Management Discussion and Analysis

Victoria Riverside, Manchester

FINANCIAL REVIEW

1. Profit and loss analysis

The Company's consolidated revenue for FY2025 was approximately HK$9.6 billion, a decrease of 6.2% as compared with FY2024. Adjusted gross profit[i], a non-GAAP financial measure, came in at approximately HK$3.0 billion, as compared with HK$3.2 billion in FY2024. A breakdown of the Group's revenue and gross profit is set out below:

	Property development HK$'000	Hotel operations and management HK$'000	Car park operations and facilities management HK$'000	Gaming operations HK$'000	Others HK$'000	Total HK$'000
FY2025						
Revenue	**6,179,078**	**2,077,216**	**712,629**	**408,799**	**194,512**	**9,572,234**
Gross profit	**1,292,530**	**601,206**	**157,221**	**167,771**	**141,925**	**2,360,653**
Depreciation	**–**	**314,525[ii]**	**44,272[ii]**	**8,108**	**–**	**366,905**
Impairment	**311,065**	**6,749**	**–**	**–**	**–**	**317,814**
Adjusted gross profit[i]	**1,603,595**	**922,480**	**201,493**	**175,879**	**141,925**	**3,045,372**
Adjusted gross profit margin[i]	**26.0%**	**44.4%**	**28.3%**	**43.0%**	**73.0%**	**31.8%**
FY2024						
Revenue	6,834,270	2,031,147	731,589	402,403	204,270	10,203,679
Gross profit	1,742,386	581,610	127,917	172,288	160,556	2,784,757
Depreciation	–	336,701[ii]	24,123[ii]	6,292	–	367,116
Adjusted gross profit[i]	1,742,386	918,311	152,040	178,580	160,556	3,151,873
Adjusted gross profit margin[i]	25.5%	45.2%	20.8%	44.4%	78.6%	30.9%

Notes:

(i) Represents a non-GAAP financial measure which is defined and reconciled to the nearest comparable GAAP measures in the "Non-GAAP financial measures" section below.

(ii) Excludes depreciation of leased properties under HKFRS 16.

Management Discussion and Analysis

Revenue from property development business amounted to approximately HK$6,179 million in FY2025. To account for the attributable revenue contributions from JV residential properties, adjusted revenue[i], a non-GAAP financial measure, stood at approximately HK$7,200 million, representing an increase of 5.3% as compared with FY2024. Key revenue drivers included Manor Parc and Mount Arcadia in Hong Kong, Perth Hub in Perth, West Side Place (Towers 3 and 4) in Melbourne and Aspen at Consort Place in London, as well as the JV project, Queen's Wharf Residences (Tower 4) in Brisbane. Adjusted gross profit[i], a non-GAAP financial measure, of approximately HK$1.6 billion was recorded in FY2025. Adjusted gross profit margin[i], a non-GAAP financial measure, slightly improved to 26.0% in FY2025 as compared with 25.5% in FY2024.

Perth Hub, Perth

Revenue from hotel operations and management business slightly increased by 2.3% year-on-year to approximately HK$2,077 million in FY2025. Adjusted gross profit margin[i], a non-GAAP financial measure, slightly decreased to 44.4% in FY2025 from 45.2% in FY2024, primarily due to Dorsett Kai Tak, Hong Kong, which opened in September 2024 which being in its ramp-up period. However, it is expected this hotel will be benefit from its strategic location as the only hotel adjacent to the Kai Tak Sports Park.

Revenue from car park operations and facilities management business amounted to approximately HK$713 million in FY2025, a decrease of 2.6% as compared with FY2024. However, adjusted gross profit[i], a non-GAAP financial measure, increased to HK$201 million and adjusted gross profit margin[i], a non-GAAP financial measure, rose to 28.3% in FY2025 from 20.8% in FY2024. It was driven by ongoing strategic measures by phasing out underperforming car parks and improving operational efficiency.

Palasino Wullowitz, Czech Republic

Revenue from gaming business increased by 1.6% to approximately HK$409 million in FY2025 as compared with FY2024. Adjusted gross profit[i], a non-GAAP financial measure, was approximately HK$176 million in FY2025. Adjusted gross profit margin[i], a non-GAAP financial measure, decreased to 43.0% in FY2025 from 44.4% in FY2024. The decrease was driven by the increase in gaming tax rate offsetting by the benefit of increasing the number of slot machines.

The Group's overall profitability in FY2025 was affected by finance cost as well as various one-off and non-operating expenses. As a result, the Group's net loss attributable to shareholders recorded at approximately HK$1,275 million in FY2025. Adjusted cash profit[i], a non-GAAP financial measure, for second half of FY2025 was improved as compared with first half of FY2025 to approximately HK$233 million, together with the adjusted cash profit[i], a non-GAAP financial measure, for first half of FY2025 of approximately HK$33 million, the Group recorded approximately HK$266 million in full-year adjusted cash profit[i], a non-GAAP financial measure, in FY2025. However, the adjust cash profit[i], a non-GAAP financial measure, was decreased by 65.9% from HK$780 million in FY2024 due to several one-off other income recognised in FY2024 but not recurring in FY2025.

Note:

(i) Represents a non-GAAP financial measure which is defined and reconciled to the nearest comparable GAAP measures in the "Non-GAAP financial measures" section below.

2. Liquidity, financial resources, and net gearing

The following table sets out the Group's bank and cash balances, investment securities (which are considered as cash equivalent items due to their easily monetisable nature), bank loans and borrowings and obligations under finance leases and equities as at 31 March 2025.

Consolidated statement of financial position	As at 31 March 2025 HK$'million	As at 31 March 2024 HK$'million
Bank loans, notes and bonds		
Due within 1 year[i]	**11,596**	12,674
Due 1–2 years	**5,294**	3,420
Due 2–5 years	**7,368**	10,563
Due more than 5 years	**1,113**	1,105
Total bank loans, notes and bonds	**25,371**	27,762
Investment securities	**1,135**	1,742
Bank and cash balances[ii]	**2,743**	3,178
Liquidity position	**3,878**	4,920
Net debts[iii]	**21,493**	22,842
Carrying amount of the total equity[iv]	**13,099**	14,871
Add: hotel revaluation surplus[v]	**18,681**	18,682
Adjusted total equity[vi]	**31,780**	33,553
Adjusted net gearing ratio[vi] (net debts to adjusted total equity[vi])	**67.6%**	68.1%
Proforma adjusted net gearing ratio before impairment[vii]	**65.8%**	68.1%
Net debt to adjusted total assets[vi]	**35.1%**	34.6%

Notes:

(i) Includes an amount of approximately HK$1,911 million, which is reflected as liabilities due within one year even though HK$1,661 million is not repayable within one year, as the relevant banks and/or financial institutions have discretionary rights to demand immediate repayment.

(ii) Represents total restricted bank deposits, deposits in financial institutions and bank and cash balances.

(iii) Represents total bank loans, notes and bonds less investment securities and bank and cash balances.

(iv) Includes 2019 Perpetual Capital Notes.

(v) Based on the independent valuations carried out as at 31 March 2025 and 31 March 2024 (except Dorsett Melbourne carried out its valuation in November 2023), respectively.

(vi) Represents a non-GAAP financial measure which is defined and reconciled to the nearest comparable GAAP measures in the "Non-GAAP financial measures" section below.

(vii) Excludes the effect on impairment loss on properties for sales, impairment loss under ECL model recognised on amount due from a JV and share of impairment losses recognised by an associate and a JV.

To better manage the Group's liquidity position, the Group allocates a portion of its cash position in marketable and liquid investment securities. Investment securities shown on the consolidated statement of financial position represent primarily fixed-income securities and investments in fixed-income funds; investments in the listed shares and investments in notes issued by the trusts which hold the mortgage portfolio managed by BC Invest.

The liquidity position of the Group as at 31 March 2025 was approximately HK$3,878 million. The decrease in liquidity position was mainly driven by the fair value loss of investments in the listed shares and repayment in bank borrowings. The Group's adjusted total equity[vi], a non-GAAP financial measure, as at 31 March 2025 was approximately HK$31,780 million, adjusting for the unrecognised hotel revaluation surplus of approximately HK$18,681 million, which is based on independent valuations assessed as at 31 March 2025, and includes the 2019 Perpetual Capital Notes.

The Group's adjusted net gearing ratio[vi], a non-GAAP financial measure, decreased to 67.6% as at 31 March 2025 as compared with 68.1% as at 31 March 2024. In FY2025, certain one-off non-cash impairment losses impacted the profitability and the adjusted net gearing ratio[vi], a non-GAAP financial measure. To highlight the Group's debt reduction efforts, the proforma adjusted net gearing ratio before impairment which excludes the effect on impairment loss on properties for sales, impairment loss under ECL model recognised on amount due from a JV and the share of impairment losses recognised by an associate and a JV, decreased to 65.8% as at 31 March 2025. This reflects the Group's strong commitment to enhancing liquidity, reducing debt levels and improving the gearing and financial position.

