reporting date. The grouping is regularly reviewed by management to ensure relevant information about specific debtors is updated.

Movements in loss allowance in respect of trade receivables:

	HK$'000
Balance at 1 April 2024	447
Impairment losses recognised, net of reversal	4,386
Balance at 31 March 2025 and 1 April 2025	4,833
Impairment losses reversed, net of reversal	(478)
Write-off	(2,699)
Balance at 31 March 2026	1,656

Movements in loss allowance in respect of contract assets

	HK$'000
Balance at 1 April 2024, 31 March 2025 and 1 April 2025	–
Impairment losses recognised, net of reversal	55
Balance at 31 March 2026	55

28 FINANCIAL RISK MANAGEMENT AND FAIR VALUES OF FINANCIAL INSTRUMENTS *(Continued)*

(C) LIQUIDITY RISK

In the management of the liquidity risk, the Group monitors and maintains a level of cash and cash equivalents deemed adequate by the management to finance the Group's operations and mitigate the effects of fluctuations in cash flows. The management of the Group monitors the utilisation of bank borrowings and ensures compliance with loan covenants.

The following table details the Group's remaining contractual maturity for its financial liabilities. The table has been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the Group can be required to pay.

The table includes both interest and principal cash flows. To the extent that interest flows are floating rate, the undiscounted amount is derived from interest rate at the end of the reporting period.

			2026			
	weighted average interest rate %	Carrying amount HK$'000	Total contractual undiscounted cash flow HK$'000	Within 1 year or on demand HK$'000	More than 1 year but less than 2 years HK$'000	More than 2 years but less than 5 years HK$'000
Trade and other payables	N/A	9,953	9,953	9,953	–	–
Lease liabilities	5.00–6.13	16,367	17,462	7,515	6,829	3,118
Bank and other borrowings (note)	4.63–7.00	34,217	37,222	17,566	12,146	7,510
		60,537	64,637	35,034	18,975	10,628

			2025			
	weighted average interest rate %	Carrying amount HK$'000	Total contractual undiscounted cash flow HK$'000	Within 1 year or on demand HK$'000	More than 1 year but less than 2 years HK$'000	More than 2 years but less than 5 years HK$'000
Trade and other payables	N/A	13,320	13,320	13,320	–	–
Lease liabilities	5.00–6.27	10,167	11,013	4,793	2,355	3,865
Bank and other borrowings (note)	4.88–7.00	42,402	47,479	15,335	15,335	16,809
		65,889	71,812	33,448	17,690	20,674

Note: Certain borrowings are classified as current liabilities in the consolidated statement of financial position as they will be repaid upon demand, according to the demand clause of the relevant loan agreement. The above information reflects the repayment schedules in accordance with the relevant agreement.

28 FINANCIAL RISK MANAGEMENT AND FAIR VALUES OF FINANCIAL INSTRUMENTS *(Continued)*

(D) INTEREST RATE RISK

The Group is exposed to fair value interest rate risk in relation to bank and other borrowings (see note 24) and lease liabilities (see note 22). The Group is also exposed to cash flow interest rate risk in relation to variable-rate bank balances. The Group cash flow interest rate risk is mainly concentrated on the fluctuation of interest rates on bank balances. The Group's interest rate profile as monitored by management is set out below.

Interest rate profile

The following table details the interest rate profile of the Group's interest-earning financial assets and interest-bearing financial liabilities at the end of the reporting period.

