The Cross-Harbour (Holdings) Limited

(Stock Code : 32)

INTERIM REPORT 2026

Contents

Corporate Information
(As of 20 August 2026)

Board of Directors

Executive Director

Cheung Chung Kiu *(Chairman)*
Yeung Hin Chung, John, SBS, OBE, JP *(Managing Director)*
Yuen Wing Shing
Wong Chi Keung
Leung Wai Fai
Tung Wai Lan, Iris

Independent Non-executive Director

Ng Kwok Fu
Leung Yu Ming, Steven
Wong Lung Tak, Patrick, BBS, JP

Audit Committee

Leung Yu Ming, Steven *(Chairman)*
Ng Kwok Fu
Wong Lung Tak, Patrick

Remuneration Committee

Leung Yu Ming, Steven *(Chairman)*
Cheung Chung Kiu
Ng Kwok Fu

Nomination Committee

Cheung Chung Kiu *(Chairman)*
Tung Wai Lan, Iris
Ng Kwok Fu
Leung Yu Ming, Steven
Wong Lung Tak, Patrick

Authorised Representative

Yeung Hin Chung, John
Leung Wai Fai *(Alternate to Yeung Hin Chung, John)*
Yuen Wing Shing
Wong Chi Keung *(Alternate to Yuen Wing Shing)*

Company Secretary

Man Kit Ling

Legal Adviser

Woo, Kwan, Lee & Lo

Registered Office

33rd Floor, China Resources Building
26 Harbour Road
Wanchai
Hong Kong
Tel: (852) 2161 1888
Fax: (852) 2802 2080
Website: www.ch.limited
Email: investors@ch.limited

External Auditor

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

Share Registrar & Transfer Office

Tricor Investor Services Limited
17/F, Far East Finance Centre
16 Harcourt Road
Hong Kong
Tel: (852) 2980 1333
Fax: (852) 2810 8185

Principal Banker

The Hongkong and Shanghai Banking Corporation Limited

Share Listing

The Stock Exchange of Hong Kong Limited
Stock Code: 32

Consolidated Statement of Profit or Loss

For the six months ended 30 June 2026 - unaudited
(Expressed in Hong Kong dollars)

		Six months ended 30 June	
		2026	2025
	Note	**$'000**	$'000
Continuing operations			
Revenue from contracts with customers within the scope of HKFRS 15	4(a)	**367,561**	375,907
Revenue from other sources	4(a)	**20,245**	23,574
Other interest revenue	4(a)	**49,310**	56,319
Total revenue		**437,116**	455,800
Other net gains	5	**290,760**	369,938
Direct costs and operating expenses		**(149,778)**	(149,426)
Selling and marketing expenses		**(16,172)**	(15,482)
Administrative and corporate expenses		**(103,907)**	(102,649)
Profit from operations		**458,019**	558,181
Finance costs	6(a)	**(5,822)**	(7,681)
Share of profits of a joint venture		**6,418**	9,647
Profit before taxation	6	**458,615**	560,147
Income tax	7	**(19,617)**	(20,979)
Profit for the period from continuing operations		**438,998**	539,168
Discontinued operation			
Profit for the period from discontinued operation	8	**–**	18,694
Profit for the period		**438,998**	557,862
Attributable to:			
Equity shareholders of the Company			
– from continuing operations		**404,355**	500,364
– from discontinued operation		**–**	18,694
		404,355	519,058
Non-controlling interests		**34,643**	38,804
Profit for the period		**438,998**	557,862
Earnings per share	9		
Basic and diluted		**$1.08**	$1.39
From continuing operations Basic and diluted		**$1.08**	$1.34
From discontinued operation Basic and diluted		**–**	$0.05

The notes on pages 9 to 26 form part of this interim financial report. Details of dividends payable to equity shareholders of the Company are set out in note 15.

Consolidated Statement of Profit or Loss and Other Comprehensive Income

For the six months ended 30 June 2026 - unaudited

(Expressed in Hong Kong dollars)

		Six months ended 30 June	
		2026	2025
	Note	**$'000**	$'000
Profit for the period		**438,998**	557,862
Other comprehensive income for the period (after tax and reclassification adjustments)			
Item that will not be reclassified to profit or loss:			
– Net changes in fair value of financial assets measured at fair value through other comprehensive income (non-recycling)		**(1,076)**	5,426
Item that may be reclassified subsequently to profit or loss:			
– Exchange differences arising from translation of a subsidiary		**2**	–
– Share of other comprehensive income of a joint venture		**305**	100
Other comprehensive income for the period		**(769)**	5,526
Total comprehensive income for the period		**438,229**	563,388
Attributable to:			
Equity shareholders of the Company			
– from continuing operations		**403,494**	505,860
– from discontinued operation		**–**	18,694
		403,494	524,554
Non-controlling interests		**34,735**	38,834
Total comprehensive income for the period		**438,229**	563,388

There is no tax effect relating to the above components of other comprehensive income.

The notes on pages 9 to 26 form part of this interim financial report.

Consolidated Statement of Financial Position

As at 30 June 2026 - unaudited
(Expressed in Hong Kong dollars)

	Note	30 June 2026 $'000	30 June 2026 $'000	31 December 2025 $'000	31 December 2025 $'000
Non-current assets					
Property, plant and equipment	10		**504,627**		375,339
Interest in a joint venture			**163,027**		156,304
Other financial assets	11		**3,809,734**		3,688,192
Deposits and prepayments	12		**63,495**		63,894
Deferred tax assets			**156**		—
			4,541,039		4,283,729
Current assets					
Inventories		**1,763**		1,287	
Other financial assets	11	**1,733,137**		1,552,570	
Trade and other receivables	12	**89,857**		89,247	
Amount due from a joint venture		**—**		9,000	
Dividend receivable		**7,461**		774	
Bank deposits and cash	13	**2,943,861**		2,999,824	
		4,776,079		4,652,702	
Current liabilities					
Trade and other payables	14	**61,114**		132,645	
Contract liabilities		**304,711**		329,881	
Lease liabilities		**115,614**		92,982	
Taxation payable		**21,335**		3,384	
Dividends payable		**23,267**		640	
		526,041		559,532	
Net current assets			**4,250,038**		4,093,170

Consolidated Statement of Financial Position

As at 30 June 2026 - unaudited

(Expressed in Hong Kong dollars)

	Note	30 June 2026 $'000	31 December 2025 $'000
Total assets less current liabilities		**8,791,077**	8,376,899
Non-current liabilities			
Lease liabilities		**196,854**	105,742
Deferred tax liabilities		**4,038**	3,195
		200,892	108,937
NET ASSETS		**8,590,185**	8,267,962
CAPITAL AND RESERVES			
Share capital	15(b)	**1,629,461**	1,629,461
Reserves		**6,729,436**	6,437,748
Total equity attributable to equity shareholders of the Company		**8,358,897**	8,067,209
Non-controlling interests		**231,288**	200,753
TOTAL EQUITY		**8,590,185**	8,267,962

The notes on pages 9 to 26 form part of this interim financial report.

Consolidated Statement of Changes in Equity

For the six months ended 30 June 2026 - unaudited
(Expressed in Hong Kong dollars)

		Attributable to equity shareholders of the Company							
	Note	Share capital $'000	Capital reserve $'000	Fair value reserve (non-recycling) $'000	Exchange reserve $'000	Retained profits $'000	Total $'000	Non-controlling interests $'000	Total equity $'000
Balance at 1 January 2025		1,629,461	1,984	22,648	(91)	5,840,803	7,494,805	189,498	7,684,303
Changes in equity for the six months ended 30 June 2025									
Profit for the period		–	–	–	–	519,058	519,058	38,804	557,862
Other comprehensive income		–	–	5,426	70	–	5,496	30	5,526
Total comprehensive income		–	–	5,426	70	519,058	524,554	38,834	563,388
Dividend approved in respect of the previous financial year	15(a)(ii)	–	–	–	–	(89,445)	(89,445)	–	(89,445)
Non-controlling interest's share of dividends		–	–	–	–	–	–	(3,300)	(3,300)
Dividends declared in respect of the current financial year	15(a)(i)	–	–	–	–	(22,361)	(22,361)	–	(22,361)
Balance at 30 June 2025		1,629,461	1,984	28,074	(21)	6,248,055	7,907,553	225,032	8,132,585
Balance at 1 July 2025		1,629,461	1,984	28,074	(21)	6,248,055	7,907,553	225,032	8,132,585
Changes in equity for the six months ended 31 December 2025:									
Profit for the period		–	–	–	–	204,476	204,476	41,550	246,026
Other comprehensive income		–	–	(145)	48	–	(97)	21	(76)
Total comprehensive income		–	–	(145)	48	204,476	204,379	41,571	245,950
Non-controlling interest's share of dividends		–	–	–	–	–	–	(65,850)	(65,850)
Dividends declared in respect of the current financial year		–	–	–	–	(44,723)	(44,723)	–	(44,723)
Balance at 31 December 2025		1,629,461	1,984	27,929	27	6,407,808	8,067,209	200,753	8,267,962

Consolidated Statement of Changes in Equity

For the six months ended 30 June 2026 - unaudited

(Expressed in Hong Kong dollars)

		Attributable to equity shareholders of the Company							
	Note	Share capital $'000	Capital reserve $'000	Fair value reserve (non-recycling) $'000	Exchange reserve $'000	Retained profits $'000	Total $'000	Non-controlling interests $'000	Total equity $'000
Balance at 1 January 2026		1,629,461	1,984	27,929	27	6,407,808	8,067,209	200,753	8,267,962
Changes in equity for the six months ended 30 June 2026									
Profit for the period		–	–	–	–	404,355	404,355	34,643	438,998
Other comprehensive income		–	–	(1,076)	215	–	(861)	92	(769)
Total comprehensive income		–	–	(1,076)	215	404,355	403,494	34,735	438,229
Dividend approved in respect of the previous financial year	15(a)(ii)	–	–	–	–	(89,445)	(89,445)	–	(89,445)
Non-controlling interest's share of dividends		–	–	–	–	–	–	(4,200)	(4,200)
Dividends declared in respect of the current financial year	15(a)(i)	–	–	–	–	(22,361)	(22,361)	–	(22,361)
Balance at 30 June 2026		1,629,461	1,984	26,853	242	6,700,357	8,358,897	231,288	8,590,185

The notes on pages 9 to 26 form part of this interim financial report.

Condensed Consolidated Cash Flow Statement

For the six months ended 30 June 2026 - unaudited

(Expressed in Hong Kong dollars)

		Six months ended 30 June	
		2026	2025
	Note	**$'000**	$'000
Operating activities			
Cash generated from operations		**71,116**	45,025
Tax paid		**(978)**	(18)
Net cash generated from operating activities		**70,138**	45,007
Investing activities			
Increase in deposits with banks with original maturity over three months		**(126,531)**	(105,780)
Payments for purchase of other financial assets at FVPL		**(550,148)**	(427,518)
Payment for purchase of property, plant and equipment		**(22,866)**	(7,102)
Dividends received from equity securities at FVPL		**12,593**	14,648
Dividends received from equity securities at FVOCI (non-recycling)		**565**	529
Dividend received from an associate		**–**	37,331
Dividend received from a joint venture		**–**	20,000
Proceeds from distribution and disposal of unlisted funds at FVPL		**234,016**	156,435
Proceeds from sale of equity securities at FVPL		**90,327**	96,254
Proceeds from disposal of treasury bills at FVPL		**211,090**	–
Interest received		**48,469**	57,282
Other cash flows arising from investing activities		**2,290**	447
Net cash used in investing activities		**(100,195)**	(157,474)
Financing activities			
Dividends paid to equity shareholders of the Company		**(89,179)**	(90,126)
Capital element of lease rentals paid		**(53,236)**	(50,639)
Interest element of lease rentals paid		**(5,822)**	(7,681)
Other cash flows arising from financing activities		**(4,200)**	(3,300)
Net cash used in financing activities		**(152,437)**	(151,746)
Net decrease in cash and cash equivalents		**(182,494)**	(264,213)
Cash and cash equivalents at 1 January		**2,102,914**	2,521,902
Cash and cash equivalents at 30 June		**1,920,420**	2,257,689

The notes on pages 9 to 26 form part of this interim financial report.