To strengthen the Group's financial position, the Group has implemented a series of strategic initiatives to reduce its debt levels and finance costs:

- **accelerating the completion of property development projects** – the Group expedited the completion of several major developments, with a total expected attributable GDV of approximately HK$2.2 billion, including Perth Hub in Perth, Australia and Queen's Wharf Residences (Tower 4) in Brisbane, Australia. Upon completion and settlement, the Group fully repaid the respective construction loans and generating cash inflow. Notably, Queen's Wharf Residences (Tower 4) set a record in Australia, with 321 apartments settled in a day;

- **actively monetising inventory** – the Group continued to drive cash inflows by pursuing sales of existing inventory, including Manor Parc and Mount Arcadia in Hong Kong as well as West Side Place (Towers 3 and 4) in Melbourne, Australia in FY2025. The Group also increasing sales effort to monetise its existing inventory valued at approximately HK$4.1 billion as at 31 March 2025, of which, approximately HK$1.0 billion has been secured as contract sales. These efforts are supported by active selling campaigns across Hong Kong, Australia and the UK;

BC Invest

- **divesting non-core assets and business** – as at 31 March 2025, the Group monetised approximately HK$1.2 billion of non-core assets and business. The Group (i) completed the disposal of a car park in Manchester, the UK in September 2024; (ii) entered into an agreement for the sale of a hotel asset and a property in London, the UK in February 2025; and (iii) entered into an agreement to sell its stake in BC Invest in February 2025. The hotel asset and property in London, the UK and the stake in BC Invest are unencumbered, and upon completion of the transaction, they will contribute to improvement in the Group's gearing. In addition, post year end in May 2025, the Group completed the disposal of its interest in a mortgage portfolio in Hong Kong for a purchase price of approximately HK$485 million. The mortgage portfolio consists of mortgage loans secured on Hong Kong properties that were developed by the Group. The Group also entered into a participation agreement in May 2025 whereby the Group will have an economic participation in the said mortgage portfolio. Upon completion of the mortgage portfolio sale agreement on 27 May 2025, the net proceeds received by the Group for the disposal (taking into account the transaction under the participation agreement) was approximately HK$344 million. The proceeds will be used for the general working capital and will increase liquidity and further improve the Group's gearing; and

- **optimising hotel portfolio for sustainable growth** – the Group strategically aligned hotel openings with the recovery cycle, ensuring a well-timed ramp-up and revenue contribution. Ritz-Carlton Melbourne and Dorsett Melbourne, which opened in March and April 2023 respectively, have significantly contributed to cash flow following their stabilisation phase. Meanwhile, Dorsett Kai Tak, Hong Kong, launched as the Group's flagship property in September 2024, reinforces its market presence. Looking ahead, Dorsett Canary Wharf London and Dao by Dorsett North London, set to open in FY2026, will further enhance the Group's recurring income streams. These efforts are instrumental in strengthening revenue contribution, generating additional liquidity from operating cash flow, and advancing the Group's diversification strategy.

	As at 31 March 2025 HK$ million	As at 31 March 2024 HK$ million
The Company's notes	**516**	476
Unsecured bank loans	**4,576**	6,449
Secured bank loans		
– Property development and investment	**6,664**	8,298
– Hotel operations and management	**13,230**	12,083
– Car park operations and facilities management	**288**	374
– Gaming operations	**54**	61
– Others	**43**	21
Total bank loans, notes and bonds	**25,371**	27,762

As at 31 March 2025, total bank loans, notes and bonds amounting to approximately HK$25.3 billion, a decrease of approximately HK$2,391 million or 8.6% as compared with 31 March 2024. The reduction was primarily due to the settlement of project-backed construction loans upon project completion during the year, totalling approximately HK$1,980 million which included Aspen at Consort Place in London and Perth Hub in Perth, as well as scheduled repayments made in accordance with respective repayment terms.

As at 31 March 2025, the Group's bank loans, notes and bonds which were due within 1 year was approximately HK$11,596 million. Of this amount, (i) approximately HK$4,406 million were secured corporate, hospitality and car park loans, expected for rollover or refinancing to longer maturities; (ii) approximately HK$2,326 million in secured development loans, mostly to be repaid from the presales proceeds upon settlement; (iii) approximately HK$2,504 million were unsecured corporate loans; (iv) approximately HK$449 million will be repaid in accordance with the repayment schedule; and (v) approximately HK$1,911 million (HK$250 million is due for repayment within 12 months, while HK$1,661 million is due for repayment between 12 to 60 months, in accordance with the repayment terms) were in relation to bank loans with a repayable on demand clause and therefore being classified as current liabilities.

Management Discussion and Analysis

Bank loans, notes and bonds, denominated in:	**As at 31 March 2025**	As at 31 March 2024
HKD	**68.0%**	60.7%
AUD	**11.9%**	15.1%
SGD	**4.2%**	4.5%
GBP	**7.7%**	11.6%
RMB	**7.4%**	7.3%
Others	**0.8%**	0.8%
	100%	100%

Most of the countries or cities the Group has operations in have passed their interest peak. As at 31 March 2025, the primary currency of indebtedness for the Group's bank loans, notes and bonds was Hong Kong dollar, representing about 68.0% of the Group's total bank loans, notes and bonds. Other significant currency debts included Australian dollar, Singapore dollar, Great British pound and Renminbi, accounting for approximately 11.9%, 4.2%, 7.7% and 7.4%, respectively.

With the handover of Aspen at Consort Place in the UK initiated by stages, there was a decrease in construction loans denominated in Great British pound. The construction loan of the project reached its peak at approximately GBP212 million and reduced to approximately GBP50 million as at 31 March 2025. As at 31 March 2025, the development has presold approximately HK$2.2 billion worth of units which not yet settled. The decrease in loans denominated in Singapore dollar was primarily driven by the completion of Hyll on Holland, in which the construction loan of the project was fully paid down as at 31 March 2025.

To optimise funding costs, the Group engaged in swapping several bank borrowings to Renminbi for lower financial costs. In FY2025, the average interest rate for bank loans increased to 6.12% from 6.09% as compared with FY2024. As at 31 March 2025, the Group had 97.1% bank loans, notes and bonds with floating rates (as at 31 March 2024: 97.3%) while the remaining had fixed rates.

As at 31 March 2025, the Group's undrawn banking facilities stood at approximately HK$3.4 billion. Of this amount, approximately HK$0.6 billion is allotted to development/construction facilities while the balance of approximately HK$2.8 billion is for the Group's general corporate use. When combined with presales to be recognised from the Group's ongoing property development projects, the unutilised banking facilities place the Group in a good financial position to fund not only its existing business and operations, but also its sustainable growth going forward.

In addition, the Group has other assets unencumbered such as unencumbered hotel assets and unsold residential inventories amounting to approximately HK$4.6 billion. These can be used as collateral for further bank borrowings which could provide additional liquidity for the Group, should this be necessary.

After year end, the Group executed a fixed interest rate swap on a portion of its outstanding debt, effectively fixing the finance costs in May 2025. It remains committed to a proactive approach of recycling capital and monetising assets and businesses to maintain relatively stable indebtedness ratios and prevent financing costs from becoming an excessive drag on operating results.

In September 2024, the Group obtained a consent for an option to partially redeem the USD360 million perpetual capital notes. The annual coupon rate of the 2019 Perpetual Capital Notes had increased to 12.814% since the reference date on 18 October 2024. By leveraging this flexibility, the Group may execute monthly partial redemptions while maintaining a healthy gearing level. In addition, the Group may consider repurchasing the perpetual capital notes from the market at an opportune time.

3. Foreign exchange management

In FY2025, the contribution from the Group's non-Hong Kong operations was affected by the movement of foreign currencies against the Hong Kong dollar. The table below denotes the exchange rates of the Hong Kong dollar against the local currencies of countries in which the Group has significant operations.

Rate	**As at 31 March 2025**	As at 31 March 2024	Change
HK$/AUD	**4.87**	5.08	(4.1)%
HK$/RMB	**1.07**	1.08	(0.9)%
HK$/MYR	**1.75**	1.65	6.1%
HK$/GBP	**10.05**	9.84	2.1%
HK$/CZK	**0.34**	0.33	3.0%
HK$/SGD	**5.79**	5.79	–
Average rate for	**FY2025**	FY2024	Change
HK$/AUD	**4.98**	5.17	(3.7)%
HK$/RMB	**1.08**	1.11	(2.7)%
HK$/MYR	**1.70**	1.71	(0.6)%
HK$/GBP	**9.95**	9.77	1.8%
HK$/CZK	**0.34**	0.35	(2.9)%
HK$/SGD	**5.79**	5.85	(1.0)%

The Group adopts a practice whereby investments in its non-Hong Kong operations are hedged by borrowings in the local currency of the countries where such investments are made. The impact of movements in the above currencies to the Group's loss attributable to shareholders for FY2025 is analysed below:

Increase to the Group's loss attributable to shareholders for FY2025 assuming exchange rates of the following currencies against the Hong Kong dollar remained constant during the year:

	HK$ million
AUD	(9.0)
RMB	(3.8)
MYR	0.5
GBP	(5.1)
CZK	0.3
SGD	(0.7)
Total impact	(17.8)

The movement in foreign currencies also had an impact on the consolidated statement of financial position of the Group. As net assets of the Group's non-Hong Kong operations are translated into Hong Kong dollars for consolidation purposes, the movements in foreign currencies have affected the value in Hong Kong dollar-equivalent of such net assets and therefore the Group's net asset position. The Group's net asset value would have been approximately HK$115 million higher as at 31 March 2025 assuming exchange rates remained constant during FY2025.

