



SAN MIGUEL BREWERY
HONG KONG LTD.
香港生力啤酒廠有限公司

Stock Code 股份代號 : 00236



2025
Annual Report
年報



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In this report, all monetary values are expressed in Hong Kong dollars unless stated otherwise.

本年報內所有幣值，除另有註明外，均以港幣計算。

CORPORATE INFORMATION 公司資料

BOARD OF DIRECTORS

CHAIRMAN

Ramon S. Ang (*Non-executive Director*)

DEPUTY CHAIRMAN

Carlos Antonio M. Berba (*Non-executive Director*)

EXECUTIVE DIRECTOR

Chan Weng Kheong

NON-EXECUTIVE DIRECTORS

Aurora T. Calderon (appointed effective 24 February 2025)

May (Michelle) W. M. Chan

Yoshinori Inazumi (resigned effective 1 September 2025)

Tatsuya Nagafuji (appointed effective 1 September 2025)

Katsuhisa Nose

Fumiaki Ozawa

INDEPENDENT NON-EXECUTIVE DIRECTORS

Alonzo Q. Ancheta (resigned effective 28 July 2025)

Thelmo Luis O. Cunanan

David K.P. Li, GBM, JP

Reynato S. Puno

Maria Aileen A. Sazon (appointed effective 28 July 2025)

Sum Li, Alternate to David K.P. Li, GBM, JP

AUDIT COMMITTEE

David K.P. Li, GBM, JP, *Chairman*

Alonzo Q. Ancheta (resigned effective 28 July 2025)

Thelmo Luis O. Cunanan

Reynato S. Puno (appointed effective 28 July 2025)

REMUNERATION COMMITTEE

Reynato S. Puno, *Chairman*

Carlos Antonio M. Berba

Aurora T. Calderon (appointed effective 24 February 2025)

Thelmo Luis O. Cunanan

David K.P. Li, GBM, JP

NOMINATION COMMITTEE

Alonzo Q. Ancheta, *Chairman* (resigned effective 28 July 2025)

Thelmo Luis O. Cunanan, *Chairman*

(appointed as Chairman effective 28 July 2025)

David K.P. Li, GBM, JP

Fumiaki Ozawa

Reynato S. Puno

Maria Aileen A. Sazon (appointed effective 28 July 2025)

董事會

主席

蔡啓文 (*非執行董事*)

副主席

凱顧思 (*非執行董事*)

執行董事

陳永強

非執行董事

Aurora T. Calderon (自二零二五年二月二十四日起獲委任)

陳雲美

稻積吉則 (自二零二五年九月一日起辭任)

長藤達哉 (自二零二五年九月一日起獲委任)

野瀨勝久

小澤史晃

獨立非執行董事

Alonzo Q. Ancheta (自二零二五年七月二十八日起辭任)

Thelmo Luis O. Cunanan

李國寶 GBM, JP

Reynato S. Puno

Maria Aileen A. Sazon (自二零二五年七月二十八日起獲委任)

李深，李國寶 GBM, JP 之替任董事

審核委員會

李國寶 GBM, JP，*主席*

Alonzo Q. Ancheta (自二零二五年七月二十八日起辭任)

Thelmo Luis O. Cunanan

Reynato S. Puno (自二零二五年七月二十八日起獲委任)

薪酬委員會

Reynato S. Puno，*主席*

凱顧思

Aurora T. Calderon (自二零二五年二月二十四日起獲委任)

Thelmo Luis O. Cunanan

李國寶 GBM, JP

提名委員會

Alonzo Q. Ancheta，*主席* (自二零二五年七月二十八日起辭任)

Thelmo Luis O. Cunanan，*主席* (自二零二五年七月二十八日起獲委任為主席)

李國寶 GBM, JP

小澤史晃

Reynato S. Puno

Maria Aileen A. Sazon (自二零二五年七月二十八日起獲委任)

CORPORATE INFORMATION 公司資料

COMPANY SECRETARY

Lo Chi Yip

AUDITOR

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

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

SOLICITORS

Gallant, Solicitors & Notaries
5th Floor, Jardine House,
1 Connaught Place,
Hong Kong

REGISTERED OFFICE

9th Floor
Citimark Building
28 Yuen Shun Circuit
Siu Lek Yuen
Shatin, New Territories
Hong Kong

SHARE REGISTRAR

Computershare Hong Kong Investor Services Limited
Shops 1712-1716, 17th Floor
Hopewell Centre
183 Queen's Road East
Wanchai, Hong Kong

PRINCIPAL BANKERS

Agricultural Bank of China Limited
Australia and New Zealand Banking Group Limited
Bank of China (Hong Kong) Limited
Bank of China Limited
China Construction Bank (Asia) Corporation Limited
Guangdong Shunde Rural Commercial Bank Company Limited
Industrial and Commercial Bank of China (Asia) Limited
Standard Chartered Bank (Hong Kong) Limited
The Bank of East Asia (China) Limited
The Bank of East Asia, Limited
The Hongkong and Shanghai Banking Corporation Limited

公司秘書

羅志業

核數師

畢馬威會計師事務所
於《會計及財務匯報局條例》下的
註冊公眾利益實體核數師

執業會計師
香港
中環
遮打道十號
太子大廈八樓

律師

何耀棣律師事務所
香港
康樂廣場一號
怡和大廈五樓

註冊辦事處

香港
新界
沙田
小瀝源
源順圍二十八號
都會廣場九樓

股份過戶登記處

香港中央證券登記有限公司
香港灣仔
皇后大道東一八三號
合和中心
十七樓一七一二至一七一六號舖

主要往來銀行

中國農業銀行股份有限公司
澳新銀行集團有限公司
中國銀行(香港)有限公司
中國銀行有限公司
中國建設銀行(亞洲)股份有限公司
廣東順德農村商業銀行股份有限公司
中國工商銀行(亞洲)有限公司
渣打銀行(香港)有限公司
東亞銀行(中國)有限公司
東亞銀行有限公司
香港上海滙豐銀行有限公司



SAN MIGUEL BREWERY
HONG KONG LTD.

香港生力啤酒廠有限公司
Member of San Miguel Beer Division



San Miguel Brewery Hong Kong Limited registered a consolidated profit HK\$78.4 million in 2025.

香港生力啤酒廠有限公司二零二五年錄得綜合盈利 7,840 萬港元。

THE YEAR'S HIGHLIGHTS 本年度摘要

(Expressed in Hong Kong dollars except number of shares issued, shareholders and personnel)

(除發行股數、股東數目及員工人數外均以港幣列示)

		2025 二零二五年	2024 二零二四年
Revenue (\$'000)	收入 (千元)	737,321	711,157
Profit/(loss) for the year (\$'000)	年度盈利 / (虧損) (千元)	78,359	(18,915)
Earnings/(loss) per share – Basic (cents)	每股盈利 / (虧損) – 基本 (仙)	20	(5)
Taxes paid, including beer tax (\$'000)	稅項連啤酒稅 (千元)	14,404	11,580
Taxes paid per share (cents)	每股稅項 (仙)	4	3
Non-current tangible assets (\$'000)	非流動有形資產 (千元)	351,967	346,711
Net worth (\$'000)	淨值 (千元)	696,559	634,794
Salaries, wages and other benefits (\$'000)	薪金、工資及其他福利 (千元)	138,775	134,388
Number of Shares issued	發行股數	373,570,560	373,570,560
Number of Shareholders	股東數目	1,761	1,803
Number of personnel	員工人數	236	235

CHAIRMAN'S STATEMENT 主席報告



Ramon S. Ang 蔡啓文
Chairman 主席

To our shareholders,

FINANCIAL RESULTS

San Miguel Brewery Hong Kong Limited (the "Company") and its subsidiaries (the "Group") reported a consolidated net profit of HK\$78.4 million in 2025, compared with the consolidated net loss of HK\$18.9 million in 2024 which included a one-time, non-cash impairment charge of HK\$90.0 million and a deferred tax impact of HK\$14.9 million on its non-current assets in 2024. Excluding the impairment loss in 2024, the Group's consolidated net profit in 2025 was still a significant 39% improvement compared to 2024. Net profit attributable to equity shareholders for 2025 was HK\$76.1 million, against a net loss of HK\$20.1 million in 2024.

The Group's consolidated revenue was HK\$737.3 million in 2025, 3.7% higher than in 2024. Gross profit was at HK\$295.6 million, 11.1% higher than the HK\$266.1 million in 2024.

The Group maintained a healthy cash position, with cash and bank balances totaling HK\$285.7 million as of 31 December 2025 (HK\$216.5 million as of 31 December 2024).

As of 31 December 2025, loans were at HK\$3.6 million (HK\$3.5 million as of 31 December 2024). Total net assets were at HK\$696.6 million (HK\$634.8 million as of 31 December 2024), and the loan-to-equity ratio was 0.01 (31 December 2024: 0.01).

致各股東：

財務業績

香港生力啤酒廠有限公司（「本公司」）及其附屬公司（「本集團」）於二零二五年錄得綜合盈利7,840萬港元，而二零二四年綜合虧損為1,890萬港元，當中包括一次性非現金減值虧損9,000萬港元，以及在二零二四年對其非流動資產產生了1,490萬港元的遞延稅項影響。撇除該減值虧損，本集團二零二五年的綜合盈利較二零二四年仍錄得39%顯著改善。二零二五年權益持有人應佔盈利為7,610萬港元，相比二零二四年應佔虧損2,010萬港元。

本集團二零二五年綜合收入為7,373萬港元，較二零二四年上升3.7%。毛利達2.96億港元，較二零二四年的2.66億港元高11.1%。

本集團維持穩健的現金狀況。截至二零二五年十二月三十一日，現金及銀行存款為2.86億元（二零二四年十二月三十一日：2.17億元）。

截至二零二五年十二月三十一日之貸款為360萬港元（二零二四年十二月三十一日：350萬港元）。總資產淨值為6.97億港元（二零二四年十二月三十一日：6.35億港元），而貸款比率為0.01（二零二四年十二月三十一日：0.01）。

CHAIRMAN'S STATEMENT 主席報告

DIVIDENDS

On 25 February 2026, the Board of Directors approved a proposal to declare a final dividend of HK\$0.06 per share for the year ended 31 December 2025, payable to shareholders of record as of 30 April 2026. The proposal is subject to shareholder approval at the forthcoming annual general meeting.

BUSINESS REVIEW

HONG KONG OPERATIONS

Hong Kong's economic recovery in 2025 unfolded against a backdrop of persistent structural challenges, with GDP improvement largely buoyed by stronger external demand. Although business sentiment improved and inflation remained modest, shifting consumer behavior continued to weigh heavily on domestic retail performance. A key factor was the sustained surge in outbound tourism to Mainland China, which reached record levels in 2025 as residents were drawn by greater travel convenience, favorable price differentials, and evolving lifestyle preferences. This diverted local spending across the border, constraining retail growth and highlighting strains in Hong Kong's post-pandemic stabilization.

In 2025, the Hong Kong beer market continued to contract, with industry volumes declining by 3% from the previous year. Amid these challenging conditions, the Company's domestic sales volumes also fell by 3%. However, total sales volumes rose by 11%, driven by strong growth in export markets. Coupled with improved product costs, prudent cost management, and higher leasing income, these factors contributed to a significant improvement in the Company's operating profit.

San Mig Light (SML) outperformed the industry, delivering a 3% volume growth with gains across major channels. Performance was driven by enhanced brand visibility from the "Feel Light Feel Good" TVC and online advertising highlighting its "Hong Kong's No. 1 Light Beer" positioning, supported by targeted activations in retail chains, including limited-edition can launches and consumer promotions. In the on-trade, SML's leadership in bars and pubs was reinforced by outlet promotions and game activations.

Meanwhile, San Miguel Pale Pilsen (SMPP) continued to strengthen its connection with Hong Kong and sustained brand visibility through the "So Hong Kong, So San Miguel" TVC and the "Taste of Hong Kong – Fresh Brew Beer" POSM campaign. These efforts were supported by channel-specific initiatives such as redemption programs for Chinese restaurants and provision stores, a market-wide promotion campaign, and premium redemption at convenience stores, alongside Hong Kong-themed on-trade activations.

股息

於二零二六年二月二十五日，董事會已批准派發截至二零二五年十二月三十一日止年度末期股息每股0.06港元予於二零二六年四月三十日名列本公司股東名冊之股東的提案。此提案取決於即將召開的股東周年大會上股東之批准。

業務回顧

香港業務

二零二五年，香港經濟在復甦過程中仍持續面對結構性挑戰，本地生產總值的改善主要受惠於強勁的外部需求。儘管營商氣氛有所改善，且通脹維持溫和，但消費者行為的轉變繼續為本地零售帶來壓力。其中一個關鍵因素是北上消費的熱潮持續，二零二五年出境人次更創下歷史新高；這主要是隨著跨境交通日益便利、價格優勢顯著，以及市民生活方式偏好有所轉變所致。這種消費外流趨勢將本地消費力轉移至內地，限制了零售業增長，亦突顯了香港在疫情後穩定過程中所面臨的壓力。

香港啤酒市場於二零二五年持續萎縮，行業整體銷量較去年下跌3%。面對市場挑戰，本公司本地銷量亦隨之下降3%。然而，受出口市場強勁增長帶動，香港總銷量錄得11%增長。隨著產品成本改善、審慎的成本控制，以及租賃收入增加，本公司經營盈利錄得顯著改善。

生力清啤表現優於行業整體水平，銷量錄得3%增長，並在各主要銷售渠道取得進展。這主要得益於「Feel Light Feel Good」電視廣告及網絡宣傳大幅提升品牌知名度，加強其「全港No. 1 Light Beer」的品牌定位。品牌同時在連鎖零售店開展針對性宣傳，包括推出限量版罐裝及消費者促銷活動。在現飲渠道方面，生力清啤憑藉店內促銷活動及遊戲互動，鞏固了在酒吧市場的領導地位。

與此同時，生力啤酒持續透過「堅香港 堅生力」電視廣告及「港堅！生力鮮」銷售點宣傳活動，加強與香港本地的連繫，同時保持品牌曝光率。為支持相關推廣，品牌亦針對不同銷售渠道推出相應宣傳計劃，包括在中式餐廳及士多辦館推出換領活動、開展全市場宣傳推廣、在便利店推出禮品換領促銷活動，以及在現飲渠道舉辦以香港為主題的推廣活動。

CHAIRMAN'S STATEMENT 主席報告

BUSINESS REVIEW (Continued)

HONG KONG OPERATIONS (Continued)

Throughout 2025, San Miguel Cerveza Blanca (SMCB) and San Miguel Cerveza Negra (SMCN) strengthened brand awareness and premium credentials through integrated digital and on-premise activations. These included collaborations with local artists and key opinion leaders (KOL), lucky draw promotions, and the introduction of the Monde Medal on SMCB's packaging. Brand experience was further elevated via the Limited-Edition Gelato collaboration with TEEMTONEfai, a tasting menu promotion, and sampling initiatives across key outlets.

Meanwhile, Blue Ice Beer introduced a new packaging design aimed at strengthening its appeal among young drinkers. This was complemented by promotions in convenience stores. Consumer engagement for Kirin was sustained through seasonal product offerings, premium redemptions in convenience stores, and on-premise promotions.

SOUTH CHINA OPERATIONS

Amid global uncertainty, China's economy demonstrated resilience in 2025, supported by steady policy measures, investments in advanced manufacturing and technology, and rising external demand. While challenges in consumption and the property sector persisted, sentiment gradually stabilized and economic momentum improved over the year.

San Miguel (Guangdong) Brewery Co., Ltd.'s ("SMGB") domestic volume increased by 4% in 2025, driven primarily by a 6% growth for San Miguel brands. Export volume was slightly lower compared with the prior year. Operating profit rose to RMB27.5 million, representing a 23% year-on-year increase. This improvement was driven by higher domestic volumes, margin expansion across both domestic and export businesses, and continued discipline in managing variable costs.

Throughout the year, SMGB executed a comprehensive program of brand-building and volume-generating initiatives across channels. San Miguel brands were supported by targeted pricing transition measures in the wholesaler channel, market-wide promotions, enhanced in-store merchandising, expanded presence on e-commerce channels, and KOL campaigns, which generated strong consumer engagement across online selling platforms.

Seasonal campaigns, including a Chinese New Year-themed program for San Miguel and Dragon brands, were rolled out, alongside efforts to enhance in-store visibility. Meanwhile, wholesaler trade incentive programs were implemented to support the expansion of the San Miguel and Dragon brands.

業務回顧 (續)

香港業務 (續)

在二零二五年，生力白啤與生力黑啤透過整合數碼推廣及現飲渠道宣傳活動，提升品牌知名度及高端形象，包括與本地藝人及關鍵意見領袖(KOL)合作宣傳、舉辦抽獎活動，以及推出印有「世界品質評鑑大賞」獎章的生力白啤包裝。此外，透過聯乘TEEMTONEfai推出限量版意式雪糕、推行嚐味餐單推廣，以及於主要銷售點進行試飲活動，進一步提升品牌體驗。

此外，藍冰啤酒推出了全新包裝設計，以提升品牌對年輕消費客群的吸引力，同時配合便利店促銷活動，以擴大市場成效。麒麟啤酒則透過推出季節限定產品、便利店禮品換領及現飲渠道推廣活動，持續鞏固與消費者的互動。

華南業務

在全球局勢不明朗下，中國經濟於二零二五年展現出韌性，主要受惠於穩健的政策措施、對先進製造業與科技的投資，以及外部需求的回升。儘管消費與房地產行業的挑戰仍然存在，但市場氣氛已逐步趨於穩定，經濟動能亦在年內有所改善。

在二零二五年，生力(廣東)啤酒有限公司(「生力廣東」)的國內銷量增長4%，這主要受生力品牌6%的銷量升幅所帶動。出口量則較去年輕微下跌。經營盈利上升至2,750萬元人民幣，按年增長23%。業績有所改善主要受惠於國內銷量增加、本地及出口業務的利潤率擴大，以及持續嚴謹管理變動成本。

年內，生力廣東於各銷售渠道推行了一系列全面的品牌建設及提升銷量的舉措。為支持生力品牌發展，當中包括在對批發渠道採取針對性的價格過渡措施、開展全市場促銷活動、加強店內商品陳列、拓展電子商貿渠道，以及推行關鍵意見領袖(KOL)推廣活動，從而於各線上銷售平台帶動高度的消費者互動。

生力廣東推出了一系列季節性推廣活動，包括針對生力及龍啤品牌打造的新春主題活動，並同時加強店內陳列以增加品牌曝光。此外，亦針對批發商推出銷售獎勵計劃，以拓展生力及龍啤品牌的市場。

CHAIRMAN'S STATEMENT 主席報告

SOUTH CHINA OPERATIONS (Continued)

Product innovation and portfolio expansion were key focus areas in 2025. The launch of Dragon Yue X 500ml cans and the domestically produced Red Horse 500ml can 12-pack enhanced SMGB's off-premise offerings. These initiatives were backed by consumer promotions, trade incentives, KOL campaigns, and point-of-sale deployments to drive awareness and trial.

COMMUNITY RELATIONS AND SOCIAL RESPONSIBILITY

Social responsibility remains an integral part of our values system. We work to make a positive impact on our employees, their families, our business partners, local communities, and the environment. We also ensure compliance with legal and regulatory requirements.

Since 2015, we have been publishing an Environmental, Social, and Governance ("ESG") Report to provide the public with insights into how we respond to different ESG issues, guided by our Sustainability Committee. The Company's 2025 ESG Report will be available on our website no later than 31 March 2026.

Our commitments include actively promoting responsible drinking within the organization and to the general public, protecting the environment, and meeting or exceeding government-set environmental standards.

HUMAN RESOURCES

Our employees are crucial to our Company's success and in fulfilling our responsibilities to shareholders, society, and the environment. As such, we continue to implement programs to improve their well-being and capabilities.

We continue to invest in in-house training programs and use publicly available webinars to further enhance and develop our people's knowledge, skills, and experiences. We have also organized smaller-scale company programs and activities to foster camaraderie within the organization.

We regularly review our policies to ensure appropriate and sufficient measures are in place to provide our employees with a safe, secure, and healthy workplace conducive to their physical well-being and personal and career development.

We also continue to provide employees with competitive remuneration aligned with industry standards. We provide attractive benefits, including medical and insurance coverage and paid leaves, in addition to what is required by law.

華南業務 (續)

產品創新與產品組合擴展是二零二五年的核心策略方向。透過推出龍啤悅X 500毫升罐裝及國內生產的500毫升十二罐裝紅馬啤酒，進一步豐富了生力廣東在非現飲渠道的產品選擇。同時，透過配合消費者促銷活動、銷售獎勵計劃、關鍵意見領袖(KOL)推廣，以及銷售點宣傳佈置，有效提升品牌知名度並帶動試飲。

社區關係及社會責任

社會責任始終是我們不可或缺的價值觀。我們致力為僱員及其家屬、業務夥伴、社區及環境帶來正面影響，同時確保遵守法例和規管要求。

自二零一五年起，我們每年發布《環境、社會及管治(「ESG」)報告》，讓公眾清楚瞭解我們在可持續發展委員會的指導下，如何應對各項ESG議題。本公司二零二五年的ESG報告將會於二零二六年三月三十一日前在本公司網站刊載。

我們承諾積極在公司內部及向公眾推廣理性飲酒，並致力保護環境，達到符合或超過政府所訂立的环境標準。

人力資源

僱員對本公司的成功和履行我們對股東、社會和環境的責任均扮演關鍵的角色。因此，我們持續實行各項發展項目，致力改善僱員福祉和提升其專業能力。

我們透過規劃內部培訓課程，並參與網上公眾研討會，進一步加強及發展僱員職能所需的知識、技能和經驗。我們也舉辦各類規模較小的公司項目及活動，積極締造友善工作間。

我們定期檢視政策，確保我們已採取合適和充分的措施，為僱員提供安全、安穩和健康的工作間，促進他們的健康，以及個人和職業生涯發展。

我們亦持續為僱員提供符合市場水平的薪酬，並提供具吸引力的僱員福利，包括醫療保障和保險，以及高於法定標準的有薪假期。

CHAIRMAN'S STATEMENT 主席報告

CORPORATE GOVERNANCE

The Company has applied the principles and complied with the requirements set out in the Corporate Governance Code ("CG Code"), as contained in Appendix C1 of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited.

DIRECTORS

Since we published our interim report on 29 August 2025, Mr. Yoshinori Inazumi has resigned as a non-executive director of the Company, effective 1 September 2025 and Mr. Tatsuya Nagafuji was appointed in his stead, also effective on the same date.

FUTURE DIRECTIONS AND CHALLENGES

For 2026, the Company has outlined the following objectives:

- In Hong Kong, the Company will continue to pursue profitable volume growth through integrated brand-building initiatives and distribution expansion. Key priorities include: reinforcing SML's leadership as the market's premier light beer, strengthening SMPP's brand affinity, increasing awareness and availability of our specialty brands, and regain market share in the economy segment. These initiatives will be supported by outlet-specific offtake programs and enhanced management of the wholesaler channel.
- In South China, we will strengthen our dealer and wholesaler network, drive stronger on-premise growth, and sustain channel momentum in modern trade and e-commerce platforms. To promote balanced portfolio growth, we will enhance San Miguel's premium positioning, continue building equity for SML through the "Life Best Served Light" campaign, leverage Dragon's "Beer of Shunde" communications, and fast-track the expansion of Red Horse across key channels.

We remain cautiously optimistic about the growth prospects for Hong Kong and South China in 2026, while mindful of ongoing geopolitical and trade uncertainties that may continue to weigh on domestic consumption and regional export performance.

Despite these challenges, we believe the programs and initiatives we have put in place position us well to navigate potential risks. In the year ahead, we will continue to closely monitor market conditions and implement agile strategies to drive volume growth, strengthen operational efficiency, manage costs, and improve overall profitability.

企業管治

本公司已採用及遵守載於香港聯合交易所有限公司證券上市規則附錄C1的《企業管治守則》(「企業管治守則」)的原則。

董事

自二零二五年八月二十九日本公司之中期報告出版後，稻積吉則先生已辭任本公司之非執行董事，由二零二五年九月一日起生效，並由長藤達哉先生獲委任接替，於同日生效。

未來方向及挑戰

本公司於二零二六年的目標包括：

- 在香港，本公司將繼續透過整合的品牌建設計劃與擴展分銷網絡，推動具盈利能力的銷量增長。重點策略包括：鞏固生力清啤作為市場首選「Light Beer」品牌的領導地位、增強生力啤酒的品牌親和力、提升特色品牌的市場認知度與覆蓋範圍，以及奪回大眾化市場的佔有率。上述計劃將配合針對特定銷售點的推廣活動，並加強對批發商的管理，以達成預期成效。
- 在華南，我們將加強經銷商及批發商網絡，推動現飲渠道達至更強勁的增長，同時維持現代零售渠道及電商平台的發展勢頭。為促進產品組合的均衡發展，我們將提升生力的高端品牌定位，透過「Life Best Served Light」主題活動進一步建立生力清啤的品牌資產，並善用龍啤作為「順德人的啤酒」的宣傳噱頭，以及加速推進紅馬啤酒在各核心渠道的擴展步伐。

展望2026年，我們對香港及華南地區的增長前景保持審慎樂觀，同時亦密切關注持續存在的地緣政治及貿易不確定性，這些因素可能繼續對本地消費及地區出口表現帶來壓力。

儘管面臨挑戰，我們相信實行中的各項計劃與措施已經為集團奠定良好基礎，以應對潛在風險。在未來一年，我們將繼續密切監控市場動態，並採取靈活策略以推動銷量增長、提升營運效率、加強成本控制，以及改善整體盈利能力。

CHAIRMAN'S STATEMENT 主席報告

FUTURE DIRECTIONS AND CHALLENGES (Continued)

We thank our employees for their hard work and perseverance, the members of our Board for their guidance, and, most of all, our shareholders, consumers, customers, and business partners for their continued support.

未來方向及挑戰 (續)

我們謹此感謝每位僱員的辛勤付出和毅力，以及董事會給予我們的指導。當然，最重要的是感謝各股東、消費者、客戶和商業夥伴對我們的長期支持。



Ramon S. Ang
Chairman

25 February 2026



主席
蔡啟文

二零二六年二月二十五日

DIRECTORS' REPORT 董事會報告

To be presented at the Sixty-third Annual General Meeting of shareholders to be held at Island Ballroom, Level 5, Island Shangri-La Hong Kong, Two Pacific Place, Supreme Court Road, Central, Hong Kong on 22 April 2026 at 3:00 p.m.

The directors submit their Annual Report together with the audited financial statements for the year ended 31 December 2025.

PRINCIPAL PLACE OF BUSINESS

The Company is a company incorporated and domiciled in Hong Kong and has its registered office and principal place of business at 9/F, Citimark Building, 28 Yuen Shun Circuit, Siu Lek Yuen, Shatin, New Territories, Hong Kong.

PRINCIPAL ACTIVITIES

The principal activities of the Company are the manufacture and distribution of bottled, canned and draught beers. The principal activities and other particulars of the Company's subsidiaries are set out in note 13 to the financial statements.

The segment analysis of the Group for the financial year is set out in note 3 to the financial statements.

MAJOR CUSTOMERS AND SUPPLIERS

The information in respect of the Group's sales attributable to the major customers during the year is as follows:

此報告將於二零二六年四月二十二日下午三時正假座香港中環法院道太古廣場二期港島香格里拉大酒店五樓香島殿舉行之第六十三屆股東周年大會上提交。

董事會全人向各股東提呈截至二零二五年十二月三十一日止年度之年報及經審核財務報表。

主要營業地點

本公司是一間於香港註冊成立的公司，註冊辦事處及主要營業地點為香港新界沙田小瀝源源順圍二十八號都會廣場九樓。

主要業務

本公司之主要業務為製造及分銷樽裝、罐裝及桶裝啤酒。本公司之附屬公司之主要業務及其他細節載於財務報表附註13。

有關本財政年度本集團之分部分析，載於財務報表附註3。

主要客戶及供應商

以下所載為本年度主要客戶佔本集團銷售數額之資料：

		Percentage of the Group's total 佔本集團
		Sales 銷售總額百分比
The largest customer	最大客戶	57.69%
Five largest customers in aggregate	首五大客戶合計	70.61%



Feel Light
Feel Good



San Mig Light outperformed the market, delivering volume growth despite subdued industry conditions and solidifying its position as Hong Kong's leading light beer.

生力清啤表現優於行業整體水平，於市場疲弱情況下，銷量仍穩步上揚，進一步鞏固其於香港 Light Beer 市場的領導地位。

DIRECTORS' REPORT 董事會報告

MAJOR CUSTOMERS AND SUPPLIERS (Continued)

One of the five largest customers was San Miguel Corporation (“SMC”) and its associates (collectively the “San Miguel Group”) in which the directors of the Company during the year under review, namely: Mr. Ramon S. Ang, Mr. Carlos Antonio M. Berba, Mr. Alonzo Q. Ancheta (resigned effective 28 July 2025), Ms. Aurora T. Calderon (appointed effective 24 February 2025), Mr. Yoshinori Inazumi (resigned effective 1 September 2025), Mr. Tatsuya Nagafuji (appointed to replace Mr. Yoshinori Inazumi effective 1 September 2025), Mr. Katsuhisa Nose, Mr. Fumiaki Ozawa, Mr. Reynato S. Puno and Ms. Maria Aileen A. Sazon (appointed to replace Mr. Alonzo Q. Ancheta effective 28 July 2025) have beneficial interests to the extent that they have/had equity interests in and/or are/were directors and/or officers of the San Miguel Group. Mr. Iñigo Zobel, Top Frontier Investment Holdings, Inc. (“Top Frontier”), SMC, San Miguel Food and Beverage, Inc. (“SMFB”), Kirin Holdings Company, Limited (“Kirin”), San Miguel Brewery Inc. (“SMB”) and San Miguel Brewing International Limited (“SMBIL”), which are all deemed to hold indirect interest in the Company through Neptunia Corporation Limited (“Neptunia”) (as stated in the Substantial Shareholders’ Interests in Shares and Underlying Shares section in this report) have beneficial interests in the San Miguel Group to the extent that they have equity interests in the San Miguel Group.

CK Hutchison Holdings Limited (“CK Hutchison”), which is deemed to be interested in the shares of the Company through Conroy Assets Limited and Hamstar Profits Limited (as stated in the Substantial Shareholders’ Interests in Shares and Underlying Shares section in this report) has an equity interest in one of the five largest customers.

Save as disclosed above, at no time during the year have the directors, their associates, or any shareholder of the Company (which to the knowledge of the directors owns more than 5% of the Company’s share capital) had any interest in these major customers.

For the year ended 31 December 2025, the aggregate purchases from the five largest suppliers of the Group were less than 30% of the Group’s total purchases.

RECOMMENDED DIVIDENDS

On 25 February 2026, the board of directors approved that a final dividend for the year ended 31 December 2025 of HK\$0.06 per share to shareholders whose names appear in the Company’s register of members as of 30 April 2026 be proposed for approval by the shareholders at the forthcoming Annual General Meeting of shareholders.

主要客戶及供應商 (續)

生力總公司(「生力總公司」)及其聯繫公司(統稱「生力集團」)為首五大客戶其中之一。其中，於回顧年度內本公司之董事包括：蔡啓文先生、凱顧思先生、Alonzo Q. Ancheta先生(自二零二五年七月二十八日起辭任)、Aurora T. Calderon(自二零二五年二月二十四日起獲委任)、稻積吉則先生(自二零二五年九月一日起辭任)、長藤達哉先生(自二零二五年九月一日起獲委任以接替稻積吉則先生)、野瀨勝久先生、小澤史晃先生、Reynato S. Puno先生及Maria Aileen A. Sazon女士(自二零二五年七月二十八日起獲委任以接替Alonzo Q. Ancheta先生)因擁有／曾擁有生力集團之股權及／或為／曾任其董事及／或高級人員而獲得實益權益。Iñigo Zobel先生、Top Frontier Investment Holdings, Inc.(「Top Frontier」)、生力總公司、San Miguel Food and Beverage, Inc.(「SMFB」)、麒麟控股株式會社(「麒麟」)、生力啤酒廠公司(「生力啤酒廠」)及生力啤酒國際有限公司(「生力啤酒國際」)(彼等均被視為透過立端利有限公司(「立端利」)間接持有本公司權益(如本報告中的「主要股東於股份及相關股份之權益」部分所述)在生力集團中擁有實益權益，前提是彼等於生力集團中擁有股權。

長江和記實業有限公司(「長和」)(被視為透過Conroy Assets Limited及Hamstar Profits Limited擁有本公司股份權益(如本報告中的「主要股東於股份及相關股份之權益」部分所述))持有五大客戶之一的股權。

除上文所披露者外，各董事、彼等之聯繫人士或任何據董事所知擁有本公司股本超過百分之五之本公司股東於本年度內概無擁有該等主要客戶之任何權益。

截至二零二五年十二月三十一日止年度，本集團首五大供應商之合計採購額佔本集團採購總額少於30%。

建議股息

於二零二六年二月二十五日，董事會批准於應屆股東周年大會上向股東建議批准派發截至二零二五年十二月三十一日止年度末期股息每股0.06港元予於二零二六年四月三十日名列本公司股東名冊之股東。

DIRECTORS' REPORT 董事會報告

BUSINESS REVIEW AND PERFORMANCE

A fair review of the Group's business during the year, including the analysis using financial key performance indicators, and the outlook of the Group's business are provided in the Chairman's Statement section from pages 7 to 12 of this Annual Report. Description of the principal risks and uncertainties which faced the Group in 2025 can be found in the Chairman's Statement, including the financial risks mentioned in note 24 to the financial statements.

Save for those disclosed in the Chairman's Statement in this Annual Report and the foregoing, there were no other significant events affecting the Group that have occurred since the end of the financial year 2025.

The Company defines stakeholders as all those who affect, and/or are affected by, its business. It embraces both internal and external stakeholders, ranging from employees, trade partners, shareholders, suppliers, government and local communities. The Company believes that engaging stakeholders is crucial for the sustainability of its business, as this does not just help the Company understand the possible risks and opportunities to its business, but also makes possible the actual mitigation of the risks and the full comprehension of the opportunities to its business. The Company also communicates with them through various channels to ensure that its stakeholders are made aware of, and understand, its business and/or products.

The Company endeavors to protect the environment in which it operates its business. During the year under review, there was no material noncompliance in relation to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous wastes.

The Company also endeavors to further improve the management of different Company's resources and its operations to prevent pollution and minimize wastes, and is committed to continuously train and encourage all its employees to be more environmentally conscious. The Company also published its Environmental, Social and Governance ("ESG") Report for 2025 which provides an account of how the Company responds to different ESG issues.

During the year under review, no material non-compliance of the laws and regulations that have a significant impact on the Company was noted. In addition, a discussion on the Company's compliance with the Corporate Governance Code ("CG Code") is included in the "Corporate Governance Report" section from pages 37 to 58 of this Annual Report. A discussion on the Company's financial statements' compliance with the Hong Kong Financial Reporting Standards, Hong Kong Companies Ordinance and the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited ("Listing Rules") is also included in note 1 to the financial statements.

業務審視及業績

有關本集團年內表現的中肯審視，包括運用財務關鍵表現指標進行的分析，以及本集團的業務展望在本年報第7至12頁的「主席報告」中闡述。關於本集團二零二五年內面對的主要風險及不確定因素因素的敘述在「主席報告」中闡述，包括於財務報表附註24中披露的金融風險。

除本年報之「主席報告」及上述內容中所披露外，自二零二五年財政年度結束後，並沒有其他會影響本集團的重大事件發生。

本公司將持份者定義為所有那些影響和／或受本公司業務影響的人員。其包括內部和外部持份者，涉及僱員、業務夥伴、股東、供應商、政府和本地社區。本公司相信持份者的參與對其業務的持續發展非常重要，他們的參與不僅有助於本公司理解可能存在的風險和機遇，亦幫助本公司實際減輕風險和充分理解種種機遇。本公司亦通過各種渠道與持份者進行溝通以確保他們充分意識並理解其業務和／或產品。

本公司致力保護其業務營運的環境，於回顧年度內，在廢氣和溫室氣體排放、向水和土地的排污、以及有害及無害廢棄物的產生方面不存在任何重大違規情況。

本公司亦致力進一步改善對本公司的不同資源的管理及其操作以避免污染並將廢棄物減到最低，並致力於持續培訓和鼓勵所有員工以便提高僱員的環保意識。本公司還發布了二零二五年環境、社會及管治（「ESG」）報告，其中介紹了本公司如何應對不同的ESG問題。

於回顧年度內，對本公司有重大影響的有關法律及規例不存在任何重大違規情況。並且，本公司遵守企業管治守則（「企業管治守則」）的情況已包括在本年報第37至58頁的「企業管治報告」。有關本公司的財務報表遵守香港財務報告準則、香港《公司條例》及香港聯合交易所有限公司證券上市規則（「上市規則」）的情況亦已包括在財務報表附註1。

DIRECTORS' REPORT 董事會報告

CHARITABLE AND OTHER DONATIONS

Charitable and other donations made by the Group during the year amounted to HK\$110,000 (2024: HK\$15,000).

SHARE CAPITAL

Details of the share capital of the Company are set out in note 23 to the financial statements.

DIRECTORS

The directors of the Company as at the date of this Annual Report are set out on page 2 of this Annual Report.

With the exception of Ms. Aurora T. Calderon who was appointed as non-executive director of the Company effective 24 February 2025, Ms. Maria Aileen A. Sazon who was appointed as independent non-executive director of the Company effective 28 July 2025 to replace Mr. Alonzo Q. Ancheta, and Mr. Tatsuya Nagafuji who was appointed as non-executive director of the Company effective 1 September 2025 to replace Mr. Yoshinori Inazumi, all of the directors served as such for the full year of 2025.

Mr. Alonzo Q. Ancheta resigned as independent non-executive director of the Company effective 28 July 2025 due to person commitments that will require more of his time, particularly to focus on his health and dedicate more time on medical rehabilitation. Mr. Yoshinori Inazumi resigned as non-executive director of the Company effective 1 September 2025 in view of his new assignment in the Kirin group of companies.

Mr. Ramon S. Ang, Mr. Carlos Antonio M. Berba, Dr. the Hon. Sir David K. P. Li and Mr. Reynato S. Puno retire by rotation in accordance with Article 105 of the Company's Articles of Association at the forthcoming Annual General Meeting and, being eligible, offer themselves for re-election.

Ms. Maria Aileen A. Sazon and Mr. Tatsuya Nagafuji, who were appointed as independent non-executive director and non-executive director of the Company effective 28 July 2025 and 1 September 2025 respectively, which is after the last Annual General Meeting, retire from the offices of independent non-executive director and non-executive director, respectively, in accordance with Article 96 of the Company's Articles of Association, and, being eligible, offer themselves for re-election at the forthcoming Annual General Meeting.

None of the directors proposed for re-election at the forthcoming Annual General Meeting has an unexpired service contract which is not determinable by the Company or any of its subsidiaries within one year without payment of compensation, other than normal statutory obligations.

慈善及其他捐款

本集團於本年度內之慈善及其他捐款合共 110,000 港元 (二零二四年 : 15,000 港元)。

股本

有關本公司股本之詳情載列於財務報表附註 23。

董事

於本年報之日期各董事之名單載本年報於第 2 頁。

除 Aurora T. Calderon 女士自二零二五年二月二十四日起獲委任為本公司非執行董事、Maria Aileen A. Sazon 女士自二零二五年七月二十八日起獲委任以接替 Alonzo Q. Ancheta 先生為本公司獨立非執行董事、以及長藤達哉先生自二零二五年九月一日起獲委任以接替稻積吉則先生為本公司非執行董事外，全部董事均於二零二五年全年擔任董事職務。

Alonzo Q. Ancheta 先生由於個人承諾需要彼投入更多的時間，特別是關注彼之健康並投入更多時間進行醫療復健，故已辭任本公司獨立非執行董事，自二零二五年七月二十八日起生效。稻積吉則先生因需要投放更多時間於麒麟集團之公司之新委任上，故已辭任本公司非執行董事，自二零二五年九月一日起生效。

蔡啓文先生、凱顯思先生、李國寶爵士及 Reynato S. Puno 先生均根據本公司組織章程第 105 條規定，於即將舉行之股東周年大會上輪流退任及符合資格並願意重選連任。

Maria Aileen A. Sazon 女士及長藤達哉先生分別自二零二五年七月二十八日及二零二五年九月一日起獲委任為本公司獨立非執行董事及非執行董事 (為上屆股東周年大會之後)，根據本公司組織章程第 96 條規定，於即將舉行之股東周年大會上分別退任獨立非執行董事及非執行董事職務及符合資格並願意重選連任。

擬於應屆股東周年大會上重選連任之董事並無與本公司或其任何附屬公司簽訂本公司或其任何附屬公司不得於一年內終止而不作出賠償 (一般法定賠償除外) 之服務合約。

DIRECTORS' REPORT 董事會報告

DIRECTORS OF SUBSIDIARIES

The names of all directors who have served on the boards of the subsidiaries of the Company during the year ended 31 December 2025 and during the period from 1 January 2026 to the date of this Annual Report are available on the Company's website, info.sanmiguel.com.hk.

DIRECTORS' INTERESTS

The directors of the Company as of 31 December 2025 had the following personal interests in the shares of the Company, its holding companies, subsidiaries and other associated corporations (within the meaning of the Securities and Futures Ordinance ("SFO")) at that date as recorded in the register of directors' interests required to be kept under Section 352 of the SFO:

(1) INTERESTS IN ISSUED SHARES

Name 姓名	Number of shares held 持股數目	% of total issued shares 佔已發行股份總數之百分比
David K. P. Li 李國寶	12,936,264	3.46%

附屬公司董事

於截至二零二五年十二月三十一日止年度及由二零二六年一月一日至本年報日期止期間，所有服務本公司附屬公司董事會的董事姓名載於本公司網站，網址為 info.sanmiguel.com.hk。

董事之權益

按《證券及期貨條例》第352條規定備存之董事權益登記冊記錄所載，於二零二五年十二月三十一日之本公司董事於當日持有本公司、其控股公司、附屬公司及其他聯繫公司（定義見《證券及期貨條例》（「《證券及期貨條例》」））已發行股本之個人權益如下：

(1) 已發行股本之權益

Number of ordinary shares in the Company 本公司之普通股之股份數目

Name 姓名	Types of Shares 股份類別	Par Value (Philippine pesos) 面值 (菲律賓披索)	Direct ownership 直接持有	Indirect ownership 間接持有	Total number of shares held 持股數目總數	% of total issued shares 佔已發行股份總數之百分比
Ramon S. Ang 蔡啓文	Common 普通	1.00	75,887	131,658,451	131,734,338	34.860852%
Carlos Antonio M. Berba 凱顯思	Common 普通	1.00	364	—	364	0.000096%
Aurora T. Calderon Aurora T. Calderon	Common 普通	1.00	2,360	—	2,360	0.000625%

Number shares in Top Frontier Investment Holdings, Inc. Top Frontier Investment Holdings, Inc. 之股份數目

Note:

All shares in Top Frontier were held by Mr. Ramon S. Ang, Mr. Carlos Antonio M. Berba and Ms. Aurora T. Calderon as personal interests.

附註：

由蔡啓文先生、凱顯思先生及 Aurora T. Calderon 女士持有之所有 Top Frontier 之股份均為個人權益。

DIRECTORS' REPORT 董事會報告

DIRECTORS' INTERESTS (Continued)

(1) INTERESTS IN ISSUED SHARES (Continued)

Name 姓名		Types of Shares 股份類別	Par Value (Philippine pesos) 面值 (菲律賓披索)	Direct ownership 直接持有	Indirect ownership 間接持有	Total number of shares held 持股數目總數	% of total issued shares 佔已發行股份總數之百分比
Ramon S. Ang	蔡啓文	Common 普通	5.00	1,345,429	373,623,796	374,969,225	9.786817%
Carlos Antonio M. Berba	凱顧思	Common 普通	5.00	2,600	—	2,600	0.000068%
Aurora T. Calderon	Aurora T. Calderon	Common 普通	5.00	22,600	—	22,600	0.000590%
Reynato S. Puno	Reynato S. Puno	Common 普通	5.00	5,000	—	5,000	0.000131%

Note:

All shares in SMC were held by Mr. Ramon S. Ang, Mr. Carlos Antonio M. Berba, Ms. Aurora T. Calderon and Mr. Reynato S. Puno as personal interests.

董事之權益 (續)

(1) 已發行股本之權益 (續)

Number of shares in San Miguel Corporation 生力總公司之股份數目

附註：

由蔡啓文先生、凱顧思先生、Aurora T. Calderon 女士及 Reynato S. Puno 先生持有之所有生力總公司之股份均為個人權益。

Number of shares in San Miguel Food and Beverage, Inc. San Miguel Food and Beverage, Inc. 之股份數目

Name 姓名		Types of Shares 股份類別	Par Value (Philippine pesos) 面值 (菲律賓披索)	Direct ownership 直接持有	Indirect ownership 間接持有	Total number of shares held 持股數目總數	% of total issued shares 佔已發行股份總數之百分比
Ramon S. Ang	蔡啓文	Common 普通	1.00	10	—	10	0.000000%
Carlos Antonio M. Berba	凱顧思	Common 普通	1.00	10	—	10	0.000000%
Aurora T. Calderon	Aurora T. Calderon	Common 普通	1.00	10	—	10	0.000000%

Note:

All shares in SMFB were held by Mr. Ramon S. Ang, Mr. Carlos Antonio M. Berba and Ms. Aurora T. Calderon as corporate interests.

附註：

由蔡啓文先生、凱顧思先生及 Aurora T. Calderon 女士持有之所有 SMFB 之股份均為公司權益。

DIRECTORS' REPORT 董事會報告

DIRECTORS' INTERESTS (Continued)

(1) INTERESTS IN ISSUED SHARES (Continued)

Name 姓名		Types of Shares 股份類別	Par Value (Philippine pesos) 面值 (菲律賓披索)	Direct ownership 直接持有	Indirect ownership 間接持有	Total number of shares held 持股數目總數	% of total issued shares 佔已發行股份 總數之百分比
Ramon S. Ang	蔡啓文	Common 普通	1.00	5,000	—	5,000	0.000033%
Carlos Antonio M. Berba	凱顯思	Common 普通	1.00	5,000	—	5,000	0.000033%
Aurora T. Calderon	Aurora T. Calderon	Common 普通	1.00	5,000	—	5,000	0.000033%
Fumiaki Ozawa	小澤史晃	Common 普通	1.00	5,000	—	5,000	0.000033%
Reynato S. Puno	Reynato S. Puno	Common 普通	1.00	5,000	—	5,000	0.000033%
Maria Aileen A. Sazon	Maria Aileen A. Sazon	Common 普通	1.00	5,000	—	5,000	0.000033%
Tatsuya Nagafuji	長藤達哉	Common 普通	1.00	5,000	—	5,000	0.000033%

Note:

Other than the common shares in SMB which were held by Mr. Reynato S. Puno and Ms. Maria Aileen A. Sazon as personal interests, all common shares in SMB were held by directors as corporate interests.

附註：

除 Reynato S. Puno 先生及 Maria Aileen A. Sazon 女士於生力啤酒廠所持有之普通股為個人權益外，由董事持有之所有生力啤酒廠之普通股均為公司權益。

DIRECTORS' REPORT 董事會報告

DIRECTORS' INTERESTS (Continued)

(2) INTERESTS IN UNDERLYING SHARES

As of 31 December 2025, the directors did not have interests in any underlying shares of the Company and its associated corporations above within the meaning of Part XV of the SFO.

All interests in the issued shares of the Company and its associated corporations above are long positions.

At no time during the year was the Company or any of its holding companies, subsidiaries or associated corporations a party to any arrangement to enable the directors of the Company to acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate. Apart from the foregoing, none of the directors of the Company or any of their spouses or children under eighteen years of age has interests or short positions in the shares, underlying shares or debentures of the Company or its associated corporations, as recorded in the register required to be kept under Section 352 of the SFO or as otherwise notified to the Company pursuant to the Model Code for Securities Transactions by Directors of Listed Issuers as adopted by the Company.

PERMITTED INDEMNITY PROVISIONS

Pursuant to the Company's Articles of Association, directors, managers or other officers of the Company shall be entitled to be indemnified out of the assets of the Company against all losses or liabilities which they may sustain or incur in or about the execution of the duties of their office or otherwise in relation thereto, provided that such indemnity provisions in the Company's Articles of Association shall only have effect in so far as they are not avoided by the Hong Kong Companies Ordinance. Such provisions were in force during the year ended 31 December 2025 and remained in force as of the date of this Annual Report. Appropriate insurance is also arranged for its directors in this respect.