Notes to the Unaudited Interim Financial Report

(Expressed in Hong Kong dollars unless otherwise indicated)

1 General information

The Cross-Harbour (Holdings) Limited (the "Company") is a company incorporated in Hong Kong with limited liability under the Companies Ordinance (Chapter 622 of the Laws of Hong Kong) and the shares of the Company are listed on The Stock Exchange of Hong Kong Limited.

During the period, the principal activity of the Company is investment holding. The principal activities of the Company's subsidiaries are motoring school operation, treasury management and securities investment. The principal activities of the Company's joint venture are electronic toll operation and smart city solutions.

In the opinion of the directors of the Company, the immediate holding company of the Company is Rose Dynamics Limited, which is incorporated in the British Virgin Islands ("BVI"), and the ultimate holding company of the Company is Windsor Dynasty Limited, which is incorporated in the BVI. These entities do not produce financial statements available for public use.

2 Basis of preparation

This interim financial report has been prepared in accordance with the applicable disclosure provisions of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited, including compliance with Hong Kong Accounting Standard ("HKAS") 34, *Interim financial reporting*, issued by the Hong Kong Institute of Certified Public Accountants ("HKICPA"). It was authorised for issue on 20 August 2026.

The interim financial report has been prepared in accordance with the same accounting policies adopted in the 2025 annual financial statements, except for the accounting policy changes that are expected to be reflected in the 2026 annual financial statements. Details of any changes in accounting policies are set out in note 3.

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

This interim financial report contains condensed consolidated financial statements and selected explanatory notes. The notes include an explanation of events and transactions that are significant to an understanding of the changes in financial position and performance of the Company and its subsidiaries (together the "Group") since the 2025 annual financial statements. The condensed consolidated interim financial statements and notes thereon do not include all of the information required for a full set of financial statements prepared in accordance with HKFRS Accounting Standards.

The interim financial report is unaudited, but has been reviewed by KPMG in accordance with Hong Kong Standard on Review Engagements 2410, *Review of interim financial information performed by the independent auditor of the entity*, issued by the HKICPA. KPMG's independent review report to the Board of Directors is included on page 27.

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

The Company has delivered the financial statements for the year ended 31 December 2025 to the Registrar of Companies as required by section 662(3) of, and Part 3 of Schedule 6 to, the Companies Ordinance.

The Company's auditor has reported on those financial statements. The auditor's report was unqualified; did not include a reference to any matters to which the auditor drew attention by way of emphasis without qualifying its report; and did not contain a statement under section 406(2), 407(2) or (3) of the Companies Ordinance.

3 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 these, only the amendments to HKFRS 9, *Financial instruments* and HKFRS 7, *Financial instruments: Disclosures – Amendments to the classification and measurement of financial instruments*, are relevant to the Group's financial statements. The impacts of adopting these amendments are discussed below.

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

Amendments to HKFRS 9, *Financial instruments* and HKFRS 7, *Financial instruments: Disclosures – Amendments to the classification and measurement of financial instruments*

The amendments cover three main aspects:

— The amendments clarify when a financial asset or a financial liability is recognised and derecognised. They also introduce an optional exception that permits an entity to derecognise a financial liability before the settlement date when the financial liability is settled in cash using an electronic payment system, provided that specific criteria are met.

— For the assessment of whether a financial asset has contractual cash flows that are solely payments of principal and interest on the principal amount outstanding, the amendments clarify the assessment of interest and introduce an additional test for the financial assets with contingent features, for example environmental, social or governance ("ESG")-linked features. The amendments also clarify the difference between financial assets with non-recourse features and contractually linked instruments which may then change the applicable assessments.

— The amendments introduce new disclosures for disposals of investments in equity instruments designated at FVOCI, and for financial instruments not measured at FVPL which contain contractual terms that could change the amount of contractual cash flows based on the occurrence or non-occurrence of a contingent event that does not relate directly to changes in basic lending risks and costs.

Upon adoption of the amendments, the Group has elected to apply the exception for the derecognition of certain trade payables settled in cash using qualifying electronic payment systems. Under the exception, these trade payables are derecognised when the Group initiates a payment instruction through a qualifying electronic payment system and, as a result, no longer has the practical ability to withdraw, stop, or cancel the payment instruction and to access the cash to be used for settlement, and the settlement risk associated with the payment system is insignificant. The Group has applied this election consistently to all settlements made through the same qualifying electronic payment system.

The Group has applied the amendments retrospectively. As permitted by the transition requirements, the Group has not restated prior periods. The application of the exception does not have a material impact on the Group's consolidated financial statements for the periods presented.

4 Revenue and segment reporting

(a) Revenue

The principal activities of the Group are motoring school operation, treasury management and securities investment. Given below is an analysis of the revenue of the Group:

(i) Disaggregation of revenue

Disaggregation of revenue from contracts with customers by service lines is as follows:

	Six months ended 30 June	
	2026	2025
	$'000	$'000
Revenue from contracts with customers within the scope of HKFRS 15		
Disaggregated by service lines:		
– Course fee from motoring school operation	**365,761**	373,807
– Consultancy fee and management fee from electronic toll operation	**1,800**	2,100
	367,561	375,907
Revenue from other sources		
– Dividend income from equity securities	**19,845**	23,310
– Others	**400**	264
	20,245	23,574
Other interest revenue		
– Interest revenue from banks	**49,310**	52,749
– Interest revenue from an interest-bearing instrument	**–**	3,570
	49,310	56,319
Total revenue	**437,116**	455,800

4 Revenue and segment reporting *(continued)*

(a) Revenue *(continued)*

(ii) The Group has applied the practical expedient in paragraph 121 of HKFRS 15 to its sales contracts under HKFRS 15, such that it does not disclose the aggregate amount of the transaction price allocated to the performance obligations that are unsatisfied (or partially unsatisfied) as of the end of the reporting period, as (i) such unsatisfied performance obligation is part of a contract that has an original expected duration of one year or less; or (ii) the Group recognises revenue at the amount to which it has a right to invoice, which corresponds directly to the value to the customer of the Group's performance completed to date in accordance with the practical expedient in HKFRS 15.B16.

(b) Segment reporting

The Group manages its businesses by divisions which are organised by business lines (products and services). 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 reportable segments. No operating segments have been aggregated to form the following reportable segments.

- Motoring school operation: this segment invests in subsidiaries which operate designated driving training centres.
- Electronic toll operation: this segment invests in a joint venture which provides toll collection services for free-flow tolling system (namely "HKeToll"), intelligent transportation and logistics management solutions, and smart city services solutions in Hong Kong.
- Treasury management: this segment manages an investment portfolio, including unlisted funds, equity securities, debt securities, and cash and bank deposits, to receive investment returns.

The segment information reported below does not include any amounts for the discontinued operation, which is described in more detail in note 8.

(i) *Segment results and assets*

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

Segment assets include all tangible, intangible assets and current and non-current assets with the exception of other corporate assets.

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

4 Revenue and segment reporting *(continued)*

(b) Segment reporting *(continued)*

(i) Segment results and assets (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 periods ended 30 June 2026 and 2025 is set out below.

	Motoring school operation Six months ended 30 June		Electronic toll operation Six months ended 30 June		Treasury management Six months ended 30 June		Total Six months ended 30 June	
	2026	2025	**2026**	2025	**2026**	2025	**2026**	2025
	$'000	$'000	**$'000**	$'000	**$'000**	$'000	**$'000**	$'000
Revenue from contracts with customers within the scope of HKFRS 15	**365,761**	373,807	**1,800**	2,100	**–**	–	**367,561**	375,907
Dividend income from equity securities	**–**	–	**–**	–	**19,845**	23,310	**19,845**	23,310
Interest revenue	**8,742**	12,052	**22**	167	**40,546**	44,100	**49,310**	56,319
Reportable segment revenue	**374,503**	385,859	**1,822**	2,267	**60,391**	67,410	**436,716**	455,536
Reportable segment profit before tax	**126,973**	138,835	**8,122**	11,793	**357,290**	441,440	**492,385**	592,068
Finance costs	**(5,786)**	(7,620)	**–**	–	**–**	(61)	**(5,786)**	(7,681)
Depreciation	**(58,091)**	(54,835)	**–**	–	**(34)**	(60)	**(58,125)**	(54,895)
Share of profit of a joint venture	**–**	–	**6,418**	9,647	**–**	–	**6,418**	9,647
Income tax	**(19,478)**	(20,847)	**(139)**	(132)	**–**	–	**(19,617)**	(20,979)
	30 June 2026	31 December 2025	**30 June 2026**	31 December 2025	**30 June 2026**	31 December 2025	**30 June 2026**	31 December 2025
	$'000	$'000	**$'000**	$'000	**$'000**	$'000	**$'000**	$'000
Reportable segment assets	**1,280,955**	1,093,481	**168,218**	173,747	**7,844,472**	7,653,781	**9,293,645**	8,921,009

4 Revenue and segment reporting *(continued)*

(b) Segment reporting *(continued)*

(ii) Reconciliations of reportable segment revenue, profit or loss and assets

	Six months ended 30 June	
	2026	2025
	$'000	$'000
Revenue		
Reportable segment revenue	**436,716**	455,536
Unallocated head office and corporate revenue	**400**	264
Consolidated revenue (continuing operations)	**437,116**	455,800

	Six months ended 30 June	
	2026	2025
	$'000	$'000
Profit		
Reportable segment profit before taxation	**492,385**	592,068
Unallocated head office and corporate income and expenses	**(33,770)**	(31,921)
Consolidated profit before taxation (continuing operations)	**458,615**	560,147

	At 30 June 2026	At 31 December 2025
	$'000	$'000
Assets		
Reportable segment assets	**9,293,645**	8,921,009
Unallocated head office and corporate assets	**23,473**	15,422
Consolidated total assets	**9,317,118**	8,936,431

5 Other net gains

	Six months ended 30 June	
	2026	2025
	$'000	$'000
Changes in fair value of other financial assets at FVPL		
– Unlisted fund investments	**61,141**	133,700
– Listed equity securities	**210,723**	235,849
– Unlisted equity securities	**14,264**	—
– Treasury bills	**2,361**	—
– Debt securities	**(19)**	(49)
	288,470	369,500
Net gains on disposal of property, plant and equipment	**2,290**	438
	290,760	369,938

6 Profit before taxation

	Six months ended 30 June	
	2026	2025
	$'000	$'000
Profit before taxation is arrived at after charging:		
(a) Finance costs		
Interest on lease liabilities	**5,822**	7,681
(b) Other items		
Depreciation		
– Right-of-use assets	**48,140**	47,578
– Owned property, plant and equipment	**12,418**	10,155
	60,558	57,733
Contributions to defined contribution retirement scheme	**5,347**	5,396
Salaries, wages and other benefits (including directors' emoluments)	**172,062**	176,970
Cost of inventories consumed	**5,487**	4,640

7 Income tax

	Six months ended 30 June	
	2026	2025
	$'000	$'000
Current tax – Hong Kong Profits Tax	**18,929**	20,206
Deferred tax	**688**	773
	19,617	20,979

The provision for Hong Kong Profits Tax is calculated at 16.5% (2025: 16.5%) of the estimated assessable profits for the period, except for one subsidiary of the Group which is a qualifying corporation under the two-tiered Profits Tax rate regime.