Management Discussion and Analysis

4. Net asset value per share

	As at 31 March 2025 HK$ million	As at 31 March 2024 HK$ million
Equity attributable to shareholders of the Company	**9,824**	11,680
Add: Hotel revaluation surplus	**18,681**	18,682
Adjusted net asset value attributable to shareholders[i]	**28,505**	30,362
Number of shares issued (million)	**3,059**	2,818
Adjusted net asset value per share[i]	**HK$9.32**	HK$10.77

After adjusting for the revaluation surplus on hotel assets of approximately HK$18,681 million based on independent valuations assessed as at 31 March 2025, adjusted net asset value attributable to shareholders[i], a non-GAAP financial measure, was approximately HK$28,505 million. Adjusted net asset value per share[i], a non-GAAP financial measure, for the Company as at 31 March 2025 was approximately HK$9.32.

Note:

(i) Represents a non-GAAP financial measure which is defined and reconciled to the nearest comparable GAAP measures in the "Non-GAAP financial measures" section below.

Queen's Wharf Residences (Tower 4), Brisbane

5. Capital expenditures

The Group's capital expenditure primarily went towards acquisitions, development and construction and refurbishment of hotel properties, plant and equipment and investment properties.

In FY2025, the Group's capital expenditures amounted to approximately HK$798 million, primarily attributable to the (i) Dorsett Canary Wharf London in London, the UK; (ii) Dao by Dorsett North London in London, the UK; and (iii) Dorsett Perth in Perth, Australia. The capital expenditure was funded through a combination of borrowings and internal resources.

6. Capital commitments

The Group continued to carefully monitor its capital commitments in order to optimise its investments and spending. The table below provides a summary of the Group's capital commitments:

	As at 31 March 2025 HK$ million	As at 31 March 2024 HK$ million
Capital expenditures contracted but not provided in the consolidated financial statements in respect of:		
Acquisition, development and refurbishment of		
– hotel properties	**302**	99
– hotel properties to JV and associates	**488**	401
– investment properties	**60**	236
Commitment to provide credit facility to a JV	**504**	273
Capital injection to investment funds	**33**	69
	1,387	1,078

As at 31 March 2025, the Group's capital commitments amounted to approximately HK$1,387 million, primarily attributable to the following hotel developments: (i) Dorsett Canary Wharf London in London, the UK; (ii) The Star Residences – Epsilon on the Gold Coast, Australia; and (iii) Dorsett Perth, in Perth, Australia. The capital commitments will be financed through a combination of borrowings and internal resources. All of these hotel developments are in the final stage of construction. It is expected that their capital expenditure are substantially reduced in the coming financial year.

The view from 640 Bourke Street, Melbourne

BUSINESS REVIEW

1. Property division

The Group's property division includes property development and property investment.

Property development

The Group has a diversified portfolio of residential property developments in Australia, the UK, Hong Kong, Singapore, Malaysia and Mainland China, which are largely focused on the mass residential market. The Group's strong regional diversification reduces volatility and allows the Group to take advantage of different property cycles. The Group has established strong local teams to carry out property development in each of these markets, as their presence allows the Group to identify trends and source the most attractive opportunities. The Group also actively looks to work with property owners for redevelopment opportunities, such as the partnership with Manchester City Council and Trafford Metropolitan Borough Council. These land acquisition strategies have resulted in a land banking strategy comprising of a relatively low land cost base for the Group's development projects and little capital kept idle.

The cumulative attributable presales value of properties under development and unbooked contracted sales amounted to approximately HK$8.9 billion as at 31 March 2025. Most presales proceeds are not reflected in the Group's consolidated statement of profit and loss until the relevant projects are completed. The following table sets out a breakdown of the Group's total cumulative attributable presales value and the cumulative unbooked contracted sales of residential properties as at 31 March 2025.

Developments	Location	Attributable presales HK$ million	Expected financial year of completion
Projects under presales			
Queen's Wharf Residences (Tower 5)[i]	Brisbane	1,438	FY2029
The Star Residences – Epsilon (Tower 2)[ii]	Gold Coast	514	FY2026
640 Bourke Street	Melbourne	226	FY2029
Aspen at Consort Place[iii]	London	309	FY2026
Victoria Riverside – Crown View (Tower A)	Manchester	990	FY2026
Victoria Riverside – City View (Tower B)	Manchester	263	FY2026
Victoria Riverside – Park View (Tower C)	Manchester	558	FY2026
Victoria Riverside – Bromley Street	Manchester	101	FY2026
Collyhurst Village	Manchester	287	FY2026 – FY2027
Red Bank Riverside – Falcon	Manchester	523	FY2028
Red Bank Riverside – Kingfisher	Manchester	575	FY2028
Dorsett Place Waterfront Subang[i][iii]	Subang Jaya	218	FY2026
The Pavilia Forest[i]	Hong Kong	1,859	FY2026
Sub-total		**7,861**	

Developments	Location	Attributable contracted sales HK$ million
Contracted Sales of completed projects		
Queen's Wharf Residences (Tower 4)[i]	Brisbane	397
Perth Hub	Perth	33
West Side Place (Towers 1 and 2)	Melbourne	105
West Side Place (Towers 3 and 4)	Melbourne	194
Cuscaden Reserve[iii][iv]	Singapore	72
Royal Riverside (Tower 5)	Guangzhou	1
Mount Arcadia	Hong Kong	194
Marin Point	Hong Kong	4
Sub-total		**1,000**
Total		**8,861**

Notes:

(i) The Group has 50% interest in the development.

(ii) The Group has 33.3% interest in the development.

(iii) Excludes contract presales already recognised as revenue up to 31 March 2025.

(iv) The Group has 10% interest in the development.

As at 31 March 2025, the expected attributable GDV of the Group's active residential property development projects under various stages of development across the regions was approximately HK$61.0 billion.

Details of the Group's current pipeline are shown below:

Developments	Attributable saleable floor area[i] Sq. ft.	Expected attributable GDV[ii] HK$ million	Launched/ expected launch	Expected financial year of completion
Pipeline developments				
Melbourne				
640 Bourke Street	519,000	3,758	Launched	FY2029
Brisbane				
Queen's Wharf Residences[iii]				
– Tower 5	350,000	2,653	Launched	FY2029
– Tower 6	169,000	1,164	Planning	FY2029
Gold Coast				
The Star Residences[iv]				
– Tower 2 – Epsilon	109,000	514	Launched	FY2026
– Towers 3 to 5	374,000	1,759	Planning	Planning

Management Discussion and Analysis

Developments	Attributable saleable floor area[i] Sq. ft.	Expected attributable GDV[ii] HK$ million	Launched/ expected launch	Expected financial year of completion
Hong Kong				
The Pavilia Forest[v]	254,000	5,959	Launched	FY2026
Lam Tei, Tuen Mun	383,000	6,320	Planning	Planning
Ho Chung, Sai Kung[vi]	19,000	472	Planning	FY2027
Sai Ying Pun[vii]	75,000	1,871	FY2026	FY2028
London				
Aspen at Consort Place	179,000	2,226	Launched	FY2026
Ensign House	296,000	3,417	Planning	Planning
Ensign House – Affordable Housing	108,000	415	Planning	Planning
Manchester				
MeadowSide (Plot 4)	244,000	1,227	Planning	Planning
Victoria North[viii]				
– Victoria Riverside				
– Crown View (Tower A)	207,000	1,007	Launched	FY2026
– City View (Tower B)	85,000	263	Launched	FY2026
– Park View (Tower C)	129,000	580	Launched	FY2026
– Bromley Street	39,000	171	Launched	FY2026
– Collyhurst Village	153,000	438	Launched	FY2026 – FY2027
– Collyhurst Village Social/Affordable Housing	53,000	177	Launched	FY2026 – FY2027
– Red Bank Riverside				
– Falcon	131,000	682	Launched	FY2028
– Kingfisher	230,000	1,224	Launched	FY2028
– NT02-NT04	721,000	3,907	Planning	FY2028 – FY2030
– Network Rail	1,532,000	8,299	Planning	Planning
– Others	967,000	5,240	Planning	Planning
Trafford	421,000	1,960	Planning	Planning
Trafford Affordable Housing	147,000	503	Planning	Planning
Malaysia				
Dorsett Place Waterfront Subang[ix]	417,000	700	Launched	FY2026
Total developments pipeline as at 31 March 2025	**8,311,000**	**56,906**		

Management Discussion and Analysis

Developments	Attributable saleable floor area[i] Sq. ft.	Expected attributable GDV[ii] HK$ million
Completed developments available for sale		
Melbourne		
West Side Place		
– Towers 1 and 2	139,000	617
– Towers 3 and 4	145,000	635
Brisbane		
Queen's Wharf Residences		
– Tower 4[iii]	66,000	432
Perth		
The Towers at Elizabeth Quay	80,000	540
Perth Hub	17,000	46
London		
Hornsey Town Hall	11,000	93
Manchester		
MeadowSide – The Gate and The Stile	1,000	4
Singapore		
Cuscaden Reserve[x]	4,000	76
Shanghai		
King's Manor	8,000	52
The Royal Crest II	2,000	14
District 17A	5,000	26
Guangzhou		
Royal Riverside	9,000	29
Hong Kong		
Marin Point	44,000	524
Manor Parc	17,000	247
Mount Arcadia	18,000	451
Mount Arcadia (4 Houses)	13,000	293
Total completed developments available for sale as at 31 March 2025	**579,000**	**4,079**
Total pipeline and completed developments available for sale as at 31 March 2025	**8,890,000**	**60,985**

Notes:

(i) The figures represent approximate saleable floor area which may vary subject to finalisation of development plans.