	2026 Effective interest rate %	**2026** HK$'000	2025 Effective interest rate %	2025 HK$'000
Fixed rate borrowings:				
Lease liabilities	**5.00–6.13**	**(16,367)**	5.00–6.27	(10,167)
Bank loans	**4.63–6.25**	**(2,782)**	4.88–6.38	(4,507)
Other borrowings	**6.93–7.00**	**(28,868)**	6.93–7.00	(34,296)
Obligation arising from sale and leaseback transactions	**6.25**	**(2,567)**	5.88	(3,599)
		(50,584)		(52,569)
Variable rate deposits:				
Cash and cash equivalents	**0.01–0.25**	**13,307**	0.01–0.25	12,372
Net borrowings		**37,277**		(40,197)

Sensitivity analysis

The Group currently does not have an interest rate hedging policy. However, the management monitors interest rate exposure and will consider other necessary actions when significant interest rate exposure is anticipated. It is the Group's policy to keep its deposits at floating rate of interests so as to minimise the fair value interest rate risk. The management of the Group considered that the exposure to cash flow in interest rate risk in relation to bank balances is minimal and no sensitivity analysis is presented accordingly.

(E) CURRENCY RISK

Several subsidiaries of the Company have foreign currency sales, purchases and bank balances which expose the Group to foreign currency risk. The currency giving rise to this risk is primarily Renminbi ("**RMB**"), Euro ("**EUR**") and United States dollars ("**USD**"). The Group currently does not hold or issue material derivative financial instruments for trading purposes or to hedge against fluctuations in foreign exchange rates, but the management of the Group monitors foreign exchange exposure and will consider hedging significant foreign currency exposure should the need arise.

The management of the Group considered that the exposure to currency risk is minimal and no sensitivity analysis is presented accordingly.

28 FINANCIAL RISK MANAGEMENT AND FAIR VALUES OF FINANCIAL INSTRUMENTS *(Continued)*

(F) FAIR VALUE MEASUREMENT

The carrying amounts of financial instruments carried at cost or amortised cost are not materially different from their fair values at 31 March 2026 and 2025.

29 RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES

The table below details changes in the Group's liabilities arising from financing activities, including 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.

	Lease liabilities HK$'000 (note 22)	Bank loans HK$'000 (note 24)	Obligation arising from sale and leaseback transactions HK$'000 (note 24)	Other borrowings HK$'000 (note 24)	Interest-bearing payables for purchase of property, plant and equipment HK$'000 (note 21)	Total HK$'000
At 1 April 2024	11,155	4,064	2,065	–	9,962	27,246
Changes from financing cash flows	(6,191)	168	1,288	33,435	(10,006)	18,694
Other changes:						
Increase in lease liabilities from entering into new leases during the year	4,716	–	–	–	–	4,716
Interest expenses (note 8)	487	275	246	861	44	1,913
Total other changes	5,203	275	246	861	44	6,629
At 31 March 2025 and 1 April 2025	10,167	4,507	3,599	34,296	–	52,569
Changes from financing cash flows	**(7,230)**	**(1,916)**	**(1,230)**	**(7,769)**	**–**	**(18,145)**
Other changes:						
Increase in lease liabilities from entering into new leases during the year	**12,716**	**–**	**–**	**–**	**–**	**12,716**
Interest expenses (note 8)	**714**	**191**	**198**	**2,341**	**–**	**3,444**
Total other changes	**13,430**	**191**	**198**	**2,341**	**–**	**16,160**
At 31 March 2026	**16,367**	**2,782**	**2,567**	**28,868**	**–**	**50,584**

30 CONTINGENT LIABILITIES

In addition to those disclosed in note 22, as at 31 March 2025, the Company issued corporate guarantee to a subsidiary in respect of the plant and machinery under lease arrangement at 5.12%–5.18% per annum with the carrying amount of approximately HK$987,000. No contingent liability has been noted as at 31 March 2026.

31 COMMITMENTS

Capital commitments outstanding at 31 March 2026 and 2025 not provided for in the consolidated financial statements were as follows:

	2026 **HK$'000**	2025 HK$'000
Contracted for	**–**	8,628

32 MATERIAL RELATED PARTY TRANSACTIONS

(A) REMUNERATION FOR KEY MANAGEMENT PERSONNEL OF THE GROUP, INCLUDING AMOUNTS PAID TO THE COMPANY'S DIRECTORS AS DISCLOSED IN NOTE 11, IS AS FOLLOWS:

	2026 **HK$'000**	2025 HK$'000
Directors' fees	**492**	600
Salaries, allowances and benefits in kind	**9,743**	10,160
Long service payment expense	**18**	21
Retirement scheme contributions	**–**	18
	10,253	10,799

Total remuneration is included in "staff costs" (see note 9(b)).