董事之權益 (續)

(2) 於相關股份之權益

於二零二五年十二月三十一日，董事並無擁有按《證券及期貨條例》第XV部所指的本公司及上述其聯繫公司任何相關股份之權益。

本公司及上述其聯繫公司之所有已發行股份權益均屬好倉。

本公司或任何其控股公司、附屬公司或聯繫公司在本年度任何時間內並無安排本公司董事購買本公司或其他公司之股份權益或債權證以購買權益。根據本公司按《證券及期貨條例》第352條而保存之登記冊，或根據本公司所採納的《上市發行人董事進行證券交易的標準守則》所知會本公司之記錄，除上文所提及外，本公司各董事或其配偶或其18歲以下之子女均無擁有本公司或其聯繫公司之股份、相關股份或債權證之權益或淡倉。

獲准許的彌償條文

根據本公司的組織章程，本公司的董事、經理或其他高級人員因執行職務或相關職責而可能承擔或蒙受之虧損及責任應獲得以本公司之資產作出之彌償保證，惟本公司組織章程中的該彌償條文不違反香港《公司條例》之規定下才有效。該等條文於截至二零二五年十二月三十一日止年度期間生效，並於本年報日期繼續生效。在這方面亦為其董事安排了適當的保險。

DIRECTORS' REPORT 董事會報告

SUBSTANTIAL SHAREHOLDERS' INTERESTS IN SHARES AND UNDERLYING SHARES

The Company has been notified of the following interests in the Company's issued shares at 31 December 2025 amounting to 5% or more of the ordinary shares in issue:

主要股東於股份及相關股份之權益

於二零二五年十二月三十一日，本公司獲悉下列佔本公司已發行普通股之5%或以上的本公司已發行股份權益：

Substantial shareholders 主要股東	Ordinary shares 普通股		
	Number of ordinary shares held 所持普通股數目	% of total issued shares 佔已發行股份 總數之百分比	
Iñigo Zobel (note 1)	Iñigo Zobel (附註1)	245,720,800	65.78%
Top Frontier Investment Holdings, Inc. (note 1)	Top Frontier Investment Holdings, Inc. (附註1)	245,720,800	65.78%
San Miguel Corporation (note 1)	生力總公司 (附註1)	245,720,800	65.78%
Kirin Holdings Company, Limited (note 1)	麒麟控股株式會社 (附註1)	245,720,800	65.78%
San Miguel Food and Beverage, Inc. (note 1)	San Miguel Food and Beverage, Inc. (附註1)	245,720,800	65.78%
San Miguel Brewery Inc. (note 1)	生力啤酒廠公司 (附註1)	245,720,800	65.78%
San Miguel Brewing International Limited (note 1)	生力啤酒國際有限公司 (附註1)	245,720,800	65.78%
Neptunia Corporation Limited (note 1)	立端利有限公司 (附註1)	245,720,800	65.78%
Cheung Kong (Holdings) Limited (note 2)	長江企業控股有限公司 (附註2)	23,703,000	6.34%
CK Hutchison Holdings Limited (note 2)	長江和記實業有限公司 (附註2)	23,703,000	6.34%

Notes:

- (1) Iñigo Zobel, Top Frontier, the ultimate holding company, SMC, SMFB, Kirin (a principal shareholder of SMB), SMB, and SMBIL are all deemed to hold the above disclosed interests indirectly through Neptunia in the Company because Iñigo Zobel has a controlling interest in Top Frontier, Top Frontier has a controlling interest in SMC, SMC has a controlling interest in SMFB, and SMFB and Kirin hold more than one third of the voting power of SMB. SMB has a controlling interest in SMBIL and SMBIL has a controlling interest in Neptunia.
- (2) Conroy Assets Limited, which holds 13,624,600 shares of the Company, and Hamstar Profits Limited, which holds 10,078,400 shares of the Company, are indirect wholly owned subsidiaries of Cheung Kong (Holdings) Limited ("CKH") and CK Hutchison.

附註：

- (1) 由於 Iñigo Zobel 持有 Top Frontier，為最終控股公司，之控股權益，Top Frontier 持有生力總公司之控股權益，生力總公司持有 SMFB 之控股權益，及 SMFB 及麒麟（為生力啤酒廠之主要股東）持有生力啤酒廠三分之一以上之投票權，生力啤酒廠持有生力啤酒國際之控股權益及生力啤酒國際持有立端利之控股權益，故此 Iñigo Zobel、Top Frontier、生力總公司、SMFB、麒麟、生力啤酒廠及生力啤酒國際均被視為間接透過立端利持有上述所披露於本公司之權益。
- (2) Conroy Assets Limited 持有本公司 13,624,600 股股份及 Hamstar Profits Limited 持有本公司 10,078,400 股股份，彼等為長江企業控股有限公司（「長江企業控股」）及長和之間接全權擁有附屬公司。

By virtue of the SFO, CKH and CK Hutchison are deemed to be interested in the shares of the Company held by Conroy Assets Limited and Hamstar Profits Limited.

根據《證券及期貨條例》，長江企業控股及長和均被視為擁有由 Conroy Assets Limited 及 Hamstar Profits Limited 持有之本公司股份之權益。



Enhanced brand visibility and strengthened our presence across bars, pubs, and restaurants through a series of targeted outlet programs and engagement-driven game activations.

透過一系列具針對性的銷售點推廣及互動遊戲，提升品牌曝光率，進一步加強生力品牌於各酒吧及餐廳的市場滲透率。

DIRECTORS' REPORT 董事會報告

SUBSTANTIAL SHAREHOLDERS' INTERESTS IN SHARES AND UNDERLYING SHARES (Continued)

All the above interests in the issued shares of the Company are long positions.

Apart from the foregoing, no other interests required to be recorded in the register kept under Section 336 of the SFO have been notified to the Company.

SUFFICIENCY OF PUBLIC FLOAT

Based on the information that is publicly available to the Company and within the knowledge of the directors of the Company as at the date of this Annual Report, the Company has maintained the prescribed public float under the Listing Rules.

DIRECTORS' INTERESTS IN CONTRACTS

Pursuant to an agreement dated 12 June 1963, Neptunia provides technical and advisory services to the Company and may be paid a General Managers' commission. General Managers' commission has not been paid by the Company or charged by Neptunia since the 1995 financial year. The directors of the Company during the year under review, namely: Mr. Ramon S. Ang, Mr. Carlos Antonio M. Berba, Mr. Alonzo Q. Ancheta (resigned effective 28 July 2025), Ms. Aurora T. Calderon (appointed effective 24 February 2025), Mr. Yoshinori Inazumi (resigned effective 1 September 2025), Mr. Tatsuya Nagafuji (appointed to replace Mr. Yoshinori Inazumi effective 1 September 2025), Mr. Katsuhisa Nose, Mr. Fumiaki Ozawa, Mr. Reynato S. Puno and Ms. Maria Aileen A. Sazon (appointed to replace Mr. Alonzo Q. Ancheta effective 28 July 2025) are interested parties to the above contract and to the connected transactions and continuing connected transactions below to the extent that they have/had equity interests in and/or are/were directors and/or officers of SMBIL, SMB, SMFB, SMC and/or Top Frontier, the ultimate holding company of Neptunia.

No contract of significance to which the Company or any of its holding companies, subsidiaries or associated corporations was a party, and in which a director of the Company had a material interest (other than Mr. Ramon S. Ang who has a substantial interest in the shares of Top Frontier and SMC as disclosed in the section "Directors Interests" in this report, and who accordingly abstained from the voting on the Company's entering into of these transactions), subsisted at the end of the year or at any time during the year.

主要股東於股份及相關股份之權益 (續)

上述所有本公司之已發行股份權益均為好倉。

除上述外，並無其他權益須按《證券及期貨條例》第336條規定備存之登記冊通知本公司。

公眾持股量

本公司所掌握之公開資料以及就本公司董事所知，於本年報日期，本公司一直保持上市規則指定之公眾持股量。

董事於合約之權益

根據一九六三年六月十二日訂立之協議，立端利向本公司提供技術及顧問服務，並可收取總經理酬金。自一九九五年財政年度起，本公司並無支付總經理酬金，而立端利亦無向本公司收取總經理酬金。於回顧年度內本公司之董事包括：蔡啓文先生、凱顧思先生、Alonzo Q. Ancheta 先生(自二零二五年七月二十八日起辭任)、Aurora T. Calderon 女士(自二零二五年二月二十四日起獲委任)、稻積吉則先生(自二零二五年九月一日起辭任)、長藤達哉先生(自二零二五年九月一日起獲委任以接替稻積吉則先生)、野瀨勝久先生、小澤史晃先生、Reynato S. Puno 先生及 Maria Aileen A. Sazon 女士(自二零二五年七月二十八日起獲委任以接替 Alonzo Q. Ancheta 先生)因擁有／曾擁有生力啤酒國際、生力啤酒廠、SMFB、生力總公司及／或立端利之最終控股公司 Top Frontier 之股權及／或為／曾任該等公司之董事及／或高級人員，均為從此合約及以下關連交易及持續關連交易中獲取利益者。

本公司、或其任何控股公司、附屬公司或聯繫公司概無於本年度終結時或年內任何時間訂立與本公司董事擁有重大權益之重要合約(除蔡啓文先生因其於 Top Frontier 及生力總公司持有重大股份權益(如本年報「董事之權益」中所披露)就本公司進行該等交易之決議案放棄投票外)。

A man and a woman are smiling and looking at each other. The man is holding three bottles of San Miguel beer. The background is a blurred indoor setting with other people and colorful decorations.

The premium positioning of San Miguel Cerveza Blanca and Cerveza Negra was reinforced by international recognition, with Blanca receiving a Monde Selection Gold Medal and Negra earning a Gold Award at the World Beer Awards 2025.

生力白啤及生力黑啤的高端品牌定位屢獲國際殊榮，其中白啤榮獲「世界品質評鑑大會」金獎，而黑啤則於「2025年世界啤酒大獎」中勇奪金獎。

DIRECTORS' REPORT 董事會報告

CONNECTED TRANSACTIONS AND CONTINUING CONNECTED TRANSACTIONS

(1) TRADE-RELATED CONTINUING CONNECTED TRANSACTIONS MADE WITH THE SAN MIGUEL GROUP

Purchases from/sales to the San Miguel Group

In order to comply with the Listing Rules, the Company entered into an agreement with SMC on 7 March 2022 ("Agreement") with a view to renewing the agreement to carry out the trade-related continuing connected transactions between the Group and the San Miguel Group from 1 January 2023 to 31 December 2025 under the same terms and conditions as those under the agreements entered into by SMC and the Company dated 11 March 2005, 6 December 2007, 11 May 2009, 15 October 2010, 7 March 2013, 4 February 2016 and 5 March 2019 in respect of such trade-related continuing connected transactions.

The Agreement, including the trade-related continuing connected transactions and the annual caps set for such transactions for the years 2023-2025, was approved by independent shareholders at the Extraordinary General Meeting of the Company held on 25 April 2022.

Pursuant to the Agreement, the Group entered into the following trade-related continuing connected transactions during the year:

Continuing connected transactions	持續關連交易	2025	2025
		二零二五年 Actual 實額 HK\$'000 港幣千元	二零二五年 Cap 上限 HK\$'000 港幣千元
Purchase of packaging materials by the Group from the San Miguel Group	本集團向生力集團購買包裝材料	996	51,000
Purchase of packaged beer by the Group from the San Miguel Group	本集團向生力集團購買已包裝啤酒	1,180	5,100
Sales of packaged beer and non-alcoholic beverage products by the Group to the San Miguel Group, provided that such sales or distribution of packaged beer shall not be carried out in the Philippines, unless through SMB	本集團向生力集團銷售已包裝啤酒及非酒精類飲品產品，惟已包裝啤酒的銷售或分銷不得在菲律賓境內進行，除非透過生力啤酒廠則作別論	425,345	563,000

關連交易及持續關連交易

(1) 與生力集團貿易有關的持續關連交易

採購自／銷售予生力集團

為符合上市規則，本公司與生力總公司於二零二二年三月七日訂立一份協議書（「協議書」）從而更新協議於二零二三年一月一日至二零二五年十二月三十一日本集團與生力集團進行與貿易有關的持續關連交易，該協議之條款及條件與於二零零五年三月十一日、二零零七年十二月六日、二零零九年五月十一日、二零一零年十月十五日、二零一三年三月七日、二零一六年二月四日及二零一九年三月五日由生力總公司與本公司訂立之與貿易有關的持續關連交易的協議相同。

協議書（包括二零二三年至二零二五年與貿易有關的持續關連交易及此等交易之年度上限）已於二零二二年四月二十五日於本公司的股東特別大會內經獨立股東批准。

於本年度內，本集團根據協議書進行以下與貿易有關的持續關連交易：

DIRECTORS' REPORT 董事會報告

CONNECTED TRANSACTIONS AND CONTINUING CONNECTED TRANSACTIONS (Continued)

(1) TRADE-RELATED CONTINUING CONNECTED TRANSACTIONS MADE WITH THE SAN MIGUEL GROUP

(Continued)

Purchases from/sales to the San Miguel Group (Continued)

The independent non-executive directors of the Company have reviewed these continuing connected transactions and confirmed that such transactions were:

- entered into in the ordinary and usual course of business of the Group;
- conducted either on normal commercial terms or, if there are not sufficient comparable transactions to judge whether they are on normal commercial terms, on terms no less favourable to the Group than terms available to or from independent third parties; and
- in accordance with the relevant agreements governing them on terms that are fair and reasonable and in the interests of the Company and its shareholders as a whole.

The Company's auditor was engaged to report on the Group's continuing connected transactions in accordance with Hong Kong Standard on Assurance Engagements 3000 (Revised) "Assurance Engagements Other Than Audits or Reviews of Historical Financial Information" and with reference to Practice Note 740 (Revised) "Auditor's Letter on Continuing Connected Transactions under the Hong Kong Listing Rules" issued by the Hong Kong Institute of Certified Public Accountants. The auditor has issued their unmodified letter containing the auditor's findings and conclusions in respect of the continuing connected transactions disclosed by the Group on pages 26 to 28 of this Annual Report in accordance with Main Board Listing Rule 14A.56.

In anticipation of the expiration of the Agreement on 1 January 2026, the Company entered into an agreement with SMC on 24 February 2025 ("Renewal Agreement") with a view to further renewing the arrangement to carry out the trade-related continuing connected transactions from 1 January 2026 to 31 December 2028 under the same terms and conditions as those under the agreements entered into by SMC and the Company dated 11 March 2005, 6 December 2007, 11 May 2009, 15 October 2010, 7 March 2013, 4 February 2016, 5 March 2019 and 7 March 2022 in respect of such trade-related continuing connected transactions.

關連交易及持續關連交易 (續)

(1) 與生力集團貿易有關的持續關連交易 (續)

採購自／銷售予生力集團 (續)

本公司獨立非執行董事審閱並確認該等持續關連交易乃：

- 於本集團一般日常業務過程中進行；
- 按正常商業條款或，如果沒有足夠的交易比較判斷他們是否按正常商業條款，按不遜於本集團給予獨立第三方或從獨立第三方接受的條款訂立；及
- 按照有關協議的條款規管該等交易是公平和合理，並符合本公司及其股東之整體利益。

本公司核數師已獲委聘按照香港會計師公會頒布的《香港核證工作準則》第3000號（經修訂）「非審核或審閱過往財務資料的核證工作」，並參照實務說明第740號（經修訂）「關於香港《上市規則》所述持續關連交易的核數師函件」，對本集團的持續關連交易作出報告。根據主版上市規則第14A.56條，核數師已就本集團於本年報第26至28頁所披露的持續關連交易的核證結果及結論，發出其無保留意見的函件。

鑒於協議書於二零二六年一月一日屆滿，本公司與生力總公司於二零二五年二月二十四日訂立一份協議書（「更新協議」）從而再更新於二零二六年一月一日至二零二八年十二月三十一日進行與貿易有關的持續關連交易之安排，該協議之條款及條件與於二零零五年三月十一日、二零零七年十二月六日、二零零九年五月十一日、二零一零年十月十五日、二零一三年三月七日、二零一六年二月四日、二零一九年三月五日及二零二二年三月七日由生力總公司與本公司訂立之與貿易有關的持續關連交易的協議相同。

DIRECTORS' REPORT 董事會報告

CONNECTED TRANSACTIONS AND CONTINUING CONNECTED TRANSACTIONS (Continued)

(1) TRADE-RELATED CONTINUING CONNECTED TRANSACTIONS MADE WITH THE SAN MIGUEL GROUP

(Continued)

Purchases from/sales to the San Miguel Group (Continued)

The Renewal Agreement, including the trade-related continuing connected transactions and the annual caps set for such transactions for the years 2026-2028, was approved by the independent shareholders at the Extraordinary General Meeting of the Company held on 23 April 2025.

(2) CONTINUING CONNECTED TRANSACTIONS MADE WITH THE SAN MIGUEL GROUP RELATING TO LICENSING AGREEMENTS

The Group has entered into license agreements with certain members of the San Miguel Group: (i) the SMBIL Sub-license Agreement entered into between SMGB and SMBIL (an indirect subsidiary of SMC) on 25 January 1999 as amended, (ii) 2023 SMBIL-SMGB Trademark License Agreement entered into between SMGB and SMBIL on 30 November 2023, and (iii) the 2024 SMBIL-SMBHK Trademark License Agreement entered into between the Company and SMBIL on 28 October 2024. Announcements were made by the Company in respect of these licensing agreements on 19 September 2007, 30 November 2020, 25 October 2021, 30 November 2023 and 28 October 2024.

The transactions under the SMBIL Sub-license Agreement, 2023 SMBIL-SMGB Trademark License Agreement and 2024 SMBIL-SMBHK Trademark License Agreement (collectively, the "San Miguel Group Licensing Arrangements") (which have been aggregated as a single transaction for purposes of the Listing Rules) constituted continuing connected transactions under Rule 14A.76(2) of the Listing Rules. The annual royalties payable by the Group under the San Miguel Group Licensing Agreements shall be less than HK\$10 million for each of the financial years during the remaining terms of the San Miguel Group Licensing Arrangements. Based on this cap, the transactions under the San Miguel Group Licensing Agreements are only subject to the reporting and announcement requirements and are exempt from circular and independent shareholders' approval requirement.

關連交易及持續關連交易 (續)

(1) 與生力集團貿易有關的持續關連交易 (續)

採購自／銷售予生力集團 (續)

更新協議 (包括於二零二六年至二零二八年年度與貿易有關的持續關連交易及該等交易年度上限) 已於二零二五年四月二十三日於本公司的股東特別大會上經獨立股東批准。

(2) 與生力集團有關特許協議之持續關連交易

本集團與生力集團之若干成員公司訂立特許協議：(i) 生力廣東與生力啤酒國際 (生力總公司之間接附屬公司) 於一九九九年一月二十五日訂立 (經修訂) 之生力啤酒國際再特許協議、(ii) 生力廣東與生力啤酒國際於二零二三年十一月三十日訂立之 2023 生力啤酒國際-生力廣東商標特許協議、及 (iii) 本公司與生力啤酒國際於二零二四年十月二十八日訂立之 2024 生力啤酒國際-香港生力啤酒廠商標特許協議。本公司已就該等特許協議於二零零七年九月十九日、二零二零年十一月三十日、二零二一年十月二十五日、二零二三年十一月三十日及二零二四年十月二十八日作出披露。

據生力啤酒國際再特許協議、2023 生力啤酒國際-生力廣東商標特許協議及 2024 生力啤酒國際-香港生力啤酒廠商標特許協議 (統稱「生力集團特許安排」) (就上市規則而言累計為一項單一交易) 進行之交易就上市規則第 14A.76(2) 條而言構成持續關連交易。本集團根據生力集團特許安排餘下年期各財政年度應付之全年專利權費將少於 10,000,000 港元。根據該上限，各生力集團特許協議下進行之交易將僅須符合申報及公告規定，並獲豁免有關通函及獨立股東批准之規定。

DIRECTORS' REPORT 董事會報告

CONNECTED TRANSACTIONS AND CONTINUING CONNECTED TRANSACTIONS (Continued)

(2) CONTINUING CONNECTED TRANSACTIONS MADE WITH THE SAN MIGUEL GROUP RELATING TO LICENSING AGREEMENTS (Continued)

The amount of royalties paid to the San Miguel Group for the year ended 31 December 2025 was HK\$2,858,000 (2024: HK\$1,402,000).

The independent non-executive directors of the Company have reviewed the San Miguel Group Licensing Agreements and the continuing connected transactions contemplated therein, including their respective terms, one of which was for more than three years, and confirmed that such transactions were:

- entered into in the ordinary and usual course of business of the Group;
- conducted either on normal commercial terms or, if there are not sufficient comparable transactions to judge whether they are on normal commercial terms, on terms no less favourable to the Group than terms available to or from independent third parties; and
- in accordance with the relevant agreements governing them on terms that are fair and reasonable and in the interests of the Company and its shareholders as a whole.

The Company's auditor was engaged to report on the Group's foregoing continuing connected transactions in accordance with Hong Kong Standard on Assurance Engagements 3000 (Revised) "Assurance Engagements Other Than Audits or Reviews of Historical Financial Information" and with reference to Practice Note 740 (Revised) "Auditor's Letter on Continuing Connected Transactions under the Hong Kong Listing Rules" issued by the Hong Kong Institute of Certified Public Accountants. The auditor has issued their unmodified letter containing the auditor's findings and conclusions in respect of the foregoing continuing connected transactions disclosed by the Group on pages 28 to 29 of this Annual Report in accordance with Main Board Listing Rule 14A.56.

關連交易及持續關連交易 (續)

(2) 與生力集團有關特許協議之持續關連交易 (續)

於截至二零二五年十二月三十一日止年度，支付予生力集團之專利權費為2,858,000港元（二零二四年：1,402,000港元）。

本公司獨立非執行董事已審閱生力集團特許協議及擬進行之持續關連交易（包括其各自的年期，其中一項之年期多於三年），並確認該等交易乃：

- 於本集團一般日常業務過程中進行；
- 按正常商業條款或，如果沒有足夠的交易比較判斷他們是否按正常商業條款，按不遜於本集團給予獨立第三方或從獨立第三方接受的條款訂立；及
- 按照有關協議的條款規管該等交易是公平和合理，並符合本公司及其股東之整體利益。

本公司核數師已獲委聘按照香港會計師公會頒布的《香港核證工作準則》第3000號（經修訂）「非審核或審閱過往財務資料的核證工作」，並參照實務說明第740號（經修訂）「關於香港《上市規則》所述持續關連交易的核數師函件」，對本集團的上述持續關連交易作出報告。根據主版上市規則第14A.56條，核數師已就本集團於年報第28至29頁所披露的上述持續關連交易的核證結果及結論，發出其無保留意見的函件。



Enhanced brand awareness and product trial through strategic event sponsorships, including a prominent presence at the 2025 Hong Kong International Dragon Boat Races.

透過策略性活動贊助，包括「2025 香港國際龍舟邀請賽」，有效提升品牌知名度，並帶動產品試飲。

DIRECTORS' REPORT 董事會報告

OTHER CONNECTED TRANSACTIONS MADE WITH THE SAN MIGUEL GROUP

The Group provided information technology services for an intermediate holding company and received service fee, which amounted to HK\$2,137,000 (2024: HK\$1,496,000). The Group also purchased brewing materials and other raw materials from the San Miguel Group during the year, which amounted to HK\$46,000 (2024: HK\$4,000) and sold brewing materials to the San Miguel Group, which amounted to HK\$Nil (2024: HK\$53,000). These transactions fall within the de minimis threshold and are exempt from the reporting, annual review, announcement, circular and independent shareholders' approval requirements according to Chapter 14A.76(1) of the Listing Rules. Purchases from a related company, which amounted to HK\$25,134,000 (2024: HK\$21,392,000), do not constitute connected transactions as defined in Chapter 14A of the Listing Rules as the related company is not a connected person of the Company under the Listing Rules. Interest expenses of HK\$156,000 (2024: HK\$152,000) and late charge of HK\$269,000 (2024: HK\$271,000) were paid for the loan from a related company. These loan transactions were also exempt from the reporting, annual review, announcement, circular and independent shareholders' approval requirements according to Chapter 14A.90 of the Listing Rules as they are conducted on normal commercial terms or better and are not secured by the assets of the Group.

Expenses paid by the Group on behalf of a related company, which amounted to HK\$6,928,000 (2024: HK\$7,654,000), do not constitute connected transactions as defined in Chapter 14A of the Listing Rules as the related company is not a connected person of the Company under the Listing Rules. Expenses paid by the Group on behalf of intermediate holding companies which amounted to HK\$3,194,000 (2024: HK\$4,434,000) and fellow subsidiaries which amounted to HK\$129,000 (2024: HK\$205,000) consisted of (i) administrative services shared on a cost basis which costs were identifiable and allocated on a fair and equitable basis and (ii) other transactions which fall within the de minimis threshold; and are accordingly exempt from the reporting, annual review, announcement, circular and independent shareholders' approval requirements pursuant to Rule 14A.98 and Rule 14A.76(1) of the Listing Rules respectively. Expenses were paid by intermediate holding companies on the Group's behalf, which amounted to HK\$4,622,000 (2024: HK\$4,540,000), for administrative services incurred by the Group shared on a cost basis which costs were identifiable and allocated on a fair and equitable basis and are accordingly fully exempt from the reporting, annual review, announcement, circular and independent shareholders' approval requirements pursuant to Rule 14A.98 of the Listing Rules.

The Group has complied with the requirements set out in Chapter 14A of the Listing Rules in respect of the continuing connected transactions and connected transactions stated above.

與生力集團之其他關連交易

本集團向一間中介控股公司提供資訊科技服務並收取服務費用2,137,000港元（二零二四年：1,496,000港元）。本集團亦向生力集團採購釀製材料及原料46,000港元（二零二四年：4,000港元）及向生力集團出售釀製材料零港元（二零二四年：53,000港元）。根據上市規則第14A.76(1)條，該等交易符合最低豁免水平並獲豁免遵守有關申報、年度審閱、公告、通函及獨立股東批准的規定。向關連公司採購25,134,000港元（二零二四年：21,392,000港元）的交易不構成上市規則第14A章項下的關連交易，因為該關連公司根據上市規則並非本公司的關連人士。利息支出156,000港元（二零二四年：152,000港元）及滯納金支出269,000港元（二零二四年：271,000港元）乃自關連公司的貸款。根據上市規則第14A.90條，因該等貸款交易是按一般商務條款或更佳條款進行，及並無以本集團的資產作抵押，因此亦可獲豁免遵守有關申報、年度審閱、公告、通函及獨立股東批准的規定。

本集團代關連公司代支的6,928,000港元（二零二四年：7,654,000港元）不構成上市規則第14A章項下的關連交易，因為該關連公司根據上市規則並非本公司的關連人士。本集團代中介控股公司代支的3,194,000港元（二零二四年：4,434,000港元）及代同系附屬公司代支的129,000港元（二零二四年：205,000港元）包括(i)按成本分攤的行政費用（這些費用可予識別，並按公平合理的基準分攤）及(ii)其他符合最低豁免水平的交易，分別依據上市規則第14A.98條及第14A.76(1)條可獲豁免遵守申報、年度審閱、公告、通函及獨立股東批准的規定。中介控股公司代本集團代支按成本分攤的本集團所產生的行政服務費用4,622,000港元（二零二四年：4,540,000港元），因這些費用可予識別，並按公平合理的基準分攤，依據上市規則第14A.98條可獲豁免遵守申報、年度審閱、公告、通函及獨立股東批准的規定。

就有關上述的持續關連交易及關連交易，本集團已遵守上市規則第14A章的規定。

DIRECTORS' REPORT 董事會報告

EMPLOYEE RETIREMENT PLANS

The Company and its subsidiaries in Hong Kong have a sponsored noncontributory defined benefit scheme, The San Miguel Brewery Hong Kong Limited Retirement Fund ("Fund"), which covers local permanent employees and was registered in September 1995 under the Occupational Retirement Schemes Ordinance. The Fund's assets are held in trust and administered by a trustee. The members' benefits are determined based on the employees' final remuneration and length of service. Contributions to the Fund are made in accordance with the recommendations of independent actuaries who value the retirement scheme at regular intervals, usually triennially.

The Fund was granted exemption from the Mandatory Provident Fund ("MPF") regulations by the MPF Scheme Authority on 24 July 2000, following modifications to the Fund benefits which comply with MPF regulations. The latest actuarial assessment of the Fund was carried out as at 1 January 2026 and the results were as follows:

- (1) the latest actuarial assessment of the Fund was prepared by the independent qualified staff of Mercer (Hong Kong) Limited. In the actuarial valuation, the attained age method was used. Other major assumptions used in the valuation were: investment return of 4.5% per annum; long-term salary escalation of 3% per annum; mortality rates under the 2022 Hong Kong Life Tables; normal retirement age of 60 years; and early retirement rates allowed between the ages 55 to 60 years;
- (2) the unaudited market value of the Fund assets was HK\$46,924,000 as at 1 January 2026;
- (3) the minimum level of funding as recommended by the actuary of the Fund was 40% of salaries for 2026, 2027 and 2028; and
- (4) the solvency deficit was HK\$5,482,000, i.e., the obligation under the Fund was 90% covered by the Fund's assets, as at 1 January 2026.

Particulars of the employee retirement plans of the Company and the Group are set out in note 20 to the financial statements.

僱員退休金計劃

本公司及其香港附屬公司均提供非供款的界定福利退休金計劃，名為香港生力啤酒廠有限公司退休基金（「基金」）。本基金包含本地全職僱員，並於一九九五年九月根據職業退休計劃條例註冊。基金資產被託管及由信託人管理。成員的福利乃根據僱員之最後薪金及其服務年期計算。基金之供款乃根據獨立精算師之建議而釐定。精算師定期為此計劃作出評估，一般為每三年評估一次。

基金福利經修訂後已符合強制性公積金（「強積金」）條例，並已於二零零零年七月二十四日獲得強制公積金計劃管理局強積金條例的豁免。最近一次基金精算評估已於二零二六年一月一日進行及結果如下：

- (1) 最近一次基金精算評估由美世（香港）有限公司之獨立專業合資格人員進行。精算評估採用已屆年齡法。估值時所採用之其他主要假設為：投資回報每年4.5%；長期薪金每年增長3%；二零二二年香港人口生命表之死亡率；正常退休年齡為60歲；以及由55至60歲的提前退休比率；
- (2) 基金之資產於二零二六年一月一日之未審核市值為46,924,000港元；
- (3) 基金的精算師建議在二零二六年、二零二七年和二零二八年之最低供款比率為薪金之40%；及
- (4) 基金的償債虧損為5,482,000港元。即此基金於二零二六年一月一日之償債責任的90%獲其資產保障。

本公司及本集團之僱員退休金計劃詳情載於財務報表附註20。

DIRECTORS' REPORT 董事會報告

LIQUIDITY AND FINANCIAL RESOURCES

The Group's working capital at 31 December 2025 was net current assets of HK\$320,213,000 compared with HK\$267,642,000 as at 31 December 2024.

The Group's cash and bank balances (excluding pledged deposits) as at 31 December 2025 were HK\$285,713,000 (2024: HK\$216,520,000) and are sufficient to fund working capital requirements and capital expenditure in 2026.

LOANS

The Group has a loan from a related company of HK\$3,592,000 (2024: HK\$3,503,000). Total borrowings at 31 December 2025 for the Group were HK\$3,592,000 (2024: HK\$3,503,000).

Particulars of the loan from a related company of the Company and the Group as at 31 December 2025 are set out in note 19 to the financial statements

FIVE YEAR SUMMARY

A summary of the results and of the assets and liabilities of the Group for the last five financial years is set out on page 152 of this Annual Report.

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

Neither the Company nor any of its subsidiaries purchased, sold or redeemed, as the case may be, any of the Company's listed securities during the year.

流動資金及財務資源

於二零二五年十二月三十一日本集團之營運資金為流動資產淨值 320,213,000 港元，對比二零二四年十二月三十一日的 267,642,000 港元。

於二零二五年十二月三十一日本集團之現金及銀行存款（不包括抵押存款）為 285,713,000 港元（二零二四年：216,520,000 港元），足以為二零二六年提供營運資金需求及資本開支。

貸款

本集團從一間關連公司貸款 3,592,000 港元（二零二四年：3,503,000 港元）。於二零二五年十二月三十一日本集團之借貸總額為 3,592,000 港元（二零二四年：3,503,000 港元）。

有關本公司及本集團於二零二五年十二月三十一日之關連公司之貸款詳情載於財務報表附註 19。

五年賬目摘要

本集團過去五個財政年度之業績、資產及負債摘要，載於本年報第 152 頁。

購買、出售或贖回本公司之上市證券

年內本公司或其任何附屬公司概無購買、出售或贖回（視情況而定）任何本公司之上市證券。

San Mig Light launched the "Feel Light Feel Good" campaign, supported by limited-edition cans in retail chains and targeted promotions across key bars and pubs.

生力清啤推出「Feel Light Feel Good」主題推廣活動，於各大零售連鎖店推出限量版罐裝啤酒，並在核心酒吧地段推出針對性促銷活動。



DIRECTORS' REPORT 董事會報告

CODE OF BEST PRACTICE

The principal corporate governance practices adopted by the Company are set out in the Corporate Governance section on pages 37 to 58 of this Annual Report.

CONFIRMATION OF INDEPENDENCE

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

AUDITORS

KPMG retires and, being eligible, offer themselves for re-appointment. A resolution for the re-appointment of KPMG as auditors of the Company is to be proposed at the forthcoming Annual General Meeting of shareholders.

By order of the board



Ramon S. Ang
Chairman

Hong Kong, 25 February 2026

最佳應用守則

有關本公司遵守企業管治守則的重點載於本年報第37至58頁中之企業管治報告部分。

確認獨立性

根據上市規則第3.13條所載的指引，每名獨立非執行董事已向本公司確認於本年度之獨立性，本公司認為所有獨立非執行董事均具獨立性。

核數師

畢馬威會計師事務所任滿退任並願受聘連任。有關續聘畢馬威會計師事務所擔任本公司核數師之決議案將於應屆股東周年大會上提呈。

承董事會命



主席
蔡啓文

香港，二零二六年二月二十五日

Elevated the premium imagery of San Miguel Cerveza Blanca and San Miguel Cerveza Negra through innovative collaborations, including a Limited-Edition Gelato partnership and exclusive tasting menu promotions.

透過跨界創新合作，包括聯乘推出限量版意式雪糕及專屬品酒菜單，成功提升生力白啤及黑啤的高端品牌形象。



CORPORATE GOVERNANCE REPORT 企業管治報告

COMMITMENT TO CORPORATE GOVERNANCE

The Company is committed to maintaining compliance with statutory and regulatory standards and adherence to the principles of corporate governance emphasizing transparency, independence, accountability, responsibility and fairness. The board and the senior management of the Company ensure that effective self-regulatory practices exist to protect the interests of the shareholders of the Company. These include a board comprised of high calibre members, board committees and effective internal systems and controls.

The Company has applied the principles and complied with the provisions set out in the Corporate Governance Code as contained in Appendix C1 of the Listing Rules (“CG Code”) for the year under review.

THE BOARD

As at 31 December 2025, the board is comprised of twelve directors (one executive director, who is the managing director, seven non-executive directors and four independent non-executive directors) who possess the skills, experience and expertise either in the same industry or relevant to the management of the business of the Group. During the year under review, Ms. Aurora T. Calderon was appointed as non-executive director effective 24 February 2025, Ms. Maria Aileen A. Sazon was appointed as independent non-executive director effective 28 July 2025 to replace Mr. Alonzo Q. Ancheta and Mr. Tatsuya Nagafuji was appointed as non-executive director effective 1 September 2025 to replace Mr. Yoshinori Inazumi. Ms. Aurora T. Calderon, Ms. Maria Aileen A. Sazon and Mr. Tatsuya Nagafuji had obtained the legal advice referred to in Rule 3.09D of the CG Code on 24 February 2025, 28 July 2025 and 1 September 2025, respectively, and they have confirmed they understood their obligations as a director of the Company. The biographies of the directors are set out from pages 60 to 69 of this Annual Report under the “Directors and Management Executives” section. There is no financial, business, family or other material or relevant relationship among the members of the board.

The management and control of the business of the Company is vested in its board. It is the duty of the board to create value for the shareholders of the Company, establish the Company’s purpose, vision and mission, values and strategic direction, and ascertain that these are aligned with the Company’s culture; set the Company’s objectives and plan in accordance therewith; provide leadership; and ensure availability of resources in the attainment of such objectives. The board is also responsible for developing, reviewing and/or monitoring the Company’s policies and practices on corporate governance, training and professional development of directors and senior management, code of conduct applicable to employees and directors, and compliance with legal and regulatory requirements, including the CG Code and the disclosures in corporate governance reports. The board is bound to manage the Company in a responsible and effective manner, and therefore every director ensures that he gives sufficient time and attention to the Company’s affairs, carries out his duty in good faith and in compliance with the standards of applicable laws and regulations, and acts in the best interests of the Company and its shareholders as a whole at all times.

致力維持企業管治水平

本公司致力維持有關法定及監管標準，並緊守企業管治之原則，強調透明度、獨立、問責、責任及公平。本公司的董事會及高級管理層確保訂有有效的自我監管常規，以保障本公司股東的利益，當中包括由極出色之成員組成的董事會、董事委員會及有效的內部制度及監控。

於回顧年度，本公司一直採用與遵守載於上市規則附錄C1的《企業管治守則》（「企業管治守則」）所載的原則。

董事會

於二零二五年十二月三十一日，董事會包括十二位董事（一位執行董事兼董事總經理、七位非執行董事及四位獨立非執行董事），彼等具有在相同行業或與本集團之業務管理有關之技能、經驗及專長。於回顧年度內，Aurora T. Calderon女士自二零二五年二月二十四日起獲委任為非執行董事、Maria Aileen A. Sazon女士自二零二五年七月二十八日起獲委任以接替Alonzo Q. Ancheta先生為獨立非執行董事及長藤達哉先生自二零二五年九月一日起獲委任以接替稻積吉則先生為非執行董事。Aurora T. Calderon女士、Maria Aileen A. Sazon女士及長藤達哉先生分別於二零二五年二月二十四日、二零二五年七月二十八日及二零二五年九月一日獲得了企業管治守則第3.09D條所指的意見，並確認彼等了解作為本公司董事的義務。董事之履歷載於本年報第60至第69頁之「董事及行政管理人員」一節內。董事與董事會成員概無任何財務、業務、親屬或其他重大或相關之關係。

本公司業務的管理及監控歸屬於董事會。董事會的職責在於為本公司股東創造價值，訂下本公司的宗旨、願景和使命、價值觀和策略方向，並確保該等與本公司文化一致，以此設定本公司的目標及計劃；領導員工；並確保本公司具備所需資源以達成該等目標。董事會還負責制定、檢討及／或監察本公司在企業管治、董事和高級管理層的培訓和專業發展、適用於員工和董事的操守守則以及遵守法律和監管要求方面的政策和做法，包括企業管治守則及企業管治報告的披露。董事會須盡責兼有效地管理本公司，因此，每位董事均須確保彼對本公司事務給予足夠的時間和關注、本著真誠履行職責及符合適用法律及規例的標準、並時刻為本公司及其股東的整體最佳利益行事。

CORPORATE GOVERNANCE REPORT 企業管治報告

THE BOARD (Continued)

The board and the executive management have clearly defined responsibilities under various internal control and checks-and-balances mechanisms. The board may delegate certain aspects of its management and administration functions to the executive management of the Company.

Pursuant to the board's power of delegation, the board has delegated to the executive management the day-to-day operation and management of the Company's business. This includes the implementation of the decisions of the board in accordance with the strategies and plans approved by the board; the preparation and monitoring of annual production plans and operating budget; and control, supervision and monitoring of capital, technical and human resources. The foregoing functions and responsibilities of the board and the delegation of functions to executive management are set out in the board's terms of reference which may be found in the Company's website info.sanmiguel.com.hk.

The board held four meetings, the audit committee and remuneration committee held two meetings, respectively, and the nomination committee held three meetings, during the year under review. The chief finance officer and company secretary attended all the scheduled board meetings to report matters arising from corporate governance, risk management, ESG, statutory compliance, accounting and finance. At the meetings, the directors determined overall strategies, plans and programs for the Company; monitored financial performance; reviewed statutory compliance, risk management (including ESG) and internal controls; approved transactions (including continuing connected transactions where the chairman, having a material interest in the substantial shareholder, abstained from voting and all independent non-executive directors were present), budget and reportorial requirements requiring board approval; and discussed the annual and interim results, as well as other significant matters. Daily operational matters are delegated to management.

At least fourteen days' notice of all board meetings was given to all directors, and all directors were given the opportunity to include matters for discussion in the agenda. An agenda and accompanying board papers and related materials are sent in full to all directors at least three days before every board meeting.

The number of board meetings and board committee meetings attended by each director and the attendance of directors at the annual general meeting of the Company during the year under review is set out in the following table. Figure in brackets indicates the maximum number of meetings in the period in which the individual was a board member or board committee member (as the case may be).

董事會 (續)

在各項內部監控及權力制衡機制下，董事會與執行管理層的職責均有清晰的界定。董事會會將某部分管理及行政功能轉授予本公司執行管理層。

根據董事會的轉授權力，董事會已將本公司業務的日常運作和管理轉授給執行管理層，包括推行董事會根據董事會所批准的策略及計劃所作之決定；編撰及監察每年生產計劃及營運預算；以及控制、督導及監察資本、技術及人力資源。董事會的上述職能和責任以及對執行管理層的職能轉授載於登載於本公司的網站info.sanmiguel.com.hk的董事會職權範圍。

於回顧年度內，董事會曾舉行四次會議，而審核委員會及薪酬委員會分別舉行兩次會議，及提名委員會舉行三次會議。財務總裁及公司秘書出席了所有預定董事會會議，以報告有關企業管治、風險管理、ESG、法例遵守、會計及財務方面的事宜。會議中，董事確定本公司總體策略、計劃和方案；監督財務表現；檢討法定合規性、風險管理（包括ESG）和內部監控；經批准的交易（包括主席因在主要股東中擁有重大權益而放棄投票及所有獨立非執行董事均出席投票的持續關連交易）、需要董事會批准的預算和報告要求；並討論了年度和中期業績以及其他重大事項。日常營運事項則轉授予管理層。

所有董事會會議通告皆不少於十四天前送達全體董事，而所有董事均可提出商討事項並列入會議議程。每個董事會會議前，全部議程及相關董事會文件及有關資料不少於三天前送交全體董事。

於回顧年度內，各董事出席董事會會議及董事會委員會會議的次數及本公司股東周年大會董事的出席載於下表。括號內的數字指有關人士為董事會成員或董事委員會成員（視情況而定）期間內的最多會議次數。

CORPORATE GOVERNANCE REPORT 企業管治報告

THE BOARD (Continued)

董事會 (續)

		Notes	Scheduled board meetings	Audit committee meetings	Remuneration committee meetings	Nomination committee meetings	Annual General Meeting	Extraordinary General Meeting
		附註	預定董事會會議	審核委員會會議	薪酬委員會會議	提名委員會會議	股東周年大會	股東特別大會
Independent non-executive directors	獨立非執行董事							
Alonzo Q. Ancheta	Alonzo Q. Ancheta	(1)	1/(3)	0/(2)	N/A	0/(2)	1/(1)	1/(1)
Thelmo Luis O. Cunanan	Thelmo Luis O. Cunanan		4/(4)	2/(2)	2/(2)	3/(3)	1/(1)	1/(1)
David K.P. Li	李國寶		1/(4)	1/(2)	1/(2)	1/(3)	0/(1)	0/(1)
Reynato S. Puno	Reynato S. Puno	(2)	4/(4)	N/A	2/(2)	3/(3)	1/(1)	1/(1)
Maria Aileen A. Sazon	Maria Aileen A. Sazon	(3)	2/(2)	N/A	N/A	1/(1)	N/A	N/A
Sum Li (<i>Alternate to David K.P. Li</i>)	李深 (<i>李國寶之替任董事</i>)		3/(4)	1/(2)	1/(2)	2/(3)	1/(1)	1/(1)
Executive director	執行董事							
Chan Weng Kheong (<i>Managing Director</i>)	陳永強 (<i>執行董事</i>)		4/(4)	N/A	N/A	N/A	1/(1)	1/(1)
Non-executive directors	非執行董事							
Ramon S. Ang (<i>Chairman</i>)	蔡啓文 (<i>主席</i>)		4/(4)	N/A	N/A	N/A	1/(1)	1/(1)
Carlos Antonio M. Berba (<i>Deputy Chairman</i>)	凱顯忠 (<i>副主席</i>)		4/(4)	N/A	2/(2)	N/A	1/(1)	1/(1)
Aurora T. Calderon	Aurora T. Calderon	(4)	3/(4)	N/A	1/(1)	N/A	1/(1)	1/(1)
May (Michelle) W. M. Chan	陳雲美		2/(4)	N/A	N/A	N/A	1/(1)	1/(1)
Yoshinori Inazumi	稻積吉則	(5)	3/(3)	N/A	N/A	N/A	1/(1)	1/(1)
Tatsuya Nagafuji	長藤達哉	(6)	1/(1)	N/A	N/A	N/A	N/A	N/A
Katsuhisa Nose	野瀬勝久		4/(4)	N/A	N/A	N/A	1/(1)	1/(1)
Fumiaki Ozawa	小澤史晃		4/(4)	N/A	N/A	3/(3)	1/(1)	1/(1)

Notes:

附註：

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|---|--|
| <ol style="list-style-type: none"> Resigned as independent non-executive director, chairman of the nomination committee and member of the audit committee effective 28 July 2025. Appointed as a member of the audit committee effective 28 July 2025. Appointed as independent non-executive director and member of the nomination committee effective 28 July 2025. Appointed as non-executive director and member of the remuneration committee effective 24 February 2025. Resigned as non-executive director effective 1 September 2025. Appointed as non-executive director effective 1 September 2025. | <ol style="list-style-type: none"> 自二零二五年七月二十八日起辭任獨立非執行董事、提名委員會主席及審核委員會成員。 自二零二五年七月二十八日起獲委任為審核委員會成員。 自二零二五年七月二十八日起獲委任為獨立非執行董事及提名委員會成員。 自二零二五年二月二十四日起獲委任為非執行董事及薪酬委員會成員。 自二零二五年九月一日起辭任非執行董事。 自二零二五年九月一日起獲委任為非執行董事。 |
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CORPORATE GOVERNANCE REPORT 企業管治報告

THE CHAIRMAN AND THE CHIEF EXECUTIVE OFFICER

The chairman of the board is Mr. Ramon S. Ang. The chief executive officer (or managing director, in the case of the Company) is Mr. Chan Weng Kheong. The chairman's and the managing director's roles are clearly defined to ensure their independence, accountability and responsibility.

The chairman provides leadership for the board; ensures the effective performance by the board of its functions, including the establishment of good corporate governance practices and procedures; and encourages and facilitates active contribution of directors in board activities and constructive relations between the executive and non-executive directors. The chairman also ensures effective communication with shareholders of the Company and receipt by the directors of timely, adequate and complete information on matters raised before them. The role of deputy chairman is carried out by Mr. Carlos Antonio M. Berba.

The managing director, supported by other board members and the senior management, is responsible for managing the day-to-day business of the Company. He is also accountable to the board for the implementation of the Company's overall strategies, and coordination of overall business operations.

DIRECTORS COMPOSITION, ELECTION AND ACCESS TO SENIOR MANAGEMENT, COMPANY SECRETARY AND INDEPENDENT ADVICE

As at the date of this Annual Report, the board consists of eleven non-executive directors and one executive director. Four of the non-executive directors are independent. Further details of the composition of the board can be found in the section entitled "The Board" of this Annual Report.

All of the directors are not appointed for a specific term, but are subject to retirement by rotation and re-election at the annual general meetings at least once every three years in accordance with the Company's Articles of Association.

Under the Company's Articles of Association, one-third of the directors, as well as directors who at an annual general meeting of the Company shall have been a director at each of the preceding two annual general meetings and were not elected or re-elected at either annual general meetings, and who has not ceased to be a director and been re-elected at or since either at such annual general meetings, are subject to retirement, rotation and re-election at each annual general meeting. Mr. Alonzo Q. Ancheta (resigned as independent non-executive director effective 28 July 2025), Ms. May (Michelle) W. M. Chan, Mr. Thelmo Luis O. Cunanan and Mr. Fumiaki Ozawa retired by rotation at the annual general meeting held on 23 April 2025, and being eligible, offered themselves for re-election and were accordingly re-elected at the said meeting. Mr. Ramon S. Ang, Mr. Carlos Antonio M. Berba, Dr. the Hon. Sir David K. P. Li and Mr. Reynato S. Puno retire by rotation at the forthcoming annual general meeting to be held on 22 April 2026, and being eligible, offer themselves for re-election.

主席與行政總裁

董事會主席為蔡啓文先生，而行政總裁（在本公司為執行董事）為陳永強先生。主席與執行董事的角色均有清晰界定，以確保其獨立、問責及責任性。

主席為董事會提供領導；確保董事會有效發揮其功能，包括制定良好企業管治常規及程序；以及鼓勵並促進董事積極參與董事會活動及建立執行董事與非執行董事之間的良好關係。主席亦確保與本公司股東有效溝通，而董事亦收到有關向他們提出的事項的及時、足夠及齊備的資料。副主席的角色由凱顧思先生擔任。

執行董事在其他董事會成員及高級管理層的支持下負責管理本公司的日常業務。彼亦須向董事會承擔本公司的整體策略的實行以及在整體業務運作上的協調工作。

董事的組成、選舉及高級管理層、公司秘書及獨立意見提供

截至本年報日期，董事會包括十一位非執行董事及一位執行董事。其中四位非執行董事為獨立非執行董事。詳細的董事會組織可以參閱本年報「董事會」部份。

所有董事的委任並無指定任期，但根據本公司的組織章程須最少每三年一次在股東周年大會上輪流退任及接受重新選舉。

根據本公司的組織章程，三分之一的董事及在本公司股東周年大會上已於前兩次股東周年大會為董事，並且未在該等任何一次股東周年大會當選或連任，及未曾於該年度或以前的股東周年大會上不再出任董事及當選連任，均須在每次股東周年大會上須退任、輪換及接受重新選舉。Alonzo Q. Ancheta先生（自二零二五年七月二十八日起辭任獨立非執行董事）、陳雲美女士、Thelmo Luis O. Cunanan先生及小澤史晃先生已於二零二五年四月二十三日舉行之股東周年大會上輪流退任、符合資格並願意重選連任及已於上述會議上重選連任。蔡啓文先生、凱顧思先生、李國寶爵士及Reynato S. Puno先生將於二零二六年四月二十二日舉行之股東周年大會上輪流退任及符合資格並願意重選連任。

CORPORATE GOVERNANCE REPORT 企業管治報告

DIRECTORS COMPOSITION, ELECTION AND ACCESS TO SENIOR MANAGEMENT, COMPANY SECRETARY AND INDEPENDENT ADVICE (Continued)

In addition, under the Company's Articles of Association, any director appointed to fill a casual vacancy or as an addition to the board shall only hold office until the next following annual general meeting of the Company and shall then be eligible for re-election, but shall not be taken into account in determining the directors who will retire by rotation. Accordingly, Ms. Aurora T. Calderon, who was appointed as non-executive director effective 24 February 2025 held office only until the next annual general meeting and, being eligible for re-election, was re-elected at the annual general meeting of shareholders held on 23 April 2025.

Ms. Maria Aileen A. Sazon, was appointed as independent non-executive director effective 28 July 2025 to replace Mr. Alonzo Q. Ancheta, and Mr. Tatsuya Nagafuji was appointed as non-executive director effective 1 September 2025 to replace Mr. Yoshinori Inazumi. Ms. Maria Aileen A. Sazon and Mr. Tatsuya Nagafuji, who were appointed as additions to the board, shall only hold offices until the following annual general meeting of the Company to be held on 22 April 2026, and being eligible, offers themselves for re-election at the forthcoming annual general meeting.