(ii) The amounts represent expected GDV attributable to the Group, which may change subject to market conditions.

(iii) Total saleable floor area of this development is approximately 1,544,000 sq. ft.. The Group has 50% interest in the development.

(iv) The Group has 33.3% interest in these developments.

(v) Total saleable floor area of this development is approximately 508,000 sq. ft.. The Group has 50% interest in the development.

(vi) Total saleable floor area of this development is approximately 58,000 sq. ft.. The Group has 33.3% interest in the development.

(vii) The total saleable floor area and GDV figures are estimated figures and subject to approval from Urban Renewal Authority.

(viii) The total saleable floor area and GDV figure is estimated based on land already acquired and expected number of units to be built. As the master developer of Victoria North, the Group is expecting further land acquisitions, which will increase both saleable floor area and GDV for this development.

(ix) Total saleable floor area of this development is approximately 1,054,000 sq. ft. The Group has 50% interest in the development.

(x) Total saleable floor area of this development is approximately 170,000 sq. ft.. The Group has 10% interest in the development.

Management Discussion and Analysis

Australia

Melbourne

West Side Place is a mixed-use residential development located in the Central Business District of Melbourne. The project consists of four towers with two hotels, including a luxury Ritz-Carlton hotel of 257 rooms in Tower 1 and a Dorsett brand hotel of 316 rooms in Tower 3.

Towers 1 and 2 comprise a total of 1,377 apartments with a total saleable floor area of approximately 1.1 million sq. ft. and an expected total GDV of approximately HK$4.7 billion. The development is completed. As at 31 March 2025, the expected GDV of completed stocks available for sale was approximately HK$617 million, of which approximately HK$105 million was recorded as contracted sales. Sales and settlements are expected to continue in FY2026.

Towers 3 and 4 comprise a total of 1,519 apartments which feature a total saleable floor area of approximately 1.1 million sq. ft. with an expected total GDV of approximately HK$4.8 billion. The development is completed. As at 31 March 2025, the expected GDV of completed stocks available for sale was approximately HK$635 million, of which approximately HK$194 million was recorded as contracted sales. Sales and settlements are expected to continue in FY2026.

640 Bourke Street, located in Melbourne adjacent to the West Side Place and Upper West Side, is a mixed-use development. The project will reach 68 levels, feature high-end 1-, 2-, and 3- bedroom apartments. The development consists 606 residential units with a total saleable floor area of approximately 519,000 sq. ft., and an expected total GDV of approximately HK$3.8 billion, as well as 430 sq. m. of retail space and 294 car park bays. Upon the launch of the development in late February 2025, approximately HK$226 million worth of units were presold as at 31 March 2025. The development is expected to be completed in FY2029. Together with West Side Place and Upper West Side, 640 Bourke Street will form a continuous stretch of mixed-use developments across three consecutive city blocks, significantly contributing to the revitalisation of the western edge of the CBD.

640 Bourke Street, Melbourne

Perth

Perth Hub, the first phase of the Perth City Link project, is a mixed-use development adjacent to the Perth Arena. It consists of Lots 2 and 3 of the Perth City Link and features 314 residential apartments and a 260-room Dorsett hotel, with a total expected GDV of approximately HK$761 million. The development is completed and commenced handover process in December 2024. As at 31 March 2025, the expected GDV of completed stocks available for sale was approximately HK$46 million. Of this amount, approximately HK$33 million has been recorded as contracted sales. Sales and settlements have continued post FY2025.

Perth Hub, Perth

After being selected as the preferred proponent of the Perth City Link projects, the Group secured Lots 4, 9 and 10 of the Perth City Link projects. These three lots will host a wide range of boutique apartments and an integrated retail, entertainment, commercial and hospitality complex. This project is currently in the planning stage.

The Towers at Elizabeth Quay is a two-tower mixed-use flagship development project which consists of approximately 371,000 sq. ft. in total saleable floor area of residential apartments and a luxury Ritz-Carlton hotel of 205 rooms. As at 31 March 2025, the expected GDV of the completed stocks available for sale was approximately HK$540 million.

Brisbane

Queen's Wharf Residences is a development in which the Group holds a 50% stake. Located adjacent to the QWB Project, it comprises three towers with a total of 1,829 apartments and a saleable floor area of approximately 1.5 million sq. ft.. The development has an expected total GDV of approximately HK$10.5 billion (attributable GDV of approximately HK$5.3 billion).

Tower 4 is the only residential tower directly connected to the QWB Project and features 667 residential apartments, with a total saleable floor area of approximately 506,000 sq. ft. and an expected total GDV of approximately HK$2.9 billion (attributable GDV of approximately HK$1.4 billion). The development has been completed and the handover process commenced in March 2025. As at 31 March 2025, the expected GDV of the completed stocks available for sale was approximately HK$432 million. Of this amount, approximately HK$397 million has been recorded as contracted sales. Sales and settlements have continued post FY2025.

Queen's Wharf Residences (Tower 4), Brisbane

Management Discussion and Analysis

Tower 5 initially comprises 819 residential apartments with a total saleable floor area of approximately 655,000 sq. ft., with all units fully presold. Due to rising costs and strong demand for residential units in Brisbane, the Group offered revised agreements with a price increment to original buyers in December 2024, with over 60% of buyers accepting the agreements with the revised pricing. In addition, the Group secured planning approval for the inclusion of 28 additional units, increasing the total saleable floor area to approximately 701,000 sq. ft. and raising the expected total GDV to approximately HK$5.3 billion (attributable GDV of approximately HK$2.7 billion). The remaining units are expected to be re-launched on the market in FY2026 with a potential further price adjustment. Completion of the development is expected to be in FY2029.

Queen's Wharf Residences (Tower 5), Brisbane

Tower 6 is a residential tower and features 315 residential apartments, with a total saleable floor area of approximately 337,000 sq. ft. and an expected total GDV of approximately HK$2.3 billion (attributable GDV of approximately HK$1.2 billion). The project is in planning stage and is expected to be completed together with Tower 5 in FY2029.

Gold Coast

The Star Residences – Epsilon (Tower 2), the Group has a 33.3% stake, features 437 residential apartments with a total saleable floor area of approximately 327,000 sq. ft. and an expected total GDV of approximately HK$1.5 billion (attributable GDV of approximately HK$514 million). It also features the first Andaz Hotel in Australia with 202 rooms. As at 31 March 2025, all residential units were presold. Completion of the development is expected to be in FY2026.

Sydney

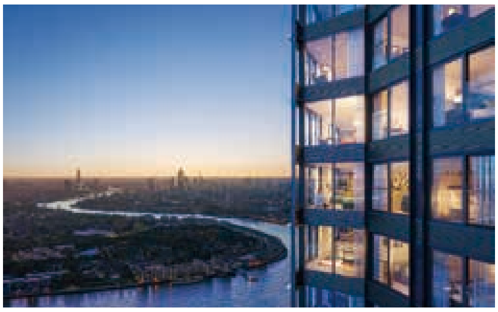
In October 2020, the Group acquired a 50% stake in a site in Pyrmont, Sydney. The disposal of the land under compulsory acquisition were executed, with 90% of the proceeds received in FY2024. In May 2025, the Group received the final attributable settlement of approximately AUD5 million, marking the completion of the transaction.

The Star Residences, Gold Coast

United Kingdom

London

Aspen at Consort Place is a mixed-use development site located at Marsh Wall, Canary Wharf in London. It comprises 502 residential units, 139 affordable housing units, a 237-room hotel and commercial spaces, spanning a total saleable floor area of approximately 481,000 sq. ft..



The view from Aspen at Consort Place, London

The development is completed in stages, with the phased handover process commenced in May 2024. As at 31 March 2025, the expected remaining GDV was approximately HK$2.2 billion, of which approximately HK$309 million worth of units had been presold. Sales and settlements are expected to continue in FY2026.

In North London, Hornsey Town Hall is a mixed-use redevelopment project entailing the transformation of an existing town hall into a hotel/serviced apartment tower with communal areas, alongside a residential segment. It comprises 135 residential units and 11 social/affordable units, spanning a total saleable floor area of approximately 114,000 sq. ft.. The development is completed. As at 31 March 2025, the expected GDV of completed stocks available for sale was approximately HK$93 million, which will be launched for sale following the hotel and other facilities within the development being operational and fulfilling their intended community purpose.

Hornsey Town Hall, London

Ensign House in Canary Wharf, London, which is adjacent to Aspen at Consort Place, is intended to evolve into a residential tower comprising over 400 residential units and approximately 100 affordable housing units. It features a total saleable floor area of approximately 296,000 sq. ft. for residential units, with a total expected GDV of approximately HK$3.4 billion. The project is in planning stage.

Manchester

Victoria North is one of the UK's largest regeneration projects spanning more than 390 acres (equivalent to 17 million sq. ft.) through a JV between the Group and MCC. The development is designed to deliver approximately 20,000 new homes over the next decade, integrating high-quality housing and social infrastructure to support city centre expansion.

Approved by the MCC in February 2019, the Victoria North strategic regeneration framework provides an illustrative masterplan to outline future development. The Victoria North project is expected to provide the Group with a significant, stable and long-term pipeline within the UK.

Since entering a development agreement with MCC in April 2017, the Group has acquired multiple land plots, includes the acquisition of 20 acres of land from Network Rail in July 2019. The initial phases are underway, with further progressing as part of the long-term development pipeline.

