CONVENIENCE RETAIL ASIA LIMITED
利亞零售有限公司

(Incorporated in the Cayman Islands with limited liability)
(Stock Code: 00831)

RESULTS ANNOUNCEMENT
FOR THE YEAR ENDED 31 DECEMBER 2024

Financial Highlights

	Change	**2024 HK$'000**	2023 HK$'000
• Revenue	-0.0%	**1,486,479**	1,487,090
• Core operating profit	-43.2%	**41,444**	72,973
• Core operating profit (included interest expenses on lease liabilities)	-47.8%	**34,275**	65,707
• Profit attributable to shareholders of the Company	-58.6%	**23,914**	57,709
• Basic earnings per share (HK cents)	-4.3	**3.1**	7.4
• Dividend per share (HK cents)			
Final	-3	**1**	4
Full Year	-3	**3**	6

Operation Highlights

- The year under review was marked by unprecedented continuous decline in retail foot traffic reflecting a structural change for Hong Kong retail operators

- Profit warning issued after changing consumer spending patterns impacted revenue for retail bakery and eyewear in Hong Kong; costs associated with newly acquired eyewear business in Singapore; one-off restructuring costs for the Guangzhou retail bakery business. Net profits decreased by HK$34 million or 58.6% from 2023

- The Group's wholesale bakery business had another strong year on the back of new clients and new product launches, offsetting the setback in retail bakery business

- The Group maintained a healthy financial position with net cash of HK$207 million and no bank borrowings

- The Board of Directors has resolved to declare a final dividend of 1 HK cent per share. The total dividend for the year is 3 cents per share representing a dividend payout of 97% as the Company continues to distribute most of its earnings

Number of Stores

	31 December 2024	31 December 2023
Saint Honore Cake Shops		
Hong Kong	**111**	120
Macau	**14**	14
Guangzhou	**4**	21
Subtotal	**129**	155
Pâtisserie Mon cher		
Hong Kong	**7**	6
Total number of Stores under Bakery Group	**136**	161
Zoff Eyewear Stores		
Hong Kong	**16**	15
Singapore	**5**	-
Subtotal	**21**	15
Total number of Stores under Convenience Retail Asia	**157**	176

Chairman's Statement

The year under review saw the continuation of many of the unfavourable operating conditions that beset the Hong Kong retail industry in 2023. Generally weak Hong Kong equity and real estate markets, and structural changes in consumption patterns among locals and inbound visitors deeply compacted the Hong Kong retail market where it operates, which included lower revenue and profitability for its retail bakery and eyewear businesses.

However, we also saw some bright spots in 2024. We continued to hone our operational quality and efficiencies while further building out our B2B bakery segment for which the Group will be well positioned relative to its competitors as the Hong Kong government stimulates local consumption this year.

Retail Difficulties Continue

Post-COVID consumer behaviour has changed the calculus for Hong Kong retailers. Since the pandemic, local consumers have sought to stretch their discretionary dollars by travelling north for weekends and holidays, while visitors coming in the opposite direction are engaging more in experiential travel than retail activities. In Hong Kong overall, trends like these caused a -14.1% decline in sales value for the bread, pastry, confectionery and biscuit segment[note]. The optical segment fared no better, falling -13.6% as price-sensitive Hong Kong shoppers travelled north to patronise lower-cost competitors in the Greater Bay Area ("GBA")[note]. The fourth-quarter sales data for the local retail industry hint that the declining trend is yet to pass.

Looking Back on a Challenging Year

The Company weathered the profound changes impacting Hong Kong's bakery segment relatively well with only a single digit drop in Saint Honore's comparable store sales in 2024. This was due largely to successful promotional campaigns and new product launches, intensified digital engagement efforts carried out via our comprehensive online-to-offline consumer relationship management platform, and effective store rationalisation efforts. Meanwhile, the retail industry in Mainland China continued to struggle under adverse economic conditions, intense competition and weak consumer sentiment, which led to the Group's decision to close most of its stores there during the year. The current reduced scale will give us the agility in adopting to various options for the bakery business in South China. With the combined result of the one-off restructuring costs in Mainland China, reduction in contribution from our eyewear business in Hong Kong and the early investment costs for eyewear business in Singapore, we issued a profit warning to investors on 23 January 2025.

Despite these setbacks, we gained market share in certain bakery categories and performed admirably overall versus the competition. In addition, our B2B enterprise continued to experience rapidly growing demand from corporate customers seeking bespoke, high-quality bakery solutions. This business enjoyed strong double-digit growth in 2024, once again clearly demonstrating its value as a new growth engine for the Group. The year also saw the launch of a new bakery concept, Merci Moncher, which was created to strengthen our foothold in the mass premium tier and provide further diversification of revenue streams and clientele.