For this subsidiary, the first $2 million of assessable profits are taxed at 8.25% and the remaining assessable profits are taxed at 16.5%. The provision for Hong Kong Profits Tax for this subsidiary was calculated at the same basis in 2025.

8 Discontinued operation

Western Harbour Tunnel Company Limited ("WHTCL"), a 50% owned associate, operated the Western Harbour Tunnel under a 30 years franchise. The franchise expired on 1 August 2023 and the ownership of the tunnel was transferred to the Government. The tunnel operation was classified as discontinued operation since 2023. On 17 October 2025, WHTCL was dissolved.

The results of the discontinued operation included in the profit for the period are set out below.

		Six months ended 30 June	
		2026	2025
	Note	**$'000**	$'000
Profit for the period from discontinued operation:			
Share of profit of an associate		**–**	18,694
Cash flows from discontinued operation:			
Net cash inflows from investing activities		**–**	37,331

9 Earnings per share

The calculation of basic earnings per share is based on the profit for the period attributable to ordinary equity shareholders of the Company of $404,355,000 (30 June 2025: $519,058,000) and the weighted average of 372,688,000 ordinary shares (30 June 2025: 372,688,000 ordinary shares) in issue during the period.

Basic earnings per share are the same as diluted earnings per share as the Company has no dilutive potential shares.

10 Property, plant and equipment

During the six months ended 30 June 2026, the Group acquired items of property, plant and equipment with a cost of $22,866,000 (30 June 2025: $8,917,000) and disposed items of property, plant and equipment with a cost of $23,373,000 (30 June 2025: $14,764,000).

11 Other financial assets

	Note	30 June 2026 $'000	31 December 2025 $'000
Non-current			
Financial assets measured at FVOCI (non-recycling)			
– Equity securities listed in Hong Kong*	(i)	**59,155**	60,231
Financial assets measured at FVPL			
– Unlisted fund investments	(ii)	**3,715,330**	3,627,961
– Unlisted equity security		**35,249**	–
		3,750,579	3,627,961
		3,809,734	3,688,192
Current			
Financial assets measured at FVPL			
– Equity securities listed in Hong Kong*	(iii)	**1,300,756**	1,145,439
– Equity securities listed outside Hong Kong*	(iv)	**334,658**	348,595
– Treasury bills listed outside Hong Kong*		**97,465**	58,259
– Debt securities listed outside Hong Kong*		**258**	277
		1,733,137	1,552,570
Total		**5,542,871**	5,240,762

* Fair value measured using unadjusted quoted price in active markets. Details of fair value measurement of financial assets are set out in note 16.

Notes:

(i) The Group designated these investments at FVOCI (non-recycling), as they are held for strategic purposes. Net fair value loss of $1,076,000 (30 June 2025: net fair value gain of $5,426,000) was recognised in other comprehensive income and dividends amounted to $565,000 (30 June 2025: $529,000) were received and recognised in profit or loss during the period. Neither addition nor disposal was occurred during the period ended 30 June 2026 (30 June 2025: Nil).

(ii) As at 30 June 2026, the Group's unlisted fund investments comprised of 44 (31 December 2025: 46) private equity funds. The Group managed the price risk through diversification of investment portfolio. The underlying investments held by these funds include listed and unlisted equity securities, debt securities, structured financing products and venture capital deals in various regions, covering various industries and sectors including air freight, automobile, biotechnology, chemicals, e-Commerce, enterprise software, energy, healthcare and related services, information technology, internet services, industrials, logistic, pharmaceuticals and transportation. The fair value of these investments may change significantly based on broader macroeconomic conditions, overall capital and investment markets conditions, and factors associated with underlying assets within the private fund portfolio.

11 Other financial assets *(continued)*

Notes: (continued)

(iii) As at 30 June 2026, the fair value of equity securities listed in Hong Kong and classified at FVPL amounted to $1,300,756,000 (31 December 2025: $1,145,439,000), and net fair value gain of $209,523,000 (30 June 2025: $230,732,000) was recognised in profit or loss for the period.

(iv) As at 30 June 2026, the Group's investments in listed equity securities outside Hong Kong and classified at FVPL amounted to $334,658,000 (31 December 2025: $348,595,000) which are equity securities listed in the USA, UK and Japan, and net fair value gain of $1,200,000 (30 June 2025: $5,117,000) was recognised in profit or loss for the period.

12 Trade and other receivables and deposits and prepayments

Included in trade and other receivables are trade receivables (net of loss allowance) with the following ageing analysis, based on the invoice date, as of the end of the reporting period:

	Note	**At 30 June 2026 $'000**	At 31 December 2025 $'000
Within one month		**7,839**	9,088
One to three months		**217**	734
Over three months		**840**	277
Trade receivables, net of loss allowance		**8,896**	10,099
Other receivables		**14,550**	29,825
Trade and other receivables		**23,446**	39,924
Deposits and prepayments		**129,906**	113,217
		153,352	153,141
Less: non-current portion	(i)	**(63,495)**	(63,894)
		89,857	89,247

Note:

(i) As at 30 June 2026, included in deposits and prepayments of the Group is an amount of $63,495,000 (31 December 2025: $63,894,000) which is related to Group's deposits placed for the properties leased for own use as driving schools. These amounts are expected to be recovered or recognised as expense after more than one year.

The remaining balance of the trade and other receivables as at 30 June 2026 and 31 December 2025 are expected to be recovered or recognised as expense within one year.

13 Bank deposits and cash

	At 30 June 2026 $'000	At 31 December 2025 $'000
Deposits with banks and other financial institutions	**2,783,448**	2,651,988
Cash at bank and in hand	**160,413**	347,836
Bank deposits and cash in the consolidated statement of financial position	**2,943,861**	2,999,824
Less: Deposits with original maturity over three months	**(1,023,441)**	(896,910)
Cash and cash equivalents in the condensed consolidated cash flow statement	**1,920,420**	2,102,914

14 Trade and other payables

Included in trade and other payables are trade payables with the following ageing analysis, based on the invoice date, as of the end of the reporting period:

	At 30 June 2026 $'000	At 31 December 2025 $'000
Within one month	**2,264**	1,437
One month to three months	**50**	434
Over three months but within six months	**686**	784
Trade payables	**3,000**	2,655
Other payables and accruals	**58,114**	129,990
	61,114	132,645

All of the trade and other payables are expected to be settled or recognised as income within one year or are repayable on demand.

15 Capital, reserves and dividends

(a) Dividends

(i) Dividends payable to equity shareholders of the Company attributable to the interim period

	Six months ended 30 June	
	2026	2025
	$'000	$'000
First quarterly interim dividend declared during the interim period of $0.06 per share (2025: $0.06 per share)	**22,361**	22,361
Second quarterly interim dividend declared after the interim period of $0.07 per share (2025: $0.06 per share)	**26,088**	22,361
	48,449	44,722

The second quarterly interim dividend declared after the interim period has not been recognised as a liability at the end of the reporting period.

(ii) Dividend payable to equity shareholders of the Company attributable to the previous financial year, approved and paid during the interim period

	Six months ended 30 June	
	2026	2025
	$'000	$'000
Final dividend in respect of the previous financial year, approved and paid during the interim period of $0.24 per share (2025: $0.24 per share)	**89,445**	89,445

(b) Share capital

Issued share capital

	30 June 2026		31 December 2025	
	No. of shares '000	**Amount $'000**	No. of Shares '000	Amount $'000
Ordinary shares, issued and fully paid:				
At 1 January	**372,688**	**1,629,461**	372,688	1,629,461
At 30 June/31 December	**372,688**	**1,629,461**	372,688	1,629,461

16 Fair value measurement

Financial assets and liabilities measured at fair value

Fair value hierarchy

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

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

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

— Level 3 valuations: Fair value measured using significant unobservable inputs

	Fair value at 30 June	Fair value measurements as at 30 June 2026 categorised into		
	2026 $'000	Level 1 $'000	Level 2 $'000	Level 3 $'000
Recurring fair value measurements				
Assets				
Financial assets measured at FVOCI (non-recycling):				
– Equity securities listed in Hong Kong	59,155	59,155	–	–
Financial assets measured at FVPL:				
– Unlisted fund investments	3,715,330	–	3,243	3,712,087
– Unlisted equity securities	35,249	–	–	35,249
– Equity securities listed in Hong Kong	1,300,756	1,300,756	–	–
– Equity securities listed outside Hong Kong	334,658	334,658	–	–
– Treasury bills listed outside Hong Kong	97,465	97,465	–	–
– Debt securities listed outside Hong Kong	258	258	–	–
	5,542,871	1,792,292	3,243	3,747,336

16 Fair value measurement *(continued)*

Financial assets and liabilities measured at fair value *(continued)*

Fair value hierarchy (continued)

	Fair value at 31 December 2025 $'000	Fair value measurements as at 31 December 2025 categorised into		
		Level 1 $'000	Level 2 $'000	Level 3 $'000
Recurring fair value measurements				
Assets				
Financial assets measured at FVOCI (non-recycling):				
– Equity securities listed in Hong Kong	60,231	60,231	–	–
Financial assets measured at FVPL:				
– Unlisted fund investments	3,627,961	–	1,870	3,626,091
– Equity securities listed in Hong Kong	1,145,439	1,145,439	–	–
– Equity securities listed outside Hong Kong	348,595	348,595	–	–
– Treasury bills listed outside Hong Kong	58,259	58,259	–	–
– Debt securities listed outside Hong Kong	277	277	–	–
	5,240,762	1,612,801	1,870	3,626,091

Valuation techniques and inputs used in Level 2 fair value measurements

The fair value of the unlisted fund investments in level 2 is determined by reference to the prices at the reporting date provided by the investment managers and have been translated using the exchange rates at the end of the reporting period where appropriate.

16 Fair value measurement *(continued)*

Information about Level 3 fair value measurements

The fair value of unlisted equity security is determined using the price/sales ratios of comparable listed companies under market approach.

The Group's unlisted private funds categorised in Level 3 were managed by unrelated asset managers who applied various investment strategies to accomplish their respective investment objectives. The fair value of these funds is recorded based on valuations provided by the fund managers. These valuations are measured by the percentage of ownership of the private equity's net asset value, which is an unobservable input. The fund managers estimated the fair value of underlying investments based on direct market quote for level 1 financial instruments. For other investments, the fund managers apply appropriate valuation techniques such as latest transaction price, discounted cash flow, or a forward price/earnings multiple arrived at by comparison with publicly-traded comparable companies and after applying a liquidity discount. The models are calibrated regularly and tested for validity using prices from any observable current market transactions in the same instruments or based on any available observable market data.

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

	Note	2026 $'000	2025 $'000
Financial assets measured at FVPL:			
- Unlisted fund investments			
At 1 January		**3,626,091**	3,741,619
Capital contribution		**260,247**	344,814
Distribution		**(100,067)**	(155,072)
Disposal		**(133,952)**	(7,639)
Changes in fair value recognised in profit or loss during the period		**59,768**	133,696
At 30 June	11	**3,712,087**	4,057,418
– Unlisted equity securities			
At 1 January		**–**	3,186
Acquisition		**20,985**	–
Changes in fair value recognised in profit or loss during the period		**14,264**	–
At 30 June	11	**35,249**	3,186

17 Commitments

Investment commitment

The Group makes capital commitments to various funds. At the end of the reporting period, the Group had the following outstanding commitments to make capital contributions to investment vehicles:

	At 30 June 2026 $'000	At 31 December 2025 $'000
Unlisted fund investments	**1,446,215**	1,675,083

18 Material related party transactions

During the period, the Group received consultancy fees and management fee income from a joint venture of $1.8 million (30 June 2025: $2.1 million).