New Cross Central, the first development under Victoria North, was completed in February 2023 within the New Cross neighbourhood. The development consists of 80 residential units with a total saleable area of approximately 62,000 sq. ft. and an expected total GDV of approximately HK$261 million. The development is fully settled in FY2025.

Victoria Riverside, located in Red Bank, is currently under construction and set to become a new landmark for the area. The development comprises three towers with 596 units and 38 townhouses, spanning a total saleable floor area of approximately 460,000 sq. ft. with an expected total GDV of approximately HK$2.0 billion.


Victoria Riverside, Manchester

Tower A (Crown View) features 275 residential units with approximately 207,000 sq. ft. of total saleable floor area and an expected total GDV of approximately HK$1,007 million. Total presold value of HK$990 million was recorded as at 31 March 2025 and is expected to be completed in second half of FY2026.

Tower B (City View) consists of 128 affordable housing units, presold to Trafford Housing Trustpart of L&Q, one of England's largest housing associations, for a consideration of approximately GBP26 million. It is expected to be completed in first half of FY2026.

Tower C (Park View) features 193 residential units, spanning approximately 129,000 sq. ft. total saleable floor area with an expected total GDV of approximately HK$580 million. Total presold value of approximately HK$558 million was recorded as at 31 March 2025. It is expected to be completed in first half of FY2026.

Bromley Street consists of 38 townhouses with a total saleable floor area of approximately 39,000 sq. ft. and an expected total GDV of approximately HK$171 million. Total presold value of approximately HK$101 million was recorded as at 31 March 2025. It is expected to be completed in first half of FY2026.

Collyhurst Village is another development within the initial phases of the Victoria North masterplan, comprising 144 private residential units with approximately 153,000 sq. ft. of total saleable floor area and an expected total GDV of approximately HK$438 million. As at 31 March 2025, approximately HK$287 million worth of units have been presold. It also includes 130 affordable housing units with approximately 104,000 sq. ft. in total saleable floor area and an expected remaining GDV of approximately HK$177 million. The development was launched in FY2023 and is expected to be completed over a series of phased handovers between FY2026 to FY2027.

In August 2023, the Group secured planning permission for two significant planning applications in the Red Bank neighbourhood, marking the next phase of its Victoria North JV with MCC. This approval supports the Group's plan to deliver approximately 4,800 new homes in one of seven neighbourhoods undergoing regenerated as part of the GBP5 billion Victoria North project.

The first approval, an outline planning consent, is designed to accommodate up to 3,250 homes and more than 160,000 sq. ft. of non-residential floor space, including commercial facilities, a health centre, primary school, residential amenities and community areas. The outline approval has an expected total GDV of approximately HK$11.1 billion with a total saleable floor area of approximately 2.0 million sq. ft..

Red Bank Riverside, Manchester

The second approval is a full planning application for Red Bank Riverside, adjacent to the Group's Victoria Riverside development. This phase includes seven buildings, ranging from 6 to 34 storeys, delivering approximately 1,551 homes across approximately 1,082,000 sq. ft. with an expected total GDV of approximately HK$5.8 billion. The development also includes a new high street featuring approximately 20,000 sq. ft. of commercial and retail space. Remediation ground works have commenced, with phased completions of the plots between FY2028 and FY2030.

Red Bank Riverside - Falcon, Manchester

Falcon, one of the residential towers within the Red Bank Riverside, was launched in late March 2024. The development features 189 residential units with a total saleable floor area of approximately 131,000 sq. ft. and an expected total GDV of approximately HK$682 million. As at 31 March 2025, with a total presold GDV of approximately HK$523 million. Remaining units will be launched upon completion.

Kingfisher, another residential tower within Red Bank Riverside, was launched in mid-August 2024. It features 322 residential units with a total saleable floor area of approximately 230,000 sq. ft. and an expected total GDV of approximately HK$1,224 million. Total presold GDV of approximately HK$575 million was recorded as at 31 March 2025.

Management Discussion and Analysis

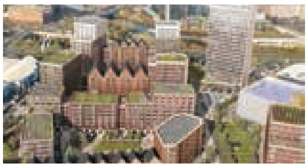
MeadowSide, the Group's first major residential development in Manchester, consists of four plots (Plots 2, 3, 4 and 5), featuring approximately 756 apartments with a total saleable floor area of approximately 564,000 sq. ft. and residential amenities. Positioned around the historic Angel Meadow Park near Victoria Station, one of the major transportation hubs of the city.

All units of the development in Plot 5 were completed and settled. Plot 2 (The Gate) and Plot 3 (The Stile) have a total saleable floor area of approximately 220,000 sq. ft. and a total expected GDV of approximately HK$931 million. As at 31 March 2025, the expected GDV of completed stocks available for sale was approximately HK$4 million.

Plot 4 has granted planning permission to build a 40-storey residential building. The Group is currently assessing opportunities to increase gross floor area and enhance GDV, leveraging the location's evolving market dynamics.

In August 2024, a 50/50 public-private partnership was formalised to deliver the former Greater Manchester Police Headquarters site on Chester Road in Old Trafford. The Group as a private sector partner retains 50% of the partnership while Trafford Metropolitan Borough Council (25%) and Greater Manchester Combined Authority (25%) are public sector partners.

Situated in a prime area near Manchester United Football Club and Old Trafford Cricket Ground, the site has an estimated GDV of approximately HK$2.5 billion. The development aims to deliver approximately 750 new homes, including affordable housing units, a 250-room hotel, a multi storey car park and around 30,000 sq. ft. of ground-floor commercial space, complemented by new public open spaces to support the new community. The development is currently in the planning stage.



Site at Trafford, Manchester

Mainland China

The Group has been developing California Garden, a premier township development in Shanghai, over the years. The development is comprised of a diversified portfolio of residences, including low-rise and high-rise apartments as well as townhouses. As at 31 March 2025, the expected GDV of completed stocks available for sale of King's Manor was approximately HK$52 million; and the expected GDV of completed stocks available for sale of Royal Crest II was approximately HK$14 million.

Royal Riverside in Guangzhou is a 5-tower residential development. As at 31 March 2025, the expected GDV of completed stocks available for sale was approximately HK$29 million. Of this amount, approximately HK$1 million has been secured as contracted sales.

Hong Kong

The Group built its development pipeline in Hong Kong over the years through the acquisition of redevelopment sites, participating in government tenders and participating in URA tenders.

Mount Arcadia is a residential development site situated on Tai Po Road, featuring 62 apartments and 4 houses with a total saleable floor area of approximately 84,000 sq. ft. and an expected GDV of approximately HK$1.8 billion. The development has been completed. As at 31 March 2025, the expected GDV of completed stocks available for sale was approximately HK$744 million, of which approximately HK$194 million was secured as contracted sales. The 4 houses, with an expected total GDV of approximately HK$293 million, will be launched for sale subject to market condition.

The Pavilia Forest, Hong Kong

In November 2021, the Group formed a JV which is held as to 50% by the Group to acquire a Kai Tak site for residential development – The Pavilia Forest. The residential development features 1,305 residential apartments with a total saleable floor area of approximately 508,000 sq. ft. and an expected total GDV of approximately HK$11.9 billion. The development was launched in July 2024. As at 31 March 2025, the Group presold approximately HK$3,718 million (attributable GDV of approximately HK$1,859 million) worth of units. A majority of buyers opted for a cash payment plan, benefiting the Group by reducing finance costs. Occupation permit was granted in March 2025, and the completion of the development is slated to be in first half of FY2026.

Mount Arcadia, Hong Kong

Manor Parc is a residential development at Tan Kwai Tsuen consists of 24 town houses with approximately 50,000 sq. ft. in total saleable floor area. The development has been completed. As at 31 March 2025, the expected GDV of completed stocks available for sale was approximately HK$247 million. The remaining units will be sold on a completed basis.

Marin Point is a residential development at Sha Tau Kok. This development is made up of 261 low-rise apartments with approximately 103,000 sq. ft. in total saleable floor area. The development has been completed. As at 31 March 2025, the expected GDV of completed stocks available for sale was approximately HK$524 million. Of this amount, approximately HK$4 million have been secured as contracted sales. The remaining units will be sold on a completed basis.

The Group acquired a site in Lam Tei, Tuen Mun in June 2021. The project is currently in planning stage, with an expected total GDV estimated at HK$6.3 billion and a total saleable floor area of approximately 383,000 sq. ft.. The development planning is subject to approval.

The Group formed a JV, in which the Group holds a 33.3% stake, to acquire a residential site in Ho Chung, Sai Kung, in September 2021. The development features 26 high-end houses with total saleable floor area of approximately 58,000 sq. ft. and an expected total GDV of approximately HK$1.4 billion (attributable GDV of approximately HK$472 million). Construction has commenced and is slated to complete in FY2027. The development is expected to be launched for sales in FY2026, subject to market condition.

In September 2022, the Group acquired the development right, through a tender conducted by URA, for a land that covers a site area of about 1,077.3 sq. m. at Sai Ying Pun, Hong Kong. It is a mixed-use residential and commercial development, featuring an expected saleable floor area of approximately 75,000 sq. ft. for residential units and 2,800 sq. ft. for commercial spaces. The development has obtained building plan approval. Foundation works have been completed, and superstructure construction is underway. The development is slated for launch in FY2027 and is expected to be completed in FY2028.