The board and directors are given separate and independent access to senior management for any further information that they require in the exercise of their functions and in order to ensure that board procedures and applicable laws and regulations are observed. In addition, directors, individually or as a group, upon reasonable request, may seek independent professional advice in appropriate circumstances involving the discharge of their duties to the Company at the expense of the Company, which expense must be reasonable. Indemnity provisions and insurance arranged for directors are set out on page 21 of this Annual Report under the "Directors' Report" section.

The board and directors are also provided access to the advice and services of the company secretary to ensure observance of board procedures and applicable laws and regulations. The company secretary keeps the minutes of each board and board committee meeting, which set out in sufficient detail the resolutions adopted by the board and the board committees, and the concerns or questions raised by directors (if any); sends the same for comments by the directors after each meeting; and makes them available for inspection by all directors. The company secretary reports to the chairman on board matters. The company secretary is an employee of the Company.

董事的組成、選舉及高級管理層、公司秘書及獨立意見提供 (續)

此外，根據本公司的組織章程，任何獲委任填補臨時空缺或作為董事會新成員的董事，其任期至本公司下屆股東周年大會為止，屆時需要符合資格重選連任，但在確定將輪流退任的董事時，不應將其考慮在內。因此，自二零二五年二月二十四日起獲委任為非執行董事的Aurora T. Calderon女士，任期僅至下屆股東周年大會，並且符合資格，已於二零二五年四月二十三日舉行之股東周年大會上重選連任。

Maria Aileen A. Sazon女士自二零二五年七月二十八日起獲委任以接替Alonzo Q. Ancheta先生為獨立非執行董事，及長藤達哉先生自二零二五年九月一日起獲委任以接替稻積吉則先生為非執行董事。獲委任為董事會新成員的Maria Aileen A. Sazon女士及長藤達哉先生，彼等任期僅至本公司下屆股東周年大會（將於二零二六年四月二十二日舉行），並且符合資格，願意於即將舉行之股東周年大會上重選連任。

董事會和董事可以單獨和獨立地接觸高級管理層，以獲取他們在履行職責時需要的任何進一步信息及以確保遵守董事會程序和適用的法律法規。此外，經合理要求，董事可以單獨或作為一個團體在適當情況下就履行其對本公司的職責尋求獨立專業意見，費用由本公司承擔，該費用必須是合理的。為董事安排的彌償條文和保險載於本年報第21頁「董事報告」部分。

董事會和董事亦可以獲得公司秘書的意見和服務，以確保遵守董事會程序和適用的法律法規。公司秘書保存每次董事會和董事會委員會會議的會議記錄，其中足夠詳細地列出董事會和董事會委員會通過的決議，以及董事提出的疑慮或問題（如有）；每次會議後將其發送給董事以徵求意見；並使其可供所有董事查閱。公司秘書就董事會事宜向主席匯報。公司秘書為本公司僱員。

CORPORATE GOVERNANCE REPORT 企業管治報告

DIRECTORS COMPOSITION, ELECTION AND ACCESS TO SENIOR MANAGEMENT, COMPANY SECRETARY AND INDEPENDENT ADVICE (Continued)

NON-EXECUTIVE DIRECTORS

Non-executive directors, including the independent non-executive directors, are expected to participate in the activities of the board, particularly to make a positive contribution to the development of the Company's strategies and policies through independent, constructive and informed comments; to provide independent judgement to bear on issues affecting the Company; to lead when potential conflicts of interests arise; to regularly attend meetings and serve the board and board committees of which they are members with the benefit of their skills, expertise and qualifications; and to scrutinise the Company's performance in achieving agreed corporate goals and objectives and monitor performance reporting.

INDEPENDENT NON-EXECUTIVE DIRECTORS

The independent non-executive directors of the Company are highly skilled professionals with a broad range of expertise and experience in the fields of accounting, finance, law, risk management, corporate governance and sustainability, and business. Their skills, expertise and number in the board ensure that strong independent views and judgment are brought in the board's deliberations and that such views and judgment carry weight in the board's decision-making process. Their presence and participation also enable the board to maintain high standards of compliance in financial and other mandatory reporting requirements, and provide adequate checks and balances to safeguard the interests of the Company and its shareholders as a whole.

Each independent non-executive director submits to the Company an annual confirmation of his independence. In this connection, the independent non-executive directors have provided their respective annual confirmation of independence for the year under review. The Company considered such directors to be independent under the guidelines set out in Rule 3.13 of the Listing Rules.

Having served for more than nine years as independent non-executive director, Dr. the Hon. Sir David K. P. Li and Mr. Reynato S. Puno, who will retire by rotation in accordance with Article 105 of the Company's Articles of Association at the forthcoming annual general meeting to be held on 22 April 2026 and, being eligible, offer themselves for re-election, shall be subject to a separate resolution and shall be tabled for approval by shareholders at the said meeting. The explanatory statement accompanying the notice to the annual general meeting sets out the board's determination of the continued independence of independent non-executive directors and the factors considered in such determination, and the reasons for recommending their re-election, including the skills, experience and diversity they contribute to the board. Not all of the independent non-executive directors of the Company have served for more than nine years on the board.

董事的組成、選舉及高級管理層、公司秘書及獨立意見提供 (續)

非執行董事

非執行董事，包括獨立非執行董事，須參與董事會的活動，特別是通過獨立、建設性和知情的意見為本公司策略和政策的發展做出積極貢獻；對影響本公司的問題提供獨立判斷；在出現潛在的利益衝突時發揮領導作用；定期參加會議，並利用他們的技能、專業知識和資格為他們作為成員的董事會和董事會委員會服務；檢視本公司在實現商定的企業目標和目的的表現，並監察績效報告。

獨立非執行董事

本公司獨立非執行董事均為在會計、財務、法律、風險管理、企業管治及持續發展、以及商界等廣具專業知識及經驗的高技巧專業人員。彼等的技能、專業知識及在董事會的數目，確保具高獨立性的意見及判斷以供董事會商討，而有關意見及判斷在董事會的決策過程中亦具有影響力。彼等的出席及參與亦使董事會能嚴格遵守財務及其他強制報告規定，並提供足夠權力制衡，保障本公司及其股東的整體利益。

每名獨立非執行董事，每年均向本公司提交其獨立性確認書。就此而言，獨立非執行董事已分別就回顧年度的獨立性作出年度確認。根據上市規則第3.13條所載的指引，本公司認為有關董事確屬獨立人士。

因擔任獨立非執行董事多於九年，李國寶爵士及 Reynato S. Puno 先生均依據本公司組織章程第 105 條規定，將於二零二六年四月二十二日舉行之股東周年大會上輪流退任，及符合資格並願意重選連任，及將於上述會議上以獨立決議案形式由股東審議通過。於股東周年大會通告所隨附的說明函件中已列出董事會對獨立非執行董事的持續獨立性的確定和該決定中考慮的因素，以及建議他們獲重選的理由，包括他們為董事會貢獻的技能、經驗和多樣性。並非所有本公司的獨立非執行董事在董事會任職超過九年。

CORPORATE GOVERNANCE REPORT 企業管治報告

DIRECTORS' RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

The directors acknowledge their responsibility for preparing all information and representations contained in the financial statements of the Company for the year under review. The directors consider that the financial statements have been prepared in conformity with the generally accepted accounting standards in Hong Kong, and reflect amounts that are based on the best estimates and reasonable, informed and prudent judgment of the board and management with an appropriate consideration to materiality. As at 31 December 2025, the directors, having made appropriate enquiries, are not aware of any material uncertainties relating to events or conditions which may cast significant doubt upon the Company's ability to continue as a going concern. Accordingly, the directors have prepared the financial statements of the Company on a going concern basis.

The responsibilities of the external auditors with respect to financial reporting are set out in the section of "Independent Auditor's Report" on pages 143 to 149 of this Annual Report.

INTERNAL CONTROL, RISK MANAGEMENT AND INTERNAL AUDIT FUNCTION

The board acknowledges that it has the overall responsibility for overseeing, on an ongoing basis, the design, implementation and monitoring of, and for maintaining sound and effective, risk management and internal control systems to safeguard the Group's assets and shareholders' interests, as well as for reviewing their effectiveness at least annually. Such assessment includes the identification of significant or key risk areas (including ESG risks) as well as any changes in the nature or extent of such risks, and key performance indicators, and the monitoring of such risks and indicators, and the Company's ability to respond to such risks and changes in its business and external environment.

Pursuant to this responsibility, for 2025, the board conducted an annual review of the Company's internal control systems, including financial, operational and compliance controls, and risk management functions, and assessed their effectiveness by considering the results of the evaluation performed thereon by the audit committee, management and Group Internal Auditor Function.

In particular, the Company performed a High Level Risk Assessment for the Group and enhanced the Group's framework for its risk management and internal control systems. Key business objectives and risk parameters were updated and determined to assess the level of inherent risk.

Based on these business objectives and risk parameters, the key risks of the Group and improvement opportunities to address these risks were identified. The Group's internal controls in place were also tested and evaluated so as to determine its effectiveness and the level of residual risk.

董事對財務報表的責任

董事承認彼等有編製本公司回顧年度內的財務報表所載的一切資料及陳述的責任。董事認為，財務報表已遵照香港公認會計準則編製，並反映根據董事會及管理層的最佳估計和合理、知情及審慎地判斷，已適當考慮到重要事項後所得的數額。於二零二五年十二月三十一日，據董事經適當查詢後所知，並無任何與可能導致對本公司持續經營的能力產生重大疑慮的重要事件或情況有關的重大不確定性。因此，董事已按持續經營基準編製本公司的財務報表。

外聘核數師就有關財務報告的責任載於本年報第143頁至第149頁的「獨立核數師報告」部份。

內部監控、風險管理及內部審核功能

董事會確認其對持續監督風險管理和內部監控系統的設計、實施和監察以及維護其健全有效負有全面責任，以保護本集團的資產和股東利益，以及至少每年檢討其成效。該評估包括識別重大或關鍵風險領域（包括ESG風險）以及該等風險和關鍵績效指標的性質或程度的任何變化、及對該等風險和指標的監察、以及本公司對該等風險及其業務和外部環境的變化的應對能力。

根據該責任，於二零二五年，董事會對本公司的內部監控系統進行了年度審查，包括財務、營運和合規監控以及風險管理功能，並通過考慮審核委員會、管理層和集團內部審核功能對其進行的評估結果來評估其有效性。

其中，本公司為本集團進行高程度風險評估及加強本集團風險管理及內部監控制度的架構。內在風險程度已透過更新及確定關鍵的業務目標及風險來源作評估。

根據該等業務目標及風險來源，本集團已識別關鍵風險及針對該等風險的改進空間。為確定本集團的內部監控效能及剩餘風險的程度，已對本集團的內部監控作測試及評估。

CORPORATE GOVERNANCE REPORT 企業管治報告

INTERNAL CONTROL, RISK MANAGEMENT AND INTERNAL AUDIT FUNCTION (Continued)

The Group's risk management framework is based on the "Three Lines of Defense" model.

1. The management team is responsible for the continuous identification, assessment, monitoring and reporting of risks and opportunities in their respective areas; the planning and implementation of actions to manage these risks; and escalation of these risks that exceed the tolerance limits to the managing director and Business Control team.
2. The Business Control team conducts periodic review and challenge of top risks impacting the Group's strategic objectives; escalates the top risks to senior management and through them, to the audit committee and the board for their review; and facilitates the risk management process.
3. The Group Internal Audit Function provides assurance over the effectiveness of controls in place to manage risk.

As a member of a group with multiple listed issuers, the Group shares with the San Miguel group's resources in carrying out its internal audit function. Its internal audit is performed by the internal audit function of its parent company, SMB (i.e., the Group Internal Audit Function). The Group Internal Audit Function directly reports to the audit committee.

The board considered that the Group's risk management and internal control systems were effective and adequate during the year under review based from the results of the foregoing assessments made by the audit committee, management and Group Internal Audit Function. It should be noted, however, that the Group's risk management and internal control systems are designed to manage rather than eliminate the risk of failure to achieve business objectives, and such systems can only provide reasonable and not absolute assurance against material misstatement or loss.

INSIDE INFORMATION

The Company is fully cognizant of its disclosure obligations under the Securities and Futures Ordinance and the Listing Rules. The Company has included in its Code of Conduct for Securities Transactions and Dealings ("Code of Conduct") and staff handbook a strict prohibition on the unauthorised use of confidential or inside information. The Company's Code of Conduct is further discussed in the "Code of Conduct on Directors' Securities Transactions" section of this Annual Report.

An Inside Information Policy has been adopted to ensure that Inside Information of the Company is disseminated to the public in equal and timely manner in accordance with the applicable laws and regulations. The Inside Information Policy is available on the Company's website, info.sanmiguel.com.hk.

內部監控、風險管理及內部審核功能 (續)

本集團風險管理架構採用「三道防線」模式。

1. 管理層負責持續鑒定、評估、監察及呈報在他們所屬範圍的風險與機遇；計劃及執行管理風險的行動；及向執行董事及業務監控團隊上報超過可容忍限度的風險。
2. 業務監控團隊進行定期審閱及測試對本集團策略目標有影響的主要風險；向高級管理層上報關鍵風險，並經他們上報至審核委員會及董事會作審閱；及促進風險管理流程。
3. 集團內部審核功能為管理風險的監控效能提供保證。

作為多間上市發行人的集團之其中一員，本集團分享生力集團的資源以進行其內部審核功能。內部審核由母公司生力啤酒廠之內部審核功能（即集團內部審核功能）進行。集團內部審核功能直接向審核委員會報告。

根據審核委員會、管理層和集團內部審核功能作出的上述評估結果，董事會認為本集團的風險管理和內部監控系統於回顧年度內是有效和充分的。然而，應當注意，本集團的風險管理和內部監控系統旨在管理而非消除未能實現業務目標的風險，並且該等系統只能對重大錯誤陳述或損失提供合理而非絕對的保證。

內幕資料

本公司充分了解其根據《證券及期貨條例》及上市規則所須履行的披露責任。本公司亦在進行證券交易的操守守則（「操守守則」）及員工手冊內訂明嚴禁未經授權使用機密或內幕資料。本公司之操守守則於本年報「董事進行證券交易的操守守則」中詳述。

本公司已採納內幕消息政策以確保根據相關通用法律及法規平等及適時地向公眾發佈本公司的內幕消息。內幕消息政策登載於本公司網站上，網址為info.sanmiguel.com.hk。

CORPORATE GOVERNANCE REPORT 企業管治報告

DIRECTORS' ORIENTATION AND PROFESSIONAL DEVELOPMENT

To assist the directors in the discharge of their duties, the Company provides every newly appointed director with a comprehensive induction program on the first occasion of his appointment, where such directors are provided with information on the Company's organization and business; the membership, duties and responsibilities of the board, board committees and senior management; corporate governance practices and procedures; and latest financial information on the operations of the Company.

During the year under review, the directors participated in continuous professional development to develop and refresh their knowledge and skills to ensure that their contribution to the board remains informed and relevant through their attendance in seminars relating to corporate governance and continuous professional training. The Company received from each of the directors their certificates of attendance at these seminars.

In addition, the directors were provided with updates on the business of the Company, latest developments in the Listing Rules and other applicable legal and regulatory requirements, corporate social responsibility matters, and other issues affecting the Company during the year under review.

THE BOARD COMMITTEES

The board created committees to assist the board in the discharge of its functions and responsibilities, and delegated to such committees certain of its functions and powers as set out in their respective specific written terms of reference. The terms of reference of the board committees provide, among others, its composition, roles, authority, duties, and the requirement for such committees, on a regular basis, to report to the board their decisions or recommendations, unless there are legal or regulatory restrictions on their ability to do so.

AUDIT COMMITTEE

For the year under review, the audit committee comprised three independent non-executive directors: Mr. Alonzo Q. Ancheta (resigned as a member of the audit committee effective 28 July 2025), Mr. Thelmo Luis O. Cunanan, Dr. the Hon. Sir David K. P. Li and Mr. Reynato S. Puno (appointed as a member of the audit committee effective 28 July 2025). The audit committee was chaired by an independent non-executive director, Dr. the Hon. Sir David K.P. Li. The audit committee met two times in 2025 with full minutes kept by the company secretary. Individual attendance of each committee member at these meetings is shown in the table presented above.

董事就職簡介及專業發展

為協助董事履行其職責，本公司為每位新委任的董事在其首次獲委任時提供全面的公司介紹計劃，有關董事在計劃內獲提供有關本公司組織及業務的資料；董事會、董事委員會及高級管理層的成員、職責及責任；企業管治守則及程序；以及本公司業務的最新財務資料。

於回顧年度內，董事參與持續專業發展以發展及更新其知識及技能，以確保其通過出席與企業管治相關的研討會及持續專業培訓而對董事會作出的貢獻保持知情及切合實際。本公司已收到各董事出席該等研討會的證書。

此外，董事獲提供有關本公司業務的更新資訊、上市規則及其他適用法律及監管規定的最新發展、企業社會責任事宜、以及於回顧年度內影響本公司的其他事宜的最新資料。

董事委員會

董事會設立了委員會以協助董事會履行其職能和責任，並向該等委員會轉授其各自特定書面職權範圍中規定的某些職能和權力。董事會委員會的職權範圍列明（其中包括）其組成、角色、權力、職責以及該等委員會定期向董事會報告其決定或建議的要求，除非受法律或法規所限制。

審核委員會

於回顧年度內，審核委員會由三位獨立非執行董事組成：Alonzo Q. Ancheta 先生（自二零二五年七月二十八日起辭任審核委員會成員）、Thelmo Luis O. Cunanan 先生、李國寶爵士及 Reynato S. Puno 先生（自二零二五年七月二十八日起獲委任為審核委員會成員）。審核委員會由一位獨立非執行董事李國寶爵士擔任主席。於二零二五年，審核委員會曾開會兩次，整套會議紀錄由公司秘書保存。個別委員會成員出席該等會議的情況載於上文的列表。

CORPORATE GOVERNANCE REPORT 企業管治報告

THE BOARD COMMITTEES (Continued)

AUDIT COMMITTEE (Continued)

Under its terms of reference, the audit committee shall assist the board in fulfilling its corporate governance and oversight responsibilities in relation to financial reporting, internal control structure, risk management systems, internal and external audit functions, and compliance with tax, legal and regulatory requirements. The audit committee is further authorised by the board to investigate any activity within its terms of reference, and is tasked with recommending to the board appropriate actions emanating from such investigations. The audit committee has unrestricted access to personnel, records, internal and external auditors, risk assessment and assurance and senior management, as may be appropriate in the discharge of its functions.

In 2025, the audit committee discharged the following responsibilities:

- (1) making recommendations to the board on the appointment, reappointment and removal of the external auditor, where applicable, and to approve the remuneration and terms of engagement of the external auditor, and any questions on resignation or dismissal;
- (2) reviewing and monitoring the external auditor's independence and objectivity and the effectiveness of the audit process in accordance with applicable standards. The committee discusses with the auditor the nature and scope of the audit and reporting obligations before the audit commences;
- (3) ensuring coordination between the internal and external auditors, and the adequacy of resources and appropriate standing of the internal audit function in the Company; and reviewing and monitoring the effectiveness of the internal audit function;
- (4) acting as the key representative body for overseeing the Company's relations with the external auditor;
- (5) monitoring the integrity of the Company's financial statements and annual report and accounts, half-year report and reviewing significant financial reporting judgments contained in them, with due consideration to any significant or unusual items reflected therein and other matters raised by the accounting and financial function of the Company or auditors;
- (6) reviewing the Company's financial controls, and the Company's risk management and internal control systems, including the identification of significant or key risk areas (including ESG risks) and key performance indicators, and monitoring of such risks and indicators with due diligence; and discussing the risk management and internal control systems with management. There were no findings of major investigations on risk management and internal control matters for the year under review;

董事委員會 (續)

審核委員會 (續)

根據其職權範圍，審核委員會協助董事會履行其有關財務匯報、內部監控架構、風險管理系統，內部及外聘審核功能、遵守稅務、法律及監管要求的企業管治及監察責任。審核委員會亦獲董事會授權調查其職權範圍內的任何活動，並須根據該調查向董事會建議合適的行動。審核委員會在履行其職能時可無限制地接觸合適人員、紀錄、內部及外聘核數師、風險評估和保證及高級管理層。

於二零二五年，審核委員會履行其責任如下：

- (1) 就外聘核數師的委任、重新委任及罷免（如適用）向董事會提供建議、以及批准外聘核數師的薪酬及聘用條款、及處理任何有關辭職或辭退的問題；
- (2) 按適用的標準檢討及監察外聘核數師是否獨立客觀及核數程序是否有效。委員會於核數開始前與外聘核數師討論核數性質、範疇及有關匯報責任；
- (3) 確保內部和外聘核數師之間的協調，及本公司內部審核功能的充足資源和適當地位；以及檢討及監察內部審核功能的有效性；
- (4) 擔任本公司與外聘核數師之間的主要代表，負責監察二者之間的關係；
- (5) 監察本公司的財務報表以及年度報告及賬目、半年度報告的完整性並審閱報表及報告所載有關財務申報的重大意見、適當考慮其中反映的任何重大或異常項目以及本公司或核數師的會計和財務職能部門提出的其他事項；
- (6) 檢討本公司的財務監控、本公司的風險管理和內部監控系統，包括識別重大或關鍵風險領域（包括ESG風險）和關鍵績效指標，並盡職監察該等風險和指標；及與管理層討論風險管理和內部監控系統。於回顧年度就風險管理及內部監控事宜並未發現重大調查結果；

CORPORATE GOVERNANCE REPORT 企業管治報告

THE BOARD COMMITTEES (Continued)

AUDIT COMMITTEE (Continued)

- (7) reviewing the compliance of the disclosures of the Company in the annual report and corporate governance report with applicable laws, rules and regulations, including the Listing Rules and CG Code;
- (8) reviewing the financial and accounting policies and practices of the Company and its subsidiaries;
- (9) reviewing the external auditor's management letter, any material queries raised by the auditor to management about accounting records, financial accounts or systems of control, and management's response; and ensuring that the board will provide a timely response to the issues raised in the external auditor's management letter. No material queries were raised by the auditors in this regard for the year under review; and
- (10) reporting to the board on the matters set out in the CG Code on the audit committee.

The audit committee is authorised by the board to obtain external legal or other independent professional advice and to secure the attendance of other persons with relevant experience and expertise if it considers necessary in the performance of its functions. In this regard, senior management and the internal and external auditors were present in the meetings of the audit committee to make presentations on matters tabled for approval and address any inquiries of the audit committee on the same. The audit committee is provided with sufficient resources by the Company to discharge its duties. The audit committee's specific terms of reference are available on the website of the Company, info.sanmiguel.com.hk and the website of the Stock Exchange of Hong Kong Limited ("HKEx").

During the year under review, the total fees in respect of audit and non-audit services (pertaining mainly to tax and ESG reporting advisory) provided to the Company and its subsidiaries by the external auditor amounted to HK\$3,307,000 (2024: HK\$3,307,000) and HK\$688,300 (2024: HK\$190,000), respectively. The audit committee concurred that the independence of the auditor is not threatened or impaired by the performance of the non-audit services.

董事委員會 (續)

審核委員會 (續)

- (7) 檢討本公司在年度報告和企業管治報告中的披露是否符合適用的法律、法規和規章，包括上市規則和企業管治守則；
- (8) 檢討本公司及其附屬公司的財務及會計政策及實務；
- (9) 檢討外聘核數師的管理信函、核數師就會計記錄、財務賬目或監控系統向管理層提出的任何重大疑問，以及管理層的回應；並確保董事會及時回應外聘核數師在管理信函中提出的問題。於回顧年度核數師並無就此提出重大查問；及
- (10) 就企業管治守則所載有關審核委員會的事宜向董事會匯報。

審核委員會獲董事會授權，若其認為在履行其職能時有需要，可徵詢外部法律或其他獨立專業意見，及邀請具有相關經驗及專業知識的其他人士出席。就此而言，高級管理層及內部及外聘核數師出席審核委員會會議，就提呈待批准的事項作出陳述，並回應審核委員會就此提出的任何查詢。審核委員會獲本公司供給充足資源以履行其職責。審核委員會的職權範圍登載於本公司的網站 info.sanmiguel.com.hk 及香港聯合交易所有限公司（「香港交易所」）的網站上。

於回顧年度內，由外聘核數師對本公司及其附屬公司所提供有關核數及非核數（主要涉及稅務及ESG報告諮詢）的服務費用總計，分別為3,307,000港元（二零二四年：3,307,000港元）及688,300港元（二零二四年：190,000港元）。審核委員會認為核數師的獨立性不會因提供非核數服務而受到威脅或損害。

CORPORATE GOVERNANCE REPORT 企業管治報告

THE BOARD COMMITTEES (Continued)

REMUNERATION COMMITTEE

For the year under review, the remuneration committee comprised three independent non-executive directors: Mr. Thelmo Luis O. Cunanan, Dr. the Hon. Sir David K. P. Li and Mr. Reynato S. Puno, and two non-executive directors: Mr. Carlos Antonio M. Berba and Ms. Aurora T. Calderon (appointed as a member of the remuneration committee effective 24 February 2025). The remuneration committee was chaired by an independent non-executive director, Mr. Reynato S. Puno. The remuneration committee met twice in 2025 with full minutes kept by the company secretary and the senior manager of the human resources department of the Company who acts as committee secretary. Individual attendance of each committee member at these meetings is shown in the table presented above.

The primary role of the remuneration committee under its terms of reference is to support and advise the board in fulfilling the board's responsibility to the shareholders of the Company to ensure that the Company: (1) has coherent, formal and transparent remuneration policies and practices which are observed and which enable it to attract and retain executives and directors who will create value for shareholders and support the Company; and (2) fairly and responsibly rewards executives taking into consideration the performance of the Company, the performance of such executives and the general pay environment by:

- determining executive and director remuneration policy;
- determining the remuneration of executive directors upon consultation with the chairman or managing director regarding their proposals for such remuneration;
- reviewing and approving the remuneration of the executives who directly report to the managing director, and as appropriate, other senior management; and
- reviewing and approving all equity-based plans.

The remuneration committee has the right to seek any information it considers necessary to fulfil its duties, which includes the right to obtain appropriate external advice at the Company's expense, and is provided with sufficient resources by the Company to discharge its duties. The remuneration committee's specific terms of reference are available on the Company's website, info.sanmiguel.com.hk and the website of the HKEX.

During the year under review, the remuneration committee reviewed the remuneration structure and packages of the managing director and key senior executives by taking into consideration factors such as salaries by comparable companies, responsibilities, individual performance, and the Group's financial performance.

董事委員會 (續)

薪酬委員會

於回顧年度內，薪酬委員會成員包括三位獨立非執行董事：Thelmo Luis O. Cunanan先生、李國寶爵士及Reynato S. Puno先生，及兩位非執行董事：凱顧思先生及Aurora T. Calderon女士（自二零二五年二月二十四日起獲委任為薪酬委員會成員）。薪酬委員會由一名獨立非執行董事Reynato S. Puno先生擔任主席。於二零二五年，薪酬委員會曾開會兩次，整套會議紀錄由公司秘書及本公司人事部高級經理（作為委員會秘書）保存。個別委員會成員出席該等會議的情況載於上文的列表。

薪酬委員會根據其職權範圍主要為支援及建議董事會履行對本公司股東的責任以確保本公司：(1) 具有連貫、正式和透明的薪酬政策和實踐並得到遵守，使其能夠吸引和留住將為股東創造價值並支持本公司的行政人員和董事；及(2) 考慮到本公司的業績、該等行政人員的表現和總體薪酬環境公平和負責任地獎勵行政人員，方式如下：

- 釐定行政人員及董事的薪酬政策；
- 在與主席或執行董事就彼等有關酬金的建議進行諮詢後，釐定執行董事的酬金；
- 檢討及批准直接向執行董事匯報的行政人員及（倘適用）其他高級管理人員的酬金；及
- 檢討及批准所有權益為本的計劃。

薪酬委員會有權索取認為在履行其職責時有需要的任何資料，包括取得合適的外部意見而費用由本公司支付的權利，並獲本公司供給充足資源以履行其職責。薪酬委員會的職權範圍登載於本公司網站info.sanmiguel.com.hk及香港交易所網站。

於回顧年度內，薪酬委員會已考慮各因素例如可比較之公司的薪酬、職責、個人表現及本集團的財政表現而檢討執行董事及主要高級行政人員之薪酬結構及待遇。

CORPORATE GOVERNANCE REPORT 企業管治報告

THE BOARD COMMITTEES (Continued)

NOMINATION COMMITTEE

During the year under review, the nomination committee comprised one non-executive director, Mr. Fumiaki Ozawa, and four independent non-executive directors: Mr. Alonzo Q. Ancheta (resigned as the chairman of the nomination committee effective 28 July 2025), Mr. Thelmo Luis O. Cunanan, Dr. the Hon. Sir David K. P. Li, Mr. Reynato S. Puno and Ms. Maria Aileen A. Sazon (appointed as a member of the nomination committee effective 28 July 2025). There is at least one director of a different gender in the nomination committee. The nomination committee is chaired by an independent non-executive director, Mr. Thelmo Luis O. Cunanan (appointed as chairman of the nomination committee effective 28 July 2025). The nomination committee met three times in 2025 with full minutes kept by the company secretary. Individual attendance of each committee member at this meeting is shown in the table presented above.

The primary purpose of the committee is to support and advise the board in fulfilling the board's responsibilities to shareholders in ensuring that the board comprises individuals who are best able to discharge the responsibilities of directors having regard to the law and the highest standards of governance by:

- (1) assessing the skills required for the board;
- (2) from time to time assessing the extent to which the required skills are represented on the board;
- (3) establishing the process for the review of the performance of individual directors and the board as a whole; and
- (4) establishing the process for the identification of suitable candidates for appointment to the board.

董事委員會 (續)

提名委員會

於回顧年度內，提名委員會包括一位非執行董事小澤史晃先生及四位獨立非執行董事：Alonzo Q. Ancheta先生（自二零二五年七月二十八日起辭任提名委員會主席）、Thelmo Luis O. Cunanan先生、李國寶爵士、Reynato S. Puno先生及Maria Aileen A. Sazon女士（自二零二五年七月二十八日起獲委任為提名委員會成員）。提名委員會有最少一位不同性別的董事。提名委員會由一名獨立非執行董事Thelmo Luis O. Cunanan先生擔任主席（自二零二五年七月二十八日起獲委任為提名委員會主席）。於二零二五年，提名委員會曾開會三次，整套會議記錄由公司秘書保存。個別委員會成員出席該等會議的情況載於上文的列表。

委員會之主要目的乃支持董事會履行董事會對股東之責任並就此向董事會提供意見，通過下列方式確保組成董事會之人士在法例及管治之最高標準之規限下最能夠履行董事之責任：

- (1) 評估董事會要求之技能；
- (2) 不時評估董事會所需技能所代表之程度；
- (3) 就檢討個別董事及董事會整體表現制定程序；及
- (4) 就物色適合候選人以委任為董事會成員而制定程序。

CORPORATE GOVERNANCE REPORT 企業管治報告

THE BOARD COMMITTEES (Continued)

NOMINATION COMMITTEE (Continued)

The nomination committee has the following responsibilities:

- (1) review the structure, size and composition (including the skills, knowledge and experience) of the board at least annually, assist the board in maintaining a board skills matrix, and make recommendations to the board regarding any proposed changes to complement the Company's corporate strategy;
- (2) identify individuals suitably qualified to become board members and select or make recommendations to the board on the selection of individuals nominated for directorships;
- (3) assess the independence of independent non-executive directors;
- (4) make recommendations to the board on relevant matters relating to the appointment or re-appointment of directors and succession planning for directors, in particular the chairman and the chief executive officer;
- (5) assess, at least annually, each director's time commitment and contribution to the board, as well as the director's ability to discharge his or her responsibilities effectively, taking into account professional qualifications and work experience, existing directorships in issuers listed on the Main Board as defined under the Listing Rules or Growth Enterprise Market ("GEM") of the HKEx and other significant external time commitments of such director and other factors or circumstances relevant to the director's character, integrity, independence and experience;
- (6) support the Company's regular evaluation of the board's performance;
- (7) develop and review the Nomination Policy of the Company, which shall contain the processes and procedures for the nomination, election and replacement of directors as determined by the Committee; assess the effectiveness of such processes and procedures; and ensure that they are in accordance with the applicable laws, rules and regulations; and;
- (8) be entitled to employ, at the Company's expense, the services of such advisers as it deems necessary to fulfil its responsibilities.

董事委員會 (續)

提名委員會 (續)

提名委員會之責任如下：

- (1) 最少每年一次檢討董事會之架構、人數及組成 (包括技能、知識及經驗方面)、協助董事會編制董事會技能表，並就任何以配合本公司的企業策略之建議變動向董事會提供推薦建議；
- (2) 物色具備合適資格可成為董事會成員之人士，並挑選提名有關人士出任董事或就此向董事會提供意見；
- (3) 評估獨立非執行董事之獨立性；
- (4) 就董事委任或重新委任董事以及董事 (尤其是主席及行政總裁) 之繼任計劃向董事會提供推薦建議；
- (5) 至少每年一次就每名董事對董事會投入的時間及貢獻、以及能否有效履行職責作出評估，當中須考慮董事的專業資格及工作經驗、現有在香港交易所主板 (定義見上市規則) 或創業板 (「GEM」) 上市的發行人的董事職位及該董事其他重大外部事務所涉及時間投入以及其他與董事的個性、品格、獨立性及經驗有關的因素或情況；
- (6) 支援本公司定期評估董事會表現；
- (7) 制定和檢討本公司的提名政策，其中應包含委員會確定的提名、選舉和更換董事的流程和程序；評估該等流程和程序的有效性；並確保其符合適用的法律、法規和規章；及
- (8) 有權在其認為就履行責任屬必要時聘請有關顧問之服務，費用由本公司承擔。

CORPORATE GOVERNANCE REPORT 企業管治報告

THE BOARD COMMITTEES (Continued)

NOMINATION COMMITTEE (Continued)

For the compliance with the revised CG Code effective 1 July 2025, the terms of reference of the nomination committee was updated by adding new responsibilities, including assisting the board in maintaining a board skills matrix, assessing each director's time commitment and contribution to the board, as well as the director's ability to discharge his or her responsibilities effectively at least annually, and supporting the Company's regular evaluation of the board's performance.

Under the Company's Board Diversity Policy, the identification of suitably qualified individuals to become board members include the consideration of the candidates on merit against an objective criteria, including those provided in the terms of reference of the Nomination Committee, with due regard for the benefits of diversity, and the needs of the board and the qualifications under applicable laws, rules and regulations. Diversity will be considered from varied aspects, including but not limited to, business and industry skills and experience, gender, age, ethnicity, and backgrounds. The foregoing differences shall be considered in determining the optimum composition of the Board and, when possible, shall be balanced appropriately. The Board Diversity Policy was updated in 2025 to specifically indicate that competent and qualified nominees shall not be discriminated against by reason of gender, sexual orientation, age, physical disability, religion, cultural and educational background, or ethnicity and that diversity is not achieved for a single gender Board as required under applicable laws. The monitoring and reporting responsibilities of the Nomination Committee under the said policy was also aligned with its terms of reference.

The Company also adopted a new Diversity, Equity and Inclusion Policy in order to promote an equal and inclusive workplace, and respect for diversity and acceptance of differences in its workforce, in order to foster a welcoming and positive working environment that attracts and retains skilled employees, enhances productivity and fosters loyalty and unity within the organization.

The complete text of the Board Diversity Policy and the Diversity, Equity and Inclusion are available on the Company website, info.sanmiguel.com.hk.

The Company has met gender diversity with the female representation in its board. As at the date of this report, the board has three female directors, representing 25% of the board and one female director was appointed as a member of the nomination committee. The board targets to maintain at least the current level of female representation.

董事委員會 (續)

提名委員會 (續)

為配合自二零二五年七月一日起生效的經修訂企業管治守則，提名委員會的職權範圍已透過加入新責任進行更新，其中包括：協助董事會編制董事會技能表、最少每年一次就每名董事對董事會投入的時間及貢獻、以及能否有效履行職責作出評估、及支援本公司定期評估董事會表現。

根據本公司的董事會多元化政策，物色具備合適資格的人士成為董事會成員包括按客觀標準（包括提名委員會職權範圍內規定的標準）根據優點考慮候選人，同時充分考慮多元化的益處、董事會的需求以及適用法律、法規和規章規定的資格。多元化將從多個方面進行考量，包括但不限於：商業及行業技能與經驗、性別、年齡、種族及背景。在確定董事會的最佳組成時，將考慮上述各項差異，並在可能之情況下作適當權衡。董事會多元化政策已於二零二五年進行更新，以明確指出具備能力且合資格的獲提名人士，不會因性別、性傾向、年齡、身體殘疾、宗教、文化及教育背景或種族而受到歧視，同時亦指明，由單一性別組成的董事會，將不符合適用法律所要求的多元化目標。提名委員會在該政策項下的監察及報告職責，亦已與其職權範圍保持一致。

本公司亦採納了新的多元、公平及共融政策，旨在促進平等共融的工作環境，尊重多元，接受僱員差異，為營造一個親切且積極的工作環境從而吸引和留住優秀員工，提高生產力，在組織內部培養忠誠度和團結精神。

董事會多元化政策及多元、公平及共融政策的全文已上載於本公司網站 info.sanmiguel.com.hk。

本公司已透過其董事會中的女性代表達成性別多元化。截至本報告日期，董事會共有三名女性董事，佔董事會成員比例25%，且其中一名女性董事已獲委任為提名委員會成員。董事會的目標是維持至少現有的女性代表比例。

CORPORATE GOVERNANCE REPORT 企業管治報告

THE BOARD COMMITTEES (Continued)

NOMINATION COMMITTEE (Continued)

As at the date of this report, 59% of the Company's workforce (including senior management) is male and 41% is female. The Company maintains a healthy gender ratio in its workforce that is commensurate with the needs of its business, as set out in its ESG report.

Through the adoption of diversity at board level, ensuring sufficient number of independent non-executive directors and non-executive directors in the board, and the holding of the annual meeting of the Chairman with the independent non-executive directors where the latter may raise their concerns and opinions, independent views and input are made available to the board.

The Nomination Policy of the Company sets out the key principles, process and procedures which the Company adopts for the nomination and selection of the members of the board of the Company. In 2025, the policy was updated to further clarify the nomination process as well as the selection criteria to be considered by the nomination committee in identifying suitable individuals which include, among others, (i) the candidate's qualifications, abilities, experience and expertise that would enable them to effectively fulfill their roles and responsibilities as directors of the Company, with due regard to the appropriate mix of competence, skills, experience and diversity of perspectives, and a collective working knowledge, experience and expertise relevant and appropriate to the Company's business and industry; (ii) the current structure, size, composition, skills matrix, diversity profile and needs of the Board, including a balanced composition of executive and non-executive directors to establish a strong independent element on the Board to effectively exercise independent judgment; (iii) other information that may be used in assessing the suitability of a candidate, including reputation for integrity, accomplishments, stature, and commitment as to time and interest; and (iv) the Board Diversity Policy of the Company.

The complete text of the Nomination Policy is available on the on the Company's website, info.sanmiguel.com.hk.

The nomination committee has the right to seek any information it considers necessary to fulfil its duties, which includes the right to obtain appropriate external or other independent professional advice at the Company's expense, and is provided with sufficient resources by the Company to discharge its duties. The nomination committee's specific terms of reference are available on the on the Company's website, info.sanmiguel.com.hk and the website of the HKEX.

董事委員會 (續)

提名委員會 (續)

截至本報告日期，本公司僱員（包括高級管理層）中男性佔59%，女性佔41%。如ESG報告所述，本公司在其員工隊伍中保持與其業務需求相稱的健康性別比例。

通過在董事會層面採取多元化、確保董事會中有足夠數量的獨立非執行董事和非執行董事、以及舉行主席與獨立非執行董事年度會議（會議中後者可以提出他們的關注和意見），董事會可獲得獨立的觀點和意見。

本公司的提名政策設定了本公司在提名及遴選本公司董事會成員時所採納的關鍵原則、流程和程序。該政策於二零二五年進行了更新，以進一步明確提名程序以及提名委員會在物色合適人選時所考慮的遴選準則，其中包括：(i) 候選人的資歷、能力、經驗和專業知識，須足以有效履行本公司董事的職責，並須充分考慮候選人的能力、技能、經驗和多元化背景的適當組合，以及集合與本公司業務和行業相關且適當的工作知識、經驗和專業知識；(ii) 董事會當前的架構、人數、組成、技能表、多元化概況和需求，包括一個由執行董事和非執行董事所組成的均衡架構，以便在董事會中確立強大的獨立元素而有效地行使獨立判斷；(iii) 可用於評估候選人合適性的其他資料，包括其誠信聲譽、成就、專業地位、以及時間投入和參與意願方面的承諾；以及(iv) 本公司的董事會多元化政策。

提名政策的全文已上載於本公司網站 info.sanmiguel.com.hk。

提名委員會有權索取認為在履行其職責時有需要的任何資料，包括取得合適的外部或其他獨立專業意見而費用由本公司支付的權利，並獲本公司供給充足資源以履行其職責。提名委員會的職權範圍登載於本公司網站 info.sanmiguel.com.hk 及香港交易所網站。

CORPORATE GOVERNANCE REPORT 企業管治報告

THE BOARD COMMITTEES (Continued)

NOMINATION COMMITTEE (Continued)

During the year under review, the nomination committee considered the background and qualifications of Ms. Aurora T. Calderon, Mr. Tatsuya Nagafuji and Ms. Maria Aileen A. Sazon as nominees to the board, whether Ms. Aurora T. Calderon and Mr. Tatsuya Nagafuji possess the qualifications to discharge the responsibilities of non-executive directors of the Company, and whether Ms. Maria Aileen A. Sazon possesses the qualifications to discharge the responsibilities of independent non-executive director of the Company, and confirmed Ms. Maria Aileen A. Sazon's independence as required under the Listing Rules. The nomination committee also considered whether the directors who retired by rotation and being eligible, offered themselves for re-election, continued to possess the qualifications to discharge their responsibilities as independent non-executive directors and non-executive directors, as the case may be. Finally, the nomination committee confirmed that (i) the independent non-executive directors continue to be independent based on their submitted confirmation of independence, and (ii) the Board Diversity Policy of the Company continues to be effective based on the qualifications and differences in skills, expertise, background, race, gender and other distinctions in the current composition of the board.

DIRECTORS' REMUNERATION POLICY

The remuneration committee of the Company is responsible for establishing coherent, formal and transparent remuneration policies and practices that will enable the Company to attract and retain executives and directors who will create value for shareholders and support the Company. The remuneration to be paid to directors is a fixed amount which is determined by reference to the directors' time commitment, duties and responsibilities, qualifications and experience (separate from the monthly remuneration received by the executive director as managing director under a service agreement approved by the remuneration committee). Such fixed amount is approved by the board upon the recommendation of the remuneration committee, and may be changed from time to time, pursuant to the authority granted by the shareholders at the annual general meeting. The payment of such remuneration to directors is at the sole discretion of the board upon the recommendation of the remuneration committee, with due regard to various factors such as the achievement of the Group's targets, the Group's financial condition, and external business environment. No director or any of his associates shall be involved in deciding his own remuneration. The directors' remuneration policy shall be reviewed and may be changed by the board upon recommendation by the remuneration committee from time to time.

On 25 February 2026, the Board approved the payment of directors' fees for the year 2025. The fees will be paid in the succeeding year.

董事委員會 (續)

提名委員會 (續)

於回顧年度內，提名委員會考慮了Aurora T. Calderon女士、長藤達哉先生及Maria Aileen A. Sazon女士作為董事會候選人的背景及資格、Aurora T. Calderon女士及長藤達哉先生是否具備擔任本公司非執行董事的資格、及Maria Aileen A. Sazon女士是否具備擔任本公司獨立非執行董事的資格，並根據上市規則的規定，確認了Maria Aileen A. Sazon女士的獨立性。提名委員會亦已考慮輪流退任及符合資格並願意重選連任的董事是否繼續具備履行獨立非執行董事及非執行董事職責的資格（視情況而定）。最後，提名委員會已確認：(i) 獨立非執行董事根據其提交的獨立性確認書繼續保持獨立性，及(ii) 根據董事會目前組成中的技能、專業知識、背景、種族、性別和其他區別的資格和差異，本公司董事會多元化政策繼續有效。

董事薪酬政策

本公司的薪酬委員會負責制定連貫、正式和透明的薪酬政策和常規，使本公司能夠吸引和留住將為股東創造價值並支持本公司的高級管理層和董事。支付給董事的薪酬是固定金額，參考董事的時間承諾、職責和責任、資格和經驗而定（有別於執行董事作為董事總經理根據經薪酬委員會批准的服務協議收取的月薪）。該固定金額由董事會根據薪酬委員會的建議批准，並可根據股東在股東周年大會上授予的權力不時更改。向董事支付該等薪酬由董事會根據薪酬委員會的建議全權酌情決定，並適當考慮多種因素，例如本集團目標的實現、本集團的財務狀況、及外部業務環境。任何董事或其任何聯繫人士均不得參與決定其本身的薪酬。董事的薪酬政策應由董事會根據薪酬委員會的建議不時進行檢討和更改。

於二零二六年二月二十五日，董事會已批准支付二零二五年董事袍金。該袍金將於下一年度內支付。

CORPORATE GOVERNANCE REPORT 企業管治報告

CODE OF CONDUCT ON DIRECTORS' SECURITIES TRANSACTIONS

The Company has adopted the Code of Conduct based on the Model Code for Securities Transactions by Directors of Listed Issuers set out in Appendix C3 of the Listing Rules ("Model Code"). The terms of the Code of Conduct are no less exacting than the standards in the Model Code, and the Code of Conduct applies to all the relevant persons as defined in the said code, including the directors of the Company, any employee of the Company, or a director or employee of a subsidiary or holding company of the Company who, because of such office or employment, are likely to be in possession of unpublished price sensitive information in relation to the Company or its securities.

Specific enquiry has been made of all the directors of the Company who have confirmed in writing their compliance with the required standards set out in the Code of Conduct during the year under review.

WHISTLEBLOWING POLICY

To ensure that the business of the Group is conducted in the highest standards of fairness, transparency and accountability, the Group has its Whistleblowing Policy, which establishes procedures and channels through which the directors, employees and other interested parties may communicate concerns, in confidence and anonymity if they so desire, about any misconduct or improprieties affecting the Group. The complete text of the Whistleblowing Policy has been posted on the Company website, info.sanmiguel.com.hk.

董事進行證券交易的守則

本公司已根據上市規則附錄 C3 所載的《上市發行人董事進行證券交易的標準守則》（「標準守則」）採納操守守則。操守守則條款比標準守則所訂標準更高，而操守守則亦適用於該守則所界定的所有有關人士，包括本公司董事、本公司任何僱員、或本公司的附屬公司或控股公司的董事或僱員，而彼等因有關職位或受僱工作而可能擁有關於本公司或其證券的未公佈股價敏感資料。

於回顧年度在向本公司所有董事作出特定查詢後，彼等已書面確認有遵守操守守則所訂的標準。

舉報政策

為確保本集團業務運作上保持最高標準的公正性、透明度和問責性，本集團有其舉報政策，建立既定程序和渠道，讓董事、僱員及其他相關人士可以在完全放心及匿名（如他們願意）的情況下傳達他們對本集團內的任何懷疑不當行為或不良行為的關注。舉報政策全部內容已於本公司網站刊登，網址為 info.sanmiguel.com.hk。

CORPORATE GOVERNANCE REPORT 企業管治報告

DIVIDEND POLICY

Under the dividend policy of the Company (“Dividend Policy”), the board may, from time to time, pay to the Company’s shareholders dividends in the interim, semi-annually or at other suitable intervals to be determined by the board, if the board is of the opinion that the position and profits of the Company justify the payment. In deciding whether to declare dividends and in determining the dividend amount, the board shall take into consideration the performance, financial position, liquidity, implementation of business plans, debt service requirements, operating expenses, budgets, funding for new investments and acquisitions, appropriate reserves and working capital, among others, of the Company and its subsidiaries, as well as the general business and economic conditions. The payment of dividends by the Company is also subject to the restrictions and conditions under the laws of Hong Kong and the Company’s Articles of Association.

The Dividend Policy is subject to review and may be changed by the board at any time.

On 24 February 2025, the board approved the proposal to declare a final dividend for the year ended 31 December 2024, of HK\$0.05 per share to shareholders whose names appear in the Company’s register of members as of 6 May 2025. The proposal was approved by the shareholders at the annual general meeting on 23 April 2025.

ANTI-CORRUPTION POLICY

The Company believes that honesty, integrity and fair-play are important assets of the organization. All employees are expected to conduct the business affairs of the Company in a professional manner and in full compliance with applicable laws and regulations. It is the policy of the Company to prohibit employees from soliciting any advantage from clients, suppliers, contractors or any person in connection with the Company’s business. For details of the Company’s anti-corruption policy, please refer to the Company’s ESG report published on its website, info.sanmiguel.com.hk.