19 Non-adjusting event after the reporting period

On 20 August 2026, the Directors proposed a second interim dividend. Further details are set out in note 15(a) "Dividends".

20 Possible impact of amendments, new standards, and interpretations issued but not yet effective for the six months ended 30 June 2026

A number of amendments and new standards are not yet mandatory for annual periods beginning 1 January 2026. Earlier application is permitted; however, the Group has not early adopted any new or amended standards in preparing this interim financial report.

The following updates the information provided in the last annual financial statements about the possible impacts of HKFRS 18 which may have a significant impact on the Group's consolidated financial statements when adopted.

20 Possible impact of amendments, new standards, and interpretations issued but not yet effective for the six months ended 30 June 2026 *(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.

HKFRS 18 introduces new requirements for presentation and disclosure in financial statements, including new categories and defined subtotals in the statement of profit or loss, enhanced requirements for aggregation and disaggregation of information, and specific disclosures about management-defined performance measures. The Group is assessing the expected impact that the initial application of HKFRS 18 will have on its consolidated financial statements.

The Group expects that the adoption of HKFRS 18 will not change the Group's net assets or net profit. However, it is expected to affect the presentation of the Group's consolidated statement of profit or loss and related note disclosures. Based on the work performed to date, the Group's assessment on the expected impact of the initial application of HKFRS 18 is summarised below. The assessment remains subject to change as the Group continues its implementation work.

(a) Structure of the statement of profit or loss

HKFRS 18 requires entities to classify income and expenses into specified categories in the statement of profit or loss, including operating, investing, and financing categories. It also requires entities to present two newly defined subtotals, which are "operating profit" and "profit or loss before financing and income taxes". The operating profit subtotal is expected to differ from the current profit from operations subtotal presented by the Group.

(b) Management-defined performance measures ("MPM")

MPMs are subtotals of income and expenses used in public communications outside the financial statements that communicate management's view of an aspect of the financial performance of the entity as a whole to users. The Group is also developing a process to identify its public communications and assess whether other measures reported in those communications meet the definition of an MPM.

The Group will be required to disclose specific information about MPMs in a single note in the financial statements. The MPMs disclosed by the Group following adoption of HKFRS 18 will be determined based on public communications issued by the Group relating to the same reporting period.

20 Possible impact of amendments, new standards, and interpretations issued but not yet effective for the six months ended 30 June 2026 *(continued)*

HKFRS 18, Presentation and disclosure in financial statements *(continued)*

(c) Principles of aggregation and disaggregation

HKFRS 18 provides enhanced principles on how to group information in the financial statements, including the primary financial statements and the notes. It also introduces guidance on labelling and describing items presented in the primary financial statements or disclosed in the notes.

HKFRS 18 also introduces consequential amendments to HKAS 7, *Statement of cash flows*. The Group is assessing the impact of those amendments, including the requirement to use the newly defined operating profit subtotal as the starting point for the cash flow statement when presenting operating cash flows under the indirect method and the classification of interest and dividend cash flows.

The actual impact of applying HKFRS 18 may change as the Group continues to assess the new requirements and finalises any changes to its reporting processes, controls and accounting policies before the date of initial application.

Review Report to the Board of Directors

Review Report to the Board of Directors of

The Cross-Harbour (Holdings) Limited

(Incorporated in Hong Kong with limited liability)

Introduction

We have reviewed the interim financial report set out on pages 2 to 26, which comprises the consolidated statement of financial position of The Cross-Harbour (Holdings) Limited as of 30 June 2026 and the related consolidated statement of profit or loss, consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and condensed consolidated cash flow statement for the six-month period then ended, and explanatory notes. The Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited require the preparation of an interim financial report to be in compliance with the relevant provisions thereof and Hong Kong Accounting Standard 34 *Interim financial reporting* as issued by the Hong Kong Institute of Certified Public Accountants. The directors are responsible for the preparation and presentation of this interim financial report in accordance with Hong Kong Accounting Standard 34.

Our responsibility is to express a conclusion, based on our review, on this interim financial report and to report our conclusion solely to you, as a body, in accordance with our agreed terms of engagement, and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this report.

Scope of review

We conducted our review in accordance with Hong Kong Standard on Review Engagements 2410, *Review of interim financial information performed by the independent auditor of the entity* as issued by the Hong Kong Institute of Certified Public Accountants. A review of interim financial report consists of making inquiries, primarily of persons responsible for financial and accounting matters, and applying analytical and other review procedures. A review is substantially less in scope than an audit conducted in accordance with Hong Kong Standards on Auditing and consequently does not enable us to obtain assurance that we would become aware of all significant matters that might be identified in an audit. Accordingly we do not express an audit opinion.

Conclusion

Based on our review, nothing has come to our attention that causes us to believe that the interim financial report as at 30 June 2026 is not prepared, in all material respects, in accordance with Hong Kong Accounting Standard 34 *Interim financial reporting*.

KPMG
Certified Public Accountants

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

20 August 2026

The board of directors (the "Board") of The Cross-Harbour (Holdings) Limited (the "Company") is pleased to announce the unaudited consolidated results of the Company and its subsidiaries (the "Group") for the six months ended 30 June 2026. The interim results have been reviewed by the audit committee of the Company and KPMG.

GROUP RESULTS

The Group's unaudited profit attributable to shareholders for the first half of 2026 amounted to HK$404.4 million, representing a decrease of 22.1% as compared to the profit of HK$519.1 million recorded in the first half of 2025. Earnings per share were HK$1.08 (30 June 2025: HK$1.39).

DIVIDENDS

A first quarterly interim dividend of HK$0.06 per share (30 June 2025: HK$0.06 per share), absorbing a total amount of approximately HK$22.4 million, was paid on 13 July 2026. The Board has today declared a second quarterly interim dividend of HK$0.07 per share (30 June 2025: HK$0.06 per share), absorbing a total amount of approximately HK$26.1 million, payable on 16 September 2026 to shareholders of the Company registered at the close of business on 8 September 2026.

CLOSURE OF BOOKS

The register of members and transfer books of the Company will be closed from Friday, 4 September 2026 to Tuesday, 8 September 2026, during which period no transfer of shares in the Company will be registered. In order to qualify for the second quarterly interim dividend, all transfer documents and accompanying share certificates must be lodged for registration with Tricor Investor Services Limited at 17/F, Far East Finance Centre, 16 Harcourt Road, Hong Kong by 4:30 p.m., Thursday, 3 September 2026.

BUSINESS REVIEW AND PROSPECTS

Hong Kong's economy remained resilient in the first half of 2026 despite heightened external uncertainties. Real GDP grew by 5.9% year-on-year in the first quarter of 2026, supported by strong external trade, improving domestic demand and increased investment activity. Total exports of goods increased by 23.7% year-on-year in real terms during the first quarter, benefiting from sustained demand for artificial intelligence-related electronic products and active regional trade flows. Nevertheless, structural changes in consumption patterns and cross- boundary spending continued to affect certain segments of the local retail sector. Financial markets experienced more volatile conditions during the period. Investor sentiment was affected by changing interest rate expectations, geopolitical tensions in the Middle East and associated energy price fluctuations, as well as uncertainty surrounding global trade policies. Despite these challenges, Hong Kong maintained its position as an international financial centre, with fundraising and capital market activities remaining active. While the Hang Seng Index declined by approximately 10.7% during the first half of 2026, Hong Kong continued to rank among the world's leading IPO markets.

Looking ahead, uncertainties surrounding geopolitical developments, trade policies, energy prices and interest rate expectations are expected to continue to influence the global economic outlook. Nevertheless, Mainland China's continued commitment to technological innovation, the development of new quality productive forces and high- level opening-up is expected to support regional economic growth and reinforce Hong Kong's role as an international financial and trading centre. Hong Kong is also expected to benefit from enhanced cross-boundary financial connectivity and deeper economic integration.

BUSINESS REVIEW AND PROSPECTS *(continued)*

Motoring School Operation

Alpha Hero Group (70% owned) operates driving training schools in Hong Kong. The training vehicles include private cars, light and medium good vehicles, motorcycles, and commercial vehicles. Its major revenue of driving training course fee decreased slightly by 2.2% as the number of non-motorcycle driving lessons delivered and the number of motorcycle driving lessons delivered for the first half of 2026 decreased by 0.2% and 10.5% respectively, as compared to the last corresponding period. The decline in driving lessons delivered was mainly attributable to a contraction in driving training market and weak consumer sentiment. In particular, demand for motorcycle driving training continued to moderate as the food delivery market became saturated, leading to fewer new motorcycle licence applicants and an adequate supply of riders. Looking ahead, we expect the overall driving training market would continue to contract in the second half of 2026.

Electronic Toll Operation

Autotoll (BVI) Limited ("Autotoll"), a jointly controlled entity, 50% owned by The Autopass Company Limited (a 70% owned subsidiary), provides toll collection service for the Free-flow tolling system (namely "HKeToll") in Hong Kong. Autotoll also provides intelligent transportation and logistics management solutions, and smart city service solutions in Hong Kong.

HKeToll has been gradually implemented across all government-tolled tunnels and roads since 2023, replacing both the Electronic Toll Collection ("ETC") system previously operated by Autotoll and the manual toll booths. Following the Hong Kong Government's takeover of the Tai Lam Tunnel on 31 May 2025, toll collection at the tunnel was migrated to HKeToll, resulting in the phase-out of the ETC system. Autotoll subsequently exited the Stored Value Facilities ("SVF") business and terminated its ETC and VGoPAY services on 16 March 2026. During the period, revenue from HKeToll continued to grow and more than compensated for the loss of ETC revenue.

However, operating costs increased due to expenses incurred in connection with the closure of the SVF business, including marketing and restructuring costs. Looking ahead, revenue and profit contribution from HKeToll are expected to grow further in 2026, supported by the introduction of toll collection for the Central Kowloon Bypass, which is expected to commence tolling under HKeToll in the fourth quarter of 2026.

Treasury Management Business

In the first half of 2026, major global financial markets generally remained resilient despite market volatility arising from changing interest rate expectations, geopolitical tensions in the Middle East and associated energy price fluctuations. The U.S. equity market continued to perform well, with the Dow Jones Industrial Average and the Nasdaq Composite rising by approximately 8.1% and 12.8%, respectively. The gains were supported by strong corporate earnings, a resilient economy and continued investment in artificial intelligence-related sectors. In Japan, the Nikkei 225 rose by approximately 38.9%, driven mainly by strong demand for semiconductor- and technology- related stocks amid the continued growth of artificial intelligence investment. In Mainland China, the SSE Composite Index increased by approximately 3.1%, supported by policy measures aimed at stimulating economic activity and promoting technology- and innovation-driven growth. In contrast, the Hong Kong equity market faced a more challenging environment, with the Hang Seng Index declining by approximately 10.7%. Market sentiment was affected by weak domestic consumption, tighter liquidity conditions and the market's relatively limited participation in the global artificial intelligence investment theme.

Under these market conditions, the Group's listed equity securities and unlisted fund investments both recorded net fair value gains. As a result, the Group's investment portfolio recorded an overall net fair value gain in the first half of 2026. In addition, dividend income generated from listed equity securities decreased during the period. The investment return rate of listed equity securities for the first half of 2026 was 14.8% (30 June 2025: 20.8%), while that of unlisted funds was 1.7% (30 June 2025: 3.6%). Overall, the combined investment return rate of listed equity securities and unlisted funds for the first half of 2026 was 5.6% (30 June 2025: 7.9%).