Malaysia

Dorsett Place Waterfront Subang, adjacent to the esteemed 5-star hotel Dorsett Grand Subang, is a development which the Group holds a 50% interest. The development consists of three blocks and will offer 1,989 fully-serviced suites. The revenue of this project has been recognised according to the progress of development. As at 31 March 2025, total presold value of approximately HK$436 million (attributable GDV of approximately HK$218 million) was recorded. Completion of the development is expected in FY2026.

Dorsett Place Waterfront Subang, Malaysia

Singapore

Hyll on Holland is a premium development of 319 residential units at Holland Road, a highly attractive and reputable neighbourhood in Singapore. The Group has an 80% interest in the development with an attributable saleable floor area of approximately 194,000 sq. ft.. The development has been completed and fully settled in FY2025.

Hyll on Holland, Singapore

Cuscaden Reserve is a residential development site in the prime area of District 9 in Singapore. The Group has a 10% interest in the development. It is expected to provide approximately 17,000 sq. ft. in attributable saleable floor area. The development has been completed. As at 31 March 2025, only one unit remained unsold, which was subsequently sold in April 2025.

Property investment

The Group's property investments comprise investments in retail and office buildings primarily situated in Hong Kong, Mainland China, Singapore, the UK and Australia. In FY2025, a fair value loss on investment properties of approximately HK$236 million was recorded. As at 31 March 2025, the valuation of investment properties was approximately HK$5.8 billion (as at 31 March 2024: approximately HK$6.1 billion).

Previously, the Group acquired two sites in Baoshan, Shanghai slated for the development of residential blocks designated for leasing purposes. One of the sites is completed with a lettable floor area of approximately 573,000 sq. ft., delivering approximately 1,700 units. Leasing operation is expected to commence in late 2025. And the other site is in the planning stage and is expected to initiate ground work in FY2026. The site is expected to provide approximately 2,600 accommodation units. Completion of this site is expected in FY2029.

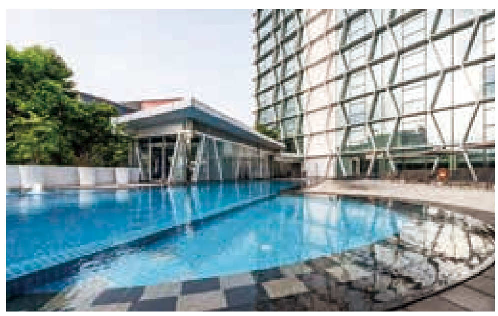
Dorsett Kai Tak, Hong Kong

2. Hotel operations and management

The Group owns and operates its hotel portfolio, Dorsett Hotel and Resorts through four distinct lines of business, which focus on the three to four-star hotel segment. These include the higher-end hotel brand "Dorsett" brand; the contemporary and lifestyle-focused "Dao by Dorsett" hotel brand; the "d.Collection" brand, which features boutique hotels with unique identities; and the "Silka" brand, which are value-led branded hotel for streamlined, cost-efficient stays.

As at 31 March 2025, the Group owned a total of 35 hotels including the wholly-owned Dorsett Group and the Ritz-Carlton hotels in Perth and Melbourne as well as the partially-owned Palasino Group, Dorsett Gold Coast and The Star Grand in Australia, Dorsett Changi City and Dao by Dorsett AMTD in Singapore. These are approximately 9,400 rooms distributed across Mainland China, Hong Kong, Malaysia, Singapore, Australia, the UK and Continental Europe.

On 3 September 2024, a subsidiary of the Group formed a partnership, in which the Group holds a 10% stake, to acquire a 313-room hotel near Singapore Changi Airport and rebranded it to Dorsett Changi City Singapore. Dorsett Group secured the hotel management contract and the Group secured the project contract in renovating and adding approximately 100 rooms. The Group is confident in the Singapore tourism sector which has benefited from a post-COVID boom. This new partnership also marks the beginning of Dorsett's new investment strategy, which leverages on an asset-light model. The Group will be a minority equity partner and contribute its extensive experience and strong track record, providing partners with an alternative for hotel investment.



Dorsett Changi City Singapore

On 26 September 2024, the Group soft-launched Dorsett Kai Tak, Hong Kong, its latest luxury flagship and the Group's tenth hotel in Hong Kong. The 373-room hotel sits within Kai Tak Sports Park precinct and is steps to entertainment, sports and retail destinations.

Management Discussion and Analysis

The operating performance of the Group's owned hotels for FY2025 is summarised by region as follows. The results of hotels by region are expressed in the respective local currency and Hong Kong dollars.

	Occupancy Rate		Average room rate			Revenue per available room			Revenue	
	FY2025	FY2024	**FY2025 (LC)**	FY2024 (LC)	% Change	**FY2025 (LC)**	FY2024 (LC)	% Change	**FY2025 (LC'million)**	FY2024 (LC'million)
Hong Kong (HK$)	**84.1%**	88.1%	**704**	730	(3.6)%	**592**	643	(7.9)%	**708**	715
Malaysia (MYR)	**61.2%**	56.6%	**227**	225	0.9%	**139**	127	9.4%	**99**	97
Mainland China (RMB)	**59.4%**	62.8%	**338**	360	(6.1)%	**201**	226	(11.1)%	**180**	189
Singapore (SGD)[i]	**78.3%**	83.8%	**196**	209	(6.2)%	**154**	175	(12.0)%	**18**	22
United Kingdom (GBP)	**81.2%**	78.8%	**129**	129	-	**105**	102	2.9%	**16**	16
Australia (AUD)[ii]	**67.6%**	61.0%	**398**	369	7.9%	**269**	225	19.6%	**116**	99
			(HK$)	(HK$)		**(HK$)**	(HK$)		**(HK$'million)**	(HK$'million)
Dorsett Group Total[iii]	**72.9%**	73.5%	**785**	783	0.3%	**572**	576	(0.7)%	**1,918**	1,869
Palasino Group	**52.4%**	51.7%	**692**	710	(2.5)%	**372**	372	-	**159**	162

Notes:

(i) Excludes Dao by Dorsett AMTD Singapore and Dorsett Changi City Singapore which are equity accounted.

(ii) Excludes Dorsett Gold Coast and The Star Grand which are equity accounted.

(iii) Excludes Palasino Group but includes Ritz-Carlton Perth and Ritz-Carlton Melbourne.

Amid sluggish global economic recovery and persistently high interest rates, the hotel industry continues to face significant challenges. While some regional indicators for the Group's hotels have declined slightly, overall performance remains stable, maintaining a similar level to the same period last year. One key factor affecting Hong Kong's tourism and hospitality sectors is the shift in travel patterns. Many Mainland Chinese tourists now opt for same-day visits without overnight stays, while Hong Kong residents increasingly cross the border for shopping and dining in Mainland China. This trend has led to a slower-than-expected recovery in Hong Kong's tourism industry. On a positive note, the Group's hotels in Malaysia and Australia recorded revenue growth in FY2025 while the Group's UK hotels maintained performance comparable to last year. These results underscore the resilience of the Group's geographic diversification strategy.

In FY2025, Dorsett Group recorded a total revenue of approximately HK$1,918 million, representing a slight increase from approximately HK$1,869 million in FY2024. OCC stood at 72.9%, marking a modest decline of 0.6 percentage points as compared with 73.5% in FY2024. ARR increased by 0.3% to HK$785 from HK$783 as compared with same period last year. As a result, RevPAR declined by 0.7% to HK$572 per night in FY2025 from HK$576 per night in FY2024. Notably, the year-on-year decline in key performance indicators narrowed as compared to the same period last year, as growth in rental, food & beverage, and other income offset a slight reduction in room revenue.

Hong Kong

The Group's hotel operations in Hong Kong experienced a decline in FY2025 in both OCC and ARR. Overall OCC decreased by 4.0 percentage points to 84.1% in FY2025, as compared to 88.1% in FY2024. ARR also fell by 3.6% to HK$704 from HK$730 in FY2024. As a result, total revenue for the Group's Hong Kong hotels declined by 1.0% to approximately HK$708 million in FY2025, as compared to the same period last year.

This reduction underscores a competitive market environment where hotels are adjusting pricing strategies to attract guests amid rising operational costs and intensified competition from alternative accommodations. The Hong Kong hospitality sector is also facing broader challenges, including fluctuations in visitor numbers and evolving travel patterns in the post-pandemic landscape. The growing trend of domestic travelers opting for short trips within Mainland China has further strained the hotel market in Hong Kong.

Dorsett Kai Tak, Hong Kong

Looking ahead, the Group will continue to implement strategic initiatives to boost OCC and enhance revenue, including targeted marketing campaigns, partnerships with local attractions, and innovative service offerings that align with the evolving preferences of leisure and business travelers. Furthermore, the recent opening of Kai Tak Sports Park is expected to significantly strengthen Hong Kong's tourism landscape. This landmark venue is set to host large-scale sporting events, concerts, and cultural activities, attracting both local and international audiences, enriching the local economy, and reinforcing Hong Kong's status as a premier destination for major events. As the only hotel in close proximity to the venue, Dorsett Kai Tak is well-positioned to capitalise on event-driven demand by offering tailored packages. The Group believes that Kai Tak Sports Park will generate substantial benefits for all its hotels in Hong Kong.

Malaysia

In FY2025, Malaysia's tourism and hotel industries demonstrated strong recovery, driven by a steady influx of both domestic and international visitors. The visa-free policy with Mainland China contributed significantly, with Malaysia welcomed approximately 3.5 million tourist from China in FY2025, surpassing the FY2019, the pre-COVID year.