股息政策

根據本公司的股息政策（「股息政策」），如果董事會認為本公司的財務及利潤狀況許可，董事會可能會不時向本公司的股東派發中期、半年度或董事會決定的其他合適時期的股息。在決定是否派發股息並確定股息金額時，董事會會考慮本公司及其附屬公司的業績、財務狀況、流動資金、業務計劃的執行、償債要求、運營費用、預算、新投資及收購所需資金、適當儲備金和營運資金以及整體業務和經濟狀況。本公司派發的股息也受香港法律及本公司的組織章程限制和規定。

股息政策將受到檢討並於任何時候由董事會對其進行修改。

於二零二五年二月二十四日，董事會批准派發截至二零二四年十二月三十一日止年度末期股息每股0.05港元予於二零二五年五月六日名列本公司股東名冊之股東。該建議已於二零二五年四月二十三日股東周年大會上經股東批准。

反貪污政策

本公司認為誠實、正直和公平競爭是公司的重要資產。所有員工都應以專業的方式進行本公司的業務，並完全遵守適用的法律法規。本公司的政策規定禁止員工向客戶、供應商、承包商或與本公司業務有關的任何人士索取任何利益。有關本公司反貪污政策的詳情，請參閱本公司網站 info.sanmiguel.com.hk 刊登的 ESG 報告。

CORPORATE GOVERNANCE REPORT 企業管治報告

SHAREHOLDERS' RIGHTS

CALLING AN EXTRAORDINARY GENERAL MEETING

Pursuant to Article 68 of the Articles of Association of the Company, extraordinary general meetings may also be convened on requisition as provided by Sections 566, 567 and 568 of the Hong Kong Companies Ordinance. The directors are required to call a general meeting if the Company has received requests to do so from shareholders of the Company representing at least 5% of the total voting rights of all the shareholders having a right to vote at general meetings. The request must state the general nature of the business to be dealt with at the meeting; and may include the text of a resolution that may properly be moved and is intended to be moved at the meeting. Requests may consist of several documents in like form. The request may be sent to the Company in hard copy form or in electronic form; and must be authenticated by the person or persons making it. The directors must, within twenty-one days after the date on which they become subject to the requirement, call an extraordinary general meeting which must be held on a date not more than twenty-eight days after the date on which the notice convening the meeting is given. If the directors fail to convene the general meeting, the shareholders who requested the meeting, or any of them representing more than one half of the total voting rights of all of them, may themselves call an extraordinary general meeting. The meeting must be called on a date not more than three months after the date on which the directors become subject to the requirement to call a meeting.

PROCEDURES FOR PUTTING FORWARD PROPOSALS AT SHAREHOLDERS' MEETING

Shareholders holding not less than 2.5% of the total voting rights of all the members who have a relevant right to vote; or not less than fifty shareholders who have a relevant right to vote may:

- circulate to shareholders of the Company entitled to receive notice of a general meeting, a statement of not more than 1000 words with respect to (a) a matter mentioned in a proposed resolution to be dealt with at that meeting; or (b) other business to be dealt with at that meeting; or
- request the Company to give, to members of the Company entitled to receive notice of the annual general meeting, notice of a resolution that may properly be moved and is intended to be moved at that meeting.

股東權利

召開股東特別大會

根據本公司組織章程細則第68條，本公司之股東特別大會亦會應遞呈要求下召開。根據香港《公司條例》第566條、567條及568條，如本公司收到佔全體有權在股東大會上表決的股東的總表決權最少5%的本公司股東的要求，要求召開股東大會，則董事須召開股東大會。要求必須述明有待在有關股東大會上處理的事務的一般性質；及可包含可在該股東大會上恰當地動議並擬在該股東大會上動議的決議的文本。要求可包含若干份格式相近的文件。要求可採用印本形式或電子形式送交本公司；及須經提出該要求的人認證。董事須於他們受到該規定所規限的日期後的二十一日內召開須在召開該股東大會的通知的發出日期後的二十八日內舉行的股東特別大會。如董事未能召開股東大會，則要求召開該股東大會的股東，或佔全體該等股東的總表決權過半數的股東，可自行召開股東特別大會。在有關董事受到召開股東大會的規定所規限的日期後的三個月內，有關股東大會須予召開。

於股東大會提出建議之程序

佔全體有相關表決權利的股東的總表決權最少2.5%的股東；或最少50名有相關表決權利的股東可：

- 向有權收到股東大會的通告的本公司股東，傳閱關於(a)有待在股東大會上處理的、某被提出的決議所述的事宜；或(b)其他有待在股東大會上處理的事務，而字數不多於1,000字的陳述書；或
- 要求本公司向有權收到股東周年大會的通告的本公司股東，發出關於可在股東大會上恰當地動議並擬在該大會上動議的決議的通知。

CORPORATE GOVERNANCE REPORT 企業管治報告

SHAREHOLDERS' RIGHTS (Continued)

PROCEDURES FOR PUTTING FORWARD PROPOSALS AT SHAREHOLDERS' MEETING (Continued)

For further details on the shareholder qualifications, and the procedures and timeline in connection with the above, shareholders may refer to Sections 580 and 615 of the Hong Kong Companies Ordinance.

Further, a shareholder may propose a person other than a retiring director of the Company for election as a director at a general meeting at which elections to the office of directors are to be considered. The following documents must be submitted, no later than seven days before the date of the general meeting, to the Company at its principal office at 9/F, Citimark Building, 28 Yuen Shun Circuit, Siu Lek Yuen, Shatin, New Territories, Hong Kong, for the attention of the company secretary: (a) the Director Nomination Form with the required supporting documents; (b) the candidate's resume; and (c) a written statement signed by the candidate of his/her willingness to be elected together with (i) that candidate's information as required to be disclosed under Rule 13.51(2) of the Listing Rules; (ii) the candidate's written consent to the publication of his/her personal data; and (iii) confirmation that there are no grounds for his/her ineligibility and incompatibility to act as a director and that he/she satisfies the integrity and, if applicable, independence requirements under the applicable Listing Rules. The complete text of the procedures for shareholders to propose candidates for election as directors at general meetings are posted on the Company website, info.sanmiguel.com.hk.

股東權利 (續)

於股東大會提出建議之程序 (續)

有關上述事項的股東資格、程序及時序的進一步詳情，股東可參考香港《公司條例》第580條及615條。

此外，股東可推舉一名本公司退任董事以外之人士於審議選舉董事之股東大會上參選董事。下列文件須不遲於股東大會日期前七天送交本公司之主要辦事處予公司秘書，地址為香港新界沙田小瀝源源順圍二十八號都會廣場九樓：(a)董事提名表格及所需證明文件；(b)候選人之個人履歷；及(c)候選人已簽署表明彼願意參選之書面聲明，以及(i)根據上市規則第13.51(2)條該候選人須予披露之資料；(ii)候選人就刊登其個人資料之同意書；及(iii)確認概無不符合資格及無法履行董事職責之理由且彼有誠信及，倘適用，符合適用上市規則規定之獨立要求。股東於股東大會上推舉參選董事候選人的程序全部內容於本公司網站刊登，網址為 info.sanmiguel.com.hk。

CORPORATE GOVERNANCE REPORT 企業管治報告

COMMUNICATION WITH SHAREHOLDERS

The Company attaches great priority to establishing effective communications with its shareholders and investors. In an effort to enhance such communications, the Company provides information relating to the Company and its business in its Annual Report, announcements, notices, circulars and other documents as required by the Listing Rules and any other relevant laws and regulations, and also disseminates such information electronically through its website, info.sanmiguel.com.hk. The complete text of the Shareholders Communication Policy is available on the Company website, info.sanmiguel.com.hk.

The Company also published its ESG Report on its website, info.sanmiguel.com.hk. The ESG Report communicates to the Company's stakeholders in a broad manner the relevant environmental, social and governance initiatives that the Company has made in reference to Appendix C2 of the Listing Rules.

The Company regards the annual general meeting as an important venue for direct communications between the board and its shareholders. All directors and senior management make an effort to attend the annual general meeting of the Company to address shareholders' queries or concerns raised during the meeting, and shareholders are given the opportunity to raise questions and/or opinions during the meeting. For 2025, all directors and the external auditors of the Company attended the annual general meeting, either in person or by remote communication, and were available to answer relevant and appropriate questions of shareholders.

All the shareholders of the Company are given at least twenty one days' notice of the date and venue of the annual general meeting of shareholders of the Company. The Company supports the CG Code's principle to encourage shareholders' participation.

The above communication channels with the shareholders are regularly reviewed by management to ensure their effectiveness. The Company considered that they were effective for the year under review.

SENDING ENQUIRES TO THE BOARD

Shareholders should direct their questions about their shareholdings to the Company's registrar. Shareholders may communicate with the Company and send other queries on other matters in respect of the Company by writing to the email address specifically designated by the Company for investor relations (email address: ir@sanmiguel.com.hk) or to the company secretary at the Company's office in Hong Kong at 9/F, Citimark Building, 28 Yuen Shun Circuit, Siu Lek Yuen, Shatin, New Territories, Hong Kong. Queries are responded to by the appropriate Company officers and/or managers with access to the Company's board and tasked with the investors relations function.

與股東的溝通

本公司相當重視與其股東及投資者建立有效溝通。為達到有效溝通，本公司在其年報、上市規則及其他相關法律及法規所規定的公布、通告、通函及其他文件內提供有關本公司及其業務的資料，亦以電子方式透過其網站info.sanmiguel.com.hk發佈有關資料。股東通訊政策的全文已上載於本公司網站info.sanmiguel.com.hk。

本公司亦於其網站info.sanmiguel.com.hk刊登其ESG報告。此ESG報告為向本公司持份者廣泛傳達本公司根據上市規則附錄C2提出有關環境、社會及管治倡議而做出的初步努力。

本公司視股東周年大會為重要事項，因其提供董事會與股東直接溝通的機會。全體董事及高級管理層盡力出席本公司股東周年大會，以回應股東於會上提出的問題或關注，而股東有機會於會上發問及／或提出意見。於二零二五年，本公司的所有董事及外聘核數師均已親身或以遙距通訊方式出席股東周年大會以回答股東提出的相關及合適的問題。

本公司所有股東均獲有關本公司股東周年大會舉行日期及地點最少二十一天的通知。本公司支持企業管治守則之原則以鼓勵股東參與。

管理層會定期檢討上述與股東的溝通渠道，以確保其有效性。本公司認為於回顧年度內該等有為有效。

向董事會查詢

有關股東所持股權之問題，股東應直接向本公司股票過戶登記處提出。股東可致函本公司投資者關係專用電郵地址（電郵地址：ir@sanmiguel.com.hk）或郵寄予本公司位於香港辦事處之公司秘書，地址為香港新界沙田小瀝源源順圍二十八號都會廣場九樓，與本公司溝通，並就本公司其他事宜提出疑問。相關問題將由本公司有權接觸本公司董事會並負責投資者關係職能的相應高級職員及／或經理負責回覆。

Social responsibility remained integral to our operations, underpinned by our commitment to supporting the local community and promoting responsible drinking.

企業社會責任是我們營運的核心。我們堅守承諾，積極推廣「理性飲酒」，以實際行動回饋社會，惠澤社群。



DIRECTORS AND MANAGEMENT EXECUTIVES 董事及行政管理人員

DIRECTORS

Ramon S. ANG, *Chairman*
 Carlos Antonio M. BERBA, *Deputy Chairman*
 Weng Kheong CHAN, *Managing Director*

NON-EXECUTIVE DIRECTORS

Aurora T. CALDERON
 May (Michelle) W. M. CHAN
 Tatsuya NAGAFUJI
 Katsuhisa NOSE
 Fumiaki OZAWA

INDEPENDENT NON-EXECUTIVE DIRECTORS

Thelmo Luis O. CUNANAN
 David K. P. LI, GBM, JP
 Reynato S. PUNO
 Maria Aileen A. SAZON
 Sum LI, Alternate to David K.P. LI, GBM, JP

Mr. Ramon S. ANG, aged 72, is the Chairman and a non-executive Director of the Company. He was appointed as the Chairman effective 10 June 2005 and a non-executive Director of the Company since 27 November 1998. He is the Chairman and Chief Executive Officer of San Miguel Corporation (a company listed on the Philippine Stock Exchange; Mr. Ang was previously President and Chief Executive Officer from November 2, 2021 to June 22, 2024; Vice Chairman from January 28, 1999 to June 11, 2024 and President and Chief Operating Officer since March 6, 2002 to November 2, 2021); Director, President and Chief Executive Officer of Top Frontier Investment Holdings, Inc. (the ultimate parent company of the Company) and Petron Corporation (all of which are companies listed on the Philippine Stock Exchange); Chairman of San Miguel Food and Beverage, Inc. (a company listed on the Philippine Stock Exchange) and Petron Malaysia Refining & Marketing Bhd. (a company listed on the Kuala Lumpur Stock Exchange); and Director and President of Ginebra San Miguel, Inc. (a company listed on the Philippine Stock Exchange). He is also Chairman, Chief Executive Officer, President and Chief Operating Officer of San Miguel Global Power Holdings Corp. (a company listed on the Philippine Dealing & Exchange Corp.); Chairman of San Miguel Brewery Inc.; Chairman and President of San Miguel Holdings Corp., SMC SLEX, Inc. (a company listed on the Philippine Dealing & Exchange Corp.), SMC Tollways Corporation (a company listed on the Philippine Dealing & Exchange Corp.), San Miguel Properties, Inc., San Miguel Aerocity Inc. and Privado Holdings Corporation.; Chairman and Chief Executive Officer of SMC Asia Car Distributors Corp.; Chairman of Eagle Cement Corporation, San Miguel Equity Investments, Inc., San Miguel Yamamura Packaging Corporation, San Miguel Foods, Inc., Clariden Holdings, Inc., Anchor Insurance Brokerage Corporation, Philippine Diamond Hotel & Resort, Inc., and SEA

董事

蔡啓文 *主席*
 凱顯思 *副主席*
 陳永強 *執行董事*

非執行董事

Aurora T. CALDERON
 陳雲美
 長藤達哉
 野瀨勝久
 小澤史晃

獨立非執行董事

Thelmo Luis O. CUNANAN
 李國寶 GBM, JP
 Reynato S. PUNO
 Maria Aileen A. SAZON
 李深，李國寶 GBM, JP 之替任董事

蔡啓文先生，七十二歲，為本公司主席及非執行董事。蔡先生自二零零五年六月十日起獲委任為本公司主席及自一九九八年十一月二十七日起獲委任為本公司非執行董事。蔡先生現為生力總公司之主席及行政總裁（該公司於菲律賓證券交易所上市；蔡先生曾於二零二一年十一月二日至二零二四年六月二十二日擔任總裁及行政總裁；於一九九九年一月二十八日至二零二四年六月十一日擔任副主席；及於二零零二年三月六日至二零二一年十一月二日擔任總裁及營運總監。）；Top Frontier Investment Holdings, Inc.（本公司之最終母公司）及Petron Corporation（以上公司皆於菲律賓證券交易所上市）之董事、總裁及行政總裁；San Miguel Food and Beverage Inc.（該公司於菲律賓證券交易所上市）及Petron Malaysia Refining & Marketing Bhd.（該公司於吉隆坡證券交易所上市）之主席；Ginebra San Miguel, Inc.（該公司於菲律賓證券交易所上市）之董事及總裁。蔡先生亦為San Miguel Global Power Holdings Corp.（該公司於Philippine Dealing & Exchange Corp.上市）之主席、行政總裁、總裁及營運總監；生力啤酒廠公司之主席；生力控股有限公司、SMC SLEX, Inc.（該公司於Philippine Dealing & Exchange Corp.上市）、SMC Tollways Corporation（該公司於Philippine Dealing & Exchange Corp.上市）、San Miguel Properties, Inc.、San Miguel Aerocity Inc.及Privado Holdings Corporation之主席及總裁；SMC Asia Car Distributors Corp.之主席及行政總裁；Eagle Cement Corporation、San Miguel

DIRECTORS AND MANAGEMENT EXECUTIVES 董事及行政管理人員

Refinery Corporation; and Director, President and Chief Executive Officer of Northern Cement Corporation. He is also the sole director and shareholder of Master Year Limited; and Director of Metro Pacific Investments Corporation and New NAIA Infra Corp. Mr. Ang has held directorships in various domestic and international subsidiaries of San Miguel Corporation. He formerly held the following positions: Chairman of Liberty Telecom Holdings, Inc. and Cyber Bay Corporation; Director, President and Chief Operating Officer of PAL Holdings, Inc. and Philippine Airlines, Inc.; Vice Chairman of Manila Electric Company; and Director of Air Philippines Corporation. Mr. Ang holds a Bachelor of Science degree in Mechanical Engineering from Far Eastern University and a Doctorate in Business Engineering, Honoris Causa, from the same university.

Mr. Carlos Antonio M. BERBA, aged 61, was appointed as Deputy Chairman and member of the remuneration committee of the Company effective 27 August 2010, and Director of the Company effective 16 April 2007. He is Director and President of San Miguel Brewery Inc.; Chairman, President and Managing Director of San Miguel Brewing International Limited; and Chairman of Neptunia Corporation Limited (a controlling shareholder of the Company). He is also Commissioner of PT Delta Jakarta Tbk (a company listed on the Indonesia Stock Exchange); and Director of San Miguel Beer (Thailand) Limited, San Miguel Holdings (Thailand) Limited, San Miguel Marketing (Thailand) Limited, and other subsidiaries of the Company. He also holds directorships in other subsidiaries of San Miguel Brewery Inc. and San Miguel Brewing International Limited. Mr. Berba has over 30 years of experience in general management, finance, strategic planning and corporate structuring initiatives. Mr. Berba graduated from the University of the Philippines with a Bachelor of Science degree in Electrical Engineering. He later obtained a Master's degree in Business Administration (with distinction) from the Wharton School of Business, University of Pennsylvania and a Master's degree in Japanese Business Studies from Japan America Institute of Management Science & Chaminade University of Honolulu.

Mr. CHAN Weng Kheong, aged 57, was appointed an Executive Director and the Managing Director of the Company on 8 March 2024. He was also appointed as the Chairman and Director of San Miguel (Guangdong) Brewery Co., Ltd. with effect from 11 March 2024 and as Director of certain other subsidiaries of the Company with effect from 8 March 2024. Mr. Chan joined the Company as Sales Director in 2016 and is a sales and marketing professional with more than 30 years of experience in distributor management, sales and promotions management, organization and training development, budget planning and logistics in various multinational corporations. Mr. Chan has a Master's Degree in International Marketing from the University of Strathclyde (Glasgow, Scotland, United Kingdom).

Equity Investments, Inc.、San Miguel Yamamura Packaging Corporation、San Miguel Foods, Inc.、Clariden Holdings, Inc.、Anchor Insurance Brokerage Corporation、Philippine Diamond Hotel & Resort, Inc.、及SEA Refinery Corporation之主席；Northern Cement Corporation之董事、總裁及行政總裁。蔡先生亦為Master Year Limited之唯一董事及股東，Metro Pacific Investments Corporation及New NAIA Infra Corp.之董事。蔡先生亦在生力總公司多間國內及海外附屬公司擔任董事職務。蔡先生曾出任以下職位：Liberty Telecom Holdings, Inc.及Cyber Bay Corporation之主席；PAL Holdings, Inc.及菲律賓航空公司之董事、總裁及營運總裁；Manila Electric Company之副主席；以及Air Philippines Corporation之董事。蔡先生於Far Eastern University取得機械工程理學士學位及商業工程學名譽博士學位。

凱顧思先生，六十一歲，自二零一零年八月二十七日起獲委任為本公司副主席及薪酬委員會成員，並自二零零七年四月十六日起獲委任為本公司之董事。凱先生現為生力啤酒廠公司之董事及總裁；生力啤酒國際有限公司之主席、總裁及董事總經理；以及立端利有限公司（本公司之控股股東）之主席。凱先生亦是PT Delta Jakarta Tbk（該公司於印尼證券交易所上市）之專員；San Miguel Beer (Thailand) Limited、San Miguel Holdings (Thailand) Limited、San Miguel Marketing (Thailand) Limited及本公司其他附屬公司之董事。彼亦在生力啤酒廠公司及生力啤酒國際有限公司的其他附屬公司擔任董事職務。凱先生擁有超過三十年綜合管理、財務、策略規劃及企業架構組建之經驗。凱先生畢業於菲律賓賓大學，取得電機工程學士學位，其後取得美國賓夕法尼亞州大學沃頓商學院工商管理學碩士（榮譽）學位，以及Japan America Institute of Management Science & Chaminade University of Honolulu日本商業研究碩士學位。

陳永強先生，五十七歲，自二零二四年三月八日起獲委任為本公司之執行董事及董事總經理。彼亦自二零二四年三月十一日起獲委任為生力（廣東）啤酒有限公司之主席和董事，以及自二零二四年三月八日起獲委任為本公司若干其他附屬公司之董事。陳先生於二零一六年加入本公司，曾任銷售總監，是一位銷售及行銷專業人士，在多家跨國公司的經銷商管理、銷售及推廣管理、組織及培訓發展、預算規劃及物流方面擁有逾三十年經驗。陳先生擁有University of Strathclyde（英國蘇格蘭格拉斯哥）國際市場學碩士學位。

DIRECTORS AND MANAGEMENT EXECUTIVES 董事及行政管理人員

Ms. Aurora T. CALDERON, aged 71, was appointed as a non-executive director and a member of the remuneration committee of the Company effective 24 February 2025. She is Director, Senior Vice President and Senior Executive Assistant to the Chairman and Chief Executive Officer of San Miguel Corporation (a company listed on the Philippine Stock Exchange). She is also Director and Treasurer of Top Frontier Investment Holdings, Inc. (the ultimate holding company of the Company and a company listed on the Philippine Stock Exchange); President of Petrogen Insurance Corporation; Board Advisor for the Bank of Commerce (Philippines) (a company listed on the Philippine Stock Exchange); and Director of San Miguel Food and Beverage, Inc. (a company listed on the Philippine Stock Exchange), Ginebra San Miguel, Inc. (a company listed on the Philippine Stock Exchange), Petron Corporation (a company listed on the Philippine Stock Exchange); Petron Malaysia Refining & Marketing Bhd. (a company listed on the Kuala Lumpur Stock Exchange), San Miguel Properties, Inc., San Miguel Global Power Holdings Corp. (a company listed on the Philippine Dealing & Exchange Corp.), SMC SLEX, Inc. (a company listed on the Philippine Dealing & Exchange Corp.), SMC Tollways Corporation (a company listed on the Philippine Dealing & Exchange Corp.), Petron Freeport Corporation, Petron Marketing Corporation, Sea Refinery Corporation, New Ventures Realty Corporation, Las Lucas Construction and Development Corporation, Thai San Miguel Liquor Co. Ltd. (Thailand), San Miguel Equity Investments Inc., SMC Skyway Corporation, SMC Skyway Stage 3 Corporation, SMC Skyway Stage 4 Corporation, SMC TPLEX Corporation, SMC NAIAX Corporation, San Miguel Yamamura Packaging Corporation, SMC Asia Car Distributors Corp. and San Miguel Aerocity Inc. She also holds directorship in various domestic and international subsidiaries of San Miguel Corporation. Ms. Calderon is a certified public accountant and a member of the Philippine Institute of Certified Public Accountants and the Financial Executives Institute of the Philippines ("FINEX") and FINEX's Capital Market Development Committee. She is also Director of the Market Governance Board of the Philippine Dealing Systems Holdings Corporation. She is a former Director of PAL Holdings, Inc., Philippine Airlines, Inc., Trustmark Holdings Corporation, Zuma Holdings and Management Corporation, Air Philippines Corporation and Manila Electric Company. Ms. Calderon graduated magna cum laude from the University of the East with a bachelor of science degree in Business Administration, major in Accounting in 1973. She also completed her master's degree in Business Administration (without thesis) at the Ateneo de Manila University in 1980.

Aurora T. CALDERON 女士，七十一歲，自二零二五年二月二十四日起獲委任為本公司非執行董事及薪酬委員會成員。彼現為生力總公司（該公司於菲律賓證券交易所上市）之董事、高級副總裁及生力總公司主席及行政總裁之高級執行助理。彼亦為Top Frontier Investment Holdings, Inc.（本公司之最終控股公司及該公司於菲律賓證券交易所上市）之董事及財務主管；Petrogen Insurance Corporation之總裁；Bank of Commerce (Philippines)之董事會顧問（該公司於菲律賓證券交易所上市）；及於San Miguel Food and Beverage, Inc.（該公司於菲律賓證券交易所上市）、Ginebra San Miguel, Inc.（該公司於菲律賓證券交易所上市）、Petron Corporation（該公司於菲律賓證券交易所上市）；Petron Malaysia Refining & Marketing Bhd.（該公司於吉隆坡證券交易所上市）、San Miguel Properties, Inc.、San Miguel Global Power Holdings Corp.（該公司於Philippine Dealing & Exchange Corp.上市）、SMC SLEX, Inc.（該公司於Philippine Dealing & Exchange Corp.上市）、SMC Tollways Corporation（該公司於Philippine Dealing & Exchange Corp.上市）、Petron Freeport Corporation、Petron Marketing Corporation、Sea Refinery Corporation、New Ventures Realty Corporation、Las Lucas Construction and Development Corporation、Thai San Miguel Liquor Co. Ltd. (Thailand)、San Miguel Equity Investments Inc.、SMC Skyway Corporation、SMC Skyway Stage 3 Corporation、SMC Skyway Stage 4 Corporation、SMC TPLEX Corporation、SMC NAIAX Corporation、San Miguel Yamamura Packaging Corporation、SMC Asia Car Distributors Corp.及San Miguel Aerocity Inc.擔任董事。彼亦在生力總公司多間本地及海外附屬公司擔任董事職務。Calderon女士為註冊會計師及Philippine Institute of Certified Public Accountants及Financial Executives Institute of the Philippines(「FINEX」)及FINEX's Capital Market Development Committee之會員。彼亦為Philippine Dealing Systems Holdings Corporation Market Governance Board之董事。彼曾出任PAL Holdings, Inc.、Philippine Airlines, Inc.、Trustmark Holdings Corporation、Zuma Holdings and Management Corporation、Air Philippines Corporation及Manila Electric Company之董事。Calderon女士於一九七三年畢業（magna cum laude）於University of the East(magna cum laude)，取得工商管理學士學位（主修會計）。彼亦於一九八零年於Ateneo de Manila University完成其工商管理（無論文）碩士學位。

DIRECTORS AND MANAGEMENT EXECUTIVES 董事及行政管理人員

Ms. May (Michelle) W. M. CHAN, aged 61, was appointed as a non-executive Director of the Company effective 11 March 2011. Ms. Chan serves as Managing Director of A.S. Watson Industries Limited. She served as Managing Director of Hutchison Harbour Ring Limited from 1 February 2006 to 31 October 2010 and served as Executive Deputy Managing Director of Hutchison Harbour Ring Limited from 18 May 2005 to 31 January 2006. Ms. Chan has extensive experience in managing property development and investment businesses in mainland China. She also holds directorships in certain companies controlled by CK Hutchison Holdings Limited. Ms. Chan holds a Bachelor's degree in Business Administration.

Mr. Thelmo Luis O. CUNANAN, aged 54, was appointed as an independent non-executive Director and a member of the audit committee, nomination committee and remuneration committee of the Company effective 25 October 2021. He was later appointed as the Chairman of the nomination committee of the Company effective 28 July 2025. He is President of the Philippine National Bobsled Luge & Skeleton Association, Inc; Philippine representative in the International Bobsled & Skeleton Federation in Lausanne, Switzerland; and President and Chief Executive Officer of Burnham View Condominium Corporation. He is also the owner/proprietor of A4 HolidayHomes and Residences; a writer for numerous local and international publications; a TV presenter with the GNN Network, based in Makati City, Philippines; and a Philippine representative in the Global Journalism Council in Ankara, Turkey. Mr. Cunanan has worked as a consultant and adviser for different private sector and government offices. These include Clark Development Corporation, Economist Intelligence Unit (EIU) Philippines, Wallace Business Forum, Philippine National Oil Company, Social Security System, National Commission for Culture and Arts, National Parks Development Committee, and the Office of the Speaker of the House of Representatives. Mr. Cunanan is a member of the Consular Corps of the Philippines and an international member of the Professional Hunters Association of South Africa (PHASA). For 12 years, he was Honorary Consul of Georgia in the Philippines and Dean of the Corps of Honorary Consuls of Georgia. Since 2010, he has run and managed the Honorary Consulate of Somalia in the Philippines and the Philippines – Georgia Business and Friendship Association. Mr. Cunanan is a graduate of the Ateneo de Manila University with a degree in AB Interdisciplinary Studies and the Ateneo Graduate School of Business with a Master's degree in Business Administration.

Dr. the Hon. Sir David Li Kwok-po, *GBM, GBS, OBE, JP, MA Cantab. (Economics & Law), Hon. LLD (Cantab), Hon. DSc. (Imperial), Hon. LLD (Warwick), Hon. DBA (Edinburgh Napier), Hon. D.Hum.Litt. (Trinity, USA), Hon. LLD (Hong Kong), Hon. DSocSc (Lingnan), Hon. DLitt (Macquarie), Hon. DSocSc (CUHK), FCA, FCPA, FCPA (Aust.), FCIB, FHKIB, FBCS, CITP, Officier de l'Ordre de la Couronne, Grand Officer of the Order of the Star of Italian Solidarity, The Order of the Rising Sun, Gold Rays with Neck Ribbon, Commandeur dans l'Ordre National de la Légion d'Honneur*, aged 86, was appointed effective 22 March 1991. Sir David is an independent non-executive Director, Chairman of the audit committee and a member of the nomination committee and the remuneration committee of the Company. He is the Executive Chairman of The Bank of East Asia, Limited (listed in Hong Kong). He is an independent non-executive Director of The Hong Kong and China Gas Company Limited and The Hongkong and Shanghai Hotels, Limited (all listed in Hong Kong). He was an independent non-executive Director of

陳雲美女士，六十一歲，自二零一一年三月十一日起獲委任為本公司非執行董事。陳女士現任屈臣氏實業有限公司之董事總經理。彼於二零零六年二月一日至二零一零年十月三十一日出任和記港陸有限公司董事總經理及於二零零五年五月十八日至二零零六年一月三十一日出任和記港陸有限公司常務副董事總經理。陳女士擁有管理中國內地地產發展及投資項目的豐富經驗。彼亦為長江和記實業有限公司所控制之若干公司之董事。陳女士持有商業管理學士學位。

Thelmo Luis O. CUNANAN 先生，五十四歲，自二零二一年十月二十五日起獲委任為本公司獨立非執行董事以及審核委員會、提名委員會及薪酬委員會成員。彼其後自二零二五年七月二十八日起獲委任為本公司提名委員會之主席。彼現為 Philippine National Bobsled Luge & Skeleton Association, Inc. 之總裁；位於瑞士洛桑的 International Bobsled & Skeleton Federation 之菲律賓代表；以及 Burnham View Condominium Corporation 之總裁兼行政總裁。彼亦為 A4 HolidayHomes and Residences 之業主／所有者；多家本地及國際出版刊物之作家；位於菲律賓馬卡蒂的 GNN Network 之電視節目主持人；以及位於土耳其安卡拉的 Global Journalism Council 之菲律賓代表。Cunanan 先生曾在不同的私營機構及政府部門擔任諮詢顧問，當中包括 Clark Development Corporation、Economist Intelligence Unit (EIU) Philippines、Wallace Business Forum、Philippine National Oil Company、Social Security System、National Commission for Culture and Arts、National Parks Development Committee、以及 the Office of the Speaker of the House of Representatives。Cunanan 先生為菲律賓領事團之成員，亦是 Professional Hunters Association of South Africa (PHASA) 之國際會員。彼曾擔任佐治亞州駐菲律賓名譽領事及佐治亞州名譽領事團團長，任期長達十二年。自二零一零年，彼曾一直負責管理索馬里駐菲律賓名譽領事館及 the Philippines – Georgia Business and Friendship Association。Cunanan 先生畢業於菲律賓馬尼拉雅典耀大學，取得 AB Interdisciplinary Studies 學位及於 Ateneo Graduate School of Business 取得工商管理碩士學位。

李國寶爵士，*GBM, GBS, OBE, JP, MA Cantab. (Economics & Law), Hon. LLD (Cantab), Hon. DSc. (Imperial), Hon. LLD (Warwick), Hon. DBA (Edinburgh Napier), Hon. D.Hum.Litt. (Trinity, USA), Hon. LLD (Hong Kong), Hon. DSocSc (Lingnan), Hon. DLitt (Macquarie), Hon. DSocSc (CUHK), FCA, FCPA, FCPA (Aust.), FCIB, FHKIB, FBCS, CITP, Officier de l'Ordre de la Couronne, Grand Officer of the Order of the Star of Italian Solidarity, The Order of the Rising Sun, Gold Rays with Neck Ribbon, Commandeur dans l'Ordre National de la Légion d'Honneur*，八十六歲，自一九九一年三月二十二日起獲委任。李爵士為本公司之獨立非執行董事、審核委員會主席、提名委員會及薪酬委員會成員。彼現為東亞銀行有限公司（於香港上市）之執行主席。他是香港中華煤

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Vitasoy International Holdings Limited (listed in Hong Kong). Sir David is a member of the Council of the Treasury Markets Association. He is Founding Chairman of The Friends of Cambridge University in Hong Kong Limited, Chairman of the Advisory Board of The Salvation Army, Hong Kong and Macau Territory, Chairman of the Executive Committee of St. James' Settlement and a Fellow of the Hong Kong Academy of Finance. He was a member of the Executive Council of Hong Kong from 2005 to 2008 and the Legislative Council of Hong Kong from 1985 to 2012. He was appointed Vice Chairman of the Basic Law Drafting Committee of the Hong Kong Special Administrative Region in 1985.

Mr. Tatsuya NAGAFUJI, aged 51, was appointed as a non-executive Director of the Company effective 1 September 2025. He is Director and Executive Financial Advisor of San Miguel Brewery Inc.; and Director of San Miguel Brewing International Limited and San Miguel Beer (Thailand) Limited. He previously held the following positions: General Manager of Business Management Department of Kirin BioMaterials Company, Limited (2022-2025); Senior Manager (2021-2022) and the Manager (2020-2021) of the Finance and Accounting Department of Kirin Holdings Company, Limited (a company listed on the Tokyo Stock Exchange); Manager of the Finance and Accounting Department of Kyowa Kirin Company, Limited (2015-2020); Manager of the Finance Unit Group Finance of Kirin Holdings Company, Limited (2013-2015); Finance Manager of the Group Reporting and Governance of Lion Pty Ltd. (2011-2013); and Finance Director and Company Secretary of Kirin Australia Pty Ltd. (2010-2011). Mr. Nagafuji graduated from the Aoyama Gakuin University with a Bachelor of Arts degree in Economics in 1999.

Mr. Katsuhisa NOSE, aged 48, was appointed as a non-executive Director of the Company effective 22 April 2024. He is Director and the Executive Vice President of San Miguel Brewing International Limited; Commissioner of PT Delta Jakarta Tbk (a company listed on the Indonesia Stock Exchange); and Director of San Miguel Holdings (Thailand) Limited, San Miguel Marketing (Thailand) Limited and San Miguel Beer (Thailand) Limited. He was also the Manager of Sapporo Branch of Kirin Brewery Company, Limited (2023-2024); Director of Marketing of Kirin City Company, Limited (2020-2023); Director of Commercial Planning of Sales Department of Diageo Kirin Company, Limited (2018-2020); Manager of Marketing Planning of Marketing Department of Myanmar Brewery Limited (2015-2018); Manager of Imported Cocktail Liquor Brand/De Kuyper of Marketing Department of Kirin Brewery Company, Limited (2012-2015); and Deputy Manager of Sales Promotion Section of Sales Department of Kirin Brewery Company, Limited (2009-2012). Mr. Nose graduated from the Kwansai Gakuin University with a Bachelor's degree in Business Administration in 2000. He also completed the Part-time & Online MBA Program of the Graduate School of Management, GLOBIS University in 2023 with a Master's degree in Business Administration.

氣有限公司及香港上海大酒店有限公司(所有上述公司均於香港上市)之獨立非執行董事。彼曾擔任維他奶國際集團有限公司(於香港上市)之獨立非執行董事。李爵士是財資市場公會之議會議員。他是劍橋之友香港有限公司之創立主席、救世軍港澳地域顧問委員會主席、聖雅各福群會執行委員會主席及金融學院院士。彼於二零零五年至二零零八年出任香港行政會議成員，並於一九八五年至二零一二年擔任香港立法會議員。彼亦於一九八五年獲委任為香港特別行政區基本法起草委員會副主任。

長藤達哉先生，五十一歲，自二零二五年九月一日起獲委任為本公司非執行董事。彼現為生力啤酒廠公司之董事及行政財務顧問；及生力啤酒國際有限公司及San Miguel Beer (Thailand) Limited之董事。彼曾擔任以下職位：Kirin BioMaterials Company, Limited業務管理部總經理(二零二二年至二零二五年)；麒麟控股株式會社(該公司於東京證券交易所上市)財務及會計部高級經理(二零二一年至二零二二年)及經理(二零二零年至二零二一年)；Kyowa Kirin Company, Limited財務及會計部經理(二零一五年至二零二零年)；麒麟控股株式會社集團財務部經理(二零一三年至二零一五年)；Lion Pty Ltd.集團報告和管治部財務經理(二零一一年至二零一三年)；及Kirin Australia Pty Ltd.之財務總監兼公司秘書(二零一零年至二零一一年)。長藤先生於一九九九年畢業於青山學院大學，並取得文學士(經濟學)學士學位。

野瀨勝久先生，四十八歲，自二零二四年四月二十二日起獲委任為本公司非執行董事。野瀨先生為生力啤酒國際有限公司之董事及行政副總裁；PT Delta Jakarta Tbk(該公司於印尼證券交易所上市)之委員；及San Miguel Holdings (Thailand) Limited、San Miguel Marketing (Thailand) Limited及San Miguel Beer (Thailand) Limited之董事。彼曾任麒麟麥酒株式會社札幌市分支之經理(二零二三年至二零二四年)、Kirin City Company, Limited之市務總監(二零二零年至二零二三年)、Diageo Kirin Company, Limited銷售部門之商業策劃總監(二零一八年至二零二零年)；Myanmar Brewery Limited市務部門之市場策劃經理(二零一五年至二零一八年)；麒麟麥酒株式會社市務部門之進口雞尾酒品牌/De Kuyper經理(二零一二年至二零一五年)；及麒麟麥酒株式會社銷售部門之銷售推廣部之副經理(二零零九年至二零一二年)。野瀨先生於二零零零年畢業於關西學院大學並取得工商管理學學士學位。彼亦於二零二三年完成GLOBIS經營大學院大學管理研究生院的工商管理學碩士兼讀制及線上課程，取得工商管理學碩士學位。

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Mr. Fumiaki OZAWA, aged 56, was appointed as a non-executive Director of the Company on 28 April 2017 and as a member of the nomination committee of the Company effective 22 April 2024. He is also Director and Executive Vice President of San Miguel Brewery Inc.; and Director of San Miguel Brewing International Limited, Iconic Beverages, Inc., Brewery Properties Inc. and Brewery Landholdings, Inc. He is also Director of San Miguel Holdings (Thailand) Limited and San Miguel Beer (Thailand) Limited. Mr. Ozawa was previously the Executive Vice President of San Miguel Brewing International Limited (2017-2024); Commissioner of PT Delta Djakarta Tbk (a company listed on the Indonesia Stock Exchange) (2018-2024); Director of San Miguel Marketing (Thailand) Limited (2017-2024); Senior Manager of Corporate Strategy Department of Kirin Holdings Company, Limited (a company listed on the Tokyo Stock Exchange); and Senior Manager of Management Planning Department of Kirin Company, Limited. He was also the Manager of Management Planning Department of Kirin Company, Limited; Manager of Overseas Sales Division, Kirin Techno-System Company, Limited; and Sales Representative of Off-premise Sales Section, Tohoku Regional Head Office, Kirin Brewery Company, Limited. Mr. Ozawa graduated from Waseda University with a Bachelor's degree in Economics.

Mr. Reynato S. PUNO, aged 85, was appointed as an independent non-executive Director and member of the nomination committee of the Company effective 8 November 2012, as Chairman and member of the remuneration committee effective 24 February 2017, and as member of the audit committee of the Company effective 28 July 2025. Mr. Puno is Independent Director of San Miguel Brewery Inc.; Independent Commissioner of PT Delta Djakarta Tbk (a company listed on the Indonesia Stock Exchange); and Independent Director of Bright Kindle Resources and Investment, Inc. (a company listed on the Philippine Stock Exchange). He is also the Chairman of the Environmental Heroes Foundation, GenWatt Solar Energy Solutions (Philippines), CybersCool Defcon, Inc., Judge Isaac S. Puno, Jr. Memorial Foundation, Philippine Bible Society, and Children's First 1000 Days Foundation; Vice Chairman of the Board of Trustees of GMA Kapuso Foundation; Member of the Board of Directors of The New Standard newspaper, Intervest Project, Inc., Intervest Agency, Inc. and Philippine Veterans Bank; President of the Filipino Evangelical Methodist Church, Inc.; and Member of the Board of Regents of Manuel L. Quezon University. Mr. Puno also participates in arbitration cases (local and international) either as an Expert on Philippine law or as Member of the Tribunal. He is also a former Independent Director of San Miguel Corporation (2011-2025) and Union Bank (2012-2021) (companies listed on the Philippine Stock Exchange), Marcventures Mining and Development Corporation (2015-2017), and Apex Mining Company, Inc. (2012-2013); Chairman (2018-2020) and Member (2012-2025) of the World Vision Development Foundation; Legal Consultant to Union Bank (2021-2025) and Department of Energy (2022-2025); Member of the Permanent Court of Arbitration in Hague (2017-2023); and Member of the Board of Regents of the University of the Philippines (2012-2014). He was also appointed Chairman of the Consultative Committee to revise the 1987 Philippine Constitution (January to July 2018). Mr. Puno

小澤史晃先生，五十六歲，自二零一七年四月二十八日起獲委任為本公司非執行董事，亦自二零二四年四月二十二日起獲委任為本公司提名委員會成員。彼現為生力啤酒廠公司之董事及行政副總裁；生力啤酒國際有限公司、Iconic Beverages, Inc.、Brewery Properties Inc. 及 Brewery Landholdings, Inc. 之董事。彼亦為 San Miguel Holdings (Thailand) Limited 及 San Miguel Beer (Thailand) Limited 之董事。小澤先生曾任生力啤酒國際有限公司之執行副總裁（二零一七年至二零二四年）；PT Delta Djakarta Tbk（該公司於印尼證券交易所上市）之委員（二零一八年至二零二四年）；San Miguel Marketing (Thailand) Limited 之董事（二零一七年至二零二四年）；麒麟控股株式會社（該公司於東京證券交易所上市）企業策略部門之高級經理；以及 Kirin Company, Limited 管理規劃部門之高級經理。彼亦曾為 Kirin Company, Limited 之管理規劃部門之經理、麒麟技術系統株式會社海外銷售部之經理及麒麟麥酒株式會社東北區域總部非現飲場所銷售部之營業代表。小澤先生畢業於早稻田大學並取得經濟學士學位。

Reynato S. PUNO 先生，八十五歲，自二零一二年十一月八日起獲委任為本公司獨立非執行董事及提名委員會成員，亦自二零一七年二月二十四日起獲委任為薪酬委員會主席及成員，並自二零二五年七月二十八日起獲委任為本公司審核委員會成員。Puno 先生現為生力啤酒廠公司之獨立董事；PT Delta Djakarta Tbk（該公司於印尼證券交易所上市）之獨立專員；及 Bright Kindle Resources and Investment, Inc.（該公司於菲律賓證券交易所上市）之獨立董事。彼亦是 Environmental Heroes Foundation、GenWatt Solar Energy Solutions (Philippines)、CybersCool Defcon, Inc.、Judge Isaac S. Puno, Jr. Memorial Foundation、Philippine Bible Society、及 Children's First 1000 Days Foundation 之主席；GMA Kapuso 基金受託人之董事會副主席；The New Standard newspaper、Intervest Project, Inc.、Intervest Agency, Inc. 及 Philippine Veterans Bank 之董事會成員；Filipino Evangelical Methodist Church, Inc. 之總裁；及 Manuel L. Quezon University 校董會成員。Puno 先生亦以菲律賓法律專家或仲裁處成員身份參與（本地及國際）仲裁案件。彼亦曾任生力總公司（二零一一年至二零二五年）、菲律賓聯合銀行（二零一一年至二零二一年）（該公司於菲律賓證券交易所上市）、Marcventures Mining and Development Corporation（二零一五年至二零一七年）、及 Apex Mining Company, Inc.（二零一一年至二零一三年）之獨立董事；World Vision

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served as the Chief Justice of the Philippine Supreme Court from 6 December 2006 until his retirement on 17 May 2010. He also served previously in the Philippine judiciary as an Associate Justice of the Supreme Court, Associate Justice of the Court of Appeals, Appellate Justice of the Intermediate Appellate Court and Acting City Judge of Quezon City. He also served as Assistant Solicitor General and Deputy Minister of Justice. Mr. Puno completed his Bachelor of Science degree in Jurisprudence and Bachelor of Laws degree at the University of the Philippines, and has a Master of Laws degree from the University of California in Berkeley and a Master in Comparative Laws degree from the Southern Methodist University, Dallas, Texas. He also completed academic requirements for a Doctor of Juridical Science degree from the University of Illinois.

Ms. Maria Aileen A. SAZON, aged 60, was appointed as an independent non-executive Director and a member of the nomination committee of the Company effective 28 July 2025. She is the President/Chief Executive Officer of FELTA Multi-Media Inc., a company engaged in introducing innovative instructional materials and educational devices for school technology; and Independent Director of San Miguel Brewery Inc. Ms. Sazon also currently holds various professional affiliations in different organizations, including: Co-Chairperson of Department of Trade and Industry – Design Advisory Council of the Philippines (2024-2027); Treasurer of De La Salle University Alumni Association (2025-2027); President of De La Salle University Alumni Association (College of Business) (2024-2027); National Organizer of FIRST LEGO League Philippines (since 2012) and Philippine Robotics Olympiad (since 2002); Member of ZONTA Club of Metropolitan Pasig (since 1993, former President, 2013-2014 and 2007-2008); Member of Philippine Marketing Association (since 1989, former President, 2009); and Member of GO NEGOSYO (since 2005).

Development Foundation之主席(二零一八年至二零二零年)及成員(二零一二年至二零二五年); 菲律賓聯合銀行(二零二一年至二零二五年)及菲律賓能源部(二零二二年至二零二五年)之法律顧問; 海牙常設仲裁法院成員(二零一七年至二零二三年); 以及菲律賓大學校董會成員(二零一二年至二零一四年)。彼亦曾被委任為諮詢委員會主席, 負責修改菲律賓一九八七年憲法(二零一八年一月至七月)。Puno先生於二零零六年十二月六日至二零一零年五月十七日退休期間, 出任菲律賓最高法院首席法官。彼曾於菲律賓司法機構出任最高法院之大法官、上訴法庭之法官、中級上訴法院之上訴庭法官及奎松市之代理法院法官。彼亦曾擔任副檢察長及司法部副部長。Puno先生於菲律賓大學完成法學理學士學位及法律學士學位, 於加州大學柏克萊分校取得法律碩士學位, 以及於德克薩斯州達拉斯的南方衛理公會大學取得比較法律碩士學位。彼亦於伊利諾大學完成了法學理博士學位的學歷要求。

Maria Aileen A. SAZON女士, 六十歲, 自二零二五年七月二十八日起獲委任為本公司獨立非執行董事及提名委員會成員。彼現為FELTA Multi-Media Inc. (一間從事引進創新教學材料和教育設備以推動學校科技發展的公司) 之總裁兼行政總裁; 以及生力啤酒廠公司之獨立董事。Sazon女士現時於多個不同組織擔任專業職務, 包括: Department of Trade and Industry - Design Advisory Council of the Philippines之聯合主席(二零二四年至二零二七年); De La Salle University Alumni Association之財務主管(二零二五年至二零二七年); De La Salle University Alumni Association (商學院) 之會長(二零二四年至二零二七年); FIRST LEGO League Philippines (自二零一二年起) 及菲律賓奧林匹克機械人競賽(自二零零二年起) 之全國組織者; ZONTA Club of Metropolitan Pasig之會員(自一九九三年起) 及前會長(二零一三年至二零一四年及二零零七年至二零零八年); Philippine Marketing Association之會員(自一九八九年) 及前總裁(二零零九年); 以及GO NEGOSYO之成員(自二零零五年起)。

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Ms. Sazon is the Founding Member of Ernst & Young Global Woman Advisory Council. She is also a member of the following organizations: Business Council of Philippines (WomenbizPH, former Chairperson 2022-2024); International Technology Association of the Philippines; Management Association of the Philippines; Book Development Association of the Philippines (former Vice-President – Internal, 2007-2017); Direct Sales Association of the Philippines (former Committee Head – Education, 1990-1996); and Publishers Representatives Organization of the Philippines. She is also previously World Robot Olympiad Ambassador (2018-2023); Board Member of Infocomm Technology Association of the Philippines (2016-2023); Project Director of World Robot Olympiad 2010 in Manila, Philippines, and International Sales Director of AIN Plastics of Michigan, USA (1986-1989). Ms. Sazon has also been accorded various awards and recognition in women entrepreneurship and leadership.

Ms. Sazon graduated in 1985 from the DE LA SALLE University, Manila with a Bachelor of Science degree in Commerce (Major in Business Management) (2nd Honors). She is also a Certified Professional Marketer, obtaining her certification from the Marketing Institute of the Philippines in 2011.

Ms. Sum Li, CIA, FCCA, FHKICPA, aged 54, was appointed as alternate Director to Dr. the Hon. Sir David Li Kwok-po, an independent non-executive Director of the Company, effective 1 September 2020. Ms. Li is the Group Chief Auditor of The Bank of East Asia, Limited. She is currently serving as a Board Governor of The Institute of Internal Auditors Hong Kong China (IIAHK), a member of The International Internal Audit Standards Board, and also a visiting professor at Nanjing Audit University. Ms. Li is a fellow member of The Hong Kong Institute of Directors, The Hong Kong Institute of Certified Public Accountants and The Association of Chartered Certified Accountants, and a Certified Internal Auditor. She was previously a Partner at KPMG's Risk Consulting group and was a Past President of The Asian Confederation of The Institutes of Internal Auditors and The IIAHK. Ms. Li holds a Master Degree of Science in Finance from The Chinese University of Hong Kong.