BUSINESS REVIEW AND PROSPECTS *(continued)*

Treasury Management Business *(continued)*

The Group continued to diversify its investment portfolio through capital contributions to 21 unlisted funds across different industries and geographical regions pursuant to commitments made in prior years. No new commitments to unlisted funds were made during the current period, while distributions were received from 18 unlisted funds. During the period, the Group disposed of its interests in two unlisted funds and certain listed equity securities to realize part of the accumulated fair value gains and strengthen the financial resources available for future investment opportunities. Part of the disposal proceeds was reinvested in treasury bills and an unlisted equity security to further diversity the Group's investment portfolio.

As at 30 June 2026, the Group's investment portfolio comprised 97 investments (31 December 2025: 91), including 44 unlisted funds (31 December 2025: 46) and 51 equity securities (31 December 2025: 44). The portfolio value increased to HK$5,542.9 million (31 December 2025: HK$5,240.7 million), primarily attributable to net fair value gains of HK$287.4 million (30 June 2025: HK$374.9 million), of which HK$209.6 million (30 June 2025: HK$241.2 million) arose from listed equity securities. The performance of the investment portfolio during the period reflects the effectiveness of the Group's diversified investment strategy. The Group will continue to adopt an investment approach with the objective of enhancing long-term shareholder value and generating sustainable returns while maintaining appropriate portfolio diversification and liquidity.

COMMENTARY ON INTERIM RESULTS

(I) Review of 2026 Interim Results

The Group's unaudited profit attributable to shareholders for the first half of 2026 was HK$404.4 million, representing a decrease of 22.1% as compared to a profit of HK$519.1 million recorded in the first half of 2025. The decrease in profit was mainly due to the decrease in profit contributions from treasury management business.

The Group recorded a total revenue of HK$437.1 million in the first half of 2026, representing a decrease of 4.1% from HK$455.8 million in the corresponding period of 2025. The decrease was mainly due to lower revenue from the motoring school operation and the treasury management business, which generated HK$374.5 million (30 June 2025: HK$385.9 million) and HK$60.4 million (30 June 2025: HK$67.4 million), respectively.

Performance of the treasury management segment for the first half of 2026

The treasury management business recorded a profit before tax of HK$357.3 million (30 June 2025: HK$441.4 million) for the first half of 2026. The profit was mainly attributable to a net fair value gain on financial assets measured at fair value through profit or loss ("FVPL") of HK$288.5 million (30 June 2025: HK$369.5 million), dividend income from listed equity securities of HK$19.8 million (30 June 2025: HK$23.3 million), and interest income from bank of HK$40.6 million (30 June 2025: HK$40.5 million).

The net fair value gain on financial assets measured at FVPL of HK$288.5 million (30 June 2025: HK$369.5 million) was mainly attributable to (i) a net fair value gain on listed equity securities of HK$210.7 million (30 June 2025: HK$235.8 million), (ii) a net fair value gain on unlisted fund investments of HK$61.1 million (30 June 2025: HK$133.7 million), and (iii) a fair value gain on an unlisted equity security of HK$14.3 million (30 June 2025: nil).

COMMENTARY ON INTERIM RESULTS *(CONTINUED)*

(I) Review of 2026 Interim Results *(continued)*

Performance of the treasury management segment for the first half of 2026 (continued)

– *Performance of the listed equity securities for the first half of 2026*

The net fair value gain on listed equity securities measured at FVPL was HK$210.7 million, comprising (i) net fair value gain of HK$209.5 million (30 June 2025: HK$230.7 million) from 15 (30 June 2025: 16) listed securities in Hong Kong, and (ii) net fair value gain of HK$1.2 million (30 June 2025: HK$5.1 million) from 31 (30 June 2025: 19) listed securities outside Hong Kong. The 10 listed equity securities measured at FVPL with the largest fair value changes recorded an aggregate net fair value gain of HK$223.9 million, accounting for 106.3% of the net fair value gain of all 46 listed equity securities measured at FVPL. The other 36 listed equity securities measured at FVPL recorded an aggregate net fair value loss of HK$13.2 million.

The 10 listed equity securities measured at FVPL with the largest fair value changes were: (1) Oshidori International Holdings Limited (Stock Code: 622) with a fair value gain of HK$387.4 million (30 June 2025: HK$73.6 million); (2) China Telecom Corporation Limited (Stock Code: 728) with a fair value loss of HK$58.8 million (30 June 2025: fair value gain of HK$37.3 million); (3) Alibaba Group Holding Limited (Stock Code: 9988) with a fair value loss of HK$55.5 million (30 June 2025: fair value gain of HK$34.0 million); (4) Tencent Holdings Limited (Stock Code: 700) with a fair value loss of HK$45.7 million (30 June 2025: fair value gain of HK$23.2 million); (5) China Unicom (Hong Kong) Limited (Stock Code: 762) with a fair value loss of HK$41.8 million (30 June 2025: fair value gain of HK$47.8 million); (6) Imagi International Holdings Limited (Stock Code: 585) with a fair value gain of HK$38.2 million (30 June 2025: HK$2.5 million); (7) Apollo Global Management, Inc. (Stock Code: APO) with a fair value loss of HK$12.3 million (30 June 2025: HK$10.2 million); (8) Glencore plc (Stock Code: GLEN) with a fair value gain of HK$9.9 million (30 June 2025: fair value loss of HK$3.4 million); (9) Kinetik Holdings Inc. (Stock Code: KNTK) with a fair value gain of HK$9.4 million (30 June 2025: Nil); and (10) KKR & Co. Inc. (Stock Code: KKR) with a fair value loss of HK$6.9 million (30 June 2025: HK$2.7 million).

The dividend income from listed equity securities of HK$19.8 million, comprising (i) dividend income of HK$14.9 million (30 June 2025: HK$18.4 million) from 11 (30 June 2025: 14) listed securities in Hong Kong, and (ii) dividend income of HK$4.9 million (30 June 2025: HK$4.9 million) from 21 (30 June 2025: 16) listed securities outside Hong Kong.

– *Performance of the unlisted funds for the first half of 2026*

The net fair value gain on unlisted funds measured at FVPL was HK$61.1 million, comprising (i) fair value gain of HK$252.3 million (30 June 2025: HK$229.0 million) from 27 (30 June 2025: 36) unlisted funds and (ii) fair value losses of HK$191.2 million (30 June 2025: HK$95.3 million) from 20 (30 June 2025: 18) unlisted funds. The 10 unlisted funds with the largest fair value changes recorded an aggregate net fair value gain of HK$48.3 million, accounting for 79.1% of the net fair value gain of all 47 unlisted funds. The other 37 unlisted funds recorded an aggregate net fair value gain of HK$12.8 million.

The 10 unlisted funds with the largest fair value changes were: (1) Novel Data IDC Fund LP with a fair value gain of HK$71.1 million (30 June 2025: fair value loss of HK$0.3 million); (2) Indus Select Fund, Ltd. with a fair value gain of HK$61.0 million (30 June 2025: HK$18.7 million); (3) Left Lane Capital Partners II-C LP with a fair value loss of HK$47.7 million (30 June 2025: fair value gain of HK$34.1 million); (4) Diversified Absolute Return Fund with a fair value loss of HK$40.9 million (30 June 2025: fair value gain of HK$39.9 million); (5) HSG Growth VI 2020-K, L.P. with a fair value loss of HK$32.6 million (30 June 2025: fair value gain of HK$0.7 million); (6) ICONIQ Strategic Partners VII-B, L.P. with a fair value gain of HK$31.2 million (30 June 2025: HK$1.7 million); (7) ICONIQ Strategic Partners VI-B, L.P. with a fair value gain of HK$20.8 million (30 June 2025: HK$5.1 million); (8) VMS Legend Investment Fund II, LP with a fair value loss of HK$12.9 million (30 June 2025: HK$1.5 million); (9) Thoma Bravo Fund XV-A, L.P. with a fair value loss of HK$12.1 million (30 June 2025: fair value gain of HK$9.9 million), and (10) Nexus Strategic Investments Fund with a fair value gain of HK$10.4 million (30 June 2025: HK$17.8 million).

COMMENTARY ON INTERIM RESULTS *(continued)*

(I) Review of 2026 Interim Results *(continued)*

Performance of the motoring school operation for the first half of 2026

The principal income of the motoring school operation is the driving training course fee which is recognized in profit or loss upon the completion of the training lessons. Income from driving training courses recorded a decrease of 2.2% to HK$365.8 million (30 June 2025: HK$373.8 million). It was mainly due to the drop in the number of completed driving lessons for both non-motorcycle and motorcycle courses at the designated driving schools. Interest revenue from banks also decreased to HK$8.7 million (30 June 2025: HK$12.1 million). Operating expenses slightly increased during the current period due to an increase in vehicle running expenses and rental costs. In aggregate, profit before tax from the motoring school operation decreased by 8.5% to HK$127.0 million (30 June 2025: HK$138.8 million).

Performance of the electronic toll operation for the first half of 2026

The profit before tax contributed by the electronic toll operation dropped to HK$8.1 million (30 June 2025: HK$11.8 million) in the first half of 2026. It mainly includes a share of profits of a joint venture, Autotoll (BVI) Limited, amounting to HK$6.4 million (30 June 2025: HK$9.6 million), and consultancy and management fee income from Autotoll of HK$1.8 million (30 June 2025: HK$2.1 million). The decrease in share of profits from Autotoll was mainly due to the termination of ETC and SVF businesses during the period.

(II) Treasury Investments and Significant Investments Held

As at 30 June 2026, the Group held an investment portfolio with a carrying amount of HK$5,542.9 million (31 December 2025: HK$5,240.7 million), which increased by HK$302.2 million during the period. The portfolio primarily comprised unlisted fund investments of HK$3,715.3 million (31 December 2025: HK$3,628.0 million) and listed equity securities of HK$1,694.5 million (31 December 2025: HK$1,554.2 million).

The movements in the investment portfolio held by the Group during the period

	1 January 2026 HK$ million	Addition HK$ million	Disposal/ Distribution HK$ million	Fair value change in OCI HK$ million	Fair value change in profit and loss/ECL HK$ million	30 June 2026 HK$ million
Financial assets measured at FVOCI						
— Listed equity securities	60.2	—	—	(1.1)	—	59.1
Financial assets measured at FVPL						
— Unlisted funds	3,628.0	260.2	(234.0)	—	61.1	3,715.3
— Listed equity securities	1,494.0	21.0	(90.3)	—	210.7	1,635.4
— Treasury bills	58.2	248.0	(211.1)	—	2.4	97.5
— Unlisted equity security	—	21.0	—	—	14.3	35.3
— Listed debt security	0.3	—	—	—	—	0.3
	5,180.5	550.2	(535.4)	—	288.5	5,483.8
	5,240.7	550.2	(535.4)	(1.1)	288.5	5,542.9

COMMENTARY ON INTERIM RESULTS *(continued)*

(II) Treasury Investments and Significant Investments Held *(continued)*

The movements in the investment portfolio held by the Group during the period (continued)

During the period, total additions to financial assets amounted to HK$550.2 million, comprising investments of HK$260.2 million in 21 unlisted funds, HK$21.0 million in 17 listed equity securities, HK$21.0 million in an unlisted equity security, and HK$248.0 million in treasury bills. The Group did not make any new commitment to unlisted funds during the period. All additions to unlisted funds represented capital contributions made pursuant to commitments entered in prior years. These investments were consistent with the Group's investment strategy to further diversify its investment portfolio and support sustainable long-term growth.