In FY2025, the Group's hotels in Malaysia recorded an increase of 2.1% in total revenue to approximately MYR99 million as compared with FY2024. OCC increased 4.6 percentage points to 61.2% from 56.6% in FY2024. ARR saw a slight uptick of 0.9%, rising to MYR227 from MYR225 in FY2024. RevPAR continued its upward trend, increased 9.4% to MYR139 in FY2025 from MYR127 in FY2024. This increase indicates strengthening demand for accommodations as more tourists choose Malaysia as their preferred destination.

The outlook for Malaysia's tourism and hotel sectors remains positive. Continued investment in infrastructure, improved travel connectivity, and the promotion of unique cultural experiences are expected to further attract visitors. The Group remains committed to delivering outstanding service and innovative hospitality solutions, ensuring its hotels thrive in this revitalising market and positioning them for sustained success in the years ahead.

Management Discussion and Analysis

Mainland China

In FY2024, the lifting of pandemic control measures led to a significant rebound in China's domestic tourism industry, with many travelers engaging in what has been termed "revenge travel." This surge in domestic tourism resulted in a considerable increase in travel volume across the country. However, as the year progressed, particularly with the introduction of visa-free policies, an increasing number of travelers opted for international destinations. This shift negatively impacted the Group's hotels in Mainland China.

In FY2025, OCC decreased 3.4 percentage points to 59.4% as compared with the same period last year. ARR declined by 6.1% to RMB338 in FY2025 from RMB360 in FY2024. As a result, RevPAR dropped 11.1% to RMB201 per night in FY2025 from RMB226 per night in FY2024 and total revenue for the Group's hotels in Mainland China decreased 4.8% to approximately RMB180 million in FY2025 as compared with FY2024. The growth in food and beverage revenue, rental revenue, and other income partially offset the decrease in room revenue.

Despite sluggish performance in FY2025, the Group remains optimistic about prospects. Mainland China's recent implementation of unilateral visa-free policies for visitors from 55 countries, alongside the December 2024 relaxation of transit visa exemptions (extending permitted stays to 240 hours), is expected to provide a significant boost to tourism. In addition, measures aimed at stimulating domestic consumption, such as expanded statutory holidays and enhanced government subsidy vouchers, should further strengthen travel demand and drive visitor numbers. Looking ahead, the Chinese government's plan to invest RMB590 billion in 2025 to develop 2,600 km of new railway lines will enhance nationwide connectivity, making travel more accessible and efficient. The Group anticipates that these favorable developments will contribute positively to its hotel operations in the coming year.

Singapore

Dao by Dorsett AMTD Singapore

Dorsett Singapore

In FY2025, Dorsett Singapore reported a decreased in OCC of 5.5 percentage points to 78.3% as compared with FY2024. ARR experienced a slight decrease by 6.2% to SGD196 from SGD209 in FY2024. As a result, RevPAR decreased by 12.0% to SGD154 per night and total revenue from the Group's Singapore hotel was decreased to approximately SGD18 million.

Looking ahead, the Group remains optimistic that ongoing investments in tourism and the potential rise in international travel for both leisure and business will further strengthen operational performance in Singapore.

UK

In FY2025, the hospitality section in the UK demonstrated a positive trajectory, driven by the resurgence of both domestic and international travelers. Despite challenges such as rising operational costs and ongoing competition from other European cities, the Group's hotels in London recorded an increase of 2.4 percentage points in OCC to 81.2% as compared with 78.8% in FY2024. ARR stood at GBP129, while RevPAR increased to GBP105 per night from GBP102 per night. Overall, total revenue from the Group's UK hotels maintained at approximately GBP16 million, similar level as the previous year.


Dao by Dorsett West London

The Group is expected to open two new hotels in London – Dao by Dorsett North London, a serviced aparthotel with 68 rooms, and Dorsett Canary Wharf, London, a 237-room hotel in FY2026. These additions are strategically planned to strengthen the Group's presence in key locations, addressing the growing demand for quality accommodations in London's dynamic urban center.

Australia

The Group currently owns four hotels in Australia. The Ritz-Carlton Perth, The Ritz-Carlton Melbourne and Dorsett Melbourne are fully owned, while Dorsett Gold Coast is owned through a JV with 33.3% stake.

In FY2025, the OCC of the Group's hotels in Australia increased by 6.6 percentage points to 67.6% from 61.0% in FY2024. ARR improved by 7.9% to AUD398 from AUD369. As a result, RevPAR increased by 19.6% to AUD269 per night as compared with FY2024. The increase was driven by the demand recovery and the successful strategy of raising corporate sales in Ritz-Carlton Perth which increased ARR by 13.0%.


The Ritz-Carlton Perth

While other leisure-centric cities experienced a contraction as Australians opted for international travel or returned to major cities, The Ritz-Carlton Melbourne and Dorsett Melbourne achieved impressive growth as they entered their second year of operations. Dorsett Melbourne recorded a 10.7 percentage points increase in OCC, while The Ritz-Carlton Melbourne saw a rise of 5.7 percentage points. Overall, the Group's hotels in Australia generated total revenue of approximately AUD116 million in FY2025, reflecting an increase of 17.2% as compared to FY2024.

Looking ahead, the Group is set to launch a new hotel in Perth, further expanding its footprint in Australia. This expansion will not only strengthen the Dorsett brand in the region but also position the Group for continued growth and success in the competitive hospitality landscape.

Continental Europe – Palasino Group

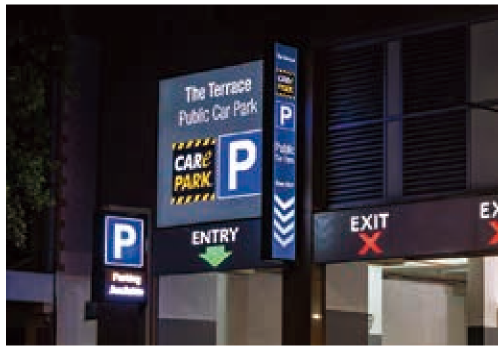
Hotels under Palasino Group saw a slight decrease in FY2025 as compared with the same period last year. Overall OCC largely similar to the same period last year, at 52.4% and ARR decreased by 2.5% to HK$692. RevPAR maintained at 0.5% to HK$370 in FY2025. As a result, total revenue from hotels under Palasino Group decreased to approximately HK$159 million in FY2025 as compared to HK$162 million in FY2024.

Hotel Donauwelle, Austria

Management Discussion and Analysis

3. Car park operations and facilities management

The Group's car park operations and facilities management business, including the "Care Park" and Australian Property Management brands, with a portfolio of car park bays owned or managed amounting to approximately 113,000 car park bays as at 31 March 2025. Among the 370 car parks, 22 are self-owned with 6,373 car park bays and one is JV owned with 383 car park bays. The remaining car park bays in Australia, New Zealand, the UK, Hungary and Malaysia are under management contracts with third-party car park owners.



Care Park

Revenue from car park operations and facilities management was approximately HK$713 million, a 2.6% decrease as compared with FY2024. The decrease is attributed to by strategic phase out underperforming car parks. However, the adjusted gross profit margin, a non-GAAP financial measure, improved to 28.3% in FY2025 as compared with 20.8% in FY2024. With a commitment to operational efficiency and cost-saving measures, the Group is set to expand its business globally.

In FY2025, the Group launched an application to enhance user experience and operational efficiency. Further updates will be launched in mid-FY2026 to ensure it becomes a market leader in technology.

As part of the Group's monetisation strategy, the Group disposed a car park in Manchester, the UK for approximately GBP17.24 million. The transaction is completed in September 2024.

4. Gaming operations and facilities management

Palasino Group

The Group operates its portfolio of one integrated land-based casino and two full-service land-based casinos in the Czech Republic under Palasino Group which features slot machines and gaming tables. Palasino Group was separately listed on the Main Board of the Stock Exchange on 26 March 2024.


Palasino Wullowitz, Czech Republic

Revenue from the Group's gaming business recorded a slight increase by 1.6% to approximately HK$409 million in FY2025 as compared with HK$402 million in FY2024. This is primarily driven by the increase in the number of slot machines and slot attendance. The gaming appetite and spending patrons further increased, which is consistent with the growing trend.

The following tables set forth certain operating data of Palasino's casinos for the year ended 31 March 2025:

	As at 31 March 2025	As at 31 March 2024
Number of slot machines	**630**	568
Number of tables	**57**	62

	FY2025	FY2024
Slots revenue (HK$ million)	**326**	322
Table game revenue (HK$ million)	**82**	81
Average slot win per machine per day (HK$)[i]	**1,420**	1,631
Table games hold percentage[ii]	**24.3%**	22.8%

Notes:

(i) Average slot win per machine per day is defined as divide the total slot machine gross win by the average number of slot machines on opening and closing and subsequently divide by the number of days the machines were operational.

(ii) Table hold percentage is defined as total gross win in table game divided by the table games drop.

Investment in QWB Project

The Group together with its JV partner has partnered with The Star to establish Destination Brisbane Consortium Integrated Resort Holdings Pty Ltd ("DBC") for the QWB Project in Brisbane. This development features three world-class hotels, a high-end casino with private gaming areas, food and beverage outlets, more than 6,000 sq. m. of retail and dining space, and thousands of car parking spaces. As at 31 March 2025, the Group holds a 25% stake in DBC.

DBC holds a 99-year casino license in Brisbane, which includes a 25-year exclusivity period within 60 kilometre of Brisbane CBD. DBC has also received approval for up to 2,500 electronic gaming machines and unlimited gaming tables, including electronic derivations.