Sazon女士為安永全球女性諮詢委員會之始創成員。彼亦為以下組織之會員：Business Council of Philippines (WomenbizPH，前主席，二零二二年至二零二四年)；International Technology Association of the Philippines；Management Association of the Philippines；Book Development Association of the Philippines (前內部副會長，二零零七年至二零一七年)；Direct Sales Association of the Philippines (前教育委員會主席，一九九零年至一九九六年)；以及Publishers Representatives Organization of the Philippines。彼亦曾為世界機器人奧林匹克競賽大使(二零一八年至二零二三年)；Infocomm Technology Association of the Philippines董事會成員(二零一六年至二零二三年)；及二零一零年菲律賓馬尼拉世界機器人奧林匹克競賽之項目總監、以及美國密歇根州AIN Plastics之國際銷售總監(一九八六年至一九八九年)。Sazon女士亦曾榮獲多項有關女性創業與領導才能之獎項及認可。

Sazon女士於一九八五年畢業於馬尼拉DE LA SALLE University，取得商學士學位(主修商業管理，二等榮譽)。彼亦為註冊專業營銷師，於二零一一年獲得Marketing Institute of the Philippines頒發認證。

李深女士，CIA，FCCA，FHKICPA，五十四歲，自二零二零年九月一日起獲委任為本公司獨立非執行董事李國寶爵士之替任董事。李女士現任東亞銀行有限公司集團總稽核。彼也是國際內部審計師協會準則委員會成員、中國香港分會理事和南京審計大學的客座教授。李女士是香港董事學會、香港會計師公會和英國特許公認會計師公會資深會員，以及註冊內部審計師。彼曾任職畢馬威事務所風險管理和合規諮詢服務合夥人，並出任亞洲內部審計師協會聯合會執委會主席和國際內部審計師協會中國香港分會會長。李女士持有香港中文大學理學(金融)碩士。

DIRECTORS AND MANAGEMENT EXECUTIVES 董事及行政管理人員

MANAGEMENT EXECUTIVES

Weng Kheong CHAN
Managing Director

Abigail L. OCAMPO
Chief Finance Officer

Agnes W.L. CHAN
Senior Manager — Human Resources & Administration

Keith C.W. CHAN
Senior Manager — Information Technology

Kenneth W.H. KWOK
Marketing Director

Wendy M.Y. TO
Sales Director

William K. L. TSANG
Senior Manager — Logistics

Kenneth W.S. YEUNG
Senior Manager — Operations

Karen Ann B. PAGUIO
Senior Manager – Business Planning & Corporate Affairs

Vincent K.M. KWOK
General Manager of San Miguel (Guangdong) Brewery Company Limited

Mr. CHAN Weng Kheong, Managing Director. Please refer to the Directors section on page 61 for details.

Ms. Abigail L. OCAMPO, *BBE*, aged 52, was appointed as the Chief Finance Officer of the Company with effect from 1 August 2022. She has been with San Miguel Corporation for 25 years. She served the International Beer Operations of San Miguel Brewery Inc. (“SMB”) in various positions, including as the Executive Assistant to the Managing Director of the International Beer Operations of SMB (2021 – 2022), the Head of the Financial Planning and Analysis (2009-2015) and Account Manager for Hong Kong and South China (2005-2009).

Ms. Agnes W.L. CHAN, *MA, BSc*, aged 59, Senior Manager – Human Resources & Administration, joined the Company in 1991. Ms. Chan has more than 36 years of experience in human resources, administrative support services, property and tenant management.

行政管理人員

陳永強
執行董事

林婉瑜
財務總裁

陳惠蓮
人力資源及行政高級經理

陳志偉
資訊科技高級經理

郭偉豪
市務總監

杜美儀
營業總監

曾嘉樂
物流高級經理

楊和新
生產高級經理

Karen Ann B. PAGUIO
業務策劃及企業事務高級經理

郭敬文
生力（廣東）啤酒有限公司總經理

陳永強先生，執行董事；詳情請參閱第61頁之董事部份。

林婉瑜女士，*BBE*，五十二歲，獲委任為本公司財務總裁，由二零二二年八月一日起生效。她已在生力總公司工作了二十五年。她曾於生力啤酒廠公司(SMB)的國際啤酒業務擔任不同崗位，包括SMB國際啤酒業務董事總經理之執行助理（二零二一年至二零二二年）、財務規劃及分析主管（二零零九年至二零一五年）以及香港及華南地區之會計經理（二零零五年至二零零九年）。

陳惠蓮女士，*MA, BSc*，五十九歲，人力資源及行政高級經理，於一九九一年加入本公司。陳女士擁有超過三十六年人力資源、行政支援服務、物業及租戶管理之經驗。

DIRECTORS AND MANAGEMENT EXECUTIVES 董事及行政管理人員

Mr. Keith C.W. CHAN, *MBA, BSc*, aged 60, Senior Manager – Information Technology, joined the Company in 1993. Mr. Chan has gained 37 years of solid experience in the operations and management of the Information Technology functions.

Ms. Wendy M.Y. TO, *MBA, BBA*, aged 53, Sales Director, joined the Company in 2018. Ms. To has over 30 years of sales and marketing experience from various industries.

Mr. Kenneth W.H. KWOK, *MBA, BBA*, aged 49, Marketing Director, joined the Company in 2006. Mr. Kwok has over 27 years of experience in marketing in various industries.

Mr. William K.L. TSANG, *MSSc, BEng*, aged 43, Senior Manager – Logistics, joined the Company in 2006. Mr. Tsang has accumulated 21 years of experience in logistics and supply-chain management through in charging of multiple logistics functions in the Company.

Mr. Kenneth W.S. YEUNG, *MBA, BSc*, aged 60, Senior Manager – Operations, first joined the Company in 1988. Mr. Yeung has over 36 years of service with the Company. He has extensive experience in the operations of beer production.

Ms. Karen Ann B. PAGUIO, *BAE-BSc*, aged 47, Senior Manager – Business Planning & Corporate Affairs, joined San Miguel Brewing Group of San Miguel Corporation in 2001. Ms. Paguio has more than 20 years of experience in business planning, research and corporate affairs in the Company.

Mr. Vincent K.M. KWOK, *MBA, BBA*, aged 57, was appointed as the General Manager of San Miguel (Guangdong) Brewery Company Limited on 1 January 2021. Mr. Kwok joined the Company in 2003. He has more than 34 years of solid experience in marketing and management in various industries.

陳志偉先生，*MBA, BSc*，六十歲，資訊科技高級經理，於一九九三年加入本公司。陳先生擁有三十七年有關資訊科技方面的整體運作及管理之經驗。

杜美儀女士，*MBA, BBA*，五十三歲，營業總監，於二零一八年加入本公司。杜女士於不同行業累積了超過三十年之銷售及市務經驗。

郭偉豪先生，*MBA, BBA*，四十九歲，市務總監，於二零零六年加入本公司。郭先生於不同行業累積了超過二十七年之市務經驗。

曾嘉樂先生，*MSSc, BEng*，四十三歲，物流高級經理，於二零零六年加入本公司。曾先生在本公司曾掌管多個物流範疇，並累積了二十一年的物流及供應鏈管理經驗。

楊和新先生，*MBA, BSc*，六十歲，生產高級經理，於一九八八年第一次加入本公司。楊先生於本公司服務超過三十六年。他於啤酒生產業務擁有豐富經驗。

Karen Ann B. PAGUIO女士，*BAE-BSc*，四十七歲，現任業務策劃及企業事務高級經理，於2001年加入生力總公司旗下的生力啤酒廠公司。她在公司負責業務策劃、研究及企業事務等領域，累積超過20年的豐富經驗。

郭敬文先生，*MBA, BBA*，五十七歲，於二零二一年一月一日委任為生力（廣東）啤酒有限公司總經理。郭先生於二零零三年加入本公司。他於不同行業累積了超過三十四年之市務及管理經驗。

STATISTICAL ANALYSIS OF OPERATIONS 經營統計分析

Years ended 31 December, in Hong Kong dollar thousands except per share data and number of personnel

截至十二月三十一日止年度，除每股股份數據及員工人數外均以港幣千元計算

Ten Year Review

十年回顧

		2025 二零二五年	2024 二零二四年	2023 二零二三年
Revenue	收入	737,321	711,157	741,619
Profit/(loss) from operations	經營盈利／（虧損）	96,919	(21,291)	66,784
Profit/(loss) for the year	年度盈利／（虧損）	78,359	(18,915)	89,580
Taxes paid, including beer tax	稅項連啤酒稅	14,404	11,580	10,265
Cash dividends attributable to the year	年度應占現金股息	22,414	18,679	18,679
Cash dividends per share (cents)	每股現金股息（仙）	6	5	5
Non-current tangible assets	非流動有形資產	351,967	346,711	444,419
Net worth	淨值	696,559	634,794	672,472
Salaries, wages and other benefits	薪金、工資及其他福利	138,775	134,388	130,611
Number of personnel (1)	員工人數 (1)	236	235	474

(1) Number of personnel represents actual headcount of regular personnel as of the last working day of the year.

STATISTICAL ANALYSIS OF OPERATIONS 經營統計分析

Years ended 31 December, in Hong Kong dollar thousands except per share data and number of personnel

截至十二月三十一日止年度，除每股股份數據及員工人數外均以港幣千元計算

2022 二零二二年	2021 二零二一年	2020 二零二零年	2019 二零一九年	2018 二零一八年	2017 二零一七年	2016 二零一六年
681,163	595,616	555,658	580,050	584,609	565,785	541,427
36,073	23,552	14,920	7,788	(64,690)	20,692	11,505
33,135	22,108	13,851	8,300	(74,088)	15,219	6,705
6,298	6,738	11,068	13,825	17,338	13,432	10,494
3,736	—	—	—	—	—	—
1	—	—	—	—	—	—
447,006	458,923	465,291	474,377	487,708	576,388	584,806
589,719	571,102	543,011	515,914	500,668	584,811	558,084
124,532	121,450	121,179	122,952	123,067	121,606	116,014
460	477	517	491	516	516	539

(1) 員工人數指於年度最後一個工作日之實際全職及長期合約員工數目。

CONSOLIDATED INCOME STATEMENT 綜合收益表

For the year ended 31 December 2025
(Expressed in Hong Kong dollars)

截至二零二五年十二月三十一日止年度
(以港幣計算)

		Note 附註	2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元
Revenue	收入	3	737,321	711,157
Cost of sales	銷售成本		(441,767)	(445,024)
Gross profit	毛利		295,554	266,133
Other net income	其他收益淨額	4	62,575	63,427
Selling and distribution expenses	銷售及分銷開支		(178,870)	(175,258)
Administrative expenses	行政開支		(72,322)	(76,753)
Other operating expenses	其他經營開支		(10,018)	(8,840)
Impairment losses of non-current assets	非流動資產減值虧損	11(e)	—	(90,000)
Profit/(loss) from operations	經營盈利／(虧損)		96,919	(21,291)
Finance costs	財務費用	5(a)	(366)	(361)
Profit/(loss) before taxation	除稅前盈利／(虧損)	5	96,553	(21,652)
Income tax (expense)/credit	所得稅(支出)／計入	6	(18,194)	2,737
Profit/(loss) for the year	年度盈利／(虧損)		78,359	(18,915)
Attributable to:	應佔如下：			
Equity shareholders of the Company	本公司權益持有人		76,119	(20,096)
Non-controlling interests	非控股權益		2,240	1,181
Profit/(loss) for the year	年度盈利／(虧損)		78,359	(18,915)
Earnings/(loss) per share	每股盈利／(虧損)			
Basic (cents)	— 基本(仙)	10(a)	20	(5)
Diluted (cents)	— 攤薄(仙)	10(b)	N/A 不適用	N/A 不適用

The notes on pages 78 to 142 form part of these financial statements.

列於第78至142頁之各項附註為本財務報表之一部份。

Details of dividends payable to equity shareholders of the Company attributable to the year are set out in note 23(c).

本年度本公司權益持有人之股息詳情載列於附註23(c)。

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME 綜合全面收益表

For the year ended 31 December 2025
(Expressed in Hong Kong dollars)

截至二零二五年十二月三十一日止年度
(以港幣計算)

	Note 附註	2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元
Profit/(loss) for the year		78,359	(18,915)
Other comprehensive income for the year (after tax)	9		
<i>Items that may be reclassified subsequently to profit or loss</i>	<i>將來或會重新列入損益的項目</i>		
Exchange differences on translation of financial statements of subsidiaries outside Hong Kong and monetary items that form part of the net investment in subsidiaries outside Hong Kong	— 因換算海外附屬公司財務報表及因換算組成集團於附屬公司之投資的貨幣項目所產生之匯兌差額	2,264	(1,538)
<i>Items that will not be reclassified to profit or loss</i>	<i>將來不會重新列入損益的項目</i>		
Remeasurement of defined benefit plan obligations	— 定額福利計劃責任之重新計量	(179)	1,454
		2,085	(84)
Total comprehensive income for the year	年度全面收益總額	80,444	(18,999)
Attributable to:	應佔如下：		
Equity shareholders of the Company	本公司權益持有人	78,772	(20,694)
Non-controlling interests	非控股權益	1,672	1,695
Total comprehensive income for the year	年度全面收益總額	80,444	(18,999)

The notes on pages 78 to 142 form part of these financial statements.

列於第78至142頁之各項附註為本財務報表之一部份。

CONSOLIDATED STATEMENT OF FINANCIAL POSITION 綜合財務狀況表

At 31 December 2025
(Expressed in Hong Kong dollars)

於二零二五年十二月三十一日
(以港幣計算)

		Note 附註	2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元
Non-current assets	非流動資產			
Property, plant and equipment	物業、機器及設備	11(a)	257,440	247,963
Investment properties	投資物業	11(a)	94,527	98,748
			351,967	346,711
Intangible assets	無形資產	12	4,771	4,771
Other receivables	其他應收賬項	15	29,795	18,378
Deferred tax assets	遞延稅項資產	21(b)	24,216	34,742
			410,749	404,602
Current assets	流動資產			
Inventories	存貨	14	72,468	82,077
Trade and other receivables	應收貿易及其他賬項	15	41,285	40,222
Amounts due from holding companies and fellow subsidiaries	應收控股公司及同系 附屬公司賬項	16	7,902	14,228
Amount due from a related company	應收關連公司賬項	16	1,353	895
Current tax recoverable	流動可收回稅項	21(a)	—	662
Cash and bank balances	現金及銀行存款	17	285,713	216,520
			408,721	354,604
Current liabilities	流動負債			
Trade and other payables	應付貿易及其他賬項	18	(67,198)	(70,409)
Loan from a related company	關連公司貸款	19	(3,592)	(3,503)
Amounts due to holding companies and a fellow subsidiary	應付控股公司及同系 附屬公司賬項	16	(5,408)	(3,720)
Amounts due to related companies	應付關連公司賬項	16	(9,438)	(8,914)
Lease liabilities	租賃負債	22	(1,441)	(416)
Current tax payable	流動應付稅項	21(a)	(1,431)	—
			(88,508)	(86,962)
Net current assets	流動資產淨值		320,213	267,642

CONSOLIDATED STATEMENT OF FINANCIAL POSITION 綜合財務狀況表

At 31 December 2025
(Expressed in Hong Kong dollars)

於二零二五年十二月三十一日
(以港幣計算)

		Note 附註	2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元
Total assets less current liabilities	總資產減流動負債		730,962	672,244
Non-current liabilities	非流動負債			
Retirement benefit liabilities	退休福利負債	20(a)	(7,446)	(11,524)
Other payables	其他應付賬項	18	(25,041)	(23,772)
Lease liabilities	租賃負債	22	(1,916)	(2,154)
			(34,403)	(37,450)
NET ASSETS	資產淨值		696,559	634,794
CAPITAL AND RESERVES	股本及儲備			
Share capital	股本	23(b)	252,524	252,524
Other reserves	其他儲備		464,768	404,675
Total equity attributable to equity shareholders of the Company	本公司權益持有人應佔權益		717,292	657,199
Non-controlling interests	非控股權益		(20,733)	(22,405)
TOTAL EQUITY	權益總值		696,559	634,794

Approved and authorised for issue by the board of directors on 25 February 2026.

經由董事會於二零二六年二月二十五日批准及授權刊發。



Ramon S. Ang
Director

蔡啓文
董事



Chan Weng Kheong
Director

陳永強
董事

The notes on pages 78 to 142 form part of these financial statements.

列於第78至142頁之各項附註為本財務報表之一部份。

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY 綜合權益變動表

For the year ended 31 December 2025
(Expressed in Hong Kong dollars)

截至二零二五年十二月三十一日止年度
(以港幣計算)

		Attributable to equity shareholders of the Company 本公司權益持有人應佔部份							
	Note	Share capital	Capital reserve	Exchange fluctuation reserve	Retained profits	Sub-total	Non-controlling interests	Total equity	
	附註	\$'000 千元	\$'000 千元	\$'000 千元	\$'000 千元	\$'000 千元	\$'000 千元	\$'000 千元	
Balance at 1 January 2024	於二零二四年一月一日結餘	252,524	112,970	69,229	261,849	696,572	(24,100)	672,472	
Changes in equity for 2024:		二零二四年權益變動：							
Loss for the year	年度虧損	—	—	—	(20,096)	(20,096)	1,181	(18,915)	
Other comprehensive income	其他全面收益	9	—	(2,052)	1,454	(598)	514	(84)	
Total comprehensive income for the year	年度全面收益總額	—	—	(2,052)	(18,642)	(20,694)	1,695	(18,999)	
Dividends approved in respect of the previous year	上一財政年度批准之股息	23(c)	—	—	(18,679)	(18,679)	—	(18,679)	
Balance at 31 December 2024 and 1 January 2025	於二零二四年十二月三十一日及二零二五年一月一日結餘	252,524	112,970	67,177	224,528	657,199	(22,405)	634,794	
Changes in equity for 2025:		二零二五年權益變動：							
Profit for the year	年度盈利	—	—	—	76,119	76,119	2,240	78,359	
Other comprehensive income	其他全面收益	9	—	2,832	(179)	2,653	(568)	2,085	
Total comprehensive income for the year	年度全面收益總額	—	—	2,832	75,940	78,772	1,672	80,444	
Dividends approved in respect of the previous year	上一財政年度批准之股息	23(c)	—	—	(18,679)	(18,679)	—	(18,679)	
Balance at 31 December 2025	於二零二五年十二月三十一日結餘	252,524	112,970	70,009	281,789	717,292	(20,733)	696,559	

The notes on pages 78 to 142 form part of these financial statements.

列於第78至142頁之各項附註為本財務報表之一部份。

CONSOLIDATED CASH FLOW STATEMENT 綜合現金流量表

For the year ended 31 December 2025
(Expressed in Hong Kong dollars)

截至二零二五年十二月三十一日止年度
(以港幣計算)

		Note 附註	2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元
Cash generated from operating activities	經營活動之現金流入	17(b)	109,616	72,940
PRC Corporate Income Tax paid	已付中國企業所得稅		(5,857)	(5,243)
Net cash generated from operating activities	經營活動之現金流入淨額		103,759	67,697
Investing activities	投資活動			
Payment for purchase of property, plant and equipment	添置物業、機器及設備所付款項		(24,675)	(19,178)
Payment for purchase of investment properties	添置投資物業所付款項		(514)	—
Proceeds from disposal of property, plant and equipment	出售物業、機器及設備所得款項		1,562	1,961
Increase in bank deposits	銀行存款增加		(272)	(10,800)
Interest received	已收利息		7,698	6,848
Net cash used in investing activities	投資活動之現金流出淨額		(16,201)	(21,169)
Financing activities	融資活動			
Capital element of lease rentals paid	已付租賃的資本部份	17(c)	(682)	(664)
Interest element of lease rentals paid	已付租賃的利息部份	17(c)	(76)	(79)
Interest paid	已付利息	17(c)	(156)	(152)
Dividends paid to equity shareholders of the Company	已付本公司權益持有人股息	23(c)	(18,679)	(18,679)
Net cash used in financing activities	融資活動之現金流出淨額		(19,593)	(19,574)
Net increase in cash and cash equivalents	現金及等同現金項目之淨額增加		67,965	26,954
Cash and cash equivalents at 1 January	於一月一日之現金及等同現金項目結存	17(a)	205,720	179,979
Effect of foreign exchange rates changes	匯率變動之影響		956	(1,213)
Cash and cash equivalents at 31 December	於十二月三十一日之現金及等同現金項目結存	17(a)	274,641	205,720

The notes on pages 78 to 142 form part of these financial statements.

列於第78至142頁之各項附註為本財務報表之一部份。

NOTES TO THE FINANCIAL STATEMENTS 財務報表附註

(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

1 Material accounting policies

(a) Statement of compliance

These financial statements have been prepared in accordance with all applicable HKFRS Accounting Standards, which collective term includes all applicable individual Hong Kong Financial Reporting Standards (“HKFRSs”), Hong Kong Accounting Standards (“HKASs”) and Interpretations issued by the Hong Kong Institute of Certified Public Accountants (“HKICPA”) and the requirements of the Hong Kong Companies Ordinance. These financial statements also comply with the applicable disclosure provisions of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the “Listing Rules”). Material accounting policies adopted by the Group are disclosed below.

The HKICPA has issued certain new or amended HKFRS Accounting Standards that are first effective or available for early adoption for the current accounting period of the Group. Note 1(c) provides information on any changes in accounting policies resulting from initial application of these developments to the extent that they are relevant to the Group for the current accounting period reflected in these financial statements.

(b) Basis of preparation of the financial statements

The consolidated financial statements for the year ended 31 December 2025 comprise the Company and its subsidiaries (together referred to as the “Group”).

The measurement basis used in the preparation of the financial statements is the historical cost basis.

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

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

Judgements made by management in the application of HKFRS Accounting Standards that have significant effect on the financial statements and major sources of estimation uncertainty are discussed in note 2.

1 主要會計政策

(a) 遵守聲明

本財務報表乃根據所有適用之香港財務報告準則（「香港財務報告會計準則」）而編撰。「香港財務報告會計準則」一詞包括香港會計師公會頒佈之所有適用的個別香港財務報告準則、香港會計準則（「香港會計準則」）及詮釋及香港《公司條例》之規定。該等財務報表亦遵守香港聯合交易所有限公司證券上市規則（「上市規則」）之適用披露規定。本集團採用之主要會計政策概要如下。

香港會計師公會已頒佈若干經修訂之香港財務報告會計準則，並於本集團之本會計期間首次生效或可供提早採納。首次應用此等適用於本集團之新訂準則所引致於當期之任何會計政策變動已於本財務報表內反映，有關資料載於附註1(c)。

(b) 編撰財務報表之準則

截至二零二五年十二月三十一日止年度之綜合財務報表包括本公司及其附屬公司（統稱為「本集團」）。

財務報表乃以歷史成本為編撰基準。

編撰符合香港財務報告會計準則的財務報表要求管理層作出會影響政策應用及資產、負債、收入與開支的報告數額的判斷、估計及假設的規定。估計及有關假設乃根據過往經驗及多個相信在有情況下屬合理的其他因素而作出，其結果成為對在其他來源並不顯而易見的資產與負債賬面值作出判決的基礎。實際結果可能有異於該等估計。

估計及相關假設會持續檢討。對會計估計進行修訂時，若修訂只影響該期間，則修訂會在修訂估計的期間內確認；若修訂影響到當期及未來期間，則在修訂及未來期間確認。

就採用香港財務報告會計準則時由管理層所作出的判斷，以及作出對下一年度之財務報表構成重大調整風險之估計不確定性的討論內容載列於附註2。

NOTES TO THE FINANCIAL STATEMENTS 財務報表附註

(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

1 Material accounting policies (Continued)

(c) Changes in accounting policies

The HKICPA has issued a number of amendments to HKFRS Accounting Standards that are first effective for the current accounting period of the Group.

The Group has applied amendments to HKAS 21, *The effects of changes in foreign exchange rates — Lack of exchangeability* issued by the HKICPA to these financial statements for the current accounting period. The amendments do not have a material impact on these financial statements as the Group has not entered into any foreign currency transactions in which the foreign currency is not exchangeable into another currency.

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

(d) Subsidiaries and non-controlling interests

Subsidiaries are entities controlled by the Group. The Group controls an entity when it is exposed, or has rights, to variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. When assessing whether the Group has power, only substantive rights (held by the Group and other parties) are considered.

An investment in a subsidiary is consolidated into the consolidated financial statements from the date that control commences until the date that control ceases. Intra-group balances and transactions, and any unrealised income and expenses (except for foreign currency transaction gains or losses) arising from intra-group transactions, are eliminated in the consolidated financial statements. Unrealised losses resulting from intra-group transactions are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment.

Non-controlling interests represent the equity in a subsidiary not attributable directly or indirectly to the Company and in respect of which the Group has not agreed any additional terms with the holders of those interests which would result in the Group as a whole having a contractual obligation in respect of those interests that meets the definition of a financial liability. For each business combination, the Group can elect to measure any non-controlling interests either at fair value or at the non-controlling interests' proportionate share of the subsidiary's net identifiable assets.

Non-controlling interests are presented in the consolidated statement of financial position within equity, separately from equity attributable to the equity shareholders of the Company. Non-controlling interests in the results of the Group are presented on the face of the consolidated income statement and the consolidated statement of comprehensive income as an allocation of the total profit or loss and total comprehensive income for the year between non-controlling interests and the equity shareholders of the Company.

1 主要會計政策 (續)

(c) 會計政策的變動

香港會計師公會已發佈多項香港財務報告會計準則的修訂，這些修訂首次在本集團的前會計期間生效。

本集團已就本會計期間的財務報表採用香港會計師公會頒佈的《香港會計準則第21號：外幣匯率變動之影響 — 缺乏可交換性》的修訂。由於本集團並無涉及任何外幣不可兌換為另一種貨幣的外幣交易，該等修訂對財務報表並無重大影響。

本集團並未採用任何於本期會計期間尚未生效的新準則或詮釋。

(d) 附屬公司及非控股權益

附屬公司是指由本集團控制的實體。當本集團因參與某實體而享有或有權享有浮動的回報，且具有通過其對該實體的控制影響這些回報的能力時，即控制了該實體。在評估本集團是否具有控制權時，僅考慮實質權利（由本集團及其他方持有）。

於附屬公司之投資由持有控制權開始併入綜合財務報表內，直至控制權終止為止。本集團內公司之間之結餘、交易以及交易所產生之任何未變現收入及開支（除了以外幣進行之交易所產生的盈利或虧損外），乃於綜合財務報表抵銷。如無減值證據，本集團內公司之間之交易而產生之未變現虧損，乃以未變現盈利相同之形式抵銷。

非控股權益是指非直接或間接歸屬於本公司的附屬公司權益，而本集團未與該權益持有者達成任何附加協議，致令集團整體上對該等權益產生符合財務負債定義的法定義務。對於每項企業合併，集團可選擇以公允價值或以其在附屬公司可辨認資產淨值的所佔比例確認非控股權益。

非控股權益在綜合財務狀況表內的股東權益列示，但與可歸屬於集團股東權益分開。非控股權益佔本集團年度內總盈利或虧損在綜合收益表以分配為非控股權益及可歸屬於本公司股東權益形式呈報。

NOTES TO THE FINANCIAL STATEMENTS 財務報表附註

(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

1 Material accounting policies (Continued)

(d) Subsidiaries and non-controlling interests (Continued)

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

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

In the Company's statement of financial position, an investment in a subsidiary is stated at cost less impairment losses (see note 1(i)(ii)).

(e) Property, plant and equipment

The following items of property, plant and equipment are stated at cost less accumulated depreciation and impairment losses (see note 1(i)), with the exception of construction in progress which is stated at cost less any accumulated impairment losses (see note 1(i)(ii)):

- right-of-use assets arising from leases over leasehold properties when the Group is not the registered owner of the property interest; and
- items of plant and equipment including right-of-use assets arising from leases of underlying plant and equipment (see note 1(g)).

Gains or losses arising from the retirement or disposal of an item of property, plant and equipment are determined as the difference between the net disposal proceeds and the carrying amount of the item and are recognised in profit or loss on the date of retirement or disposal.

Depreciation is calculated to write off the cost of items of property, plant and equipment, less their estimated residual values, if any, using the straight-line method over their estimated useful lives, and is recognised in profit or loss. The estimated useful lives for the current and comparative periods are as follows:

- Leasehold land and right-of-use assets are depreciated over the unexpired term of lease.
- Buildings situated on leasehold land are depreciated over the shorter of the unexpired term of lease and their estimated useful lives, being no more than 50 years.
- Machinery, equipment, furniture and fixtures 2 to 50 years
- Motor vehicles 5 to 7 years

Construction in progress is not depreciated until such time when the assets are substantially completed and ready for use.

Where significant parts of an item of property, plant and equipment have different useful lives, the cost of the item is allocated on a reasonable basis between the parts and each part is depreciated separately.

1 主要會計政策 (續)

(d) 附屬公司及非控股權益 (續)

本集團於附屬公司權益之變化但未引起控制權喪失的交易，按權益交易入賬。

如果本集團失去附屬公司之控制權，任何終止確認該附屬公司之資產及負債及任何有關非控股權益及其他權益組成部分。相關交易確認損益。任何本集團所保留之前附屬公司剩餘權益按喪失控制權日公允值確認。

在本公司之財務狀況表內，附屬公司權益以成本減減值虧損（見附註1(i)(ii)）列帳。

(e) 物業、機器及設備

除在建工程以成本減累計減值虧損（見附註1(i)）列賬外，以下的物業、機器及設備按成本減累計折舊及減值虧損列賬（見附註1(i)(ii)）：

- 在本集團並非物業權益之註冊擁有人之情況下產生自租賃物業租賃之使用權資產；及
- 包括產生自相關機器及設備租賃之使用權資產之機器及設備項目（見附註1(g)）。

報廢或出售物業、機器及設備項目之盈虧，乃出售所得款項淨額以及有關項目賬面值之差額，並於報廢或出售日在損益中確認。

折舊乃將物業、機器及設備成本減其估計剩餘價值（如有），在其估計可使用年期期間以直線法計算而撇銷及在損益中確認。本期及比較期間估計可用年期如下：

- 租賃土地及使用權資產於未屆滿租賃期間折舊。
- 在租賃土地上的樓宇於未屆滿租賃期及其估計可使用年期（不超過五十年）兩者中較短期間折舊。
- 機器、設備、傢俬及裝置 兩年至五十年
- 車輛 五年至七年

在建工程於資產大致完成及可投入使用前不會計提折舊。

當一項物業、機器及設備之各主要部份有不同的可使用年期，此項目各部份之成本將按合理基礎分配，而每部份將作個別折舊。

NOTES TO THE FINANCIAL STATEMENTS 財務報表附註

(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

1 Material accounting policies (Continued)

(f) Investment properties

Investment properties are land and buildings which are owned or held under a leasehold interest (see note 1(g)) to earn rental income and/or for capital appreciation.

Investment properties are stated at cost less accumulated depreciation and impairment losses (see note 1(i)(ii)). Depreciation is calculated to write off the cost of investment properties, less their estimated residual values, if any, using the straight-line method over the shorter of the unexpired term of lease and their estimated useful lives, being no more than 50 years.

Depreciation methods, useful lives of the investment properties and their residual values, if any, are reviewed at each reporting date and adjusted if appropriate.

Rental income from investment properties is accounted for as described in note 1(r)(ii).

(g) Leased assets

(i) As a lessee

At inception of a contract, the Group assesses whether the contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. Control is conveyed where the customer has both the right to direct the use of the identified asset and to obtain substantially all of the economic benefits from that use.

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

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

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

1 主要會計政策 (續)

(f) 投資物業

投資物業為賺取租金收入及／或為資本增值而擁有或根據租賃權益(見附註1(g))持有的土地及房產。

投資物業按成本減累計折舊及減值虧損列賬(見附註1(i)(ii))。折舊乃將投資物業成本減其剩餘價值(如有)，在未屆滿租賃期及其估計可使用年期(不超過五十年)兩者中較短期間以直線法計算而撇銷。

投資物業的折舊方法、可使用年期及其剩餘價值(如有)均按年作出檢討並在適當時進行調整。

投資物業的租金收入根據附註1(r)(ii)所述方式計算。

(g) 租賃資產

(i) 作為承租人

本集團於合約開始時評估合約是否屬於(或包含)租賃。倘合約為換取代價而轉移在一段時間內控制已識別資產使用之權利，則該合約屬於(或包含)租賃。倘客戶既有權指示已識別資產之使用又有權從使用已識別資產獲得絕大部分經濟利益，則控制權已告轉移。

對於包含租賃部分及非租賃部分之合約，本集團已選擇不將非租賃部分分開處理，而是就所有租賃將各租賃部分及任何相關之非租賃部分作為單一租賃部分入賬。

本集團於租賃開始日期確認使用權資產及租賃負債，惟租期為十二個月或以下之短期租賃或低價值資產(就本集團而言主要為手提電腦及辦公室傢俬)之租賃除外。當本集團就低價值資產訂立租賃時，本集團會按租賃之個別情況決定是否將租賃資本化。與該等並未資本化之租賃相關之租賃付款於租期內有系統地確認為開支。

在租賃資本化之情況下，租賃負債初步於租期內按應付租賃付款之現值確認，並使用租賃隱含之利率或(倘有關利率難以釐定)相關增量借貸利率貼現。於初步確認後，租賃負債按攤銷成本計量，而利息支出使用實際利率法計算。計量租賃負債時不會計入並非視乎指數或利率而定之可變租賃付款，因此有關付款會於其產生之會計期間自損益扣除。

NOTES TO THE FINANCIAL STATEMENTS 財務報表附註

(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

1 Material accounting policies (Continued)

(g) Leased assets (Continued)

(i) As a lessee (Continued)

The right-of-use asset recognised when a lease is capitalised is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received. The right-of-use asset is subsequently stated at cost less accumulated depreciation and impairment losses (see notes 1(e) and 1(i)(ii)).

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

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

The Group presents right-of-use assets that do not meet the definition of investment property in "property, plant and equipment" and presents lease liabilities separately in the consolidated statement of financial position.

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

(ii) As a lessor

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

When a contract contains lease and non-lease components, the Group allocates the consideration in the contract to each component on a relative stand-alone selling price basis. The rental income from operating leases is recognised in accordance with note 1(r)(ii).

1 主要會計政策 (續)

(g) 租賃資產 (續)

(i) 作為承租人 (續)

於租賃資本化時確認之使用權資產初步按成本計量，其中包括租賃負債之初始金額加上於開始日期或之前作出之任何租賃付款以及任何已產生之初始直接成本，亦包括拆卸並移除相關資產或修復相關資產或其所在場地之估計成本扣除任何已收取之租賃優惠。使用權資產其後按成本扣除累計折舊及減值虧損（見附註1(e)及1(i)(ii)）列賬。

倘指數或利率變動導致未來租賃付款有變，或本集團對預期根據剩餘價值擔保之應付金額所作之估計有變，或因本集團重新評估是否將行使購買、延長或終止選擇權而導致變動，則重新計量租賃負債。倘租賃負債在此等情況下重新計量，則對使用權資產之賬面值作相應調整，或（倘使用權資產之賬面值已減至零）將有關調整列入損益。

當租賃範圍或代價出現未曾在原租賃合約中訂明之變動（「租賃修訂」）且不作为單獨的租賃合約入賬，亦須重新計量租賃負債。在此情況下，根據經修訂租賃付款額及租賃期限，於修訂生效日期使用經修訂折現率對租賃負債進行重新計量。

本集團將不符合投資物業定義之使用權資產呈列於「物業、機器及設備」，並於綜合財務狀況表獨立呈列租賃負債。

於報告期後十二個月內到期待結算之合約付款之本金部分於綜合財務狀況表內確定為長期租賃負債之流動部份。

(ii) 作為出租人

本集團於租賃開始時將各項租賃釐定為融資租賃或經營租賃。倘租賃將相關資產所有權附帶的絕大部分風險及回報轉移予承租人，則該租賃分類為融資租賃，否則分類為經營租賃。

倘租賃包含租賃及非租賃組成部分，則本集團按相對獨立售價基準將合約代價分配至各組成部分。經營租賃的租金收入根據附註1(r)(ii)確認。

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(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

1 Material accounting policies (Continued)

(h) Intangible assets

Intangible assets represent acquired trademarks and club debentures and are measured at cost less any accumulated impairment losses (see note 1(i)(ii)).

These intangible assets are not amortised as their useful lives are assessed to be indefinite and are tested annually for impairment (see note 1(i)(ii)).

The conclusion that the useful life of an intangible asset is indefinite is reviewed annually to determine whether events and circumstances continue to support the indefinite useful life assessment for that asset.

(i) Credit losses and impairment of assets

(i) Credit losses from financial instruments

The loss allowance is measured at an amount equal to lifetime expected credit losses (ECLs), which are those losses that are expected to occur over the expected life of the trade receivables and amounts due from holding companies, fellow subsidiaries and related companies (trade-related). The loss allowance is estimated based on the Group's historical credit loss experience, adjusted for factors that are specific to the debtors and an assessment of both the current and forecast general economic conditions at the reporting date.

ECLs are remeasured at each reporting date with any changes recognised as an impairment gain or loss in profit or loss. The Group recognises an impairment gain or loss with a corresponding adjustment to the carrying amount of trade receivables and amounts due from holding companies, fellow subsidiaries and related companies (trade-related) through a loss allowance account.

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

1 主要會計政策 (續)

(h) 無形資產

無形資產指購入商標及會所債權證並以成本減累計減值虧損列賬 (見附註 1(i)(ii))。

該等無形資產並無攤銷，因為其可使用年期被評估為不確定及每年須作減值測試 (見附註 1(i)(ii))。

無形資產之可使用年期不確定的結論須每年檢討以確定情況是否繼續支持該資產之不確定使用年期之評估結果。

(i) 信貸虧損及資產減值

(i) 財務工具之信貸虧損

虧損撥備的計算金額等於終身預期信貸虧損，即應收貿易賬及應收控股公司、同系附屬公司及關連公司 (與貿易相關) 的應收款項在預計年期內之預計虧損。虧損撥備之估量是基於一個以本集團的歷史信貸虧損經驗得出的撥備模型，並根據債務人特定因素作出調整，及於報告日評估當前及預測一般經濟狀況。

預期信貸虧損在每個報告日期重新計量，任何變更均在損益中確認。本集團所確認的減值損益，均通過虧損撥備賬對應收貿易及應收控股公司、同系附屬公司及關連公司 (與貿易相關) 款項的賬面值作出相應調整。

應收貿易賬或其他應收賬的賬面總額在沒有回收可能的情況下予以註銷 (部分或全部)。這情況一般包括當債務人沒有可產生足夠現金流以償還註銷金額的資產或收入來源。

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(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

1 Material accounting policies (Continued)

(i) Credit losses and impairment of assets (Continued)

(ii) Impairment of other non-current assets

At each reporting date, the Group reviews the carrying amounts of the following assets to determine whether there is any indication of impairment:

- Property, plant and equipment;
- Investment properties;
- Intangible assets; and
- Investments in subsidiaries in the Company's statement of financial position.

If any such indication exists, the asset's recoverable amount is estimated. In addition, for intangible assets that have indefinite useful lives, the recoverable amount is estimated annually whether or not there is any indication of impairment.

For impairment testing, assets are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or cash-generating units.

The recoverable amount of an asset or cash-generating unit is the greater of its fair value less costs of disposal and value in use. Value in use is based on the estimated future cash flows, 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 cash-generating unit. A portion of the carrying amount of a corporate asset (for example, head office building) is allocated to an individual cash-generating unit if the allocation can be done on a reasonable and consistent basis, or to the smallest group of cash-generating units if otherwise.

An impairment loss is recognised in profit or loss if the carrying amount of an asset, or the cash-generating unit to which it belongs, exceeds its recoverable amount. Impairment losses recognised in respect of a cash-generating unit are allocated to reduce the carrying amounts of the assets in the unit on a pro rata basis, except that the carrying value of an asset will not be reduced below its individual fair value less costs of disposal (if measurable) or value in use.

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

1 主要會計政策 (續)

(i) 信貸虧損及資產減值 (續)

(ii) 其他非流動資產減值

於每個結算日本集團會檢討下列資產賬面值以決定是否已出現減值跡象：

- 物業、機器及設備；
- 投資物業；
- 無形資產；及
- 於本公司財務狀況表的附屬公司之投資。

倘若存在任何有關跡象，則會估計資產的可收回金額。此外，就沒有確實可使用年期的無形資產而言，每年估計其可收回金額，以確定是否有任何減值跡象。

就減值測試而言，資產分類為因持續使用而產生現金流入的最小資產組別，而該等現金流入在很大程度上獨立於其他資產或現金產生單位的現金流入。

資產或現金產生單位的可收回金額為其公允價值減出售成本或使用價值兩者中的較高者。使用價值按估計未來現金流量計算，並使用反映當前市場對貨幣時間價值的評估以及該資產或現金產生單位特定風險的稅前折現率折現至其現值。倘可按合理且一致的基準進行分配，則將企業資產（例如總部大樓）的部分賬面值分配至單個現金產生單位，倘未能按合理且一致的基準進行分配，則分配至現金產生單位的最小組別。

每當資產（或其所屬的現金產生單位）的賬面值超過其可收回金額，即會在收益表確認減值虧損。就賺取現金單位確認的減值虧損，會以減少單位資產的賬面值按比例分配，惟資產賬面值不會減少至低於其本身的公允價值減銷售成本（若能釐定）或使用價值。

只有在產生的賬面值不會超過在並無確認減值虧損的情況下所釐定的賬面值（扣除折舊或攤銷）時，才會撥回減值虧損。

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(除另有指示外，均按港幣計算)

1 Material accounting policies (Continued)

(j) Inventories

Inventories are assets which are held for sale in the ordinary course of business, in the process of production for such sale or in the form of materials or supplies to be consumed in the production process or in the rendering of services.

Inventories are measured at the lower of cost and net realisable value.

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

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

When inventories are sold, the carrying amount of those inventories is recognised as an expense in the period in which the related revenue is recognised.

The amount of any write-down of inventories to net realisable value and all losses of inventories are recognised as an expense in the period the write-down or loss occurs. The amount of any reversal of any write-down of inventories is recognised as a reduction in the amount of inventories recognised as an expense in the period in which the reversal occurs.

(k) Trade and other receivables

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

Trade receivables that do not contain a significant financing component are initially measured at their transaction price. Trade receivables that contain a significant financing component and other receivables are initially measured at fair value plus transaction costs. All receivables are subsequently stated at amortised cost, using the effective interest method and including allowance for credit losses (see note 1(i)(i)).

(l) Interest-bearing borrowings

Interest-bearing borrowings are recognised initially at fair value less transaction costs. Subsequent to initial recognition, interest-bearing borrowings are stated at amortised cost using the effective interest method. Interest expense is recognised in accordance with the accounting policy set out in note 1(t).

(m) Trade and other payables

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

1 主要會計政策 (續)

(j) 存貨

存貨是指在日常業務過程中持有待售的資產、製造該待售資產過程中的半製成品，以及在生產過程或在提供服務時使用的材料和消耗品。

存貨乃按成本或可變現淨值兩者之較低者估值。

成本以加權平均成本法計算，並包括所有購買成本、加工成本及將存貨達致現時地點與狀況所產生之其他成本。

可變現淨值為日常業務之估計售價減估計完成成本及估計銷售成本。

於出售存貨時，該等存貨之賬面值會確認有關收益期間列作開支。

存貨撇減至可變現淨值之數額及所有存貨虧損均於撇減或虧損期間列作開支。存貨撇減之撥回會列作於撥回發生期間列為支出的存貨減少。

(k) 應收貿易及其他賬項

應收賬項在本集團有無條件接納代價之權利及在支付該代價到期之前需要經過一段時間時確認。

不包含重要融資成分的應收賬項最初以其交易價格確認。應收賬款項包含重要的融資成分和其他應收款項最初按公允價值加交易費用確認。所有應收賬款項採用按實際利率法按攤銷成本列值包括信貸虧損準備(見附註1(i)(i))。

(l) 附息借貸

附息借貸最初按公允價值減交易費用確認。於確認後，附息借貸將採用實際利率法按攤銷成本列值。利息支出乃按附註1(t)所載的會計政策確認。

(m) 應付貿易及其他賬項

應付貿易及其他賬項最初按公允價值確認，其後則按攤銷成本列值，惟倘貼現影響不大，則按發票數額列值。

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1 Material accounting policies (Continued)

(n) Cash and cash equivalents

Cash and cash equivalents comprise cash at bank and on hand, demand deposits with banks and other financial institutions, and short-term, highly liquid investments that are readily convertible into known amounts of cash and which are subject to an insignificant risk of changes in value, having been within three months of maturity at acquisition. Cash and cash equivalents are assessed for expected credit losses in accordance with the accounting policy set out in note 1(i)(i).

(o) Employee benefits

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

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

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

(ii) Defined benefit plan obligations

The Group has the following two categories of defined benefit plans:

- defined benefit retirement plans registered under the Hong Kong Occupational Retirement Schemes Ordinance (the "ORSO plans"); and
- long service payment ("LSP") under the Hong Kong Employment Ordinance.

The Group's net obligation in respect of defined benefit plans is calculated separately for each plan by estimating the amount of future benefit that employees have earned in the current and prior periods and discounting that amount. For ORSO plans, the net obligation is after deducting the fair value of plan assets. For LSP obligations, the estimated amount of future benefit is determined after deducting the negative service cost arising from the accrued benefits derived from the Group's MPF contributions that have been vested with employees, which are deemed to be contributions from the relevant employees.

The calculation of defined benefit obligations is performed by a qualified actuary using the projected unit credit method. For ORSO plans, when the calculation results in a benefit to the Group, the recognised asset is limited to the present value of economic benefits available in the form of any future refunds from the plan or reductions in future contributions to the plan.

1 主要會計政策 (續)

(n) 現金及等同現金項目

現金及等同現金項目指銀行結存、現金、銀行及其他財務機構之活期存款及短期流通性高之投資，而該等投資隨時可兌換成已知的現金金額且無重大變值風險，並為購入後三個月內到期之投資項目。現金及等同現金項目按附註 1(i)(i) 所示評估預計信貸虧損。

(o) 僱員福利

(i) 短期僱員福利及定額供款退休計劃之供款

短期僱員福利於提供相關服務時支銷。如果本集團就過去僱員提供服務中構成法律或約定現行義務預期支付金額，並可靠地估計該義務，則確認為負債。

定額供款退休計劃供款的承擔於提供相關服務時支銷。

(ii) 定額福利計劃之承擔

本集團設有以下兩類定額福利計劃：

- 根據香港《職業退休計劃條例》註冊的定額福利退休計劃（「職業退休計劃」）；及
- 香港《僱傭條例》項下的長服金。

本集團有關定額福利計劃的承擔淨額乃就各計劃分別透過估計僱員於當前及過往期間所賺取的未來權益並折現該金額而計算。就職業退休計劃而言，承擔淨額乃經扣除計劃資產的公允價值後釐定。就長服金承擔而言，未來權益的估計金額乃經扣除已歸屬僱員的本集團強積金供款所衍生的應計權益（被視為相關僱員供款）產生的負服務成本後釐定。

定額福利承擔由合資格精算師使用預測單位進賬法計算。就職業退休計劃而言，倘計算得出對本集團的利益，則已確認資產以可從該計劃獲得的任何未來退款或減少未來對該計劃的供款形式獲得的經濟利益現值為限。

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1 Material accounting policies (Continued)

(o) Employee benefits (Continued)

(ii) Defined benefit plan obligations (Continued)

Remeasurements arising from defined benefit plans, which comprise actuarial gains and losses and the return on plan assets in ORSO plans (excluding interest) are recognised immediately in other comprehensive income.

Current service cost is measured as the increase in the present value of the defined benefit obligation resulting from employee service in the current period. When the benefits of a plan are changed, or when a plan is curtailed, the portion of the changed benefit related to past service by employees, or the gain or loss on curtailment, is recognised as an expense in profit or loss at the earlier of when the plan amendment or curtailment occurs and when related restructuring costs or termination benefits are recognised. Net interest expense or income for the period is determined by applying the discount rate used to measure the defined benefit obligation at the beginning of the reporting period to the net defined benefit liability or asset. The discount rate is the yield at the end of the reporting period on high quality corporate bonds that have maturity dates approximating the terms of the Group's obligations.

Current service cost and net interest expense or income on the net defined benefit liability are recognised in profit or loss and allocated by function as part of "cost of sales", "selling and distribution expenses" or "administrative expenses".

(iii) Termination benefits

Termination benefits are recognised at the earlier of when the Group can no longer withdraw the offer of those benefits and when the Group recognises costs for a restructuring.

(p) Income tax

Income tax for the year comprises current tax and movements in deferred tax assets and liabilities. Current tax and movements in deferred tax assets and liabilities are recognised in profit or loss, except to the extent that they relate to items recognised in other comprehensive income or directly in equity, in which case the relevant amounts of tax are recognised in other comprehensive income or directly in equity, respectively.

Current tax comprises the expected tax payable on the taxable income for the year, using tax rates enacted or substantively enacted at the end of the reporting period, and any adjustment to tax payable in respect of previous years.

Deferred tax assets and liabilities arise from deductible and taxable temporary differences respectively, being the differences between the carrying amounts of assets and liabilities for financial reporting purposes and their tax bases. Deferred tax assets also arise from unused tax losses and unused tax credits.

1 主要會計政策 (續)

(o) 僱員福利 (續)

(ii) 定額福利計劃之承擔 (續)

定額福利計劃所導致的重新計量，包括精算損益及根據《職業退休計劃條例》計劃的計劃資產回報率（不包括利息），即時於其他全面收入中確認。

現時服務成本是按照本期僱員的服務所產生的定額福利負債的現值增加額計量。當計劃的利益出現變動或計劃有所縮減時，與僱員過往提供服務有關的計劃變動部分或就縮減錄得的損益，會在計劃改變或縮減發生時或確認相關重組成本或辭退福利時（以較早者為準），於損益內確認為支出。期內利息支出或收入淨額是將在報告期初計量定額福利負債所採用的折現率應用於定額福利負債或資產淨額而釐定。所用的折現率是根據結算日與本集團所承擔負債期限相若的優質企業債券於報告期末的收益率釐定。

定額福利負債或資產淨額的服務成本和利息支出或收入淨額在損益中確認，並按其作用劃撥為「銷售成本」、「銷售及分銷開支」或「行政開支」的一部分。

(iii) 終止僱傭福利

終止僱傭福利為當本集團撤銷這些福利的提議或當它確認為重組成本包括支付終止補償時（以較早者為準）確認。

(p) 所得稅

本年度之所得稅包括本期稅項及遞延稅項資產及負債之變動。本期稅項及遞延稅項資產及負債之變動均在損益中確認，惟若涉及於其他全面收益或直接於權益中確認的項目，相關稅項則分別在其他全面收益或權益中確認。

本期稅項乃根據本年度應課稅收入，採用於結算日所訂定或大致訂定之稅率計算之預期應付稅項，並就過往年度之應付稅項作出任何調整。

遞延稅項資產及負債乃分別來自資產及負債項目於財務報表內之賬面值及其稅基所產生之可扣減或應課稅之暫時差異。遞延稅項資產亦可由尚未動用之稅務虧損及尚未動用之稅收抵免所產生。

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(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

1 Material accounting policies (Continued)

(p) Income tax (Continued)

Apart from certain limited exceptions, all deferred tax liabilities and all deferred tax assets, to the extent that it is probable that future taxable profits will be available against which the assets can be utilised, are recognised. Future taxable profits that may support the recognition of deferred tax assets arising from deductible temporary differences include those that will arise from the reversal of existing taxable temporary differences, provided those differences relate to the same taxation authority and the same taxable entity, and are expected to reverse either in the same period as the expected reversal of the deductible temporary difference or in periods into which a tax loss arising from the deferred tax asset can be carried back or forward. The same criteria are adopted when determining whether existing taxable temporary differences support the recognition of deferred tax assets arising from unused tax losses and credits, that is, those differences are taken into account if they relate to the same taxation authority and the same taxable entity, and are expected to reverse in a period, or periods, in which the tax loss or credit can be utilised.