(B) RELATED PARTY TRANSACTIONS

Parties are considered to be related if one party has the ability, directly or indirectly, to control the other party or exercise significant influence over the other party in making financial and operating decisions. Parties are also considered to be related if they are subject to common control or common significant influence.

Saved as disclosed above and elsewhere in these consolidated financial statements, the Group did not have any material related party transactions during the years ended 31 March 2026 and 2025.

(Expressed in Hong Kong dollars)

33 SUBSIDIARIES

Details of the subsidiaries as at 31 March 2026 and 2025 are as follows:

Name of company	Place of incorporation and kind of legal entity	Place of operation	Particulars of issued and paid-up share capital/ registered capital	Proportion of Group's ownership interest		Principal activities
				2026	2025	
Directly held by the Company						
Trend Novel Limited	BVI, limited liability company	Hong Kong	1 share of US$1	**100%**	100%	Investment holding
Indirectly held by the Company						
Hing Ming Gondola (HK) Company Limited	Hong Kong, limited liability company	Hong Kong	6,000,000 shares (HK$6,000,000)	**100%**	100%	Trading, installation and renting of suspended working platforms and other construction equipment
Hing Ming Equipment Company Limited	Hong Kong, limited liability company	Hong Kong	1 share (HK$1)	**100%**	100%	Trading, installation and renting of construction equipment
Hing Ming Construction Equipment Company Limited	Hong Kong, limited liability company	Hong Kong	1 share (HK$1)	**100%**	100%	Construction consulting and project management

34 FINANCIAL INFORMATION OF THE COMPANY

(A) STATEMENT OF FINANCIAL POSITION

	2026 HK$'000	2025 HK$'000
Non-current asset		
Investments in subsidiaries	–	–
Current assets		
Prepayments	128	118
Cash and cash equivalents	525	492
Amounts due from subsidiaries	57,325	57,220
	57,978	57,830
Current liabilities		
Other payables	188	268
Amounts due to subsidiaries	56,166	49,028
	56,354	49,296
Net current assets	1,624	8,534
Non-current liability		
Provision for long service payments	21	21
NET ASSETS	1,603	8,513
CAPITAL AND RESERVES		
Share capital	3,760	3,760
Reserves	(2,157)	4,753
TOTAL EQUITY	1,603	8,513

(B) DETAILS OF CHANGES IN THE COMPANY'S RESERVES DURING THE YEAR:

	Share premium HK$'000 (note 27(c)(i))	Accumulated losses HK$'000	Total HK$'000
Balance at 1 April 2024	57,801	(41,963)	15,838
Loss and total comprehensive expense for the year	–	(11,085)	(11,085)
Balance at 31 March 2025 and at 1 April 2025	57,801	(53,048)	4,753
Loss and total comprehensive expense for the year	–	(6,910)	(6,910)
Balance at 31 March 2026	57,801	(59,958)	(2,157)

FIVE YEARS' FINANCIAL SUMMARY

	2026	2025	2024	2023	2022
	HK$'000	HK$'000	HK$'000	HK$'000	HK$'000
RESULTS					
Revenue	**108,491**	106,063	107,813	98,235	75,441
Profit/(loss) before taxation	**2,016**	(24,887)	428	4,304	(1,772)
Income tax credit/(expense)	**1,144**	186	(996)	(1,935)	(1,263)
Profit/(loss) and total comprehensive income/(expense) for the year	**3,160**	(24,701)	(568)	2,369	(3,035)
ASSETS AND LIABILITIES					
Total assets	**174,070**	183,685	181,131	178,662	178,896
Total liabilities	**(78,719)**	(91,494)	(64,239)	(61,202)	(57,542)
	95,351	92,191	116,892	117,460	121,354