Total disposals and distributions of financial assets during the period amounted to HK$535.4 million. This included divestments of HK$234.0 million from 18 unlisted funds, HK$90.3 million from 12 listed equity securities, and HK$211.1 million from treasury bills. The divestment of unlisted funds included the disposal of interests in 2 unlisted funds amounting to HK$133.9 million and distributions of HK$100.1 million received from 18 unlisted funds. The disposal of certain listed equity securities and interests in unlisted funds were undertaken to enhance overall liquidity, realize capital appreciation from investments, and reserve funds to generate stable and recurring income for the period.

Other movements in the investment portfolio during the period included a net fair value gain on financial assets measured at FVPL of HK$288.5 million and a net fair value loss on financial assets measured at FVOCI of HK$1.1 million.

The investment return rate of unlisted funds for the first half of 2026 was a 1.7% (30 June 2025: 3.6%). This is calculated by dividing the net fair value gain of HK$61.1 million by the opening carrying amount of HK$3,628.0 million. The investment return rate of listed equity securities for the first half of 2026 was 14.8% (30 June 2025: 20.8%). This is calculated by dividing the sum of the net fair value gain of HK$209.6 million and dividend income of HK$19.8 million by the opening carrying amount of HK$1,554.2 million. Overall, the combined investment return rate of unlisted funds and listed equity securities for the first half of 2026 was 5.6% (30 June 2025: 7.9%).

Significant investments of individual fair value of 5% or above of the Group's total assets

(i) Diversified Absolute Return Fund

Diversified Absolute Return Fund ("DARF") is a China generalist fund that the Group invested in 2018-2021. It is managed by Nexus Investment Advisors Limited ("NIAL") who applied various investment strategies to accomplish their investment objectives. NIAL is a Hong Kong-based asset management and investment advisory firm. It operates as part of Nexus Capital and holds licenses from the Securities and Futures Commission of Hong Kong to provide professional wealth and fund management services. The principal business of DARF is to invest for returns from capital appreciation and investment income. The underlying investments of DARF are listed and unlisted equities of Mainland China companies, which focus on a variety of industries including Technology, Media, and Telecom ("TMT"), logistic, consumer industry, healthcare, culture and entertainment and enterprise services.

As at 30 June 2026, the Group held 41,805 class A shares and 26,700 class E1 shares of DARF and recorded a fair value of HK$610.1 million (31 December 2025: HK$653.3 million) representing its 29.9% interest in DARF. This valuation accounted for 6.6% of the Group's total assets, 11.0% of the Group's investment portfolio, and 16.4% of the Group's unlisted funds portfolio. The purchase cost of DARF was HK$610.2 million. In terms of performance, a fair value loss of HK$40.9 million (30 June 2025: fair value gain of HK$39.9 million) on such investment was recognised in profit or loss for the period. Distribution of HK$2.3 million was received from such investment for the period (30 June 2025: HK$2.3 million).

COMMENTARY ON INTERIM RESULTS *(continued)*

(II) Treasury Investments and Significant Investments Held *(continued)*

Significant investments of individual fair value of 5% or above of the Group's total assets (continued)

(ii) Oshidori International Holdings Limited ("Oshidori")

Oshidori is a public company listed on The Stock Exchange of Hong Kong Limited (Stock Code: 622). Oshidori and its subsidiaries principally engage in investment holdings, tactical and/or strategic investments, the provision of financial services including (i) securities brokerage services, (ii) margin financing services, (iii) placing and underwriting services, (iv) corporate finance advisory services, (v) investment advisory and asset management services, and the provision of credit and lending services. As at 30 June 2026, the Group held 260,000,000 shares in Oshidori and recorded a fair value of HK$582.4 million in respect of its holding in 3.74% of the shares of such investment, which exceeded the purchase cost of HK$119.3 million for such investment and represented 6.3% of the Group's total assets, 10.5% of the Group's investment portfolio, and 34.4% of the Group's listed equity securities portfolio. In terms of performance, a fair value gain of HK$387.4 million (30 June 2025: HK$73.6 million) on such investment was recognised in profit or loss for the period. No dividend income was received from such investment for the period (30 June 2025: Nil).

Other than the significant investments mentioned above, the carrying amount of each of the financial assets of the Group's investment portfolio represented less than 5% of the Group's total assets as at 30 June 2026. Other financial assets are mainly composed of 43 unlisted funds (accounted for 33.3% the Group's total assets and 56.0% of the Group's investment portfolio) and 48 listed equity securities (accounted for 11.9% the Group's total assets and 20.1% of the Group's investment portfolio).

Details of unlisted funds

The Group invested in diverse unlisted funds with different focuses on industries, sectors, regions, and asset types, in order to achieve investment objectives of reducing investment concentration risk and to enhance returns for its shareholders. Apart from the significant unlisted generalist fund "DARF" mentioned above, the Group at 30 June 2026 held a total of 43 unlisted funds with a total fair value of HK$3,105.2 million. The underlying investments include listed and unlisted equity securities, debt securities, private equity funds, structured products and venture capital deals in various regions, covering various industries and sectors. Industrial and geographical analysis of unlisted funds and top 10 unlisted funds are demonstrated below:

– *Industrial and geographical analysis of unlisted funds*

As at 30 June 2026, the Group held 13 unlisted generalist funds with a total fair value of HK$1,926.9 million, representing 20.7% of the Group's total assets, 34.8% of the Group's investment portfolio, and 51.9% of the unlisted fund's portfolio. These generalist funds invest across a broad range of industries and sectors rather than concentrating on a single category, including TMT, logistic, consumer industry, healthcare, culture and entertainment, financial service, information technology, energy, air freight, pharmaceuticals, infrastructure, automotive and enterprise services. In terms of performance, a net fair value gain of HK$54.5 million on these unlisted funds was recognised in profit or loss for the period. During the period, capital contribution to and distribution from these unlisted funds were HK$143.5 million and HK$39.2 million respectively.

The other 31 unlisted funds had a total fair value of HK$1,788.4 million, representing 19.2% of the Group's total assets, 32.3% of the Group's investment portfolio, and 48.1% of the unlisted fund's portfolio. These funds invest in various industries and sectors including diversified technology, enterprise software, consumer internet and healthcare.

COMMENTARY ON INTERIM RESULTS *(continued)*

(II) Treasury Investments and Significant Investments Held *(continued)*

Details of unlisted funds (continued)

– *Industrial and geographical analysis of unlisted funds (continued)*

As at 30 June 2026, the Group held 31 unlisted funds with a total fair value of HK$2,577.1 million that are invested in US and/or China, representing 27.7% of the Group's total assets, 46.5% of the Group's investment portfolio, and 69.4% of the unlisted fund's portfolio. The other 13 unlisted funds with a total fair value of HK$1,138.2 million that are invested in globally, in Asia and in Australia, representing 12.2% of the Group's total assets, 20.5% of the Group's investment portfolio, and 30.6% of the unlisted fund's portfolio.

– *Top 10 unlisted funds ("U10")*

As at 30 June 2026, the Group's 10 largest unlisted funds had an aggregate fair value of HK$2,226.9 million (31 December 2025: HK$2,001.4 million), representing 23.9% of the Group's total assets, 40.2% of Group's investment portfolio, and 59.9% of the unlisted fund's portfolio. This valuation exceeded the aggregate purchase cost of HK$1,989.6 million.

– *The movements of the U10 during the period*

	1 January 2026	Addition	Distribution	Fair value change in profit and loss	30 June 2026
	HK$ million	HK$ million	HK$ million	HK$ million	HK$ million
Name of the funds					
DARF	653.3	–	(2.3)	(40.9)	610.1
APES Gelada Income Limited	161.5	92.9	–	8.6	263.0
Indus Select Fund, Ltd.	158.9	–	–	61.0	219.9
Nexus Strategic Investments Fund	182.7	–	–	10.4	193.1
Novel Data IDC Fund LP	122.0	–	–	71.1	193.1
Princeville Global III LP	181.1	14.8	(2.3)	(2.0)	191.6
ICONIQ Strategic Partners VI-B, L.P.	127.9	–	–	20.8	148.7
VMS Chime Investment Fund SP	138.6	2.1	–	3.7	144.4
Banner Ridge DSCO Fund I (Offshore), LP	138.9	–	(7.0)	1.0	132.9
Thoma Bravo Fund XV-A, L.P.	136.5	5.7	–	(12.1)	130.1
	2,001.4	115.5	(11.6)	121.6	2,226.9

COMMENTARY ON INTERIM RESULTS *(continued)*

(II) Treasury Investments and Significant Investments Held *(continued)*

Details of unlisted funds (continued)

– *The description of each of the U10*

The U10 are (1) DARF, a China generalist fund that the Group invested in 2018- 2021; (2) APES Gelada Income Limited, a private investment fund that the Group invested in 2025-2026, which provides a one-stop investment solution for investors to gain exposure to global private credit and private equity investment opportunities, with the investment objective of generating attractive risk-adjusted returns and achieving medium- to long-term capital appreciation, while also generating current income; (3) Indus Select Fund, Ltd., an investment fund that the Group invested in 2021, which seeks capital appreciation over the long-term, principally through long investment positions in equities and equity-related securities of companies in the Asia Pacific region (including Japan and Australia); (4) Nexus Strategic Investments Fund, a China generalist fund that the Group invested in 2021, it primarily invests in growth-stage portfolios in logistics, healthcare, TMT and consumer industries, with the objective of generating long-term returns; (5) Novel Data IDC Fund LP, a China diversified technology fund that the Group invested in 2022, primarily invests in a China leading integrated computing infrastructure and internet data center (IDC) operator; (6) Princeville Global III LP, a global diversified technology fund that the Group invested in 2021-2026; (7) ICONIQ Strategic Partners VI-B, L.P., a USA growth equity fund that the Group invested in 2021-2025, which seeks income and gain through investments in growth equity and other private assets, primarily in private companies in technology and related sectors; (8) VMS Chime Investment Fund SP, a China healthcare fund that the Group invested in 2021-2026, it primarily invests in a China leading Contract Development and Manufacturing Organization (CDMO) that provides end-to-end solutions from pre-clinical development to commercial-scale production; (9) Banner Ridge DSCO Fund I (Offshore), LP, a USA private investment fund to pursue a multi-strategy global program of distressed, special situations and deep-value credit and equity investments across corporate, real estate, hard assets and asset-based opportunities that the Group invested in 2021-2023, which seeks to generate superior risk-adjusted returns by identifying best-in-class managers and opportunities across distressed, special situations and credit investments; and (10) Thoma Bravo Fund XV-A, L.P., a USA private equity fund that the Group invested in 2022–2026, which is intended to serve as a seamless continuation of Thoma Bravo's "consolidation" or "buy-and-build" investment strategy with a continued emphasis on application, infrastructure or security software products and/or technology enabled services.

The U10 are managed by a group of established investment management firms, namely (1) NIAL for DARF (2) APES Gelada Management Limited for APES Gelada Income Limited, (3) Indus Capital Partners, LLC for Indus Select Fund, Ltd., (4) NIAL for Nexus Strategic Investments Fund, (5) Novel Data IDC GP Limited for Novel Data IDC Fund LP, (6) Princeville Capital for Princeville Global III LP, (7) ICONIQ Capital for ICONIQ Strategic Partners VI-B, L.P., (8) VMS Asset Management Limited for VMS Chime Investment Fund SP, (9) Banner Ridge Partners for Banner Ridge DSCO Fund I (Offshore), LP, and (10) Thoma Bravo for Thoma Bravo Fund XV-A, L.P.. Public information on these managers is available through their respective websites, including www.nexcm.com, www.induscap.com, www.princeville-capital.com, www.iconiq.com, www.vmsam.com, www.bannerridge.com and www.thomabravo.com. Information relating to APES Gelada Management Limited was disclosed in the Company's announcements dated 3 April 2025 and 14 May 2025. Novel Data IDC GP Limited is a Cayman Islands exempted limited company.