The limited exceptions to recognition of deferred tax assets and liabilities are those temporary differences arising from the initial recognition of assets or liabilities that affects neither accounting nor taxable profit or loss and does not give rise to equal taxable and deductible temporary differences (provided they are not part of a business combination) and temporary differences relating to investments in subsidiaries to the extent that the Group is able to control the timing of the reversal of the temporary differences and it is probable that they will not reverse in the foreseeable future.

The amount of deferred tax recognised is measured based on the expected manner of realisation or settlement of the carrying amount of the assets and liabilities, using tax rates enacted or substantively enacted at the end of the reporting period. Deferred tax assets and liabilities are not discounted.

The carrying amount of a deferred tax asset is reviewed at the end of each reporting period and is reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow the related tax benefit to be utilised. Any such reduction is reversed to the extent that it becomes probable that sufficient taxable profits will be available.

1 主要會計政策 (續)

(p) 所得稅 (續)

除若干有限之例外情況，所有遞延稅項負債及遞延稅項資產（以資產有可能用於抵銷未來應課稅溢利者為限）均會予以確認。能支持可確認由可扣稅暫時差額產生之遞延稅項資產之未來應課稅溢利，包括因撥回現有應課稅暫時差額而產生之可扣稅暫時差額，惟該等差額須與同一稅務機關及相同應課稅實體有關，並預期於預期撥回可扣稅暫時差額，或可轉回或結轉遞延稅項資產所產生之稅項虧損之同一期間內撥回。於釐定現時應課稅暫時差額可否支持確認未動用稅項虧損及抵免所產生之遞延稅項資產時亦採用相同準則，即該等差額與同一稅務機關及相同應課稅實體有關，並預期可於動用稅項虧損或抵免之某段期間（或多段期間）內撥回，則會予以計入。

確認遞延稅項資產及負債之少數例外情況，為最初確認並無影響會計及應課稅盈利或虧損及沒有產生相同的應課稅和可扣稅暫時差額之資產或負債（惟並非業務合併之一部份）產生之暫時差額有關，而就於附屬公司之投資有關之暫時差額，為本集團可控制其撥回時間，及於可見將來將不可能撥回差額為限。

遞延稅項之確認金額乃按資產及負債之賬面值之預期變現或支付形式，採用於結算日所訂定或大致上訂定之稅率計算。遞延稅項資產及負債並不用貼現。

遞延稅項資產之賬面值乃於各結算日進行審閱，而倘若不再可能有足夠之應課稅溢利以供扣減有關稅項得益，則遞延稅項資產會予以減少。該削減金額可在有足夠應課稅溢利有可能出現時撥回。

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(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

1 Material accounting policies (Continued)

(p) Income tax (Continued)

Current tax balances and deferred tax balances, and movements therein, are presented separately from each other and are not offset. Current tax assets are offset against current tax liabilities, and deferred tax assets against deferred tax liabilities, if the Company or the Group has the legally enforceable right to set off current tax assets against current tax liabilities and the following additional conditions are met:

- in the case of current tax assets and liabilities, the Company or the Group intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously; or
- in the case of deferred tax assets and liabilities, if they relate to income taxes levied by the same taxation authority on either:
 - the same taxable entity; or
 - different taxable entities, which, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered, intend to realise the current tax assets and settle the current tax liabilities on a net basis or realise and settle simultaneously.

(q) Provisions and contingent liabilities

Provisions are recognised when the Group has a legal or constructive obligation arising as a result of a past event, it is probable that an outflow of economic benefits will be required to settle the obligation and a reliable estimate can be made. Where the time value of money is material, provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessment of the time value of money and the risks specific to the liability.

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

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

(r) Revenue and other income

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

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

1 主要會計政策 (續)

(p) 所得稅 (續)

本期及遞延所得稅結餘和其變動額會分開列示，並且不予抵銷。本期和遞延所得稅資產只會在本公司或本集團有法定行使權以本期所得稅資產抵銷本期所得稅負債，並且符合以下附帶條件的情況下，才可以分別抵銷本期和遞延所得稅負債：

- 本期所得稅資產和負債：本公司或本集團計劃按淨額基準結算，或同時變現該資產和清償該負債；或
- 遞延所得稅資產和負債：這些資產和負債必須與同一稅務機關就以下其中一項徵收的所得稅有關：
 - 同一應課稅機構；或
 - 不同的應課稅機構。這些實體計劃在預期有大額遞延所得稅負債需要清償或遞延所得稅資產可以收回的每個未來期間，按淨額基準實現本期所得稅資產和清償本期所得稅負債，或同時變現該資產和清償該負債。

(q) 撥備及或然負債

撥備會在本集團須就已發生的事件承擔法律或推定義務，因而預期會導致含有經濟效益的資源外流，在可以作出可靠的估計時確認。如果貨幣時間值重大，則按稅前利率對預期未來現金流量的現值計列撥備，該稅前利率反映當前市場對貨幣時間價值的評估以及該負債的特定風險。

如果含有經濟效益的資源外流的可能性較低，或是無法對有關數額作出可靠的估計，便會將該義務披露為或然負債，但資源外流的可能性極低則除外。如果本集團的義務須視乎某宗或多宗未來事件是否發生才能確定是否存在，亦會披露為或有負債，但資源外流的可能性極低則除外。

如果負債計提準備的部分或全部支出預計將由另一方償還，則對幾乎確定的預期償還確認一項單獨的資產。確認的報帳金額僅限於負債計提準備的帳面金額。

(r) 收入及其他收益

於本集團的日常業務過程中，本集團按其出售貨品或其他人以租賃方式使用本集團的資產所產生的收益，均歸類為收入。

有關本集團收入及其他收益確認政策進一步詳述如下：

NOTES TO THE FINANCIAL STATEMENTS 財務報表附註

(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

1 Material accounting policies (Continued)

(r) Revenue and other income (Continued)

(i) Revenue from contracts with customers

Revenue is recognised when control over a product is transferred to the customer at the amount of promised consideration to which the Group is expected to be entitled, excluding those amounts collected on behalf of third parties such as value added tax or other sales taxes.

Sale of goods

Revenue is recognised when goods are delivered at the customers' premises or picked up by customers or when goods are shipped on board or transported to a destined location, depending on the terms agreed with customers, which is taken to be the point in time when the customer has accepted the goods and obtained the control of the goods.

The Group takes advantage of the practical expedient in paragraph 63 of HKFRS 15 and does not adjust the consideration for any effects of a significant financing component if the period of financing is 12 months or less.

(ii) Revenue from other sources and other income

(a) Interest income

Interest income is recognised as it accrues using the effective interest method.

(b) Rental income from operating leases

Rental income from operating leases is recognised in profit or loss on a straight-line basis over the lease term. Lease incentives granted are recognised as an integral part of the aggregate net lease payments receivable over the lease term.

(c) Governments grants

Government grants are recognised in the statement of financial position initially when there is reasonable assurance that they will be received and that the Group will comply with the conditions attaching to them. Grants that compensate the Group for expenses incurred are recognised as income in profit or loss on a systematic basis in the same periods in which the expenses are incurred.

1 主要會計政策 (續)

(r) 收入及其他收益 (續)

(i) 來自與客戶的合約的收入

當產品的控制權轉移予客戶，按照本集團預期有權獲得的承諾對價金額確認收入，不包括代表第三方收取的金額。如增值稅和消費稅。

銷貨收入

收入在貨物送達客戶處所或由客戶提取或貨物裝船時確認，視乎與客戶約定的條款而定，即視為客戶接受貨物的時間點和取得了貨物的控制權。

本集團採用了的香港財務報告會計準則第15號第63段中的規定，如果融資期限為12個月或更短，本集團不會因應重要融資成分而調整對價金額。

(ii) 其他來源的收入和其他收入

(a) 利息收入

利息收入乃按實際利率法計算。

(b) 經營租賃之租金收入

經營租賃之租金收入，在租期內以直線基準在損益中確認。授出租賃激勵措施乃作為所收的整體淨租賃款額的一部份於租賃期內在損益中確認。

(c) 政府補助

倘有合理保證本集團將可收取該政府補助，以及將遵守收取該補助之附帶條件，則該補助最初會在財務狀況表中確認。抵償本集團支出的政府補助，則在確認支出當期有系統地在損益中確認為收益。

NOTES TO THE FINANCIAL STATEMENTS 財務報表附註

(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

1 Material accounting policies (Continued)

(s) Translation of foreign currencies

(i) Functional and presentation currency

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

- (ii) Foreign currency transactions during the year are translated into the functional currency at the foreign exchange rates ruling at the transaction dates. Monetary assets and liabilities denominated in foreign currencies are translated into the functional currency at the foreign exchange rates ruling at the end of the reporting period. Exchange gains and losses are recognised in profit or loss.

Non-monetary assets and liabilities that are measured in terms of historical cost in a foreign currency are translated using the foreign exchange rates ruling at the transaction dates.

The results of operations outside Hong Kong are translated into Hong Kong dollars at the foreign exchange rates approximating the foreign exchange rates ruling at the dates of the transactions. Statement of financial position items are translated into Hong Kong dollars at the closing foreign exchange rates at the end of the reporting period. The resulting exchange differences are recognised in other comprehensive income and accumulated separately in equity in the exchange fluctuation reserve.

On disposal of an operation outside Hong Kong, the cumulative amount of the exchange differences relating to that operation is reclassified from equity to profit or loss when the profit or loss on disposal is recognised.

Foreign exchange gains and losses arising from monetary items that in substance form part of the net investment in an operation outside Hong Kong, together with any related tax, are reclassified to equity on consolidation.

(t) Borrowing costs

Borrowing costs are expensed in the period in which they are incurred.

(u) Related parties

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

- (1) has control or joint control over the Group;
- (2) has significant influence over the Group; or
- (3) is a member of the key management personnel of the Group or the Group's parent.

1 主要會計政策 (續)

(s) 外幣兌換

(i) 功能貨幣及呈報貨幣

本集團各附屬公司之財務報表所包括之項目，乃按該附屬公司經營所在之主要經濟環境之貨幣（「功能貨幣」）計量。綜合財務報表以港元呈列，而港元為本公司之功能及呈報貨幣。

- (ii) 年內以外幣進行之交易，均以交易日之外幣匯率換算為功能貨幣。以外幣結算之貨幣資產及負債，則以結算日之外幣匯率換算為功能貨幣。匯兌損益乃計入損益中。

以外幣按歷史成本計價的非貨幣資產及負債用交易日的外幣匯兌率進行換算。

香港以外業務的業績乃按與交易日的匯率相若的匯率換算為港幣。財務狀況表的項目按結算日的匯率換算為港幣。所產生的匯兌差額直接在權益個別部份內確認。以及分別在損益中的滙兌波動儲備中累計。

當出售香港以外業務時，與該業務有關而確認於盈利或虧損時的累計匯兌差額會從權益改列為盈利或虧損。

貨幣項目產生的外幣匯兌損益（實則屬於香港以外業務的淨投資的一部份）與相關之稅項應於合併時重新分類並由損益撥入股東權益。

(t) 借貸成本

借貸成本均在產生的期間列作開支。

(u) 關連人士

- (i) 個別人士，或其直系親屬的成員被認為是本集團關連人士，倘若該個別人士：

- (1) 控制或共同控制本集團；
- (2) 對本集團有重大影響力；或
- (3) 為本集團或本集團母公司主要管理人員成員之一。

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(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

1 Material accounting policies (Continued)

(u) Related parties (Continued)

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

- (1) The entity and the Group are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others).
- (2) One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member).
- (3) Both entities are joint ventures of the same third party.
- (4) One entity is a joint venture of a third entity and the other entity is an associate of the third entity.
- (5) The entity is a post-employment benefit plan for the benefit of employees of either the Group or an entity related to the Group.
- (6) The entity is controlled or jointly controlled by a person identified in (i).
- (7) A person identified in (i)(1) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity).
- (8) The entity or any member of a group of which it is a part provides key management personnel services to the Group or to the Group's parent.

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

(v) Segment reporting

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

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

1 主要會計政策 (續)

(u) 關連人士 (續)

(ii) 一個實體如符合任何下列條件，則被認為是本集團關連人士：

- (1) 該實體和本集團是同一集團的成員 (這意味著每間母公司，附屬公司及同系附屬公司是關連的)。
- (2) 一個實體是另一實體的聯營公司或合資企業 (或一個實體為某一集團成員的聯營公司或合資企業，而另一實體為同一集團之成員)。
- (3) 兩個實體同為第三方的合資企業。
- (4) 一個實體是第三個實體的合資企業，而另一個實體為第三個實體的聯營公司。
- (5) 該實體乃指提供予本集團或與本集團有關連人士的實體的僱員離職後福利計劃。
- (6) 該實體受上文 (i) 所指的人士控制或共同控制。
- (7) 上文 (i)(1) 所指的個別人士對該實體有重大影響力或為該實體 (或該實體母公司) 主要管理人員成員之一。
- (8) 向本集團或本集團母公司提供主要管理成員服務之實體或其所屬集團之任何成員公司。

個別人士的直系親屬成員乃指該親屬成員在與整體交易時可能影響或被影響的親屬成員。

(v) 分部資料呈報

經營分部及於財務報表內呈報的各分部項目金額自定期提供予本集團最高行政管理人員就資源分配及評估本集團的業務及按資產所在地分類之地理位置的表現的財務資料中識別出來。

就財務呈報而言，除非分部具備相似的經濟特徵及在產品及服務性質、生產工序性質、客戶類型或類別、用作分配產品或提供服務的方法及監管環境的性質方面相似，否則各個重大經營分部不會進行合算。個別非重大的經營分部，如果符合上述大部分標準，則可進行合算。

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2 Key accounting judgements and estimates

Impairment of non-current assets

The Group reviews the carrying amounts of non-current assets at each reporting date to determine whether there is objective evidence of impairment. When indicators of impairment is identified, management determine the recoverable amounts of respective assets or cash-generating units. The recoverable amount is the greater of its fair value less costs of disposal and value in use. In determining the fair value less costs of disposal, management refer to the observable market prices for similar assets. In determining the value in use, expected cash flows generated by the assets or cash-generating units are discounted to their present value, which requires significant judgement relating to the revenue forecasts, estimations of future operating costs and discount rate. The Group uses all readily available information in determining an amount that is a reasonable approximation of the recoverable amount. When the recoverable amount is lower than the carrying amount, an impairment loss is recognised in profit or loss. However, any change in the assumptions adopted in the cash flow forecasts would increase or decrease the provision for impairment loss and affect the Group's financial position. Details of the nature and carrying amounts of non-current assets are disclosed in notes 11 and 12.

3 Revenue and segment reporting

(a) Revenue

The principal activities of the Group are the manufacture and distribution of bottled, canned and draught beers.

Revenue represents the invoiced value of products sold, net of discounts, returns, value added tax and consumption tax.

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

(b) Segment reporting

The Group manages its businesses by geography. In a manner consistent with the way in which information is reported internally to the Group's most senior executive management for the purposes of resource allocation and performance assessment, the Group has presented the following two reportable segments:

- The Hong Kong operations mainly comprise the manufacture and distribution of own brewed beer products and distribution of imported beer products in Hong Kong and overseas and the leasing of investment properties in Hong Kong to generate rental income.
- The Mainland China operations mainly comprise the manufacture and distribution of own brewed beer products in the southern part of the People's Republic of China ("PRC") and overseas.

2 主要會計判斷及估計

非流動資產之減值

本集團於各報告日期檢討非流動資產的賬面值，以確定是否存在減值的客觀證據。當減值指標確定後，管理層確定各自資產或賺取現金單位的可收回金額。可收回金額為公允價值減銷售成本與使用價值兩者的較高者。於釐定公允價值減銷售成本時，管理層會參考相類資產的可觀察市場價格。於釐定使用價值時，由使用資產或賺取現金單位產生的預期現金流需貼現至現值。過程中涉及對收入預測、未來經營成本估計及貼現率的重大判斷。本集團運用所有可用資料以確定可收回金額的合理概算。當可收回金額低於賬面值時，減值虧損於損益確認。然而，在現金流量估計中所採用假設的任何變動將增加或減少減值撥備虧損，並影響本集團的財務狀況。非流動資產的性質和賬面值詳情分別於附註 11 及 12 中披露。

3 收入及分部資料呈報

(a) 收入

本集團之主要業務為製造及分銷樽裝、罐裝及桶裝啤酒。

收入指所出售產品之發票總值扣除折扣，退回，增值稅及商品稅。

本集團採用了的香港財務報告會計準則第 15 號第 121 段中的規定，本集團不用披露最初合約預期的持續時間為一年或更短的履約義務的與收入相關資訊。

(b) 分部資料呈報

本集團按地區管理其業務。為與內部呈報資料給本集團最高層行政管理人員以便分配資源及評估表現貫徹一致，本集團已呈報下列兩個須予呈報分部：

- 香港業務主要包括在香港及海外分銷自家釀製的啤酒產品、分銷進口啤酒產品，以及在香港出租投資物業以產生租金收入。
- 中國內地業務主要包括在中華人民共和國（「中國」）南部及海外分銷自身釀製之啤酒產品。

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(除另有指示外，均按港幣計算)

3 Revenue and segment reporting (Continued)

(b) Segment reporting (Continued)

All of the Group's revenue is generated from the manufacture and distribution of bottled, canned and draught beers.

(i) Segment results, assets and liabilities

For the purposes of assessing segment performance and allocating resources between segments, the Group's senior executive management monitor the results, assets and liabilities attributable to each reportable segment on the following bases:

Segment assets include all tangible assets, intangible assets and other assets with the exception of deferred tax assets. Segment liabilities include trade creditors and accruals attributable to the manufacture and distribution activities of the individual segments and retirement benefit liabilities managed directly by the segment and other liabilities with the exception of deferred tax liabilities.

The measure used for reportable segment profit or loss is "adjusted EBIT" i.e. adjusted earnings before interest and taxes, where "interest" is regarded as including interest income from bank deposits, interest expense on loan from a related company and interest on lease liabilities. To arrive at adjusted EBIT, the Group's earnings are further adjusted for items not specifically attributed to individual segments, such as net foreign exchange gains/losses. Inter-segment sales are priced at cost plus a profit margin.

The accounting policies of the reportable segments are the same as the Group's accounting policies described in note 1.

3 收入及分部資料呈報 (續)

(b) 分部資料呈報 (續)

本集團之收入全部來自製造及分銷樽裝、罐裝及桶裝啤酒。

(i) 分部業績、資產及負債

就評價分部表現及分配分部資源，本集團之高層行政管理人員乃按以下基礎監察各須予呈報分部應佔之業績、資產及負債：

分部資產包括所有有形資產、無形資產及其他資產，惟遞延稅項資產除外。分部負債包括各分部製造及分銷活動應佔的應付貿易賬項及計提費用、分部直接管理的退休福利負債以及其他負債，惟遞延稅項負債除外。

計算須予呈報盈利或虧損所採用之方法為「調整後息稅前利潤」即「調整後利息及稅項前之利潤」。利息包括銀行存款利息收入、關連公司貸款利息支出及租賃負債。非明確關於個別分部的項目如匯兌淨收益會經調整後去計算「調整後息稅前利潤」。分部之間的銷售是以成本加邊際利潤作定價。

須予呈報分部之會計政策與附註1所述之本集團會計政策相同。

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(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

3 Revenue and segment reporting (Continued)**(b) Segment reporting** (Continued)**(i) Segment results, assets and liabilities** (Continued)

Information regarding the Group's reportable segments as provided to the Group's most senior executive management for the purposes of resource allocation and assessment of segment performance for the years ended 31 December 2025 and 2024 is set out below:

3 收入及分部資料呈報 (續)**(b) 分部資料呈報** (續)**(i) 分部業績、資產及負債** (續)

截至二零二五年及二零二四年十二月三十一日止，有關提供予本集團最高層行政管理人員以分配資源及評價分部表現之資料載列如下：

		Hong Kong 香港		Mainland China 中國內地		Total 總數	
		2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元	2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元	2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元
Revenue from external customers	外界客戶收入	471,312	447,319	266,009	263,838	737,321	711,157
Inter-segment revenue	分部間收入	110	548	—	—	110	548
Reportable segment revenue	須予呈報分部收入	471,422	447,867	266,009	263,838	737,431	711,705
Reportable segment profit/(loss) from operations (adjusted EBIT)	須予呈報分部經營盈利/(虧損)(經調整稅前息前盈利)	59,429	(53,762)	29,969	23,931	89,398	(29,831)
Interest income from bank deposits	銀行存款利息之收入	6,998	6,317	499	892	7,497	7,209
Interest expense on loan from a related company	關連公司貸款之利息支出	—	—	(156)	(152)	(156)	(152)
Depreciation and amortisation	折舊及攤銷	(17,567)	(21,665)	(3,324)	(2,832)	(20,891)	(24,497)
Impairment losses on non-current assets	非流動資產減值虧損	—	(90,000)	—	—	—	(90,000)
Net provision for impairment of trade and other receivables	應收貿易及其他應收款項減值撥備淨額	(133)	(72)	—	—	(133)	(72)
Reportable segment assets	須予呈報分部資產	912,595	870,927	131,653	126,162	1,044,248	997,089
Additions to non-current segment assets during the year	年內非流動分部資產增加	19,960	13,057	6,697	6,441	26,657	19,498
Reportable segment liabilities	須予呈報分部負債	82,410	88,943	289,495	308,094	371,905	397,037

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(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

3 Revenue and segment reporting (Continued)**(b) Segment reporting (Continued)****(ii) Reconciliation of reportable segment revenue, profit or loss, assets and liabilities****3 收入及分部資料呈報 (續)****(b) 分部資料呈報 (續)****(ii) 須予呈報分部收入、損益、資產及負債之對賬**

		2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元
Revenue	收入		
Reportable segment revenue	須予呈報分部收入	737,431	711,705
Elimination of inter-segment revenue	分部之間收入撤銷	(110)	(548)
Consolidated revenue	綜合收入	737,321	711,157
Profit or loss	損益		
Reportable segment profit/(loss) from operations	須予呈報分部經營盈利／(虧損)	89,398	(29,831)
Interest income from bank deposits	銀行存款之利息收入	7,497	7,209
Net foreign exchange (losses)/gains	匯兌淨(虧損)／收益	(110)	1,201
Interest on lease liabilities	租賃負債之利息支出	(76)	(79)
Interest expense on loan from a related company	關連公司貸款之利息支出	(156)	(152)
Consolidated profit/(loss) before taxation	綜合除稅前盈利／(虧損)	96,553	(21,652)
Assets	資產		
Reportable segment assets	須予呈報分部資產	1,044,248	997,089
Elimination of inter-segment receivables	分部之間應收賬項撤銷	(248,994)	(272,625)
		795,254	724,464
Deferred tax assets	遞延稅項資產	24,216	34,742
Consolidated total assets	綜合總資產	819,470	759,206
Liabilities	負債		
Reportable segment liabilities	須予呈報分部負債	371,905	397,037
Elimination of inter-segment payables	分部之間應付賬項撤銷	(248,994)	(272,625)
Consolidated total liabilities	綜合總負債	122,911	124,412

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(除另有指示外，均按港幣計算)

3 Revenue and segment reporting (Continued)**(b) Segment reporting** (Continued)**(iii) Geographic information**

The following table sets out information about the geographic location of (i) the Group's revenue from external customers and (ii) the Group's non-current assets ("specified non-current assets"). The geographic location of customers is based on the country of establishment of each customer. The geographic location of the specified non-current assets is based on the physical location of the assets, in the case of property, plant and equipment and investment properties and the location of the operation to which they are allocated, in the case of intangible assets.

		Revenue from external customers		Specified non-current assets	
		外界客戶收入		指定非流動資產	
		2025	2024	2025	2024
		二零二五年	二零二四年	二零二五年	二零二四年
		\$'000	\$'000	\$'000	\$'000
		千元	千元	千元	千元
Hong Kong (place of domicile)	香港 (成立地點)	231,844	240,358	315,460	312,932
Mainland China	中國內地	67,972	64,872	41,278	38,550
Philippines	菲律賓	425,345	392,420	—	—
Others	其他	12,160	13,507	—	—
		505,477	470,799	41,278	38,550
		737,321	711,157	356,738	351,482

(c) Major customers

The Group's customer base is diversified and includes one customer (2024: one customer), with whom transactions have exceeded 10% of the Group's revenue (see note 26(a)). Revenue from sales to this customer during the reporting period is set out as below.

		2025	2024
		二零二五年	二零二四年
		\$'000	\$'000
		千元	千元
Largest customer (arose from both Hong Kong and Mainland China segments)	佔比最大客戶 (源於香港及中國內地分部)	425,345	392,420
— Percentage of total revenue	— 佔集團收入百份比	58%	55%

Details of concentration of credit risk arising from this customer are set out in note 24(a).

3 收入及分部資料呈報 (續)**(b) 分部資料呈報** (續)**(iii) 地區資料**

下表載列有關(i)本集團外界客戶收入及(ii)本集團非流動資產(「指定非流動資產」)之地理位置資料。客戶之地理位置是根據每名客戶成立地點所在國家而定。指定非流動資產之地理位置是根據資產之實際位置(倘屬物業、機器及設備及投資物業)及獲劃撥有關資產之營運地點(倘屬無形資產)而定。

(c) 主要客戶

本集團擁有多元化之客戶基礎，其中與一位(二零二四：一位)客戶的交易佔集團收入超過10%(見附註26(a))。以下為該等客戶於本年度與本集團的交易之詳情。

來自該等客戶之信貸風險集中詳情載於附註24(a)。

NOTES TO THE FINANCIAL STATEMENTS 財務報表附註

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(除另有指示外，均按港幣計算)

4 Other net income

4 其他收益淨額

		2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元
Rental income from investment properties	投資物業之租金收入	54,310	54,045
Interest income from bank deposits	銀行存款之利息收入	7,497	7,209
Net gain on disposal of property, plant and equipment	出售物業、機器及設備之淨盈利	80	37
Net foreign exchange (losses)/gains	匯兌淨(虧損)/收益	(110)	1,201
Others	其他	798	935
		62,575	63,427

5 Profit/(loss) before taxation

5 除稅前盈利/(虧損)

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

除稅前盈利/(虧損)已扣除/(計入)下列項目：

		2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元
(a) Finance costs	(a) 財務費用		
Interest expense on loan from a related company (note 17(c))	關連公司貸款之利息支出 (附註17(c))	156	152
Interest on lease liabilities (note 17(c))	租賃負債之利息支出 (附註17(c))	76	79
Bank charges	銀行費用	134	130
		366	361
(b) Staff costs	(b) 員工薪酬		
Retirement costs	退休金成本		
— Contributions to defined contribution retirement plans	— 定額供款退休計劃	9,187	8,102
— Expenses in respect of defined benefit plans	— 關於定額福利計劃的開支		
— ORSO plan (note 20(a)(v))	— 職業退休計劃 (附註20(a)(v))	2,815	3,538
— Long service payments	— 長期服務金	109	109
		12,111	11,749
Salaries, wages and other benefits	薪金、工資及其他福利	138,775	134,388
		150,886	146,137

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(除另有指示外，均按港幣計算)

5 Profit/(loss) before taxation (Continued)Profit/(loss) before taxation is arrived at after charging/(crediting):
(Continued)**5 除稅前盈利／(虧損)**(續)除稅前盈利／(虧損)已扣除／(計入)下列
項目：(續)

		2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元
(c) Other items	(c) 其他項目		
Depreciation	折舊		
— Owned property, plant and equipment (note 11)	— 自用物業、機器及設備 (附註11)	8,246	9,252
— Right-of-use assets (note 11)	— 使用權資產 (附註11)	12,645	15,245
Cost of inventories [#] (note 14)	存貨成本 [#] (附註14)	438,909	443,622
Expense relating to short-term leases	短期租賃之相關支出	378	353
Rental receivable from investment properties less direct outgoings of \$4,798,000 (2024: \$5,372,000)	投資物業之租金收入扣除 直接費用4,798,000元 (二零二四年：5,372,000元)	(49,512)	(48,673)
Auditors' remuneration — audit services	核數師酬金 — 核數服務	3,307	3,307
Net provision for impairment of trade and other receivables (note 24(a))	應收貿易及其他賬款之減值 虧損 (附註24(a))	133	72

[#] Cost of inventories includes \$60,160,000 (2024: \$64,450,000) relating to staff costs and depreciation expenses, which amount is also included in the respective total amounts disclosed separately above or in note 5(b) for each of these types of expenses.

[#] 存貨成本包括60,160,000元(二零二四年：64,450,000元)的員工成本和折舊費用，該金額也包含在上文或附註5(b)中單獨披露的每種費用總額中。

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(除另有指示外，均按港幣計算)

6 Income tax in the consolidated income statement**(a) Taxation in the consolidated income statement represents:**

		2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元
Current year — Mainland China	本年度 — 中國內地		
Provision for the year	期內撥備	8,279	5,610
Over-provision in respect of prior year	上一年度之撥備過多	(329)	—
Deferred tax	遞延稅項		
Origination and reversal of temporary differences (note 21(b))	暫時差額之出現及撥回 (附註21(b))	10,244	(8,347)
		18,194	(2,737)

No provision for Hong Kong Profits Tax has been made for the Company and other Hong Kong subsidiaries for 2025 and 2024 because the accumulated tax losses brought forward exceed the estimated assessable profits or the entities sustain losses for taxation purposes.

The Group's operations in the PRC are subject to Corporate Income Tax Law of the PRC. The standard PRC Corporate Income Tax rate is 25%.

(b) Reconciliation between income tax expense/(credit) and accounting profit/(loss) at applicable tax rates:

		2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元
Profit/(loss) before taxation	稅前盈利／(虧損)	96,553	(21,652)
Notional tax on profit/(loss) before taxation calculated at the rates applicable to the tax jurisdictions concerned (note)	稅前盈利／(虧損)的名義稅按適用的費率計算 (附註)	18,504	(1,286)
Tax effect of non-deductible expenses	不可扣除開支之稅項影響	2,609	1,695
Tax effect of non-taxable income	非課稅收入之稅項影響	(1,691)	(1,487)
Tax effect of other temporary differences not recognised for deferred tax purposes	未確認遞延稅項的其他暫時性差異之稅項影響	(899)	(1,659)
Over-provision in respect of prior year	上一年度之撥備過多	(329)	—
Actual tax expense/(credit)	實際稅項支出／(計入)	18,194	(2,737)

Note: For the year ended 31 December 2025, the notional tax is calculated in accordance with the statutory tax rate applicable to the subsidiaries incorporated in Hong Kong and established in the PRC of 16.5% (2024: 16.5%) and 25% (2024: 25%) respectively.

6 綜合收益表之所得稅**(a) 綜合收益表之所得稅指：**

	2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元
由於結轉的累計稅項虧損超過估計的應課稅溢利或實體蒙受虧損，故本公司及其他香港附屬公司於二零二五年度及二零二四年度並無就香港利得稅作出撥備。		
本集團在中國的業務須遵守中國企業所得稅法。中國企業所得稅的標準稅率為25%。		

(b) 按適用稅率計算的所得稅支出／(計入)與會計盈利／(虧損)之對賬：

	2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元
附註：截至二零二五年十二月三十一日止年度，計算名義稅根據適用於在香港註冊成立及在中國成立的子公司分別為16.5% (二零二四年：16.5%) 和25% (二零二四年：25%) 的法定稅率。		

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(除另有指示外，均按港幣計算)

7 Directors' emoluments

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

7 董事酬金

根據香港公司條例第383(1)條及《公司(披露董事利益資料)規例》第2部之規定而披露之董事酬金如下：

		2025 二零二五年				
		Directors' fees	Salaries, allowances and benefits in kind	Discretionary bonuses	Retirement scheme contributions	Total
		董事袍金	薪金、津貼及實物津貼	酌情花紅	退休計劃供款	總額
		\$'000	\$'000	\$'000	\$'000	\$'000
		千元	千元	千元	千元	千元
Executive director	執行董事					
Chan Weng Kheong	陳永強	21	2,246	—	54	2,321
Non-executive directors	非執行董事					
Ramon S. Ang	蔡啓文	40	—	—	—	40
Carlos Antonio M. Berba	凱顯思	25	—	—	—	25
Aurora T. Calderon (appointed effective 24 February 2025)	Aurora T. Calderon (自二零二五年 二月二十四日起獲委任)	—	—	—	—	—
May (Michelle) W. M. Chan	陳雲美	25	—	—	—	25
Yoshinori Inazumi (resigned effective 1 September 2025)	稻積吉則 (自二零二五年 九月一日起辭任)	25	—	—	—	25
Tatsuya Nagafuji (appointed effective 1 September 2025)	長藤達哉 (自二零二五年 九月一日起獲委任)	—	—	—	—	—
Katsuhisa Nose	野瀨勝久	17	—	—	—	17
Fumiaki Ozawa	小澤史晃	25	—	—	—	25
Independent non-executive directors	獨立非執行董事					
Alonzo Q. Ancheta (resigned effective 28 July 2025)	Alonzo Q. Ancheta (自二零二五年 七月二十八日起辭任)	25	—	—	—	25
Thelmo Luis O. Cunanan	Thelmo Luis O. Cunanan	25	—	—	—	25
David K. P. Li	李國寶	25	—	—	—	25
Reynato S. Puno	Reynato S. Puno	25	—	—	—	25
María Aileen A. Sazon (appointed effective 28 July 2025)	María Aileen A. Sazon (自二零二五年 七月二十八日起獲委任)	—	—	—	—	—
Sum Li, Alternate to David K. P. Li	李深·李國寶之替任董事	—	—	—	—	—
		278	2,246	—	54	2,578

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(除另有指示外，均按港幣計算)

7 Directors' emoluments (Continued)

7 董事酬金 (續)

		2024 二零二四年				
		Directors' fees	Salaries, allowances and benefits in kind	Discretionary bonuses	Retirement scheme contributions	Total
		董事袍金	薪金、津貼及實物津貼	酌情花紅	退休計劃供款	總額
		\$'000	\$'000	\$'000	\$'000	\$'000
		千元	千元	千元	千元	千元
Executive directors	執行董事					
Raymundo Y. Albano (resigned effective 8 March 2024)	顏彬諾 (自二零二四年三月八日起辭任)	—	508	—	—	508
Chan Weng Kheong (appointed effective 8 March 2024)	陳永強 (自二零二四年三月八日起獲委任)	—	2,032	—	44	2,076
Non-executive directors	非執行董事					
Ramon S. Ang	蔡啓文	—	—	—	—	—
Carlos Antonio M. Berba	凱顧思	—	—	—	—	—
May (Michelle) W. M. Chan	陳雲美	—	—	—	—	—
Yoshinori Inazumi	稻積吉則	—	—	—	—	—
Katsuhisa Nose (appointed effective 22 April 2024)	野瀨勝久 (自二零二四年四月二十二日起獲委任)	—	—	—	—	—
Fumiaki Ozawa	小澤史晃	—	—	—	—	—
Yoshinori Tsuchiya (resigned effective 22 April 2024)	土屋義德 (自二零二四年四月二十二日起辭任)	—	—	—	—	—
Independent non-executive directors	獨立非執行董事					
Alonzo Q. Ancheta	Alonzo Q. Ancheta	—	—	—	—	—
Thelmo Luis O. Cunanan	Thelmo Luis O. Cunanan	—	—	—	—	—
David K. P. Li	李國寶	—	—	—	—	—
Reynato S. Puno	Reynato S. Puno	—	—	—	—	—
Sum Li, Alternate to David K. P. Li	李深，李國寶之替任董事	—	—	—	—	—
		—	2,540	—	44	2,584

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(除另有指示外，均按港幣計算)

8 Individuals with highest emoluments

Of the five individuals with the highest emoluments, one (2024: one) is a director whose emoluments are included in note 7. The aggregate of the emoluments in respect of the other four (2024: four) individuals are as follows:

		2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元
Salaries and other emoluments	薪金及津貼	7,686	8,860
Retirement scheme contributions	退休計劃供款	1,561	1,340
		9,247	10,200

The emoluments of the four (2024: four) individuals with the highest emoluments are within the following bands:

		2025 二零二五年 Number of individuals 人員數目	2024 二零二四年 Number of individuals 人員數目
\$1,500,001 to \$2,000,000	1,500,001 元至 2,000,000 元	2	2
\$2,000,001 to \$2,500,000	2,000,001 元至 2,500,000 元	1	1
\$3,500,001 to \$4,000,000	3,500,001 元至 4,000,000 元	1	1

8 酬金最高之人員

最高薪五名人員中，一名（二零二四年：一名）為董事（其酬金已於附註7披露）。其餘四名（二零二四年：四名）酬金最高之人員之酬金總額如下：

四名（二零二四年：四名）酬金最高之人員之酬金分析如下：

9 Other comprehensive income

Tax effects relating to each component of other comprehensive income

		2025 二零二五年			2024 二零二四年		
		Before-tax amount 除稅前金額 \$'000 千元	Tax effect 稅項影響 \$'000 千元 (note 21(b)) (附註21(b))	Net-of-tax amount 除稅後金額 \$'000 千元	Before-tax amount 除稅前金額 \$'000 千元	Tax effect 稅項影響 \$'000 千元 (note 21(b)) (附註21(b))	Net-of-tax amount 除稅後金額 \$'000 千元
Exchange differences on translation of financial statements of subsidiaries outside Hong Kong and monetary items that form part of the net investment in subsidiaries outside Hong Kong	因換算香港以外附屬公司財務報表及因換算組成集團於附屬公司之投資的貨幣項目所產生之匯兌差額	2,264	—	2,264	(1,538)	—	(1,538)
Remeasurement of defined benefit plan obligations	定額福利計劃責任之重新計量	269	(448)	(179)	2,270	(816)	1,454
Other comprehensive income	其他全面收益	2,533	(448)	2,085	732	(816)	(84)

9 其他全面收益

其他全面收益各部分的稅項影響

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(除另有指示外，均按港幣計算)

10 Earnings/(loss) per share**(a) Basic earnings/(loss) per share**

The calculation of basic earnings/(loss) per share is based on the profit/(loss) attributable to equity shareholders of the Company of \$76,119,000 (2024: \$20,096,000) and on 373,570,560 (2024: 373,570,560) ordinary shares, being the number of ordinary shares in issue throughout the year.

(b) Diluted earnings/(loss) per share

Diluted earnings/(loss) per share is not presented as the Company did not have dilutive potential ordinary shares for both years presented.

11 Property, plant and equipment and investment properties**(a) Reconciliation of carrying amount****10 每股盈利／（虧損）****(a) 每股基本盈利／（虧損）**

每股基本盈利／（虧損）乃根據本公司權益持有人應佔盈利／（虧損）共76,119,000元（二零二四年：20,096,000元）及本年度內已發行之373,570,560股普通股（二零二四年：373,570,560股普通股）計算。

(b) 攤薄之每股盈利／（虧損）

攤薄之每股盈利／（虧損）並未予列出，因本公司並沒有具攤薄性的潛在普通股存在。

11 物業、機器及設備及投資物業**(a) 賬面值對賬**

		Property, plant and equipment 物業、機器及設備							
		Ownership interests in land and buildings held for own use carried at cost 以成本列賬持有作自用之租賃土地及樓宇之擁有權權益 \$'000 千元	Machinery, equipment, furniture and fixtures 機器、設備、傢俬及裝置 \$'000 千元	Motor vehicles 車輛 \$'000 千元	Construction in progress 在建工程 \$'000 千元	Sub-total 合計 \$'000 千元	Investment properties 投資物業 \$'000 千元	Total 總額 \$'000 千元	
Cost:	成本：								
At 1 January 2024	於二零二四年一月一日	995,667	1,617,556	4,916	14,675	2,632,814	214,290	2,847,104	
Exchange adjustments	匯兌調整	(9,015)	(13,021)	(38)	(2)	(22,076)	—	(22,076)	
Additions	添置	90	6,830	—	12,578	19,498	—	19,498	
Transfer from construction in progress	轉撥自在建工程	3,623	20,710	321	(24,654)	—	—	—	
Disposals	出售	(16)	(47,777)	(65)	—	(47,858)	—	(47,858)	
At 31 December 2024	於二零二四年十二月三十一日	990,349	1,584,298	5,134	2,597	2,582,378	214,290	2,796,668	
Accumulated depreciation and impairment losses:	累計折舊及減值虧損：								
At 1 January 2024	於二零二四年一月一日	754,671	1,533,111	4,061	—	2,291,843	110,842	2,402,685	
Exchange adjustments	匯兌調整	(8,553)	(12,706)	(32)	—	(21,291)	—	(21,291)	
Charge for the year (note 5(c))	年內開支（附註5(c)）	11,115	8,141	541	—	19,797	4,700	24,497	
Impairment losses (note 11(e))	減值虧損（附註11(e)）	61,476	28,524	—	—	90,000	—	90,000	
Written back on disposals	出售撥回	(16)	(45,853)	(65)	—	(45,934)	—	(45,934)	
At 31 December 2024	於二零二四年十二月三十一日	818,693	1,511,217	4,505	—	2,334,415	115,542	2,449,957	
Net book value:	賬面淨值：								
At 31 December 2024	於二零二四年十二月三十一日	171,656	73,081	629	2,597	247,963	98,748	346,711	

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(除另有指示外，均按港幣計算)

11 Property, plant and equipment and investment properties (Continued) **11 物業、機器及設備及投資物業** (續)**(a) Reconciliation of carrying amount** (Continued)**(a) 賬面值對賬** (續)

		Property, plant and equipment 物業、機器及設備							
		Ownership interests in land and buildings held for own use carried at cost 以成本列賬持有作自用之租賃土地及樓宇之擁有權權益 \$'000 千元	Other properties leased for own use 供自用的其他租賃物業 \$'000 千元	Machinery, equipment, furniture and fixtures 機器、設備、傢俬及裝置 \$'000 千元	Motor vehicles 車輛 \$'000 千元	Construction in progress 在建工程 \$'000 千元	Sub-total 合計 \$'000 千元	Investment properties 投資物業 \$'000 千元	Total 總額 \$'000 千元
Cost:	成本：								
At 1 January 2025	於二零二五年一月一日	990,349	—	1,584,298	5,134	2,597	2,582,378	214,290	2,796,668
Exchange adjustments	匯兌調整	10,700	—	15,417	51	4	26,172	—	26,172
Additions	添置	—	1,154	4,490	—	20,499	26,143	514	26,657
Transfer from construction in progress	轉發自在建工程	8,299	—	8,645	782	(17,726)	—	—	—
Disposals	出售	—	—	(40,107)	(494)	—	(40,601)	—	(40,601)
At 31 December 2025	於二零二五年十二月三十一日	1,009,348	1,154	1,572,743	5,473	5,374	2,594,092	214,804	2,808,896
Accumulated depreciation and impairment losses:	累計折舊及減值虧損：								
At 1 January 2025	於二零二五年一月一日	818,693	—	1,511,217	4,505	—	2,334,415	115,542	2,449,957
Exchange adjustments	匯兌調整	10,146	3	15,015	36	—	25,200	—	25,200
Charge for the year (note 5(c))	年內開支 (附註5(c))	8,304	169	7,401	282	—	16,156	4,735	20,891
Written back on disposals	出售撥回	—	—	(38,626)	(493)	—	(39,119)	—	(39,119)
At 31 December 2025	於二零二五年十二月三十一日	837,143	172	1,495,007	4,330	—	2,336,652	120,277	2,456,929
Net book value:	賬面淨值：								
At 31 December 2025	於二零二五年十二月三十一日	172,205	982	77,736	1,143	5,374	257,440	94,527	351,967

(b) Investment properties

The Group leases out investment properties which are located at Nos. 9-11 Shing Wan Road, Tai Wai, Shatin, Hong Kong under an operating lease. The lease runs for an initial period of fifteen years, with an option to renew after that date at which time all terms are renegotiated. The lease does not include variable lease payment terms.

(b) 投資物業

本集團根據經營租賃將位於香港沙田大圍成運路9-11號之投資物業出租。租約年期為十五年，可選擇於到期日後續訂租約，屆時將重新商討所有條款。有關租約概不包括可變租賃付款條款。

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(除另有指示外，均按港幣計算)

11 Property, plant and equipment and investment properties (Continued)**(b) Investment properties** (Continued)

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

		2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元
Within 1 year	一年內	44,238	42,951
After 1 year but within 2 years	一年後及兩年內	45,565	44,238
After 2 years but within 3 years	兩年後及三年內	46,932	45,565
After 3 years but within 4 years	三年後及四年內	48,340	46,932
After 4 years but within 5 years	四年後及五年內	49,791	48,340
After 5 years	五年後	513,795	563,586
		748,661	791,612

(c) The fair value of the Group's investment properties at 31 December 2025 is \$531,000,000 (2024: \$538,000,000). The fair value of the investment properties located in Hong Kong is determined on an open market value basis, by reference to recent sales price of comparable properties adjusted for a premium or a discount specific to the quality of the Group's building compared to the recent sales.

The valuation was carried out by an independent firm of surveyors, CHFT Advisory and Appraisal Limited, who have among their staff Members of the Hong Kong Institute of Surveyors with valuation experience in the location and category of the property being valued.

The fair value measurement is categorised as a Level 3 valuation under the three-level fair value hierarchy as defined in HKFRS 13, *Fair value measurement*. The level into which a fair value measurement is classified is determined with reference to the observability and significance of the inputs used in the valuation technique as follows:

- Level 1 valuations: Fair value measured using only Level 1 inputs i.e. unadjusted quoted prices in active markets for identical assets or liabilities at the measurement date
- Level 2 valuations: Fair value measured using Level 2 inputs i.e. observable inputs which fail to meet Level 1, and not using significant unobservable inputs. Unobservable inputs are inputs for which market data are not available
- Level 3 valuations: Fair value measured using significant unobservable inputs

11 物業、機器及設備及投資物業 (續)**(b) 投資物業** (續)

本集團根據不可撤銷經營租賃而應收之未來租賃款項如下：

	2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元
Within 1 year	44,238	42,951
After 1 year but within 2 years	45,565	44,238
After 2 years but within 3 years	46,932	45,565
After 3 years but within 4 years	48,340	46,932
After 4 years but within 5 years	49,791	48,340
After 5 years	513,795	563,586
	748,661	791,612

(c) 投資物業於二零二五年十二月三十一日之公允值為531,000,000元(二零二四年：538,000,000元)，位於香港的投資物業的公允值是根據公開市場價值釐定，經參考可資比較物業的近期售價，並就較近期銷售的溢價或折讓(按本集團的樓宇質素而定)作出調整。

估值乃由獨立測量師行華坊諮詢評估有限公司進行，其職員包括香港測量師學會的專業會員，在所估值房產的地區及類別具有估值經驗。

公允值計量根據香港財務報告會計準則第13號「公允價值計量」所定義之三級公允價值架構獲分類為第三級估值。將公允價值計量分類之等級乃經參考如下估值方法所用數據之可觀察性及重要性後釐定：

- 第一級估值：僅使用第一級輸入數據(即於計量日同類資產或負債於活躍市場之未經調整報價)計量之公允值
- 第二級估值：使用第二級輸入數據(即未能達到第一級之可觀察輸入數據)且並未使用重大不可觀察輸入數據計量之公允值。不可觀察輸入數據為無市場數據之輸入數據
- 第三級估值：採用重大不可觀察數據計量之公允值

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11 Property, plant and equipment and investment properties (Continued)

(c) (Continued)

Information about Level 3 fair value measurement

	Valuation techniques 估值方式	Unobservable inputs 不可觀察數據	Range 範圍
Investment properties — Hong Kong 投資物業 — 香港	Direct comparison approach 直接比較法	Premium/(discount) on quality of the buildings 物業質量導致的溢價/折讓	-12% to 10% (2024: -12% to 10%) -12% to 10% (二零二四年：-12%至10%)

The premium or discount on quality of the buildings used in direct comparison approach is specific to the building compared to the recent sales. High premium for higher quality buildings will result in a high fair value measurement.

直接比較法中使用的近期成交物業因質量而導致的溢價或折讓該特定建築物特有。高品質建築的高溢價將導致較高的公允值。

(d) Right-of-use assets

The analysis of the net book value of right-of-use assets by class of underlying asset is as follows:

(d) 使用權資產

使用權資產的賬面淨值，以其相關的資產分類詳列如下：

	Note 附註	2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元
Ownership interests in leasehold land and buildings held for own use, carried at depreciated cost in Hong Kong and Mainland China, with remaining lease term of between 10 and 50 years	(i)	157,668	164,637
Machinery, equipment, furniture and fixtures, carried at depreciated cost	(ii)	2,712	3,008
Other properties leased for own use, carried at depreciated cost		982	—
		161,362	167,645
Ownership interests in leasehold investment properties, carried at depreciated cost, with remaining lease term of between 10 and 50 years		89,775	94,203
		251,137	261,848

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(除另有指示外，均按港幣計算)

11 Property, plant and equipment and investment properties (Continued)**(d) Right-of-use assets** (Continued)

The analysis of expense items in relation to leases recognised in profit or loss is as follows:

		2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元
Depreciation of right-of-use assets by class of underlying asset:	按相關資產類別劃分之使用權資產折舊：		
Ownership interests in leasehold land and buildings held for own use	持有作自用之租賃土地及樓宇之擁有權權益	7,439	10,052
Machinery, equipment, furniture and fixtures	機器、設備、傢俬及裝置	609	765
Ownership interests in leasehold investment properties	租賃投資物業之擁有權權益	4,428	4,428
Other properties leased for own use	供自用的其他租賃物業	169	—
		12,645	15,245

During the year, additions to right-of-use assets amounted to \$1,468,000 (2024: \$320,000). This amount was related to the capitalised lease payments payable under new tenancy agreements.