The initial phase of the high-end casino, The Star Brisbane, opened to the public on 29 August 2024, with The Star serving as the casino operator under the casino management agreement. This phase features the main gaming floor and premium gaming rooms housing approximately 1,600 slot machines and 180 gaming tables. It also includes The Star Grand Hotel with 340 rooms, an Event Centre, Sky Deck, car parks, public spaces, and select food and beverage outlets. The development is connected to the Neville Bonner pedestrian bridge. Further food and beverage venues and the leisure deck will be opened progressively throughout FY2026. The Dorsett and Rosewood hotels, in aggregate offering an additional 522 rooms, are scheduled to open in the next phase of the development.

On 7 March 2025, the JV Partners entered into a heads of agreement with The Star in relation to the QWB Project and the Gold Coast Project, as well as the Strategic Assets. For details, please refer to the announcement of the Company dated 7 March 2025.

Queen's Wharf Brisbane, Brisbane

5. Provision of mortgage services

BC Invest, in which the Group held an approximately 53.21% stake, continued to grow in FY2025. BC Invest successfully issued a AUD507 million Australian dollar-denominated Crimson 2024-1 Bond Trust on 9 December 2024, an RMBS. As at 31 March 2025, BC Invest managed a total AUM of approximately AUD5.6 billion (as at 31 March 2024: AUD5.4 billion).

In February 2025, the Group entered into an agreement to dispose of its stake in the BC Invest with an initial consideration for approximately AUD106 million (equivalent to approximately HK$513 million). The transaction is expected to be completed in the third quarter of 2025. Simultaneously, all the outstanding Class R debentures with approximately AUD8.3 million and Class S participating shares with approximately GBP2.3 million held by the Group will be redeemed by BC Invest or its subsidiaries prior or in conjunction to the completion of transaction. The transaction is expected to be completed in the third quarter of 2025 and the Group is expected to record a gain from the disposal of approximately HK$235 million in first half of FY2026.

In May 2025, the Group entered into a mortgage portfolio sale agreement to sell its beneficial interest in a mortgage portfolio in Hong Kong for a consideration of approximately HK$485 million. The mortgage portfolio consists of mortgage loans secured on Hong Kong properties that were developed by the Group. The Group also entered into a participation agreement in May 2025 whereby the Group will have an economic participation in the said mortgage portfolio. Upon completion of the mortgage portfolio sale agreement on 27 May 2025, the net proceeds received by the Group for the disposal (taking into account the transaction under the participation agreement) was approximately HK$344 million. For details, please refer to the announcement of the Company dated 22 May 2025 and 27 May 2025.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE

The Group continues to recognise the importance of taking action towards a sustainable future and turning climate change initiatives into sustainable business opportunities. To achieve this, the Group is developing a net zero strategy roadmap in line with the latest science around climate change. The Group will ensure the strategy aligns with internationally recognised standards and best practices and develops business as usual emissions projections for the purpose of short and long-term goal setting.

In FY2025, the Group made significant strides in advancing its ESG commitments, reinforcing resilience and long-term value creation for shareholders. Referencing the Task Force on Climate-Related Financial Disclosures framework, the Group engaged an independent professional party to conduct a physical risk scenario analysis and stakeholder engagement workshop to pinpoint material climate risks and opportunities relevant to its operations. Furthermore, the Group evaluated the operational and financial implications of these factors, embedding the findings into its risk management and strategic framework. These proactive steps ensure the Group's compliance with evolving regulations, enhance resilience against climate-related challenges, and position the Group to seize opportunities in the transition to a low-carbon economy.

At the same time, the Group is enhancing its monitoring processes and improving data capture by utilising a carbon reporting tool, which utilises AI and data science to streamline data collection, analysis and provide detailed information on greenhouse gas emissions. This development will significantly enhance the Group's ability to analyse data more frequently, improve data collection efficiency and enhance data granularity to support decision making. Through these collective efforts, the Group strives to create a lasting impact and inspire others to join the journey towards a more sustainable and resilient future.

In September 2024, the Group successfully arranged its third sustainability-linked loan ("SLL") facility, raising HK$540 million. The SLL was secured by one of the Group's hotels in Hong Kong and the proceeds are being utilised to meet the Group's general working capital requirements. The facility is tied to several key sustainability performance indicators ("KPIs"). Upon achieving the sustainability KPIs outlined in the SLL agreement, the Group will be eligible for interest savings, which can be reinvested into the Group's ESG initiatives and projects, further advancing the Group's sustainability agenda. The Group anticipates the possibility of more upcoming SLL facilities in the future.

OUTLOOK

The Group's performance in second half of FY2025 demonstrated a marked improvement as compared to first half of FY2025, with an adjusted net gearing ratio, a non-GAAP financial measure, decreased to 67.6% as at 31 March 2025. This reflected the effectiveness of strategic initiatives and revealed the successful execution of monetising non-core assets and business, generating cash inflows, and reaffirming the Group's commitment to disciplined debt reduction. The Group remains steadfast in driving sustainable growth, leveraging its diversified portfolio, strengthened financial position, and proactive asset optimisation strategy. Looking ahead, the Group is well-positioned to capture emerging opportunities, supported by a robust revenue pipeline, increasing liquidity, and expansion into key markets.

Property development projects, including The Pavilia Forest in Hong Kong and Victoria Riverside in Manchester, UK, are nearing completion and handovers are expected in FY2026. The expected attributable GDV of projects scheduled for completion in FY2026 amounts to approximately HK$12.0 billion, providing robust revenue streams and visible cash flow for deleveraging.

As at 31 March 2025, the Group's cumulative attributable presales value and unbooked contracted sales stood at approximately HK$8.9 billion. Following the successful launches of Red Bank Riverside – Falcon in Manchester, The Pavilia Forest in Hong Kong, Red Bank Riverside – Kingfisher in Manchester, and 640 Bourke Street in Melbourne, market reception has been strong, reinforcing the Group's near-to-medium-term revenue pipeline. Subject to the market's conditions, the Group may launch its Sai Ying Pun project in Hong Kong in FY2026.

Management Discussion and Analysis

In addition, the Group's long-lease development in Baoshan, Shanghai has been completed and set to commence leasing operations in late 2025, providing the Group with a new cash inflow stream and further strengthening its financial position.

In Brisbane, rising costs and strong demand prompted the Group to revise agreements with price increment for Queen's Wharf Residences (Tower 5). This increment enhanced the project value, aligned it with market dynamics, and strengthened the long-term prospects for the upcoming launch of Queen's Wharf Residences (Tower 6).

The Group's recurring income businesses continue to expand, with Dorsett Kai Tak, Hong Kong, its flagship hotel, in its ramp-up phase following its soft opening in September 2024. In addition, Dorsett Kai Tak, strategically located next to Kai Tak Sports Park, is set to benefit from increased visitor traffic along with mega events commenced in March 2025. Revenue contribution from this hotel is expected to stabilise and materialise by FY2026 and beyond.

The Group's hotel portfolio will further expand with the launch of two hotels over the next 12 months, including Dorsett Canary Wharf, London and Dao by Dorsett North London. Upon the addition of these new landmark hotels, the Group expects these hotel assets to contribute to recurring income.

The Group continues to execute its strategy to divest or phase out underperforming or matured assets and secure management contracts to transition towards an asset-light model while reducing leverage. Investment in digital transformation will further enhance the user experience and operational efficiency across operations.

Within the gaming sector, Palasino Group is actively exploring growth opportunities to extend its footprint into Asia and also with plans to launch a new casino in Mikulov, Czech Republic, in FY2026 or first half of FY2027.

The Group's investment in QWB Project, which had its soft opening in August 2024, is expected to deliver long-term value despite initial expenses. The Group remains confident in QWB Project's strong growth prospects, reinforced by the 2036 Olympic Games in Brisbane, which is anticipated to drive tourism demand and economic expansion, benefitting the development significantly.

The Group is progressing with the definitive agreement regarding the strategic asset swap involving its JV partner and The Star Entertainment Group. These strategic actions ensure continued portfolio refinement and long-term growth potential.

The Group has taken deliberate steps to strengthen its financial position, making meaningful progress in debt reduction and strategically monetising non-core assets and business to generate cash inflows. The Group is also evaluating the potential capitalisation of the hotel revaluation surplus, which could provide additional financial flexibility.

In FY2025, the Group undertook material impairments, reflecting prudent financial adjustments. Moving forward, these measures are expected to lay the foundation for improved future performance, ensuring that the Group remains well-positioned for sustained growth. Furthermore, transactions involving non-core assets and business are expected to be completed and recognised as profits in FY2026, further reducing leverage and enhancing financial stability.

Maintaining a strong financial position remains a top priority for the Group. Through disciplined capital allocation, portfolio refinement, and monetisation of non-core assets, the Group anticipates strong cash inflows from upcoming completions, supporting debt reduction and leverage improvements. While economic uncertainties persist, the Group remains vigilant in its approach, leveraging its diversified business model to navigate challenges, seize strategic opportunities, and drive long-term value creation and financial resilience.

EMPLOYEES AND REMUNERATION POLICIES

As at 31 March 2025, the Group had approximately 4,500 employees. The Group provides its employees with comprehensive benefit packages and career development opportunities, including medical benefits, both internal and external trainings appropriate for various level of staff roles and functions.

Annual Dinner 2025