COMMENTARY ON INTERIM RESULTS *(continued)*

(II) Treasury Investments and Significant Investments Held *(continued)*

Details of unlisted funds (continued)

– *The description of each of the U10 (continued)*

These managers comprise private equity, venture capital, alternative investment and asset management firms with operations across Asia, North America and other international markets. They are generally regulated, licensed or registered with the relevant authorities in their respective jurisdictions and have experience across a broad range of investment strategies, including private equity, venture capital, growth equity, private credit, distressed and special situations, public equities and other alternative investments. The managers apply established investment, due diligence and portfolio management processes to identify, evaluate and manage investment opportunities across different sectors, geographies and stages of business development.

The U10 pursues a diversified alternative investment strategy focused primarily on long-term capital appreciation and, where applicable, investment income. The underlying investments span private equity, venture capital, growth equity, private credit, distressed and special situations opportunities, public and private equities, structured and convertible securities. Investment approaches range from growth-stage and late-stage investments, buyout and value-creation strategies, and special situations investing, to flexible multi-asset mandates and sector-focused opportunities. The U10 portfolio is diversified by geography, industry, asset class and stage of business development, with exits typically achieved through trade sales, secondary transactions, recapitalizations, public offerings and other liquidity events.

Details of listed equity securities

Listed equity securities held by the Group at 30 June 2026 comprised a total of 49 listed equity securities with an aggregate fair value of HK$1,694.5 million covering various industries and sectors. Of these securities, 20 were listed in Hong Kong with a total fair value of HK$1,359.9 million, representing 14.6% of the Group's total assets and 24.5% of the Group's investment portfolio. The other 29 securities were listed outside Hong Kong (including the United States, the United Kingdom and Japan) with a total fair value of HK$334.6 million, representing 3.6% of the Group's total assets and 6.0% of the Group's investment portfolio. Industrial analysis of listed equity securities and top 10 listed equity securities are demonstrated below:

– *Industrial analysis of listed equity securities*

As at 30 June 2026, the Group held 17 listed equity securities which are in the industries of telecommunications and information technology, with a total fair value of HK$764.2 million, representing 8.2% of the Group's total assets, 13.8% of the Group's investment portfolio, and 45.1% of the listed equity securities portfolio. In terms of performance, a fair value loss of HK$215.1 million on these listed equity securities was recognised in profit or loss for the current period.

The other 32 listed equity securities had a total fair value of HK$930.3 million, representing 10.0% of the Group's total assets, 16.8% of the Group's investment portfolio, and 54.9% of the listed equity securities portfolio. These listed equity securities are in various industries including financial services, securities investment, asset management, energy, materials, consumer industry, healthcare and related services, industrial and infrastructure.

COMMENTARY ON INTERIM RESULTS *(continued)*

(II) Treasury Investments and Significant Investments Held *(continued)*

Details of listed equity securities (continued)

– *Top 10 listed equity securities ("E10")*

As at 30 June 2026, the Group's 10 largest listed securities had an aggregate fair value of HK$1,445.6 million (31 December 2025: HK$1,265.8 million), representing 15.5% of the Group's total assets, 26.1% of Group's investment portfolio, and 85.3% of the listed equity securities portfolio.

The E10 are (1) Oshidori International Holdings Limited (HK$582.4 million, Stock Code: 622), (2) China Telecom Corporation Limited (HK$224.2 million, Stock Code: 728), (3) China Unicom (Hong Kong) Limited (HK$152.8 million, Stock Code: 762), (4) Tencent Holdings Limited (HK$116.0 million, Stock Code: 700), (5) Alibaba Group Holding Limited (HK$103.2 million, Stock Code: 9988), (6) China Mobile Limited (HK$91.4 million, Stock Code: 941), (7) Apollo Global Management, Inc. (HK$58.7 million, Stock Code: APO), (8) Glencore Plc (HK$43.8 million, Stock Code: GLEN), (9) AT&T Inc. (HK$36.9 million, Stock Code: T), and (10) Kinetik Holdings Inc. (HK$36.2 million, Stock Code: KNTK). A net fair value gain of HK$179.1 million (30 June 2025: HK$219.3 million) from the E10 was recognised in profit or loss for the current period. During the period, total investments to E10 amounted to HK$4.2 million (30 June 2025: HK$70.8 million), while total disposals from E10 amounted to HK$3.5 million (30 June 2025: HK$72.7 million).

The future prospects of the Group's unlisted fund investments and equity securities will be subject to various factors, including but not limited to political, economic, technology, financial and risk factors that are specific to individual industry sectors of the investments and will therefore vary from one investment to another depending on the overall capital and investment markets conditions, macroeconomic conditions such as GDP growth trends, inflationary pressures, interest rate and monetary policy developments, currency movements, fiscal policy environments, global trade conditions, commodity price, as well as the prospects of the relevant industry. These macroeconomic conditions may influence return of the investments by affecting corporate earnings, operating costs, valuation multiples, financing conditions, investor sentiment and market liquidity. For example, changes in GDP growth affect revenue prospects; inflation and interest rate movements influence cost structures; currency fluctuations impact profit margins; and shifts in fiscal and trade policies alter overall business activity and sector dynamics. In particular, the recent Gulf war has heightened geopolitical instability, disrupted energy markets, and increased global economic volatility, all of which are expected to affect the Group's investment portfolio in the coming year. However, the Group will benefit from a portfolio constructed of different kinds of investments aiming to, on average, yield higher long-term returns and lower the risk associated with any individual investment.

(III) Liquidity, Financial Resources, and Capital Structure

The Group maintained a sound financial and liquidity position for the period. As of 30 June 2026, total assets of the Group amounted to HK$9,317.1 million (31 December 2025: HK$8,936.4 million), with approximately 51.3% (31 December 2025: 52.1%) being current assets. Additionally, the Group reported net assets of HK$8,590.2 million (31 December 2025: HK$8,268.0 million) and net current assets of HK$4,250.0 million (31 December 2025: HK$4,093.2 million). The net asset value per share was HK$23.0 (31 December 2025: HK$22.2).

As at 30 June 2026, the Group held bank deposits and cash amounted to HK$2,943.9 million (31 December 2025: HK$2,999.8 million) and did not have any external borrowings (31 December 2025: nil). Most of the bank deposits and cash were denominated in United State dollars or Hong Kong dollars. The gearing ratio was not applicable to the Group. If applicable, the gearing ratio is calculated as the ratio of net borrowings to total equity.

COMMENTARY ON INTERIM RESULTS *(continued)*

(IV) Foreign Currency Exposure

The Group's primary business transactions, assets, and liabilities are denominated in Hong Kong dollars and United States dollars. The Group considers its foreign currency exposure arising from United States dollars would not be material as Hong Kong dollar is pegged against United States dollar. The Group has foreign currency risk mainly through its financial assets in currencies other than United States dollars and Hong Kong dollars, principally Australian dollars and British pounds. As at 30 June 2026, financial assets denominated in Australian dollars and British pounds accounted for 1.1% and 1.0% of the Group's total assets respectively. The Group has not used derivative financial instruments to hedge its foreign currency exposures during the period.

(V) Pledge of Assets

Certain securities were pledged to a financial institution to secure margin and securities facilities granted to the Group in respect of securities and derivatives transactions. As at 30 June 2026 and 31 December 2025, these facilities were not utilised by the Group.

(VI) Comments on Segmental Information

The principal activity of the Company is investment holding. The principal activities of the Company's subsidiaries are motoring school operations, treasury management and securities investment. The principal activity of the Company's joint venture is electronic toll operation and smart city solutions.

(VII) Employees

The Company and its subsidiaries have 654 employees. Employees are remunerated according to job nature and market trends, with a merit component incorporated into the annual increment to reward and motivate individual performance. Apart from provident fund schemes and medical insurance, discretionary bonuses or employee share options may be granted to employees of the Group at the discretion of the board of directors, depending upon the financial performance of the Group. Total staff costs for the current period amounted to HK$177.4 million (30 June 2025: HK$182.4 million).

Investment Objectives, Policy and Risk Management

Investment Policy and Objectives

The Group maintains a diversified investment portfolio with the objective of enhancing the value of the Group's treasury management business and delivering sustainable, long-term and steady returns to shareholders in the form of quarterly dividends. An investment diversification strategy enhances portfolio resilience and protects capital by allocating funds across different asset classes, industries, and geographies. This strategy is intended to spread risk and minimize the impact of volatility within individual markets and sectors.

Investment Allocation, Strategy and Performance Benchmarks

By maintaining an appropriate mix of unlisted funds which provide medium to long term growth, and liquid listed equity securities that provide capital appreciation and stable recurring income, the Group enhances its income base to mitigate reliance on any single income source, and also achieve consistent risk adjusted portfolio performance. Over the past years, unlisted funds have accounted for between 50% and 80% of the Group's portfolio. In the future, the Group will continue to diversify its investment portfolio, including but not limited to unlisted funds, equity securities, and debt securities, while managing its overall risk tolerance level under a long-term exposure such that the total investment portfolio exposure would not been over 75% of the Group's total assets.

The Group measures its portfolio against a range of quantitative benchmarks. For listed equity securities, performance is evaluated with reference to recognised market indices, including the Hang Seng Index for Hong Kong listed equities, the Dow Jones Industrial Average and Nasdaq Composite Index for U.S. listed equities, and the Nikkei 225 for Japan listed equities. For unlisted fund investments, performance is assessed using established private market benchmarks such as internal rate of return ("IRR"), total value to paid-in ("TVPI") and distributed to paid-in ("DPI").

Risk Management and Investment Limits

The Group manages concentration risk, credit risk, equity price risk, and liquidity risk through defined portfolio allocation limits and a diversified investment strategy. Exposure to aggressive (high-risk) investments, such as non-investment-grade bonds, derivatives, and digital-related assets is capped at 30% of the total carrying amount of the portfolio, with at least 70% allocated to conservative or moderate (low- to medium-risk) investments, such as generalist funds, diversified technology funds and equity securities in the telecommunication industry. No single investment may exceed 20% of the total carrying amount of the portfolio, and exposure to any single industry or sector is limited to 30% of the total carrying amount of the portfolio. To ensure adequate liquidity, the Group maintains a minimum of 10% of its net assets in cash or other readily realisable liquid investments, such as listed equity securities. In addition, exposure to illiquid investment, such as unlisted funds, shall not exceed 70% of net assets. Liquidity risk is monitored based on the proportion of liquid assets and illiquid investments to the net assets. To mitigate custodial concentration risk, the Group ensures that less than 50% of its equity securities investments are held with any single bank or broker. These measures support the ongoing monitoring of credit risk, equity price risk, and liquidity risk and reinforce the Group's objective of maintaining a well-diversified investment portfolio. Any investment allocation exceeding the abovementioned limit, or any change to the Company's investment policy, shall be subject to proper approval prior to execution. Such allocation or policy change will be adjusted and reviewed from time to time as deemed appropriate.