Details of total cash outflow for leases and the maturity analysis of lease liabilities are set out in notes 17(d) and 24(b), respectively.

(i) Ownership interests in leasehold land and buildings held for own use

The Group holds a number of properties for its beer business. The Group is the registered owner of these property interests, including the share in the underlying land. Lump sum payments were made upfront to acquire these property interests from their previous registered owners, and there are no ongoing payments to be made under the terms of the land lease, other than payments based on rateable values set by the relevant government authorities.

(ii) Machinery, equipment, furniture and fixtures

The Group leases three machineries under leases expiring in 1 to 5 years. None of the leases includes variable lease payments.

11 物業、機器及設備及投資物業 (續)**(d) 使用權資產** (續)

有關於損益中確認與租賃有關的開支項目分析如下

	2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元
Depreciation of right-of-use assets by class of underlying asset:		
Ownership interests in leasehold land and buildings held for own use	7,439	10,052
Machinery, equipment, furniture and fixtures	609	765
Ownership interests in leasehold investment properties	4,428	4,428
Other properties leased for own use	169	—
	12,645	15,245

本年內，新增使用權資產為1,468,000元（二零二四年：320,000元），與新租賃協議應付的資本化租賃付款有關。

租賃的現金流出總額和租賃負債的期限分析的詳細資料分別在附註17(d)和24(b)中列出。

(i) 持有作自用之租賃土地及樓宇之擁有權權益

本集團為其啤酒業務擁有數項物業。本集團為該等物業權益（包括相關土地）的註冊持有人。本集團已支付了一筆總價，以從其前任註冊持有人獲得這些物業權益。除了根據相關政府機構設定的應課差餉租值外，根據土地租賃的條款無須持續付款。

(ii) 機器、設備、傢俬及裝置

本集團三部租賃機器的租約為期一至五年。所有租約不包含可變租賃付款。

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(除另有指示外，均按港幣計算)

11 Property, plant and equipment and investment properties (Continued)**(e) Impairment losses of non-current assets**

Impairment losses of property, plant and equipment employed in Hong Kong brewery operations	香港啤酒廠營運中使用的物業、廠房及設備的減值損失	—	90,000
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The Group identified a shortfall in the actual results against previous forecasts due to various factors, including but not limited to, a decline in demand for its own brewed products in light of fierce market competition and more outbound travel spending. Indicators of impairment existed for the non-current assets employed in the manufacturing operations in Hong Kong, comprising primarily the production plant and machineries.

The Group determined the recoverable amount of the cash-generating unit to which these assets belong (the "Hong Kong CGU") to be HK\$227,000,000 as at 31 December 2024, which was lower than the carrying amount. Based on management's assessment, impairment losses of HK\$90,000,000 were recognised on the property, plant and equipment employed in the Hong Kong CGU and presented as "impairment losses of non-current assets" in the consolidated income statement for the year ended 31 December 2024.

The recoverable amount of the Hong Kong CGU was determined based on a value-in-use calculation. That calculation uses cash flow projections based on the business forecasts approved by management covering a period of five years. Cash flows beyond the five-year period are extrapolated using a steady annual growth rate. The pre-tax discount rate used in the value-in-use calculation as at 31 December 2024 was 13.3%.

As the carrying amount of the Hong Kong CGU has been reduced to its recoverable amount, any adverse change in the assumptions used in the value-in-use calculation would result in further impairment losses.

The Group assessed the recoverable amount of the Hong Kong CGU and concluded that no further impairment losses nor reversal of previously recognised impairment losses are required as at 31 December 2025.

11 物業、機器及設備及投資物業 (續)**(e) 非流動資產減值虧損**

2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元
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本集團發現實際業績與過往預測出現差異，因多項因素所致，包括但不限於市場競爭激烈導致自身釀製之產品需求下降以及外遊消費增加。香港製造業務之非流動資產存在減值跡象，主要包括生產廠房及機器。

本集團於二零二四年十二月三十一日釐定該等資產所屬現金產生單位（「香港現金產生單位」）之可收回金額為227,000,000元，該金額低於賬面值。根據管理層之評估，截至二零二四年十二月三十一日止年度，香港現金產生單位所用之物業、機器及設備確認減值虧損90,000,000元，並於綜合收益表列示為「非流動資產減值虧損」。

香港現金產生單位的可收回金額是基於使用價值計算確定的。該計算使用了管理層批准的業務預測，涵蓋五年的現金流量預測。超過五年期的現金流量使用穩定的年增長率進行外推。二零二四年十二月三十一日使用的稅前折現率為13.3%。

由於香港現金產生單位的賬面金額已減少至其可收回金額，使用價值計算中假設的任何不利變化都會導致進一步的減值損失。

本集團已評估香港現金產生單位的可收回金額，並得出結論：截至二零二五年十二月三十一日，無需進一步確認減值損失，亦無需轉回先前已確認的減值損失。

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(除另有指示外，均按港幣計算)

12 Intangible assets

12 無形資產

		Trademarks 商標 \$'000 千元	Club debentures 會所債權證 \$'000 千元	Total 總額 \$'000 千元
Cost:	成本：			
At 1 January 2024, 31 December 2024, 1 January 2025 and 31 December 2025	於二零二四年一月一日、 二零二四年十二月三十一日、 二零二五年一月一日及 二零二五年十二月三十一日	39,116	4,771	43,887
Accumulated impairment losses:	累計減值虧損：			
At 1 January 2024, 31 December 2024, 1 January 2025 and 31 December 2025	於二零二四年一月一日、 二零二四年十二月三十一日、 二零二五年一月一日及 二零二五年十二月三十一日	39,116	—	39,116
Net book value:	賬面淨值：			
At 31 December 2024 and 31 December 2025	於二零二四年十二月三十一日及 二零二五年十二月三十一日	—	4,771	4,771

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(除另有指示外，均按港幣計算)

13 Investments in subsidiaries

The following list contains the particulars of all the subsidiaries of the Company:

13 附屬公司權益

下表載列本公司所有附屬公司項目：

Name of company 公司名稱	Place of incorporation/ establishment and operation 註冊成立/ 經營地點	Issued share capital/registered capital 已發行股本/ 註冊資本	Proportion of ownership interest held by Company Subsidiary 所持股權百分比 本公司 附屬公司		Principal activity 主要業務
Hongkong Brewery Limited ("HKBL") (note (i)) (附註(i))	Hong Kong 香港	100 ordinary shares 100股 普通股	100%	—	Dormant 暫無營業
San Miguel (Guangdong) Limited 生力啤(廣東)有限公司	Hong Kong 香港	18,000 class "A" shares 18,000股 (A)股	92.989%	—	Investment holding 投資控股
		1,000 class "B" shares 1,000股 (B)股	100%	—	
Guangzhou San Miguel Brewery Company Limited ("GSMB") (note (ii)) 廣州生力啤酒有限公司 (「廣州生力」)(附註(ii))	PRC 中國	Registered capital: US\$36,507,000 註冊資本： 36,507,000美元	—	70%	Dormant 暫無營業
San Miguel Shunde Holdings Limited	Hong Kong 香港	200,000 ordinary shares 200,000股 普通股	92%	—	Investment holding 投資控股
San Miguel (Guangdong) Brewery Company Limited ("SMGB") (note (iii)) 生力(廣東)啤酒有限公司 (「生力廣東」)(附註(iii))	PRC 中國	Registered capital: US\$87,933,000 註冊資本： 87,933,000美元	—	100%	Manufacture and distribution of beers 製造及分銷啤酒

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(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

13 Investments in subsidiaries (Continued)

Notes:

(i) HKBL has not traded since incorporation but it established a joint venture, Global Brews Hong Kong Limited, in Hong Kong on 18 March 2011. HKBL holds a 50% equity interest in this entity. The joint venture has not commenced operations. HKBL was deregistered from the Companies Registry on 5 April 2024.

(ii) GSMB is an equity joint venture formed between the Company's subsidiary, San Miguel (Guangdong) Limited, and Guangzhou Brewery. As at 29 November 2020, GSMB terminated its operations. The operations were then transferred to SMGB, another PRC subsidiary of the Group. The Group put GSMB into voluntary liquidations under the procedures prescribed under the laws of the PRC.

On 21 January 2022, management filed an application for bankruptcy of GSMB with the Guangzhou Intermediate People's Court in the PRC but it was rejected by the court. As of the date of this report, GSMB is seeking further advice from its PRC legal adviser on the rejection of the bankruptcy application and taking further steps to prepare for the next application.

(iii) SMGB is a wholly-foreign owned enterprise with an operating period of 50 years expiring on 4 August 2042.

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

13 附屬公司權益 (續)

附註：

(i) HKBL自註冊成立以來，一直沒有進行任何交易，但於二零一一年三月十八日於香港成立了一間名為Global Brews Hong Kong Limited的合營公司。HKBL持有該實體百分之五十股權。該合營公司體尚未開始其業務。HKBL於二零二四年四月五日於公司註冊處撤銷註冊。

(ii) 廣州生力乃本公司之附屬公司生力啤(廣東)有限公司與廣州啤酒廠成立之合資合營公司。廣州生力於二零二零年十一月二十九日終止營運。該業務已轉移至本集團在中國的另一家附屬公司生力廣東。本集團根據中國法律規定的程序將廣州生力進行自願清盤。

廣州生力於二零二二年一月二十一日在中國廣州市中級人民法院申請破產，但被廣州市中級人民法院駁回。直至本報告日期，廣州生力在向其中國法律顧問諮詢進一步有關破產申請駁回之建議以及就再次申請可採取的行動。

(iii) 生力廣東為全外資擁有企業，擁有經營期五十年，於二零四二年八月四日屆滿。

下表載列有關生力廣東之資料，生力廣東是本集團唯一擁有重大非控股權益的附屬公司。下列提供的財務資料概要指任何公司間抵銷前之金額。

		2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元
NCI percentage	非控股權益百分比	8%	8%
Current assets	流動資產	112,137	108,548
Non-current assets	非流動資產	49,650	47,085
Current liabilities	流動負債	(42,514)	(38,725)
Non-current liabilities	非流動負債	(238,356)	(261,258)
Net liabilities	負債淨值	(119,083)	(144,350)
Carrying amount of NCI	非控股權益賬面值	(9,527)	(11,548)
Revenue	收入	267,697	265,458
Profit for the year	年度盈利	28,623	17,209
Total comprehensive income	全面收益總額	28,623	17,209
Profit allocated to NCI	分配至非控股權益盈利	2,290	1,377
Dividend paid to NCI	已付予非控股權益股息	—	—
Cash generated from/(used in) operating activities	經營活動之現金流入/(流出)	3,781	(6,588)
Cash used in investing activities	投資活動之現金流出	(3,634)	(3,077)
Cash used in financing activities	融資活動之現金流出	(327)	(310)

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(除另有指示外，均按港幣計算)

14 Inventories

14 存貨

		2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元
Products in hand and in process	現有產品及在製品	39,883	45,985
Materials and supplies	物料及供應	32,585	36,092
		72,468	82,077

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

已確認為開支並計入損益之存貨金額分析如下：

		2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元
Carrying amount of inventories sold (note 5(c))	出售存貨賬面值(附註5(c))	440,997	443,622

15 Trade and other receivables

15 應收貿易及其他賬項

		2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元
Trade receivables	應收貿易賬項	31,209	30,122
Less: loss allowance	減：虧損撥備	(362)	(373)
Trade receivables, net of loss allowance	應收貿易賬項減虧損撥備	30,847	29,749
Other debtors, deposits and prepayments	其他應收賬項、按金及預付款項	40,233	28,851
		71,080	58,600
Represented by:	按：		
Non-current portion	非即期部份	29,795	18,378
Current portion	即期部份	41,285	40,222
		71,080	58,600

Apart from the non-current portion disclosed above, all of the other trade and other receivables are expected to be recovered or recognised as expense within one year.

除上述揭露的非即期部分外，所有其他應收貿易及其他賬項預計將在一年內可收回或列作費用。

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(除另有指示外，均按港幣計算)

15 Trade and other receivables (Continued)

The Group held collateral over trade receivables at the end of the reporting period with attributable values as set out below:

		2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元
Buildings	物業	5,000	5,000
Cash deposits	現金存款	1,990	1,988

Cash deposits disclosed above are included in other creditors and accrued charges and are expected to be settled after more than one year, as disclosed in note 18.

The Group considers that the credit risk arising from trade receivables is mitigated by the collateral in the amounts indicated above. The value of the buildings collateral represents the estimated market value of the buildings as at 31 December 2025.

Ageing analysis

The ageing analysis of trade receivables, net of loss allowance, as at the end of the reporting period is as follows:

		2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元
Current (not past due)	未到期	28,653	26,942
Less than 1 month past due	過期日少於一個月	1,372	1,857
1 to 3 months past due	過期日為一至三個月	343	412
3 to 6 months past due	過期日為三至六個月	286	420
More than 6 months but less than 12 months past due	過期日多於六個月但少於十二個月	193	118
		30,847	29,749

According to the Group's credit policy, customers are granted a credit period that generally requires payment by the end of the month following the month in which sales take place. Therefore, all the current balances disclosed above are aged within two months from the invoice date.

15 應收貿易及其他賬項 (續)

本集團在結算日就應收貿易賬項持有以下抵押品：

	2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元
Buildings	5,000	5,000
Cash deposits	1,990	1,988

以上列示的現金存款被列入本集團預計多於一年後支付的其他應付賬項及應計費用，於附註 18 披露。

本集團認為上述抵押品減輕了應收貿易賬項的信貸風險。抵押物業價值代表物業於二零二五年十二月三十一日的市值。

賬齡分析

應收貿易賬項，扣除虧損撥備於結算日之賬齡分析如下：

	2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元
Current (not past due)	28,653	26,942
Less than 1 month past due	1,372	1,857
1 to 3 months past due	343	412
3 to 6 months past due	286	420
More than 6 months but less than 12 months past due	193	118
	30,847	29,749

根據本集團的信貸政策，客戶授予以信貸期一般要求於銷售月份後的月份完結時到期。因此，上述披露所有未到期結餘均在發票日期後兩個月內到期。

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(除另有指示外，均按港幣計算)

16 Amounts due from/(to) holding companies, fellow subsidiaries and related companies**16 應收／(應付) 控股公司、同系附屬公司及關連公司賬項**

		2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元
Amounts due from holding companies	應收控股公司賬項		
— trade-related	— 與貿易相關	7,590	13,695
— non trade-related	— 與非貿易相關	294	523
Amounts due from fellow subsidiaries	應收同系附屬公司賬項		
— non trade-related	— 與非貿易相關	18	10
		7,902	14,228
Amounts due to holding companies	應付控股公司賬項		
— trade-related	— 與貿易相關	(218)	(118)
— non trade-related	— 與非貿易相關	(4,705)	(3,602)
Amount due to a fellow subsidiary	應付同系附屬公司賬項		
— trade-related	— 與貿易相關	(485)	—
		(5,408)	(3,720)
Amount due from a related company	應收關連公司賬項		
— non trade-related	— 與非貿易相關	1,353	895
Amounts due to related companies	應付關連公司賬項		
— trade-related	— 與貿易相關	(2,495)	(2,408)
— non trade-related	— 與非貿易相關	(6,943)	(6,506)
		(9,438)	(8,914)

Amounts due from/(to) holding companies, fellow subsidiaries and related companies are unsecured, interest-free and recoverable/repayable on demand except for trade-related amounts which are recoverable/repayable under normal trade terms. The trade-related balances were not past due as at 31 December 2025 and 2024.

Related companies included a non-controlling shareholder of a subsidiary and companies where their ultimate holding company has significant influence over the Group.

除貿易賬項須按貿易條款支付外，應收／(應付) 控股公司、同系附屬公司及關連公司賬項均無抵押，免息及按需求收回／還款。與貿易相關之結存於二零二五年及二零二四年十二月三十一日並未到期。

關連公司包括非控股股東及其最終控股公司對本集團有重大影響的公司。

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17 Cash and bank balances**(a) Cash and bank balances comprise:****17 現金及銀行存款****(a) 現金及銀行存款包括：**

		2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元
Bank deposits within three months of maturity when placed	存放時到期日為三個月內的銀行存款	216,698	145,378
Bank deposits with more than three months to maturity when placed	存放時到期日為大於三個月 的銀行存款	11,072	10,800
Cash at bank and on hand	銀行結存及現金	57,943	60,342
Cash and bank balances in the consolidated statement of financial position	綜合財務狀況表中的現金及 銀行存款	285,713	216,520
Less: bank deposits with more than three months to maturity when placed	減：存放時到期日為大於三個月 的銀行存款	(11,072)	(10,800)
Cash and cash equivalents in the consolidated cash flow statement	綜合現金流量表中的現金及 等同現金項目結存	274,641	205,720

As at 31 December 2025, cash and bank balances situated in Mainland China amounted to \$53,455,000 (2024: \$48,826,000). Remittance of funds out of Mainland China is subject to relevant rules and regulations of foreign exchange control.

於二零二五年十二月三十一日，存於中國內地銀行現金及等同現金項目為53,455,000元（二零二四年：48,826,000元），中國內地外的匯款受相關規則及外匯法規所管制。

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17 Cash and bank balances (Continued)**(b) Reconciliation of profit/(loss) before taxation to cash generated from operations:****17 現金及銀行存款** (續)**(b) 除稅前盈利／(虧損)與經營業務之現金流入調節表：**

		2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元
Profit/(loss) before taxation	除稅前盈利／(虧損)	96,553	(21,652)
Adjustments for:	就下列事項作出調整：		
Interest income	利息收入	4	(7,209)
Net gain on disposal of property, plant and equipment	出售物業、機器及設備之淨盈利	4	(37)
Interest expense	利息支出	5(a) 232	231
Impairment losses on non-current assets	非流動資產減值虧損	11(e) —	90,000
Depreciation of property, plant and equipment	物業、機器及設備之折舊	11(a) 16,156	19,797
Depreciation of investment properties	投資物業之折舊	11(a) 4,735	4,700
Net foreign exchange losses	匯兌淨虧損	240	525
Changes in working capital:	營運資本之變動：		
Decrease in inventories	存貨之減少	9,609	6,502
Increase in trade and other receivables	應收貿易及其他賬款之增加	(12,681)	(8,120)
Decrease/(increase) in amounts due from holding companies and fellow subsidiaries	應收控股公司及同系附屬公司賬項之減少／(增加)	6,326	(3,474)
Increase in amount due from a related company	應收關連公司賬項之增加	(458)	(340)
Increase/(decrease) in amounts due to holding companies and fellow subsidiaries	應付控股公司及同系附屬公司賬項之增加／(減少)	1,688	(337)
Increase/(decrease) in amounts due to related companies	應付關連公司賬項之增加／(減少)	524	(1,430)
Decrease in trade and other payables	應付貿易及其他賬項之減少	(1,942)	(3,513)
Decrease in retirement benefit liabilities	退休福利負債之減少	(3,789)	(2,703)
Cash generated from operations	經營業務之現金流入	109,616	72,940

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(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

17 Cash and bank balances (Continued)**(c) Reconciliation of liabilities arising from financing activities:**

The table below details changes in the Group's liabilities from financing activities, including both cash and non-cash changes. Liabilities arising from financing activities are liabilities for which cash flows were, or future cash flows will be, classified in the Group's consolidated cash flow statement as cash flows from financing activities.

17 現金及銀行存款 (續)**(c) 由融資活動產生之債務調節表：**

本集團因融資活動而產生之債務的變動，包括現金及非現金變動，已詳列於下表。由融資活動產生的債務，即為該債務過去及將來的現金流，於本集團的綜合現金流量表中，會歸類為融資活動之現金流。

		Loan from a related company 關連公司貸款 \$'000 千元	Lease liabilities 租賃負債 \$'000 千元	Total 總額 \$'000 千元
At 1 January 2024	於二零二四年一月一日	3,578	2,914	6,492
Changes from financing cash flows: 融資現金流之變動：				
Capital element of lease rentals paid	已付租賃的資本部份	—	(664)	(664)
Interest element of lease rentals paid	已付租賃的利息部份	—	(79)	(79)
Interest paid	已付利息	(152)	—	(152)
Total changes from financing cash flows	融資現金流總變動	(152)	(743)	(895)
Exchange adjustments	匯兌調整	(75)	—	(75)
Other changes:				
其他變動：				
Increase in lease liabilities from entering into a new lease during the year	本年度因簽訂新租約而增加的租賃負債	—	320	320
Interest expenses	利息支出	152	79	231
At 31 December 2024 and 1 January 2025	於二零二四年十二月三十一日及二零二五年一月一日	3,503	2,570	6,073
Changes from financing cash flows: 融資現金流之變動：				
Capital element of lease rentals paid	已付租賃的資本部份	—	(682)	(682)
Interest element of lease rentals paid	已付租賃的利息部份	—	(76)	(76)
Interest paid	已付利息	(156)	—	(156)
Total changes from financing cash flows	融資現金流總變動	(156)	(758)	(914)
Exchange adjustments	匯兌調整	89	1	90
Other changes:				
其他變動：				
Increase in lease liabilities from entering into new leases during the year	本年度因簽訂新租約而增加的租賃負債	—	1,468	1,468
Interest expenses	利息支出	156	76	232
At 31 December 2025	於二零二五年十二月三十一日	3,592	3,357	6,949

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(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

17 Cash and bank balances (Continued)**(d) Total cash outflow for leases**

Amounts included in the consolidated cash flow statement for leases comprise the following:

		2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元
Within operating cash flows	包含在經營活動現金流	378	353
Within financing cash flows	包含在融資活動現金流	758	743
		1,136	1,096

18 Trade and other payables

		2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元
Trade payables	應付貿易賬項	33,883	36,166
Other creditors and accrued charges	其他應付賬項及應計費用	58,356	58,015
		92,239	94,181
Represented by:	按：		
Non-current portion	非即期部份	25,041	23,772
Current portion	即期部份	67,198	70,409
		92,239	94,181

Apart from the non-current portion disclosed above and other creditors and accrued charges amounting to \$1,990,000 (2024: \$1,988,000) that are expected to be settled after more than one year, all of the other trade and other payables are expected to be settled within one year or are repayable on demand.

17 現金及銀行存款 (續)**(d) 租賃現金流出總額**

就租賃計入現金流量表之金額包括以下各項：

18 應付貿易及其他賬項

除上文所披露的非即期部分及其他應付賬項及應計費用1,990,000元(二零二四年：1,988,000元)預期將於超過一年後清償外，所有其他應付貿易及其他賬項預期將於一年內清償或須按要求償還。

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(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

18 Trade and other payables (Continued)

The ageing analysis of trade payables as at the end of the reporting period is as follows:

		2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元
Current and less than 1 month past due	未到期及過期日少於一個月	33,813	36,144
1 to 3 months past due	過期日為一至三個月	57	15
3 to 6 months past due	過期日為三至六個月	7	7
More than 6 months but less than 12 months past due	過期日多於六個月但少於十二個月	6	—
		33,883	36,166

According to the credit terms provided by suppliers, the Group is generally required to settle within one to two months from the invoice date. Therefore, the current and less than 1 month past due balances disclosed above are mostly aged within two to three months from the invoice date.

19 Loan from a related company

The loan from a related company bears interest at 4.35%, is unsecured and repayable on demand.

20 Post-employment benefits

The Group operates a mandatory provident fund (“MPF”) scheme and a defined benefit retirement plan registered under the Occupational Retirement Schemes Ordinance (Chapter 426 of the Laws of the Hong Kong) (the “ORSO plan”) in Hong Kong. In addition, the employees employed under the Hong Kong Employment Ordinance are also entitled to LSP if the eligibility criteria are met.

The Group contributes to central pension schemes operated by the PRC government for employees of the subsidiaries in the PRC.

The ORSO plan and LSP in Hong Kong are defined benefit plans. The analysis of the carrying amount of retirement benefit liabilities is as follows:

		2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元
ORSO plan liabilities (note 20(a))	職業退休計劃負債 (附註20(a))	6,210	10,783
Long service payment liabilities (note 20(c))	長期服務金負債 (附註20(c))	1,236	741
Retirement benefit liabilities	退休福利負債	7,446	11,524

18 應付貿易及其他賬項 (續)

應付貿易賬項於結算日之賬齡如下：

	2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元
Current and less than 1 month past due	33,813	36,144
1 to 3 months past due	57	15
3 to 6 months past due	7	7
More than 6 months but less than 12 months past due	6	—
	33,883	36,166

根據供應商提供的信貸條款，本集團一般於發票日期後一至兩個月內到期結算。因此，上述披露未到期及過期日少於一個月的結餘大部份均在發票日後兩至三個月內到期。

19 關連公司貸款

關連公司貸款利率為4.35%，無抵押並須按要求償還。

20 離職後福利

本集團設有一項強積金計劃及一項根據香港法例第426章《職業退休計劃條例》註冊的定額福利退休計劃（「職業退休計劃」）。此外，倘符合資格，根據香港《僱傭條例》受聘的僱員亦有權獲得長期服務金（「長服金」）。

本集團就其設於中國內地之附屬公司僱員，向由中國政府所管理的中央養老金計劃繳付供款。

職業退休計劃及長服金均為定額福利計劃。退休福利負債的賬面值分析如下：

	2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元
ORSO plan liabilities (note 20(a))	6,210	10,783
Long service payment liabilities (note 20(c))	1,236	741
Retirement benefit liabilities	7,446	11,524

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(除另有指示外，均按港幣計算)

20 Post-employment benefits (Continued)**(a) ORSO plan liabilities**

The ORSO plan of the Group is administered by an independent trustee, with the assets held separately from those of the Group. Under the ORSO plan, a retired employee is entitled to a payment based on the completed years of service and salary on the date of leaving service.

Contributions to the plan are made in accordance with the recommendations of an independent actuary who values the retirement plan at regular intervals. The latest independent actuarial valuations of the plan were at 31 December 2025 and were prepared by qualified staff of Mercers (Hong Kong) Limited, who are the member of Chartered Enterprise Risk Actuary, using the projected unit credit method. The actuarial valuations indicate that the Group's obligations under the defined benefit retirement plan are 88% (2024: 79%) covered by the plan assets held by the trustee.

The plan exposes the Group to actuarial risk, such as interest rate risk, investment risk and salary risk.

(i) The amounts recognised in the consolidated statement of financial position are as follows:

		2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元
Present value of funded obligations	資助責任的現值	53,134	52,258
Fair value of plan assets	計劃資產之公允值	(46,924)	(41,475)
Retirement benefit liabilities	退休福利負債	6,210	10,783

A portion of the above liabilities is expected to be settled after more than one year. However, it is not practicable to segregate this amount from the amounts payable in the next twelve months, as the retirement benefit payable to plan members and future contributions to plan assets will also depend on staff revenue and future changes in actuarial assumptions. The Group expects to pay \$785,000 in contributions to the defined benefit retirement plan in 2026.

(ii) Plan assets consist of the following:

		2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元
Equity securities	股本證券	22,711	18,551
Bonds	債券	22,758	21,088
Cash	現金	1,455	1,836
		46,924	41,475

An asset-liability matching study was performed by the trustee periodically to analyse the outcome of the strategic investment policies. The investment portfolio targets a mix of 48% in equity securities across a range of industries and 52% in government bonds (2024: 45% in equity securities across a range of industries and 55% in government bonds).

20 離職後福利 (續)**(a) 職業退休計劃之負債**

本集團的職業退休計劃由獨立受託人管理，其資產與本集團的資產分開持有。根據職業退休計劃，退休僱員有權根據離職日期已完成的服務年期及薪金獲得付款。

退休計劃之供款乃按照獨立精算師之建議而訂立。該計劃最新之獨立精算估值乃於二零二五年十二月三十一日由美世(香港)有限公司(特許企業風險分析師會員)之專業合資格精算師採用預算單位信貸法進行。有關估值顯示本集團根據該定額福利退休計劃所須履行之責任其中88%(二零二四年:79%)受信託人持有之計劃資產保障。

該計劃令本集團承受精算風險、如利率風險、投資風險及薪金風險。

(i) 於綜合財務狀況表確認之款額如下：

		2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元
Present value of funded obligations	資助責任的現值	53,134	52,258
Fair value of plan assets	計劃資產之公允值	(46,924)	(41,475)
Retirement benefit liabilities	退休福利負債	6,210	10,783

上述部份負債預期將於超過一年後支付。然而，由於退休福利對計劃成員之應付款及對計劃資產之未來供款須視乎精算假設之未來變動，因此不適宜將該筆款額與未來十二個月之應付款項分開處理。本集團預計在二零二六年支付785,000元作為定額福利退休計劃的供款。

(ii) 計劃資產包括：

		2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元
Equity securities	股本證券	22,711	18,551
Bonds	債券	22,758	21,088
Cash	現金	1,455	1,836
		46,924	41,475

於每個週期，受託人會進行資產負債匹配研究，並分析投資政策策略之結果。投資組合目標為一系列行業之48%股票證券組合及52%政府債券。(二零二四年:45%股票證券組合及55%政府債券)。

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(除另有指示外，均按港幣計算)

20 Post-employment benefits (Continued)**(a) ORSO plan liabilities** (Continued)

(iii) Movements in the present value of the defined benefit obligations:

20 離職後福利 (續)**(a) 職業退休計劃之負債** (續)

(iii) 定額福利負債的現值變動：

		2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元
At 1 January	於一月一日	52,258	79,479
Remeasurements:	重估：		
— Actuarial gains arising from changes in demographic assumptions	— 人口假設變動產生的精算盈利	(1)	—
— Actuarial losses/(gains) arising from changes in financial assumptions	— 財務假設變動產生的精算虧損/(盈利)	1,899	(1,308)
— Actuarial losses arising from changes in experience	— 經驗變動產生的精算虧損	324	58
		2,222	(1,250)
Benefits paid by the plan	計劃支付之福利	(5,240)	(30,942)
Current service cost	現時服務成本	2,115	2,745
Interest cost	利息成本	1,779	2,226
At 31 December	於十二月三十一日	53,134	52,258

The weighted average duration of the defined benefit obligations is 4.8 years (2024: 4.9 years).

定額福利負債之加權平均年期為4.8年(二零二四年：4.9年)。

(iv) Movements in plan assets:

(iv) 計劃資產之變動：

		2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元
At 1 January	於一月一日	41,475	63,614
Contributions paid to the plan by the employer	僱主支付的計劃供款	6,696	6,350
Benefits paid by the plan	計劃支付之福利	(5,240)	(30,942)
Interest income	利息收入	1,410	1,764
Return on plan assets, excluding interest income	計劃資產之回報(不包括利息收入)	2,914	1,020
Administrative expenses paid from plan assets	計劃資產之行政開支	(331)	(331)
At 31 December	於十二月三十一日	46,924	41,475

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(除另有指示外，均按港幣計算)

20 Post-employment benefits (Continued)**(a) ORSO plan liabilities** (Continued)

(v) Amounts recognised in the consolidated income statement and statement of comprehensive income are as follows:

		2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元
Current service cost	現時服務成本	2,115	2,745
Net interest on net defined benefit liability	定額福利淨負債之利息淨額	369	462
Administrative expenses paid from plan assets	計劃資產之行政開支	331	331
Total amounts recognised in profit or loss	於損益中確認之開支總額	2,815	3,538
Actuarial losses/(gains)	精算虧損/(盈利)	2,222	(1,250)
Return on plan assets, excluding interest income	計劃資產之回報(不包括利息收入)	(2,914)	(1,020)
Total amounts recognised in other comprehensive income (note 9)	於其他全面收益已確認之總額(附註9)	(692)	(2,270)
Total defined benefit costs	定額福利支出總額	2,123	1,268

(vi) Significant actuarial assumptions and sensitivity analysis are as follows:

20 離職後福利 (續)**(a) 職業退休計劃之負債** (續)

(v) 於綜合收益表及全面收益表確認之開支如下：

(vi) 主要的精算假設和敏感度分析如下：

		2025 二零二五年	2024 二零二四年
Discount rate (p.a.)	貼現率(每年)	2.70%	3.50%
Future salary increases (p.a.)	未來薪酬之增長率(每年)	3.00%	3.00%

The analysis set out below shows how the defined benefit obligations as at 31 December 2025 would have increased/(decreased) as a result of a 0.25% change in the significant actuarial assumptions:

下列分析說明主要精算假設0.25%之變化對定額福利負債於二零二五年十二月三十一日將增加/(減少)如下：

		2025 二零二五年		2024 二零二四年	
		Increase of 0.25% 增加0.25% \$'000 千元	Decrease of 0.25% 減少0.25% \$'000 千元	Increase of 0.25% 增加0.25% \$'000 千元	Decrease of 0.25% 減少0.25% \$'000 千元
Discount rate	貼現率	(609)	623	(615)	629
Future salary increases	未來薪酬之增長率	750	(737)	759	(745)

The above sensitivity analysis is based on the assumption that changes in actuarial assumptions are not correlated and therefore it does not take into account the correlations between the actuarial assumptions.

上述敏感度分析是假設精算假設之變化互不相關，因此敏感度分析並不考慮精算假設之間的相關性。

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(除另有指示外，均按港幣計算)

20 Post-employment benefits (Continued)

(b) Defined contribution retirement plans

- (i) Staff employed by the Group in Hong Kong who are not members of the above ORSO plan are required to join the Group's MPF scheme under the Hong Kong Mandatory Provident Fund Schemes Ordinance. The MPF scheme is a defined contribution retirement plan administered by an independent corporate trustee. Under the plan, the Group and its employees are each required to make contributions to the plan at 5% of the employees' relevant income, subject to a cap of monthly relevant income of \$30,000. Contributions to the plan vest immediately. There are no forfeited contributions that may be used by the Group to reduce the existing level of contributions.
- (ii) Employees of the subsidiaries in the PRC are members of pension schemes operated by the PRC government. The Group is required to contribute, based on a certain percentage of the employees' remuneration, to these pension schemes to fund the benefits. The only obligation for the Group with respect to these pension schemes is the required contributions under the central pension scheme. Contributions to these schemes vest immediately. There are no forfeited contributions that may be used by the Group to reduce the existing level of contributions.

(c) Long service payment liabilities

Hong Kong employees that have been employed continuously for at least five years are entitled to LSP in accordance with the Hong Kong Employment Ordinance under certain circumstances. The amount of LSP payable is determined with reference to the employee's final salary (capped at \$22,500) and the years of service, reduced by the amount of any accrued benefits derived from the Group's contributions to ORSO plan (see note 20(a)) and MPF scheme (see note 20(b)), with an overall cap of \$390,000 per employee. Currently, the Group does not have any separate funding arrangement in place to meet its LSP obligation.

Starting from 1 May 2025 (the "Transition Date"), the Hong Kong Employment and Retirement Schemes Legislation (Offsetting Arrangement) (Amendment) Ordinance 2022 (the "Amendment Ordinance") came into effect, which abolishes the statutory right of an employer to reduce its LSP payable to a Hong Kong employee by drawing on its mandatory contributions to the MPF scheme. Separately, a 25-year scheme to provide a subsidy for employers' costs in relation to the post-transition portion of the LSP has been implemented with effect on 1 May 2025.

Among other things, upon the abolition of the offsetting mechanism takes effect, an employer can no longer use any of the accrued benefits derived from its mandatory MPF contributions (irrespective of the contributions made before, on or after the Transition Date) to reduce the LSP in respect of an employee's service from the Transition Date. However, where an employee's employment commenced before the Transition Date, the employer can continue to use the above accrued benefits to reduce the LSP in respect of the employee's service up to that date; in addition, the LSP in respect of the service before the Transition Date will be calculated based on the employee's monthly salary immediately before the Transition Date and the years of service up to that date. The Group has accounted for the offsetting mechanism and its abolition as disclosed in note 1(o)(ii).

20 離職後福利 (續)

(b) 定額供款退休計劃

- (i) 根據香港《強制性公積金計劃條例》，本集團在香港僱用而並無加入上述職業退休計劃的僱員，須加入本集團的強制性公積金計劃。強制性公積金計劃乃一個由獨立法團受託人管理的定額供款退休計劃。根據有關計劃，本集團及其僱員各自須向計劃作出供款，數額為僱員有關入息的5%，惟每月有關入息的最高水平為30,000元。對計劃作出的供款即時歸屬，且無遭沒收的供款可能會被集團用以減低過往供款水平。
- (ii) 中國附屬公司僱員為中國政府營運的中央退休金計劃的成員。本集團須對中央退休金計劃供款作為有關福利提供資金，數額以僱員酬金按百份比釐定。本集團有關中央退休金計劃的唯一義務為根據中央退休金計劃須作出的有關供款。對計劃作出的供款即時歸屬，且無遭沒收的供款可能會被集團用以減低過往供款水平。

(c) 長服金之負債

根據香港《僱傭條例》，連續受僱至少五年的香港僱員可在若干情況下享有長服金。應付長服金的金額乃經參考僱員的最後薪金（上限為22,500元）及服務年期，經扣除本集團對職業退休計劃（見附註20(a)）及強積金計劃（見附註20(b)）的供款所衍生的任何應計權益後釐定，整體上限為每名僱員390,000元。目前，本集團並未落實任何單獨的資金安排以履行其長服金責任。

自二零二五年五月一日（「過渡日期」）起，《2022年香港僱傭及退休計劃法例（對沖安排）（修訂）條例》（「修訂條例」）正式生效，該條例廢除僱主以其向強制性公積金（MPF）計劃所作的強制性供款，抵銷其須向香港僱員支付的長期服務金（LSP）的法定權利。另一方面，一項為期25年的資助計劃亦於二零二五年五月一日起實施，旨在補貼僱主於過渡後部份長期服務金所產生的相關成本。

其中，一旦取消抵銷機制生效，僱主不得再使用其強制性強積金供款（不論供款是於過渡日期之前、當日或之後作出）所衍生的任何累計福利減少自過渡日期起就僱員服務應付的長服金。然而，倘僱員於過渡日期前受聘，僱主可繼續使用上述累計福利來減少截至該日期就僱員服務應付的長服金；此外，在計算過渡日期前就僱員服務應付的長服金時，會基於僱員於緊接過渡日期前的月薪及截至該日期的服務年期。本集團已對抵銷機制及其取消進行會計處理（披露於附註1(o)(ii)）。

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(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

20 Post-employment benefits (Continued)**(c) Long service payment liabilities** (Continued)

The Group has determined that the Amendment Ordinance primarily impacts the Group's LSP liability with respect to Hong Kong employees that do not participate in the Group's ORSO plan. The Amendment Ordinance has no material impact on the Group's LSP liability with respect to employees that participate in the Group's ORSO plan.

The Group was not entitled to any subsidy for employers' costs in relation to the post-transition portion of the LSP during the year ended 31 December 2025.

21 Income tax in the consolidated statement of financial position**(a) Current taxation in the consolidated statement of financial position represents:****20 離職後福利** (續)**(c) 長服金之負債** (續)

本集團已確定，《修訂條例》主要影響本集團就不參與本集團職業退休計劃的香港僱員而承擔的長服金負債。《修訂條例》對本集團就參與本集團職業退休計劃的僱員而承擔的長服金負債並無重大影響。

於截至二零二五年十二月三十一日止年度內，本集團並無符合資格獲取與過渡後部份長期服務金相關之僱主成本補貼。

21 綜合財務狀況表所列之所得稅項**(a) 綜合財務狀況表的即期稅項指：**

	2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元
PRC Corporate Income Tax 中國企業所得稅	1,431	(662)

(b) Deferred tax assets and liabilities recognised:

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

(b) 已確認之遞延稅項資產及負債：

於綜合財務狀況表已確認之遞延稅項資產及負債之組成部分及年內之變動如下：

		Depreciation allowances in excess of the related depreciation 折舊免稅額 超逾有關折舊之數額 \$'000 千元	Impairment losses for receivables and inventories 應收賬項 及存貨 之減值虧損 \$'000 千元	Retirement benefit liabilities 退休福利 負債 \$'000 千元	Tax losses 稅項虧損 \$'000 千元	Total 總額 \$'000 千元
Deferred tax arising from:	遞延稅項來自：					
At 1 January 2024 (Credited)/charged to profit or loss (note 6(a))	於二零二四年一月一日 於損益中 (計入)/扣除 (附註 6(a))	37,896	(6,581)	(2,618)	(56,048)	(27,351)
Charged to equity (note 9)	於權益中扣除 (附註 9)	(15,792)	61	(99)	7,483	(8,347)
Exchange adjustments	匯兌調整	—	—	816	—	816
		6	134	—	—	140
At 31 December 2024 and 1 January 2025	於二零二四年十二月三十一日 及二零二五年一月一日	22,110	(6,386)	(1,901)	(48,565)	(34,742)
Charged to profit or loss (note 6(a))	於損益中扣除 (附註 6(a))	232	33	224	9,755	10,244
Charged to equity (note 9)	於權益中扣除 (附註 9)	—	—	448	—	448
Exchange adjustments	匯兌調整	(7)	(159)	—	—	(166)
At 31 December 2025	於二零二五年十二月三十一日	22,335	(6,512)	(1,229)	(38,810)	(24,216)

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(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

21 Income tax in the consolidated statement of financial position (Continued)**(c) Deferred tax assets not recognised:**

Deferred tax assets have not been recognised in respect of the following items, which pertain to the subsidiaries in the PRC and the Company:

		2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元
Depreciation in excess of the related depreciation allowances	折舊免稅額超逾有關折舊之數額	93,227	93,040

In accordance with the accounting policy set out in note 1(p), deferred tax assets have not been recognised in respect of the above items as it is not probable that the relevant entities will generate future taxable profits against which the above items can be utilised.

21 綜合財務狀況表所列之所得稅項
(續)**(c) 未確認之遞延稅項資產：**

中國附屬公司及本公司並未就下列各項目所引致之遞延稅項資產做出確認：

	2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元
Depreciation in excess of the related depreciation allowances	93,227	93,040

根據列示於附註1(p)會計政策，由於未能確定相關附屬公司未來能夠獲得足夠應課稅盈利以抵扣其利益，故本集團並未確認上列項目所引致之遞延稅項資產。

22 Lease liabilities

At 31 December 2025, lease liabilities are repayable as follows:

		2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元
Within 1 year	一年內	1,441	416
After 1 year but within 2 years	一年後但兩年內	515	384
After 2 years but within 5 years	兩年後但五年內	1,245	1,198
After 5 years	五年後	156	572
		1,916	2,154
		3,357	2,570

22 租賃負債

於二零二五年十二月三十一日，租賃負債須於以下年期內償還：

	2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元
Within 1 year	1,441	416
After 1 year but within 2 years	515	384
After 2 years but within 5 years	1,245	1,198
After 5 years	156	572
	1,916	2,154
	3,357	2,570

NOTES TO THE FINANCIAL STATEMENTS 財務報表附註

(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

23 Capital, reserves and dividends**(a) Movements in components of equity**

The reconciliation between the opening and closing balances of each component of the Group's consolidated equity is set out in the consolidated statement of changes in equity. Details of the changes in the Company's individual components of equity between the beginning and the end of the year are set out below:

23 股本、儲備及股息**(a) 權益部分變動**

本集團之綜合權益中各部分的年初及年末調節於綜合權益變動表內列載。本公司之各個權益部分的年初及年末變動詳情於以下列載：

		Note 附註	Share capital 股本 \$'000 千元	Retained profits 收益儲備 \$'000 千元	Total 總額 \$'000 千元
Balance at 1 January 2024	於二零二四年一月一日結餘		252,524	318,628	571,152
Changes in equity for 2024:	二零二四年權益變動：				
Remeasurement of defined benefit plan obligations, net of tax	定期福利計劃責任之重新計量 (除稅後)		—	1,454	1,454
Loss for the year	年度虧損		—	(17,041)	(17,041)
Dividends approved in respect of the previous year	上一財政年度批准之股息		—	(18,679)	(18,679)
Balance at 31 December 2024 and 1 January 2025	於二零二四年十二月三十一日及二零二五年一月一日結餘	27	252,524	284,362	536,886
Changes in equity for 2025:	二零二五年權益變動：				
Remeasurement of defined benefit plan obligations, net of tax	定期福利計劃責任之重新計量 (除稅後)		—	(159)	(159)
Profit for the year	年度盈利		—	80,082	80,082
Dividends approved in respect of the previous year	上一財政年度批准之股息		—	(18,679)	(18,679)
Balance at 31 December 2025	於二零二五年十二月三十一日結餘	27	252,524	345,606	598,130

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(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

23 Capital, reserves and dividends (Continued)**(b) Share capital**

		2025 二零二五年		2024 二零二四年	
		No. of shares 股份數目 '000 '000	\$'000 千元	No. of shares 股份數目 '000 '000	\$'000 千元
Ordinary shares, issued and fully paid:	普通股，已發行及繳足股本：				
At 1 January and 31 December	於一月一日及十二月三十一日	373,570	252,524	373,570	252,524

In accordance with section 135 of the Hong Kong Companies Ordinance, the ordinary shares of the Company do not have a par value.

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 meetings of the Company. All ordinary shares rank equally with regard to the Company's residual assets.

根據香港《公司條例》第135條，公司股份不再有票面價值。

普通股持有人有權收取不時宣派的股息，並可在本公司大會上每持有一股股份投一票。對於本公司的剩餘資產，所有普通股均享有同等權益。

(c) Dividends

(i) Dividends payable to equity shareholders of the Company attributable to the year:

		2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元
Final dividend proposed after the end of the reporting period of 0.06 per ordinary share (2024: \$0.05 per ordinary share)	於結算日後擬派末期股息每股普通股0.06元 (二零二四年：每股普通股0.05元)	22,414	18,679

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

於結算日後擬派之股息，並無確認為結算日之負債。

(ii) Dividends payable to equity shareholders of the Company attributable to the previous financial year, approved and paid during the year

		2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元
Final dividend in respect of the previous financial year, approved and paid during the year	於年內批准及支付之過往年度末期股息	18,679	18,679

23 股本、儲備及股息 (續)**(b) 股本****(c) 股息**

(i) 本年本公司權益持有人之股息

(ii) 於年內批准及支付予本公司權益持有人之過往年度股息

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(除另有指示外，均按港幣計算)

23 Capital, reserves and dividends (Continued)

(d) Nature and purpose of reserves

(i) Capital reserve

The capital reserve represents the reserve arising from the capitalisation of retained profits of PRC subsidiaries.

(ii) Exchange fluctuation reserve

The exchange fluctuation reserve comprises all foreign exchange differences arising from the translation of the financial statements of subsidiaries outside Hong Kong and the foreign exchange differences arising from translation of monetary items that in substance form part of the net investment in subsidiaries outside Hong Kong. The reserve is dealt with in accordance with the accounting policy set out in note 1(s).

(e) Distributability of reserves

At 31 December 2025, the aggregate amount of reserves available for distribution to equity shareholders of the Company, as calculated under the provision of Part 6 of the Hong Kong Companies Ordinance, was \$345,606,000 (2024: \$284,362,000).

(f) Capital management

The Group's primary objectives when managing capital are to safeguard the Group's ability to continue as a going concern, so that it can continue to provide returns for shareholders and benefits for other stakeholders, by pricing products commensurately with the level of risk and by securing access to finance at a reasonable cost.

At 31 December 2025, the Group's total borrowings amounted to \$3,592,000 (2024: \$3,503,000). The gearing ratio, representing the ratio of total borrowings to share capital and reserves of the Group was 0.5% (2024: 0.5%). At 31 December 2025, the Group's cash and bank balances amounted to \$285,713,000 (2024: \$216,520,000).

The Group actively and regularly reviews and manages its capital structure to maintain a balance between the higher shareholder returns that might be possible with higher levels of borrowings and the advantages and security afforded by a sound capital position, and makes adjustments to the capital structure in light of changes in economic conditions.

Neither the Company nor any of its subsidiaries are subject to externally imposed capital requirements.

23 股本、儲備及股息 (續)

(d) 儲備性質及用途

(i) 資本儲備

資本儲備乃指一間中國附屬公司之收益儲備資本化而產生之儲備。

(ii) 匯兌波動儲備

匯兌波動儲備包括因換算香港以外之附屬公司財務報表產生之所有匯兌差額及因換算貨幣項目(實則部份屬於外地附屬公司之淨投資)之匯兌差額。該儲備根據附註1(s)所載之會計政策而處理。

(e) 分派儲備

於二零二五年十二月三十一日，按香港《公司條例》第6部之條文計算，可供分派儲備予本公司權益持有人之儲備總額為345,606,000元(二零二四年：284,362,000元)。

(f) 資本管理

本集團管理資本的主要目標是要保障集團能夠持續經營，從而繼續為股東提供回報及為其他持股份者帶來好處；以風險水平相稱為產品定價，以及確保獲得合理的融資成本。

於二零二五年十二月三十一日，本集團的借貸總額為3,592,000元(二零二四年：3,503,000元)。資產負債比率(即借貸總額佔本集團股本及儲備的比率)為0.5%(二零二四年：0.5%)。截至二零二五年十二月三十一日，本集團的現金及銀行存款總值285,713,000元(二零二四年：216,520,000元)。

本集團積極及定期對資本架構展開檢討及管理，以在較高股東回報情況下可能伴隨之較高借貸水平與良好的資本狀況帶來的優勢及保障之間取得平衡，並因應經濟環境的變化對資本架構作出調整。

本公司及其附屬公司均不受外部施加的資本限制要求。

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(除另有指示外，均按港幣計算)

24 Financial risk management and fair values

Exposure to credit, liquidity, interest rate and currency risks arises in the normal course of the Group's business. The Group's exposure to these risks and the financial risk management policies and practices used by the Group to manage these risks are described below.

(a) Credit risk

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in a financial loss to the Group. The Group's credit risk is primarily attributable to trade receivables. The Group's exposure to credit risk arising from cash and bank balances is limited because the counterparties are banks for which the Group considers to represent low credit risk.

The Group does not provide any guarantees which would expose the Group to credit risk.

Trade receivables

The Group's exposure to credit risk is influenced mainly by the individual characteristics of each customer rather than the industry or country in which the customers operate and therefore significant concentrations of credit risk primarily arise when the Group has significant exposure to individual customers. At the end of the reporting period, 9% (2024: 11%) and 19% (2024: 24%) of the total trade and other receivables was due from the Group's largest customer and the five largest customers respectively.

The Group measures loss allowances for trade receivables at an amount equal to lifetime ECLs, taken into account historical data, current conditions and the Group's view of economic conditions over the expected lives of the receivables. Further quantitative disclosure in respect of the Group's exposure to credit risk arising from trade receivables is set out in note 15.