When making investment or divestment decisions regarding individual financial instruments, the Group evaluates not only historical financial performance, including financial health and dividend policy, but also business prospects in terms of capital appreciation, dividend or interest income, and trading gains. Additionally, the Group takes into account prevailing market sentiment across various sectors and the macroeconomic outlook. The Group adopts a flexible approach for investments and considers funds of different sizes and investment strategies, enabling it to invest in various types of unlisted funds, including private equity, venture capital and hedge funds.

Investment Objectives, Policy and Risk Management

Procedures for Identifying and Sourcing Investment Opportunities and Fund Managers

Fund managers are introduced to the Group through professional and industry networks, financial institutions (including investment banks and securities firms), and referrals from market participants. The Group may also identify and approach fund managers and investment opportunities through its own market research and industry analysis. To manage counterparty risk associated with unlisted funds, the Group conducts due diligence on fund managers, considering their financial strength, investment track record, management team's experience and stability, regulatory status and reputation. The Group maintains ongoing communication with fund managers and monitors their performance through periodic review of fund reports and audited financial statements to ensure continued alignment with the Group's investment and risk management criteria. The Group generally requires fund managers to have over 10 years of experience, and a track record assessed by reference to performance indicators such as IRR, TVPI and DPI of their previous and existing funds under management. Nevertheless, the Group does not prescribe fixed target or minimum IRR, TVPI or DPI thresholds for fund managers. Instead, such performance indicators are assessed on a case-by-case basis, taking into account the characteristics of the funds, including the fund's strategy, asset class, vintage year and prevailing market conditions.

Approval and Oversight Mechanisms

The executive committee is vested with the powers and authorities of the directors under the articles of association of the Company (or subject to specified exceptions) and as defined by its terms of reference to assist the board in directing and supervising the Company's affairs, including but not limited to making investment decisions.

In accordance with the Company's governance framework and internal control procedures, transactions are approved in line with the delegated authority structure adopted by the board. The executive committee, comprising all executive directors, is empowered to review and approve transactions within its scope of authority, and decisions are made in accordance with the majority approval process as stipulated in the committee's terms of reference. Notwithstanding such delegation, matters reserved for the board continue to require board consideration and approval, as disclosed in the section headed "Delegations to management and reserving matters for the board" under the Corporate Governance Report in the Company's 2025 annual report. While investment decisions are generally delegated to the executive committee, the board will review and approve investment transactions that the executive committee considers appropriate for escalation to the board having regard to their nature, size or significance, including transactions that may constitute connected transactions, major transactions, very substantial acquisitions or disposals, reverse takeovers, extreme transactions as defined under the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the "Listing Rules").

The Company has established an internal investment framework and internal control procedures to ensure that potential investments are assessed against the Company's investment parameters, including portfolio allocation limits, risk tolerance thresholds, and liquidity requirements as disclosed in the section headed "Risk Management and Investment Limits" on page 40.

All investments by the Group are evaluated on a case-by-case basis. Certain executive committee members serve as directors and/or authorised signatories or traders of the subsidiaries of the Company and are authorised for executing transactions. After conducting risk assessments, the investments will be approved by the executive committee, which is vested with the powers and authorities of the directors by the Company's articles of association subject to certain exceptions. A copy of the minutes of the executive committee will be circulated to the board for information at the next board meeting. Furthermore, the finance team of the Group will prepare a monthly/quarterly management report to the executive committee enabling them to monitor and review the Group's investments.

The executive committee will review potential investments through the respective project reports which includes risk assessment and compliance review, and the size tests calculations in accordance with the requirements of Chapter 14 of the Listing Rules, which are prepared by the finance and investment teams to ensure compliance with the Company's investment parameters before committing capital. The executive committee will further consider factors such as diversification, concentration limits, and exposure to high-risk assets, in line with the Group's risk management framework and investment parameters.

Approval and Oversight Mechanisms *(continued)*

In respect of investments constituting notifiable transactions under the Listing Rules, the finance team of the Group will conduct size tests, while the investment team will prepare project reports that include background information on the target investments, fund managers and counterparties, analysis of expected returns and future cash flows, reasons for the transactions, and the Listing Rules implications. For investments that do not constitute notifiable transactions, the same procedures are applied. The finance team will conduct size tests, while the investment team will prepare project reports on fund investments, and authorised traders execute transactions of listed securities within their delegated authority. All such information will be reviewed by the executive committee to ensure consistency of evaluation and compliance with the Company's investment parameters and the Listing Rules. This framework ensures that all investment decisions, regardless of transaction classification, are subject to consistent scrutiny, proper governance, and transparent oversight.

The Company has oversight mechanisms for notifying the executive committee of any significant change to the performance of an investment between the intervals of the monthly review. In the event of any significant change affecting an investment, the executive committee will promptly review the relevant circumstances and assess the impact on the Group and report the matter to the board for consideration. The executive committee will also continuously reassess the investment's alignment with its investment strategy and risk tolerance. The Company may seek independent professional advice where appropriate.

All members of the board will be provided with monthly updates on the latest information and financial position of the Group, enabling them to make a balanced and informed assessment of the Group's performance, position and prospects.

Executive committee meetings are held monthly to review the financial performance of the major business segments of the Group. Certain members of the committee also attend management meetings of the business segments.

As part of the Company's ongoing monitoring responsibilities, the executive committee reviews the assessment on the Group's investment portfolio monthly. The assessment includes an analysis of investment portfolio across various investment types, covering, among other things, the financial positions of the unlisted funds and listed equity securities. The executive committee also reviews the investment performance to ensure it aligns with the Company's investment objective and supports its long-term strategic process.

Disclosure of Interests

Directors' and Chief Executive's Interests and Short Positions

The register kept by the Company under section 352 of the Securities and Futures Ordinance (Chapter 571 of the Laws of Hong Kong) (the "SFO") shows the following directors' interests and long positions in shares and/or in debentures of the Company and its associated corporations (within the meaning of Part XV of the SFO) as at 30 June 2026:

(a) Interests in the Company – Shares

Name of director	Capacity	No. of shares held	Total no. of shares held	Approximate % of interest
Cheung Chung Kiu	Interest of controlled corporation	272,912,585	272,912,585[1]	73.23%
Wong Chi Keung	Beneficial owner	306,019	306,019	0.08%
Ng Kwok Fu	Beneficial owner	9,708		
	Interest of spouse	7,766	17,474	0.01%

(b) Interests in C C Land Holdings Limited (associated corporation) – Shares

Name of director	Capacity	No. of shares held	Total no. of shares held	Approximate % of interest
Cheung Chung Kiu	Interest of controlled corporation	2,871,231,906	2,871,231,906[2]	73.96%

(c) Interests in Instant Glory International Limited (associated corporation) – Shares

Name of director	Capacity	No. of shares held	Total no. of shares held	Approximate % of interest
Cheung Chung Kiu	Interest of controlled corporation	1	1[3]	50%

Notes:

1. Mr. Cheung Chung Kiu ("Mr. C.K. Cheung") was deemed to be interested in 272,912,585 shares in the Company by virtue of his indirect control of Rose Dynamics Limited ("Rose Dynamics") which owned those shares. Rose Dynamics was a wholly owned subsidiary of Windsor Dynasty Limited ("Windsor Dynasty"), a company wholly owned by Mr. C.K. Cheung.

2. Mr. C.K. Cheung was deemed to be interested in 2,871,231,906 shares in C C Land Holdings Limited ("C C Land") by virtue of his indirect control of Fame Seeker Holdings Limited ("Fame Seeker") which owned those shares. Fame Seeker was a wholly owned subsidiary of Windsor Dynasty.

3. Mr. C.K. Cheung was deemed to be interested in 1 share representing 50% interest in Instant Glory International Limited by virtue of his direct control of Victory Trend Holdings Limited which owned the share.

Directors' and Chief Executive's Interests and Short Positions *(continued)*

Save as disclosed herein, as at 30 June 2026, there were no other interests or short positions in shares and underlying shares and in debentures, of the Company, or of any of its associated corporations, recorded in the register kept by the Company under section 352 of the SFO, or as otherwise notified to the Company and The Stock Exchange of Hong Kong Limited pursuant to the Code for Securities Transactions by Directors adopted by the Company.

Share Scheme

The share option scheme adopted by the Company on 19 May 2025 (the "Scheme") is the only share scheme of the Company. A summary of the principal terms of the Scheme is given in the circular to shareholders dated 17 April 2025.

The number of options available for grant under the Scheme was 37,268,820 and there were no options available for grant to service providers as at the beginning of the accounting period (1 January 2026) and the end of the accounting period (30 June 2026). Since no option lapsed and no option was granted, exercised or cancelled under the Scheme during the accounting period, the number of shares that may be issued in respect of options granted under the Scheme during the accounting period divided by the weighted average number of shares of the relevant class in issue (excluding treasury shares) for the period was 0%.

Other Persons' Interests and Short Positions

As at 30 June 2026, the interests and long positions of other persons (not being directors or chief executives) in shares of the Company recorded in the register kept by the Company under section 336 of the SFO were as follows:

Name of shareholder	Capacity	No. of shares held	Approximate % of interest
Windsor Dynasty	Interest of controlled corporation	272,912,585	73.23%
Rose Dynamics	Beneficial owner	272,912,585	73.23%

Note: Each parcel of 272,912,585 shares represents Rose Dynamics' direct interest in the Company. Windsor Dynasty was deemed to be interested in those shares by virtue of its direct control of Rose Dynamics.

Apart from the above and Mr. C.K. Cheung's interest already disclosed on page 43, there were no other interests or short positions in shares and underlying shares of the Company recorded in the register kept by the Company under section 336 of the SFO, or as otherwise notified to the Company, as at 30 June 2026.

Other Information

Corporate Governance Code

Throughout the accounting period covered by the interim report, the Company complied with the code provisions of the Corporate Governance Code (the "CG Code") set out in Appendix C1 to the Main Board Listing Rules (the "Listing Rules") save for the deviation described below.

The Company has no formal letters of appointment for directors except the managing director setting out the key terms and conditions of their appointment, and has therefore deviated from C.3.3 of the CG Code. This notwithstanding, every director, including those appointed for a specific term, shall be subject to retirement by rotation, removal, vacation or termination of the office as a director, and disqualification to act as a director in the manner specified in the Company's articles of association, applicable laws and the Listing Rules. Shareholders are sent (at the same time as the notice of the relevant general meeting) a circular containing all the information reasonably necessary to enable them to make an informed decision on whether to vote for or against the ordinary resolution to approve the re-election of each retiring director who stands for re-election at the meeting, including the information required to be disclosed pursuant to Rule 13.51(2) of the Listing Rules.

Model Code for Securities Transactions

The Company has adopted codes of conduct regarding securities transactions by directors and by relevant employees (within the meaning of the CG Code) on terms no less exacting than the Model Code for Securities Transactions by Directors of Listed Issuers set out in Appendix C3 to the Listing Rules (the "Model Code").

In response to a specific enquiry by the Company, all directors confirmed that they had complied with the required standard set out in the Model Code and the Company's code of conduct regarding directors' securities transactions throughout the period.

Purchase, Sale or Redemption of Shares

Neither the Company nor any of its subsidiaries purchased, sold or redeemed any shares (including sale of treasury shares, if any) in the Company during the period.

Review of Interim Results

The interim results have been reviewed by the audit committee of the Company and KPMG. The audit committee of the Company has also reviewed the accounting policies and practices adopted by the Company, and discussed internal control, risk management and financial reporting matters with management.

Update on Directors' Information

The Company has not been advised by its directors of any change in the information required to be disclosed pursuant to Rule 13.51(2) and Rule 13.51B(1) of the Listing Rules since its last update to shareholders.

On behalf of the Board
Yeung Hin Chung, John
Managing Director

Hong Kong, 20 August 2026