Movements in the loss allowance account in respect of trade receivables during the year are as follows:

		2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元
Balance at 1 January	於一月一日結餘	373	637
Uncollectible amounts written off	不可收回金額	(144)	(336)
Net provision for impairment of trade and other receivables	應收貿易及其他賬項淨減值撥備	133	72
Balance at 31 December	於十二月三十一日結餘	362	373

Amounts due from holding companies and fellow subsidiaries (trade-related)

Credit risk in respect of amounts due from holding companies and fellow subsidiaries (trade-related) is limited as they have sufficient reserves of resources to settle the amounts as they fall due and there is no history of default. Accordingly, the loss allowance was assessed to be immaterial as at 31 December 2025 and 2024.

24 金融風險管理及公允價值

本集團在一般業務過程中存在信貸、流動資金、利率及外匯風險。本集團面對該等風險程度及本集團所採用管理該等風險之財務管理政策及慣例，載述如下。

(a) 信貸風險

信貸風險指交易對手違約其合約責任導致本集團財務虧損的風險。本集團的信貸風險主要來自應收貿易賬項。本集團因現金及等同現金項目而產生的信貸風險有限，因為交易對手為本集團認為信貸風險較低的銀行。

本集團並無因作出其他擔保而面對信貸風險。

應收貿易賬項

本集團的信貸風險主要受每名客戶的個別特徵影響，多於受客戶的經營所在地或行業的影響。因此，當本集團認為個別客戶有重大風險時，將會令信貸風險更為集中。於報告期末，應收貿易及其他賬項總額的9%（二零二四年：11%）及19%（二零二四年：24%）分別來自本集團最大客戶及五大客戶。

本集團以終身預期信貸虧損的金額計量應收貿易賬項的虧損撥備，並考慮到過往數據、現況及本集團對於在應收賬項預計年期內之經濟狀況的看法。本集團的應收貿易賬項產生的信貸風險，其進一步的定量披露已載於附註15。

年內應收貿易賬項的虧損撥備變動如下：

	2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元
Balance at 1 January	373	637
Uncollectible amounts written off	(144)	(336)
Net provision for impairment of trade and other receivables	133	72
Balance at 31 December	362	373

應收控股公司及同系附屬公司（與貿易有關）賬項

應收控股公司及同系附屬公司（與貿易有關）賬項的信用風險是有限的，因為它們有足夠的資源儲備來應付到期的款項，並且沒有違約的歷史。因此，於二零二五年十二月三十一日及二零二四年十二月三十一日的虧損撥備評估為不重大。

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(除另有指示外，均按港幣計算)

24 Financial risk management and fair values

(Continued)

(b) Liquidity risk

Individual operating entities within the Group are responsible for their own cash management. The Group regularly monitors its liquidity requirements to ensure that it maintains sufficient reserves of cash and adequate committed lines of funding from major financial institutions and related parties to meet its liquidity requirements in the short and longer term.

The following table shows the remaining contractual maturities at the end of the reporting period of the Group's financial liabilities, which are based on contractual undiscounted cash flows (including interest payments computed using contractual rates or, if floating, based on rates current at the end of the reporting period) and the earliest date the Group can be required to pay:

		2025 二零二五年					
		Contractual undiscounted cash outflow 合約上未貼現的現金流出					
		Within 1 year or on demand 一年內或 於要求時 到期 \$'000 千元	More than 1 year but less than 2 years 一年後 但兩年內 \$'000 千元	More than 2 years but less than 5 years 兩年後 但五年內 \$'000 千元	More than 5 years 五年以上 \$'000 千元	Total 總額 \$'000 千元	Carrying amount 賬面額 \$'000 千元
Trade and other payables	應付貿易及其他賬項	67,198	—	—	25,041	92,239	92,239
Loan from a related company	關連公司貸款	3,748	—	—	—	3,748	3,592
Amounts due to holding companies and a fellow subsidiary	應付控股公司及同系 附屬公司賬項	5,408	—	—	—	5,408	5,408
Amounts due to related companies	應付關連公司賬項	9,438	—	—	—	9,438	9,438
Lease liabilities	租賃負債	1,324	701	1,328	157	3,510	3,357
		87,116	701	1,328	25,198	114,343	114,034

		2024 二零二四年					
		Contractual undiscounted cash outflow 合約上未貼現的現金流出					
		Within 1 year or on demand 一年內或 於要求時 到期 \$'000 千元	More than 1 year but less than 2 years 一年後 但兩年內 \$'000 千元	More than 2 years but less than 5 years 兩年後 但五年內 \$'000 千元	More than 5 years 五年以上 \$'000 千元	Total 總額 \$'000 千元	Carrying amount 賬面額 \$'000 千元
Trade and other payables	應付貿易及其他賬項	70,409	—	—	23,772	94,181	94,181
Loan from a related company	關連公司貸款	3,654	—	—	—	3,654	3,503
Amounts due to holding companies and fellow subsidiaries	應付控股公司及同系 附屬公司賬項	3,720	—	—	—	3,720	3,720
Amounts due to related companies	應付關連公司賬項	8,914	—	—	—	8,914	8,914
Lease liabilities	租賃負債	459	420	1,260	577	2,716	2,570
		87,156	420	1,260	24,349	113,185	112,888

24 金融風險管理及公允價值 (續)**(b) 流動資金風險**

個別經營實體須負責其本身的現金管理。本集團政策定期監察其流動資金需要，以確保其維持充裕之現金儲備及主要財務機構承諾提供足夠資金額度，以滿足其短期及長期之流動資金需求。

下表就本集團於結算日財務負債之尚餘合約期限作詳細分析，並以訂約未貼現現金流量（即包括按訂約息率計算之利息支出，或如屬浮息類別，按結算日當日之息率計算之利息支出）及本集團可被追索之最早還款日期作出分析基準：

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(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

24 Financial risk management and fair values

(Continued)

(c) Interest rate risk

The Group's interest rate risk arises primarily from interest-bearing borrowings. Borrowings issued at variable rates expose the Group to cash flow interest rate risk. The Group monitors the level of its variable rate borrowings. 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 borrowings at the end of the reporting period:

	2025 二零二五年		2024 二零二四年	
	Effective interest rate 實際利率 %	Amount 金額 \$'000 千元	Effective interest rate 實際利率 %	Amount 金額 \$'000 千元
Fixed rate borrowings:				
— Loan from a related company	4.35	3,592	4.35	3,503
— Lease liabilities	2.91	3,357	1.93	2,570
		6,949		6,073
Fixed rate borrowings as a percentage of total borrowings		100%		100%

(d) Currency risk

The Group is exposed to currency risk primarily through sales, purchases, borrowings, expenses and recharges amongst group entities which give rise to receivables, payables, loans and cash balances that are denominated in a foreign currency, i.e. a currency other than the functional currency of the operations to which the transactions relate. The currencies giving rise to this risk are primarily United States dollars and Euros.

For group entities whose functional currency is Hong Kong dollars, all sales and purchases are denominated in either Hong Kong dollars or United States dollars, except for certain purchases from Europe. Given that the Hong Kong dollar is pegged to the United States dollar, management do not expect that there will be any currency risk associated with the United States dollar denominated transactions. For transactions denominated in Euros, management monitor the level of exposure closely and take actions such as earlier settlement considering movements in the exchange rate.

For group entities whose functional currency is Renminbi, except for certain transactions amongst group entities that are denominated in either Hong Kong dollars or United States dollars, most of other transactions are denominated in Renminbi. For those transactions amongst group entities denominated in Hong Kong dollars or United States dollars, management consider the transaction amounts are not significant and the exposure to currency risk is low.

24 金融風險管理及公允價值 (續)

(c) 利率風險

本集團之利率風險主要由附息借貸產生。按浮動利率發行的借貸使本集團面臨現金流利率風險。本集團會監控浮動利率的貸款水平。本集團由管理層監控的利率結構載於下文。

利率結構

下表為本集團於結算日之借貸之利率結構：

(d) 外匯風險

本集團主要因買賣交易，借貸，集團之間的費用及回付產生以外幣（即就該交易而言並非相關業務之功能貨幣）為單位之應收賬項、應付賬項、貸款及現金結存，因而面對外匯風險。引致外幣風險之貨幣主要包括美元及歐羅。

對於集團內以港元作功能貨幣的各個實體，除某些貨品由歐洲進行採購外，所有銷貨及購貨均以港元或美元作交易貨幣。由於港元與美元掛鈎，故管理層預期不會有重大的以美元作單位之交易連繫的外匯風險。至於以歐羅及計價之交易，管理層密切監控其面對的風險水平，並因應匯率變動採取措施，如提前結帳。

對於集團內以人民幣作功能貨幣的各個實體，除了對集團內交易是以港元或美元作單位，其他交易是以人民幣作單位。有關集團內以港元或美元作單位的交易，管理層認為交易金額不重大，須面對的有關外匯風險為低。

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(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

24 Financial risk management and fair values

(Continued)

(d) Currency risk (Continued)

The Group's exposure to currency risk and its policies for managing the risk were unchanged from 2024.

(i) Exposure to currency risk

The following table details the Group's significant exposure at the end of the reporting period to currency risk arising from recognised assets or liabilities denominated in a currency other than the functional currency of the entity to which they relate. For presentation purposes, the amounts of the exposure are shown in Hong Kong dollars, translated using the spot rates at the year end date. Differences resulting from the translation of the financial statements of subsidiaries outside Hong Kong into the Group's presentation currency and the exposure arising from the borrowings from group entities that in substance form part of the net investment in subsidiaries are excluded.

24 金融風險管理及公允價值 (續)**(d) 外匯風險 (續)**

本集團承受外匯風險及其管理政策與二零二四年相同。

(i) 承受之外匯風險

下表就本集團結算日並非以相關實體功能貨幣計值的已確認資產或負債所承受之外匯風險作出詳細分析。下表的金額乃按結算日之匯率兌換為港幣作呈列之用。因匯兌香港以外附屬公司之財務報表為本集團的呈列貨幣而產生的差額及集團實體借貸在實質上組成在附屬公司的淨投資所引致的風險並不包括在內。

**Exposure to foreign currencies
(expressed in Hong Kong dollars)
外幣風險 (按港元計算)**

		2025 二零二五年		2024 二零二四年	
		United States dollars 美元 \$'000 千元	Euros 歐羅 \$'000 千元	United States dollars 美元 \$'000 千元	Euros 歐羅 \$'000 千元
Trade and other payables	應付貿易及其他賬項	—	(3,637)	—	(2,922)
Amounts due to holding companies and fellow subsidiaries	應付控股公司及同系附屬公司賬項	(2,901)	—	(2,177)	—
Net exposure	風險承擔淨額	(2,901)	(3,637)	(2,177)	(2,922)

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(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

24 Financial risk management and fair values

(Continued)

(d) Currency risk (Continued)**(ii) Sensitivity analysis**

The following table indicates the instantaneous change in the Group's profit/loss after taxation and retained profits that would have arisen if foreign exchange rates to which the group entities have significant exposure at the end of the reporting period had changed at that date, assuming all other risk variables remained constant. In this respect, it is assumed that the pegged rate between the Hong Kong dollar and the United States dollar would be materially unaffected by any changes in movement in value of the United States dollar against other currencies. Also, no tax effect was assumed for the entities which had unrecognised tax losses for deferred tax purposes since it is not probable that they will generate future taxable profits against which the tax losses can be utilised.

		2025 二零二五年			2024 二零二四年		
		Increase/ (decrease) in foreign exchange rates 外匯匯率 上升/ (下跌)	(Decrease)/ increase in profit after taxation 除稅後盈利 (減少)/ 增加 \$'000 千元	(Decrease)/ increase in retained profits 收益儲備 (減少)/ 增加 \$'000 千元	Increase/ (decrease) in foreign exchange rates 外匯匯率 上升/ (下跌)	Increase/ (decrease) in loss after taxation 除稅後虧損 增加/ (減少) \$'000 千元	Increase/ (decrease) in retained profits 收益儲備 增加/ (減少) \$'000 千元
United States dollars	美元	10%	(290)	(290)	10%	218	218
		(10)%	290	290	(10)%	(218)	(218)
Euros	歐羅	5%	(182)	(182)	5%	146	146
		(5)%	182	182	(5)%	(146)	(146)

Results of the analysis as presented in the above table represent an aggregation of the instantaneous effects on each of the group entities' profit/loss after taxation and retained profits measured in the respective functional currencies, translated into Hong Kong dollars at the exchange rate ruling at the end of the reporting period for presentation purposes.

The sensitivity analysis assumes that the change in foreign exchange rates had been applied to re-measure those financial instruments held by the Group which expose the Group to foreign currency risk at the end of the reporting period, including inter-company payables and receivables within the Group which are denominated in a currency other than the functional currency of the lender or the borrower. The analysis excludes differences that would result from the translation of the financial statements of subsidiaries outside Hong Kong into the Group's presentation currency and the borrowings from group entities that in substance form part of the net investment in subsidiaries. The analysis is performed on the same basis as for 2024.

24 金融風險管理及公允價值 (續)**(d) 外匯風險 (續)****(ii) 敏感性分析**

下表顯示本集團於結算日時具重大風險之外幣匯率於當日變動對本集團之除稅後盈利及收益儲備之即時影響，已假設其他風險變數不變。就此而言，已假設港元及美元之間的聯繫匯率大致上不受美元兌其他貨幣之價值變動所影響。並且，由於未能確定未來能夠獲得足夠應課稅盈利以抵扣稅務虧損，實體有未確認稅務虧損所致之遞延稅項，因此假設並無稅務影響。

上表所呈列之分析結果指本集團各個實體以個別功能貨幣計量（為呈報目的，已按結算日之匯率兌換為港元）之除稅後盈利／虧損及收益儲備之即時合併影響。

敏感性分析已假設外幣匯率之變動已用於重新計量本集團所持有並於結算日使本集團面臨外匯風險之金融工具，包括集團間以並非借方或貸方之功能貨幣作單位的應收及應付賬項。此分析不包括將香港以外附屬公司之財務報表換算成本集團之呈列貨幣所產生之差額及集團實體借貸在實質上組成在附屬公司的淨投資所引致的風險。該項分析按與二零二四年相同之基準進行。

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(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

24 Financial risk management and fair values

(Continued)

(e) Fair values

Except for the loan from a related company (note 19), other non-trade balances with holding companies, fellow subsidiaries and related companies are unsecured, interest-free and recoverable/repayable on demand. Given these terms, it is not meaningful to disclose their fair values.

All other significant financial assets and liabilities are carried at amounts not materially different from their fair values as at 31 December 2025 and 2024.

(f) Offsetting financial assets and financial liabilities

Provision for discounts, rebates and promotional incentives are either included in trade payables or offset against trade receivables when the Group has a legally enforceable right to set off the recognised amounts and intends to settle on a net basis.

The Group holds cash deposits as collateral over certain trade receivables, which are included in other creditors and accrued charges and not offset against trade receivables as the Group does not have a legally enforceable right to set off the recognised amounts.

The following tables set out the carrying amounts of recognised financial instruments that are subject to the above arrangements.

24 金融風險管理及公允價值 (續)**(e) 公允價值**

與控股公司，同系附屬公司及關連公司的非貿易賬項結餘均為無抵押，免息及按需求收回／還款，關連公司貸款（附註19）除外。鑑於該等條款，披露其公允價值之意義不大。

所有其他重大金融資產及負債的賬面價值均與其於二零二五年及二零二四年十二月三十一日的公允價值並無重大差異。

(f) 金融資產及金融負債抵銷

折扣、回佣及推廣優惠計提一般會計入應付貿易賬項。若本集團有權合法強制抵銷已確認金額，並擬按淨額基準結算時，會與應收貿易賬項互相抵銷。

本集團持有現金存款作為若干應收貿易賬項之抵押品，該等存款計入其他應付賬項及應計費用中，並無與應收貿易賬項互相抵銷，原因為本集團並無合法強制抵銷該等已確認金額之權力。

下表載列受上述安排限制之已確認金融工具之賬面值。

				2025 二零二五年			
		Gross amounts of recognised financial instruments in the consolidated statement of financial position	Related financial instruments offset in the consolidated statement of financial position	Net amounts presented in the consolidated statement of financial position	Related amounts not offset in the consolidated statement of financial position – cash collateral received	Net amount	
		於綜合財務狀況表 已確認金融工具 之金額	於綜合財務狀況表 抵銷相關金融 工具之金額	於綜合財務狀況表 之淨額	於綜合財務狀況表 沒有抵銷相關 之款項 – 收取 現金抵押品	淨額	
		\$'000 千元	\$'000 千元	\$'000 千元	\$'000 千元	\$'000 千元	\$'000 千元
Financial assets	金融資產						
Trade and other receivables	應收貿易及其他賬項	15					
— Trade receivables	— 應收貿易賬項	47,576	(16,729)	30,847	(1,990)		28,857
— Financial assets not in the scope of offsetting disclosures	— 金融資產不在抵銷 之披露範圍	40,233	—	40,233	—		40,233
Financial liabilities	金融負債						
Trade and other payables	應付貿易及其他賬項	18					
— Trade payables	— 應付貿易賬項	50,612	(16,729)	33,883	—		33,883
— Financial liabilities not in the scope of offsetting disclosures	— 金融負債不在抵銷 之披露範圍	58,356	—	58,356	(1,990)		56,366

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(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

24 Financial risk management and fair values

(Continued)

(f) Offsetting financial assets and financial liabilities

(Continued)

24 金融風險管理及公允價值 (續)**(f) 金融資產及金融負債抵銷 (續)**

		2024 二零二四年					
		Gross amounts of recognised financial instruments in the consolidated statement of financial position	Related financial instruments offset in the consolidated statement of financial position	Net amounts presented in the consolidated statement of financial position	Related amounts not offset in the consolidated statement of financial position – cash collateral received	Net amount	
		於綜合財務狀況表 已確認金融工具 之金額	於綜合財務狀況表 抵銷相關金融 工具之金額	於綜合財務狀況表 之淨額	於綜合財務狀況表 沒有抵銷相關 之款項 – 收取 現金抵押品	淨額	
Note 附註		\$'000 千元	\$'000 千元	\$'000 千元	\$'000 千元	\$'000 千元	
Financial assets	金融資產						
Trade and other receivables	應收貿易及其他賬項	15					
— Trade receivables	— 應收貿易賬項	46,588	(16,839)	29,749	(1,988)	27,761	
— Financial assets not in the scope of offsetting disclosures	— 金融資產不在抵銷 之披露範圍	28,851	—	28,851	—	28,851	
Financial liabilities	金融負債						
Trade and other payables	應付貿易及其他賬項	18					
— Trade payables	— 應付貿易賬項	53,005	(16,839)	36,166	—	36,166	
— Financial liabilities not in the scope of offsetting disclosures	— 金融負債不在抵銷 之披露範圍	58,015	—	58,015	(1,988)	56,027	

The gross amounts of financial assets and financial liabilities and their net amounts as presented in the consolidated statement of financial position that are disclosed in the above tables are measured in the consolidated statement of financial position at amortised cost.

The amounts in the above tables that are offset in the consolidated statement of financial position are measured on the same basis.

上表所披露有關於綜合財務狀況表中呈列之金融資產及金融負債之金額，以及於綜合財務狀況表中其淨額是按攤銷成本列賬。

上表所列已於綜合財務狀況表中抵銷之金額乃按相同基準列賬。

25 Capital commitments

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

25 資本承擔

於二零二五年十二月三十一日，未在綜合財務報表中撥備之未付資本承擔詳情如下：

		2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元
Contracted for	已訂約	6,433	2,836
Authorised but not contracted for	已批准但未訂約	19,169	27,555
		25,602	30,391

NOTES TO THE FINANCIAL STATEMENTS 財務報表附註

(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

26 Material related party transactions

In addition to the transactions and balances disclosed elsewhere in these financial statements, the Group entered into the following material related party transactions:

(a) Transactions with related parties

Purchases from	購自	(i)		
— an intermediate holding company	— 中介控股公司		1,108	1,250
— fellow subsidiaries	— 同系附屬公司		1,114	3,853
— a related company	— 關連公司		25,134	21,392
Sales to	售予	(i)		
— an intermediate holding company	— 中介控股公司		425,345	392,420
— fellow subsidiaries	— 同系附屬公司		—	62
Royalty payable to	支付專利權費用	(ii)		
— an intermediate holding company	— 中介控股公司		2,858	1,402
Interest expenses payable to	利息支出	(iii)		
— a related company	— 關連公司		156	152
Late charge payable to	滯納金支出	(iv)		
— a related company	— 關連公司		269	271
Service fee from	服務費用自	(v)		
— an intermediate holding company	— 中介控股公司		2,137	1,496

Notes:

- (i) Sales to and purchases from related parties were carried out at terms mutually agreed by both parties. The terms of the outstanding balances are set out in note 16.
- The related company is related to the Group as its ultimate holding company has significant influence over the Group.
- (ii) Royalties are payable to an intermediate holding company for the use of certain trademarks pursuant to relevant licensing agreements.
- (iii) Interest expenses were paid for the loan from a related company. The terms of the outstanding balances are set out in note 19.
- (iv) Late charge is payable to a related company for the delay in loan repayment.
- (v) Service fee is receivable from an intermediate holding company for the provision of information technology services.

The related party transactions in respect of (i) and (ii) above constitute connected transactions or continuing connected transactions as defined in Chapter 14A of the Listing Rules, except for the purchases from related companies, which the directors do not consider to be connected transactions under the Listing Rules. The disclosures required by Chapter 14A of the Listing Rules are provided in the section headed "Connected Transactions and Continuing Connected Transactions" of the Directors' Report.

26 重大關連人士交易

除本財務報表另有披露之交易及結餘外，本集團已訂立以下重大關連人士交易：

(a) 關連人士交易

Note 附註	2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元
(i)		
	1,108	1,250
	1,114	3,853
	25,134	21,392
(i)		
	425,345	392,420
	—	62
(ii)		
	2,858	1,402
(iii)		
	156	152
(iv)		
	269	271
(v)		
	2,137	1,496

附註：

- (i) 售予及購自關連人士的交易按雙方同意之條款進行。有關其結餘之條款於附註 16 內列明。
- 關連公司與本集團有關連因其最終控股公司對本集團有重大影響。
- (ii) 專利權是指就有關特許合同所訂，因使用個別商標支付予中介控股公司的費用。
- (iii) 利息支出乃自關連公司的貸款。有關其結餘之條款於附註 19 內列明。
- (iv) 延遲貸款還款應向關連公司支付滯納金。
- (v) 就提供資訊科技服務而向一間中介控股公司收取的服務費用。

就上述 (i) 及 (ii) 項而言，有關關連人士交易屬於《上市規則》第 14A 章所界定的關連交易或持續關連交易；惟涉及向關連公司購買之交易除外，董事認為該等購買並不屬於《上市規則》項下的關連交易。本公司已於董事報告中題為「關連交易及持續關連交易」一節內作出《上市規則》第 14A 章所規定的披露。

NOTES TO THE FINANCIAL STATEMENTS 財務報表附註

(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

26 Material related party transactions (Continued)**(a) Transactions with related parties** (Continued)

The related party transactions in respect of (iii), (iv) and (v) above also constitute connected transactions or continuing connected transactions as defined in Chapter 14A of the Listing Rules. However, these transactions are exempt from the disclosure requirements in Chapter 14A of the Listing Rules as they are either below the de minimis threshold under Rule 14A.76(1) or are conducted on normal commercial terms or better and not secured by the assets of the Group under Rule 14A.90.

(b) Other transactions with related parties

Expenses paid by the Group on behalf of related parties	由本集團代關連公司代支費用		
— intermediate holding companies	— 中介控股公司	3,194	4,434
— fellow subsidiaries	— 同系附屬公司	129	205
— a related company	— 關連公司	6,928	7,654
Expenses paid by related parties on the Group's behalf	由關連公司代本集團代支費用		
— intermediate holding companies	— 中介控股公司	(4,622)	(4,540)

The related party transactions above constitute connected transactions or continuing connected transactions as defined in Chapter 14A of the Listing Rules, except for the expenses paid by the Group on behalf of a related company, which the directors do not consider to be connected transactions under the Listing Rules. However, these transactions are exempt from the disclosure requirements in Chapter 14A of the Listing Rules as they are either below the de minimis threshold under Rule 14A.76(1) or they are shared administrative services charged on a fair and equitable basis under Rule 14A.98.

(c) Key management personnel remuneration

Remuneration for key management personnel of the Group, including amounts paid to the Company's directors as disclosed in note 7 and the highest paid employees as disclosed in note 8, is as follows:

		2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元
Short-term employee benefits	短期僱員福利	16,579	18,059
Post-employment benefits	離職後福利	2,353	2,019
		18,932	20,078

Total remuneration is included in "staff costs" (see note 5(b)).

26 重大關連人士交易 (續)**(a) 關連人士交易** (續)

就上述(iii)、(iv)及(v)項而言，有關關連人士交易亦屬於《上市規則》第14A章所界定的關連交易或持續關連交易。然而，由於該等交易屬於《上市規則》第14A.76(1)條項下的豁免最低百分比比率門檻之內，或是在正常商業條款或更佳條款下進行，且沒有以本集團資產作為擔保，符合《上市規則》第14A.90條的規定，因此獲豁免遵守第14A章的披露要求。

(b) 其他關連交易

	2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元
--	-------------------------------	-------------------------------

上述關連人士交易屬於《上市規則》第14A章所界定的關連交易或持續關連交易，惟本集團代表關連公司支付的開支除外，董事認為該等開支並不屬於《上市規則》項下的關連交易。然而，該等交易均獲豁免遵守《上市規則》第14A章的披露要求，原因是其屬於《上市規則》第14A.76(1)條項下的豁免最低百分比比率門檻，或屬以公平及合理基準收取的共用行政服務，符合《上市規則》第14A.98條之規定。

(c) 主要管理人員酬金

本集團主要管理人員之酬金(包括附註7所披露向本公司董事支付之款項及附註8所披露向若干最高薪僱員支付之款項)如下：

	2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元
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總酬金已計入「員工薪酬」內(見附註5(b))。

NOTES TO THE FINANCIAL STATEMENTS 財務報表附註

(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

27 Company-level statement of financial position 27 本公司財務狀況表

		2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元
		Note 附註	
Non-current assets	非流動資產		
Property, plant and equipment	物業、機器及設備	215,475	209,417
Investment properties	投資物業	94,527	98,748
		310,002	308,165
Intangible assets	無形資產	4,771	4,771
Investments in subsidiaries	附屬公司權益	—	—
Other receivables	其他應收賬項	29,795	18,378
Deferred tax assets	遞延稅項資產	17,494	28,155
		362,062	359,469
Current assets	流動資產		
Inventories	存貨	40,797	51,167
Trade and other receivables	應收貿易及其他賬項	38,163	37,401
Amounts due from holding companies and fellow subsidiaries	應收控股公司及同系附屬公司賬項	4,839	9,608
Amount due from a related company	應收關連公司賬項	1,353	895
Cash and cash equivalents	現金及等同現金項目	227,709	163,244
		312,861	262,315
Current liabilities	流動負債		
Trade and other payables	應付貿易及其他賬項	(38,909)	(44,228)
Amounts due to holding companies and fellow subsidiaries	應付控股公司及同系附屬公司賬項	(703)	(434)
Amounts due to related companies	應付關連公司賬項	(2,495)	(2,408)
Lease liabilities	租賃負債	(395)	(378)
		(42,502)	(47,448)
Net current assets	流動資產淨值	270,359	214,867
Total assets less current liabilities	總資產減流動負債	632,421	574,336

NOTES TO THE FINANCIAL STATEMENTS 財務報表附註

(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

27 Company-level statement of financial position

27 本公司財務狀況表 (續)

(Continued)

		Note 附註	2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元
Non-current liabilities	非流動負債			
Retirement benefit liabilities	退休福利負債		(7,446)	(11,524)
Other payables	其他應付賬項		(25,041)	(23,772)
Lease liabilities	租賃負債		(1,804)	(2,154)
			(34,291)	(37,450)
NET ASSETS	資產淨值		598,130	536,886
CAPITAL AND RESERVES	股本及儲備	23(a)		
Share capital	股本		252,524	252,524
Other reserves	收益儲備		345,606	284,362
TOTAL EQUITY	權益總額		598,130	536,886

Approved and authorised for issue by the board of directors on 25 February 2026.

經由董事會於二零二六年二月二十五日批准及授權刊發。



Ramon S. Ang
Director

蔡啓文
董事



Chan Weng Kheong
Director

陳永強
董事

NOTES TO THE FINANCIAL STATEMENTS 財務報表附註

(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

28 Immediate and ultimate controlling party

At 31 December 2025, the directors consider the immediate parent and ultimate controlling party of the Group to be Neptunia Corporation Limited and Top Frontier Investment Holdings, Inc. respectively. Neptunia Corporation Limited is incorporated in Hong Kong while Top Frontier Investment Holdings, Inc. is incorporated in the Republic of the Philippines. Top Frontier Investment Holdings, Inc. produces financial statements available for public use.

29 Possible impact of amendments, new standards and interpretations issued but not yet effective for the year ended 31 December 2025

Up to the date of issue of these financial statements, the HKICPA has issued a number of new or amended standards, which are not yet effective for the year ended 31 December 2025 and which have not been adopted in these financial statements. These developments include the following which may be relevant to the Group.

	Effective for accounting periods beginning on or after
Amendments to HKFRS 9, <i>Financial instruments</i> and HKFRS 7, <i>Financial instruments: disclosures — Contracts referencing nature dependent electricity</i>	1 January 2026
Amendments to HKFRS 9, <i>Financial instruments</i> and HKFRS 7, <i>Financial instruments: disclosures — Amendments to the classification and measurement of financial instruments</i>	1 January 2026
Annual improvements to HKFRS Accounting Standards — Volume 11	1 January 2026
HKFRS 18, <i>Presentation and disclosure in financial statements</i>	1 January 2027
HKFRS 19, <i>Subsidiaries without public accountability: disclosures</i>	1 January 2027
Amendments to HKAS 21, <i>The effects of changes in foreign exchange rates — Translation to a hyperinflationary presentation currency</i>	1 January 2027

The Group is in the process of making an assessment of what the impact of these developments is expected to be in the period of initial application. So far it has concluded that the adoption of them is unlikely to have a significant impact on the consolidated financial statements except for the following:

28 直接及最終控股公司

於二零二五年十二月三十一日，董事認為本集團的直接母公司及最終控股公司分別為立端利有限公司及Top Frontier Investment Holdings, Inc.。立端利有限公司於香港註冊成立而Top Frontier Investment Holdings, Inc.則於菲律賓共和國註冊成立。Top Frontier Investment Holdings, Inc.編製財務報表予公眾使用。

29 已頒布但未於截至二零二五年十二月三十一日止年度生效的準則修訂、新準則及詮釋可能造成的影響

截至該等財務報表刊發之日，香港會計師公會已頒佈多項截至二零二五年十二月三十一日止年度尚未生效的新準則及準則修訂，而本財務報表並無採納該等新準則及修訂。當中包括下列可能與本集團相關之修訂。

	於下列日期 或之後開始之 會計期間生效
香港財務報告會計準則第9號， 金融工具及香港財務報告會計準則第7號， 金融工具：披露 — 依賴自然能源生產電力之合約的修訂	二零二六年一月一日
香港財務報告會計準則第9號， 金融工具及香港財務報告會計準則第7號， 金融工具：披露 — 金融工具之分類與衡量的修訂	二零二六年一月一日
香港財務報告會計準則 年度改進 — 第11卷	二零二六年一月一日
香港財務報告會計準則 第18號，財務報表列報和披露	二零二七年一月一日
香港財務報告會計準則 第19號，非公共受託責任 子公司的揭露	二零二七年一月一日
香港會計準則第21號，外幣 匯率變動之影響 — 高度通貨 膨脹列報貨幣之換算的修訂	二零二七年一月一日

本集團正評估該等修訂於首次應用期間之預期影響。直到目前為止，採納上述任何修訂預期不會對綜合財務報表產生重大影響。

NOTES TO THE FINANCIAL STATEMENTS 財務報表附註

(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

29 Possible impact of amendments, new standards and interpretations issued but not yet effective for the year ended 31 December 2025 (Continued)

HKFRS 18, *Presentation and disclosure in financial statements*

HKFRS 18 will replace HKAS 1, *Presentation of financial statements* and aims to improve the transparency and comparability of information about an entity's financial statements. HKFRS 18 is effective for annual reporting periods beginning on or after 1 January 2027 and is to be applied retrospectively.

Among other changes, under HKFRS 18, entities are required to classify all income and expenses into five categories in the income statement, namely the operating, investing, financing, discontinued operations and income tax categories. Entities are also required to provide specific disclosures about management-defined performance measures in a single note in the financial statements. The Group does not plan to early adopt HKFRS 18 and is still in the process of assessing the impact of the adoption.

29 已頒布但未於截至二零二五年十二月三十一日止年度生效的準則修訂、新準則及詮釋可能造成的影響 (續)

香港財務報告會計準則第18號 – 《財務報表的列報及披露》

香港財務報告會計準則第18號（「HKFRS 18」）將取代《香港會計準則第1號 – 〈財務報表列報〉》，旨在提升企業財務報表資訊的透明度及可比性。HKFRS 18適用於自二零二七年一月一日或之後開始的年度報告期間，並須追溯應用。

HKFRS 18的修訂內容包括：企業須在損益表中將所有收入及開支分類為五項類別，分別為：經營活動、投資活動、融資活動、已終止業務及所得稅類別。此外，企業須就由管理層界定的績效指標（management-defined performance measures）於財務報表中的單一附註內作出特定披露。本集團並無計劃提前採用HKFRS 18，並正評估其採用對本集團的影響。

INDEPENDENT AUDITOR'S REPORT 獨立核數師報告



**Independent auditor's report to the members of
San Miguel Brewery Hong Kong Limited**
(Incorporated in Hong Kong with limited liability)

OPINION

We have audited the consolidated financial statements of San Miguel Brewery Hong Kong Limited ("the Company") and its subsidiaries ("the Group") set out on pages 72 to 142, which comprise the consolidated statement of financial position as at 31 December 2025, the consolidated income statement, the consolidated statement of comprehensive income, the consolidated statement of changes in equity and the consolidated cash flow statement for the year then ended and notes, comprising material accounting policy information and other explanatory information.

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

BASIS FOR OPINION

We conducted our audit in accordance with Hong Kong Standards on Auditing ("HKASs") 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"), as applicable to audits of financial statements of public interest entities. We have also fulfilled our other ethical responsibilities in accordance with the Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

KEY AUDIT MATTERS

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

獨立核數師報告
致香港生力啤酒廠有限公司成員
(於香港註冊成立的有限公司)

意見

本核數師（以下簡稱「我們」）已審計列載於第 72 至 142 頁的香港生力啤酒廠有限公司（以下簡稱「貴公司」）及其附屬公司（以下統稱「貴集團」）的綜合財務報表，此財務報表包括於二零二五年十二月三十一日的綜合財務狀況表與截至該日止年度的綜合收益表、綜合全面收益表、綜合權益變動表和綜合現金流量表，以及附註，包括重大會計政策資訊及其他解釋資訊。

我們認為，該等綜合財務報表已根據香港會計師公會頒布的《香港財務報告會計準則》真實而中肯地反映了貴集團於二零二五年十二月三十一日的綜合財務狀況及截至該日止年度的綜合財務表現及綜合現金流量，並已遵照香港《公司條例》妥為擬備。

意見的基礎

我們已根據香港會計師公會頒布的《香港審計準則》進行審計。我們在該等準則下承擔的責任已在本報告「核數師就審計綜合財務報表承擔的責任」部分中作進一步闡述。根據香港會計師公會頒布的《專業會計師道德守則》（以下簡稱「守則」），守則適用於公眾利益實體的財務報表審計，我們獨立於貴集團。我們已履行守則中的其他專業道德責任。我們相信，我們所獲得的審計憑證能充足及適當地為我們的審計意見提供基礎。

關鍵審計事項

關鍵審計事項是根據我們的專業判斷，認為對本期綜合財務報表的審計最為重要的事項。這些事項是在我們審計整體綜合財務報表及出具意見時進行處理的。我們不會對這些事項提供單獨的意見。

INDEPENDENT AUDITOR'S REPORT 獨立核數師報告

Assessing potential impairment of property, plant and equipment — Hong Kong brewery operations 評估物業、機器及設備 — 香港釀酒業務減值可能性	
Refer to note 11 to the consolidated financial statements and the accounting policies in note 1(i)(ii) 請參閱綜合財務報表附註 11 及附註 1(i)(ii) 的會計政策	
The Key Audit Matter 關鍵審計事項	How the matter was addressed in our audit 關鍵審計事項在審核中處理方法
<p>Management considered that indicators of impairment existed for the Group's property, plant and equipment employed in Hong Kong brewery operations at 31 December 2025. Accordingly, management performed a detailed impairment assessment on the relevant property, plant and equipment, which involved value in use calculations based on a discounted cash flow analysis.</p> <p>管理層認為，於二零二五年十二月三十一日，貴集團用於香港釀酒業務的物業、機器及設備存在減值的跡象。因此，管理層對相關物業、機器及設備進行了詳細的減值評估，當中涉及根據已貼現現金流分析計算使用價值。</p> <p>The discounted cash flow analysis used to assess potential impairment was based on a number of assumptions, which included revenue forecasts, estimations of future operating costs and discount rate.</p> <p>用於評估減值可能性的已貼現現金流分析乃基於多項假設，包括收入預測、未來經營成本估計以及貼現率。</p> <p>We identified the assessment of potential impairment of property, plant and equipment employed in Hong Kong brewery operations as a key audit matter because of the significance of the assets under review and the determination of key assumptions by management involved significant estimates and judgement and is subject to potential management bias.</p> <p>我們將評估物業、機器及設備 — 香港釀酒業務減值可能性確定為關鍵審計事項，此乃由於待審議資產的重要性及管理層釐定關鍵假設時須作出重大估計及判斷或有偏頗。</p>	<p>Our audit procedures to assess potential impairment of property, plant and equipment used in Hong Kong brewery operations included the following:</p> <p>我們就評估物業、機器及設備 — 香港釀酒業務減值可能性的審計程序包括以下程序：</p> <ul style="list-style-type: none"> engaging our internal valuation specialists to assist us in assessing the methodology applied by management in its discounted cash flow analysis with reference to the requirements of the prevailing accounting standards; 聘任我們的內部估值師協助我們在參考現行會計準則後對管理層在其已貼現現金流分析時應用的方法進行評估； critically challenging the key assumptions and forecasts adopted by management in its preparation of the discounted cash flow analysis by referring to industry and other available third party information, the recent financial performance of the Hong Kong brewery operations and management's budgets and plans for the operations in 2026 and beyond; 參考行業及其他可獲取的第三方資料、香港釀酒業務近期的財務表現及管理層為二零二六年及其後業務制定的預算及計劃後，審慎評估管理層於編製已貼現現金流分析時採納的關鍵假設及預測； engaging our internal valuation specialists to assist us in assessing the discount rate used by management in its discounted cash flow analysis by comparing with available financial information of other similar companies taking into account regional and industry specific risk premiums; 聘任我們的內部估值師協助我們透過比較其他相似公司可獲取的財務資料並計及地區與行業特定風險溢價，以對管理層於其已貼現現金流分析中使用的貼現率進行評估；

INDEPENDENT AUDITOR'S REPORT 獨立核數師報告

Assessing potential impairment of property, plant and equipment — Hong Kong brewery operations 評估物業、機器及設備 — 香港釀酒業務減值可能性	
<i>Refer to note 11 to the consolidated financial statements and the accounting policies in note 1(i)(ii)</i> 請參閱綜合財務報表附註 11 及附註 1(i)(ii) 的會計政策	
The Key Audit Matter 關鍵審計事項	How the matter was addressed in our audit 關鍵審計事項在審核中處理方法
	<ul style="list-style-type: none"> comparing the key assumptions adopted by management in the prior year's impairment assessment with actual results for the current year, investigating significant variances identified and considering the impact on the current year's impairment assessment; and 將本財政年度的實際業績與管理層於過往年度的減值評估中採納的關鍵假設進行比較，調查已識別的重大變動及考慮其對本財政年度的減值評估的影響。 performing sensitivity analysis for the discount rate, sales growth rate and operating costs growth rate in the discounted cash flow analysis and considering the information used to derive the most sensitive assumptions and whether there were any indicators of management bias in their selection. 對已貼現現金流分析的貼現率、銷售增長率及經營成本增長率進行敏感度分析，並考慮得出最敏感假設所使用的資料，及管理層的選擇是否有任何偏頗的跡象。

INDEPENDENT AUDITOR'S REPORT 獨立核數師報告

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

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

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon as part of our engagement to audit the consolidated financial statements. We have performed an assurance engagement on the disclosed continuing connected transactions that form part of the other information and provided a separate assurance practitioner's conclusion thereon that is included within the other information.

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

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

RESPONSIBILITIES OF THE DIRECTORS FOR THE CONSOLIDATED FINANCIAL STATEMENTS

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

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

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

綜合財務報表及其核數師報告以外的信息

董事需對其他信息負責。其他信息包括刊載於年報內的全部信息，但不包括綜合財務報表及我們的核數師報告。

我們對綜合財務報表出具的意見並不涵蓋其他信息，且在審計綜合財務報表的工作中，我們亦不對該等其他信息發表任何形式的鑒證結論。我們已經對構成其他信息一部分的持續關連交易執行了鑒證業務，同時單獨出具了鑒證從業人員的結論，並納入其他信息。

結合我們對綜合財務報表的審計，我們的責任是閱讀其他信息，在此過程中，考慮其他信息是否與綜合財務報表或我們在審計過程中所了解的情況存在重大抵觸或者似乎存在重大錯誤陳述的情況。

基於我們已執行的工作，如果我們認為其他信息存在重大錯誤陳述，我們需要報告該事實。在這方面，我們沒有任何報告。

董事就綜合財務報表須承擔的責任

董事須負責根據香港會計師公會頒布的《香港財務報告會計準則》及香港《公司條例》擬備真實而中肯的綜合財務報表，並對其認為為使綜合財務報表的擬備不存在由於欺詐或錯誤而導致的重大錯誤陳述所需的內部控制負責。

在擬備綜合財務報表時，董事負責評估貴集團持續經營的能力，並在適用情況下披露與持續經營有關的事項，以及使用持續經營為會計基礎，除非董事有意將貴集團清盤或停止經營，或別無其他實際的替代方案。

審計委員會協助董事履行監督貴集團的財務報告過程的責任。

INDEPENDENT AUDITOR'S REPORT 獨立核數師報告

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

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. This report is made solely to you, as a body, in accordance with section 405 of the Hong Kong Companies Ordinance, and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this report.

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

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

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

核數師就審計綜合財務報表承擔的責任

我們的目標，是對綜合財務報表整體是否不存在由於欺詐或錯誤而導致的重大錯誤陳述取得合理保證，並出具包括我們意見的核數師報告。我們是按照香港《公司條例》第405條的規定，僅向整體成員報告。除此以外，我們的報告不可用作其他用途。我們概不就本報告的內容，對任何其他人士負責或承擔法律責任。

合理保證是高水平的保證，但不能保證按照《香港審計準則》進行的審計，在某一重大錯誤陳述存在時總能發現。錯誤陳述可以由欺詐或錯誤引起，如果合理預期它們單獨或滙總起來可能影響綜合財務報表使用者依賴財務報表所作出的經濟決定，則有關的錯誤陳述可被視作重大。

在根據《香港審計準則》進行審計的過程中，我們運用了專業判斷，保持了專業懷疑態度。我們亦：

- 識別和評估由於欺詐或錯誤而導致綜合財務報表存在重大錯誤陳述的風險，設計及執行審計程序以應對這些風險，以及獲取充足和適當的審計憑證，作為我們意見的基礎。由於欺詐可能涉及串謀、偽造、蓄意遺漏、虛假陳述，或凌駕於內部控制之上，因此未能發現因欺詐而導致的重大錯誤陳述的風險高於未能發現因錯誤而導致的重大錯誤陳述的風險。
- 了解與審計相關的內部控制，以設計適當的審計程序，但目的並非對貴集團內部控制的有效性發表意見。
- 評價董事所採用會計政策的恰當性及作出會計估計和相關披露的合理性。

INDEPENDENT AUDITOR'S REPORT 獨立核數師報告

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

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

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

We also provide the Audit Committee with a statement that we have complied with relevant ethical requirements regarding independence and 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.

核數師就審計綜合財務報表承擔的責任 (續)

- 對董事採用持續經營會計基礎的恰當性作出結論。根據所獲取的審計憑證，確定是否存在與事項或情況有關的重大不確定性，從而可能導致對貴集團的持續經營能力產生重大疑慮。如果我們認為存在重大不確定性，則有必要在核數師報告中提請使用者注意綜合財務報表中的相關披露。假若有關的披露不足，則我們應當發表非無保留意見。我們的結論是基於核數師報告日止所取得的審計憑證。然而，未來事項或情況可能導致貴集團不能持續經營。
- 評價綜合財務報表的整體列報方式、結構和內容，包括披露，以及綜合財務報表是否中肯反映交易和事項。
- 計劃和執行集團審計，以獲取關於集團內實體或業務單位財務信息的充足、適當的審計憑證，作為對集團財務報表形成意見的基礎。我們負責指導、監督和覆核就集團審計目的而執行的審計工作。我們為審計意見承擔全部責任。

除其他事項外，我們與審計委員會溝通了計劃的審計範圍、時間安排、重大審計發現等，包括我們在審計中識別出內部控制的任何重大缺陷。

我們還向審計委員會提交聲明，說明我們已符合有關獨立性的相關專業道德要求，並與他們溝通有可能合理地被認為會影響我們獨立性的所有關係和其他事項，以及為消除對獨立性的威脅所採取的行動或防範措施（若適用）。

INDEPENDENT AUDITOR'S REPORT 獨立核數師報告

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

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

The engagement partner on the audit resulting in this independent auditor's report is Lau Tai Cheong (practising certificate number: P05976).



KPMG
Certified Public Accountants

8th Floor, Prince's Building
10 Chater Road
Central, Hong Kong

25 February 2026

核數師就審計綜合財務報表承擔的責任 (續)

從與審計委員會溝通的事項中，我們確定哪些事項對本期綜合財務報表的審計最為重要，因而構成關鍵審計事項。我們在核數師報告中描述這些事項，除非法律法規不允許公開披露這些事項，或在極端罕見的情況下，如果合理預期在我們報告中溝通某事項造成的負面後果超過產生的公眾利益，我們決定不應在報告中溝通該事項。

出具本獨立核數師報告的審計項目合夥人是劉大昌（執業證書編號：P05976）。

畢馬威會計師事務所
執業會計師

香港中環
遮打道十號
太子大廈八樓

二零二六年二月二十五日



We remain committed to driving profitability through sustained cost containment and operational efficiency initiatives, while continuing to strengthen our brands and maximize shareholder value.

我們將持續嚴控成本及提升營運效率，以帶動盈利增長，同時不斷強化旗下品牌組合，致力為股東創造最大價值。

GROUP PROPERTIES 集團物業

Details of the major property of the Group are as follows:

本集團之主要物業詳情如下：

Location 地點	Existing use 現時用途	Term of lease 租期
Major property held or investment 持有投資的主要物業		
San Miguel industrial Building Nos. 9-11 Shing Wan Road, Tai Wai, Shatin, Hong Kong.	Rental	Long-term
香港沙田大圍成運路9-11號生力工業大廈	租賃	長期

FIVE YEAR SUMMARY 五年賬目摘要

(Expressed in Hong Kong dollars)

(以港幣計算)

		2025 二零二五年 \$'000 千元	2024 二零二四年 \$'000 千元	2023 二零二三年 \$'000 千元	2022 二零二二年 \$'000 千元	2021 二零二一年 \$'000 千元
Results	業績					
Revenue	收入	737,321	711,157	741,619	681,163	595,616
Profit/(loss) before taxation	除稅前盈利／(虧損)	96,553	(21,652)	66,445	34,998	22,011
Income tax (expense)/credit	所得稅計入／(支出)	(18,194)	2,737	23,135	(1,863)	97
Profit/(loss) for the year	年度盈利／(虧損)	78,359	(18,915)	89,580	33,135	22,108
Attributable to:	應佔如下：					
— Equity shareholders of the Company	— 本公司權益持有人	76,119	(20,096)	85,898	32,305	19,364
— Non-controlling interests	— 非控股權益	2,240	1,181	3,682	830	2,744
Profit/(loss) for the year	年度盈利／(虧損)	78,359	(18,915)	89,580	33,135	22,108
Earnings/(loss) per share	每股盈利／(虧損)					
— Basic (cents)	— 基本(仙)	20	(5)	23	9	5
Assets and liabilities	資產與負債					
Property, plant and equipment and investment properties	物業、機器及設備， 投資物業	351,967	346,711	444,419	447,006	458,923
Intangible assets	無形資產	4,771	4,771	4,771	4,771	4,771
Other receivables	其他應收賬項	29,795	18,378	6,492	—	—
Deferred tax assets	遞延稅項資產	24,216	34,742	27,351	—	—
Net current assets	流動資產淨值	320,213	267,642	220,211	153,537	112,459
Total assets less current liabilities	總資產流動負債	730,962	672,244	703,244	605,314	576,153
Retirement benefit liabilities	退休福利負債	(7,446)	(11,524)	(16,497)	(12,680)	(1,757)
Other payables	其他應付賬項	(25,041)	(23,772)	(11,741)	—	—
Lease liabilities	租賃負債	(1,916)	(2,154)	(2,534)	(2,915)	(3,294)
Net assets	資產淨值	696,559	634,794	672,472	589,719	571,102
Capital and reserves	資本及儲備					
Share capital	股本	252,524	252,524	252,524	252,524	252,524
Other reserves	其他儲備	464,768	404,675	444,048	365,312	350,311
Total equity attributable to equity shareholders of the Company	本公司權益持有人應佔權益	717,292	657,199	696,572	617,836	602,835
Non-controlling interests	非控股權益	(20,733)	(22,405)	(24,100)	(28,117)	(31,733)
Total equity	權益總額	696,559	634,794	672,472	589,719	571,102



**SAN MIGUEL BREWERY
HONG KONG LTD.**
香港生力啤酒廠有限公司

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