Zoff remains a Hong Kong market leader in fast-fashion eyewear despite recent economic trends and increasing competition. During the year under review, the business was quite severely impacted by lower traffic on weekends and extreme cost competition from rivals in the GBA. The weak Japanese yen has also led some customers to purchase Zoff products in the brand's home market of Japan instead of locally. Overall, the brand did well to protect its market share vis-à-vis the rest of the Hong Kong optical shop segment in 2024. At Zoff Singapore, the modest results for this newly acquired business reflect the investments we are making to build the operation into a success in the medium to long term.

Outlook

Convenience Retail Asia is regarded as a leading specialty retailer for its ability to build businesses while also emphasising operational excellence and prudent fiscal control. Despite the difficulties of the last five years, the Group remains well positioned within its sector, weathering economic squalls and storms with first-rate brand management, strong digital marketing, innovative product development and high-quality manufacturing while also maintaining a healthy balance sheet. These hallmarks remain central to our strategic planning as we prepare for the challenges in 2025.

In the second half of 2024, the Hong Kong Government and Central Government implemented numerous measures designed to stimulate the economy and drive consumption. Interest rates began decreasing for the first time in four years. Meanwhile, various infrastructure projects and the multiple-entry Individual Visit Scheme are serving to integrate Hong Kong and the GBA more closely than ever. It is hoped that developments such as these will serve to boost consumer confidence and buying power, drive more visitor traffic to Hong Kong, and ultimately help the local retail sector emerge from its recent slump. In the meantime, the Group will continue to protect and grow its market share by emphasising its core competencies – staying abreast of the latest consumer trends, introducing exciting new products and retail concepts, further optimising its manufacturing processes and practising financial discipline to safeguard shareholder value – while building out its high-potential new enterprises in Hong Kong's B2B space and the Singapore fast-fashion eyewear market.

I would like to take this opportunity to convey how thankful I am to everyone – including our Board, management, and frontline and factory staff – who has helped shepherd the Group through the retail industry's many recent challenges. I believe we will soon be able to reap the rewards of our dedication and hard work.

William FUNG Kwok Lun
Chairman

Hong Kong, 20 March 2025

Note: Published by the Census and Statistics Department, the Government of the Hong Kong Special Administrative Region on 3 March 2025

CEO's Statement

During the year, the Hong Kong retail industry continued to experience lower store traffic and spending due to a variety of economic factors, which included weak consumer sentiment, high interest rates, strong Hong Kong dollar and changing local and visitor spending patterns. The Group's bakery business was not immune as comparable store sales decreased while the store network in the Greater Bay Area struggled under similarly adverse economic conditions. Meanwhile, the Group's eyewear business also had to contend with extreme price competition from operators in the GBA. On the plus side, our B2B enterprise once again posted encouraging results in 2024, helping offset soft daily sales in retail bakery, and we continued to enhance our production facilities in support of our bakery business' medium- to long-term growth goals. We also continued to practise prudent financial management, which enabled us to maintain a healthy financial position throughout the year despite the unfavourable economic environment.

Operations Review – Saint Honore Cake Shop

In 2024, the Group opened 3 Saint Honore stores and closed 12 across Hong Kong and Macau for a total of 125, representing a decrease of nine compared to the previous year. There were 4 stores in Guangzhou as at year-end, a decrease of 17.

Total revenue for our bakery business decreased by low single digit versus 2023 due to slower weekend traffic in Hong Kong and Macau as well as difficult operating conditions in Mainland China – factors that were mitigated to a degree by the growth of the Group's B2B business. Comparable store sales in Hong Kong and Macau saw low-single-digit declines. This was primarily attributed to soft performance on weekends and public holidays as local consumers continued to travel north for leisure, although weekday sales did show some improvement compared to the previous year. Basket combination is changing, reflecting a structural shift away from larger-ticket items such as celebratory cakes and towards daily needs such as freshly baked bread, tarts and sandwiches.

During the year, the Group leveraged this trend by successfully developing and marketing new, higher-margin daily items, which resulted in an increase in market share in categories such as sourdough, chilled sandwiches and packaged cakes. A wider range of individual-sized portions offered customers more choices, while the launch of trendy products such as donuts, croissant wheels and flat croissants appealed to younger consumers. Collaborations with IP characters such as Lulu the Piggy ("罐頭豬"), Taimashing ("大痲成") and Nailoong ("奶龍") and the premium Italian chocolate brand Amedei generated buzz in the market. We introduced several reduced sugar products to our portfolio as a strategic focus to target the silver economy, and we became the first operator in Hong Kong and Macau to offer "Clean Label" family bread, which are free from artificial additives and coloring. We also proudly introduced a new salad category to offer customers a complete healthy meal solution.

Despite weak consumer sentiment in Hong Kong and Macau, the Group enjoyed double-digit growth in festive season revenue and profit margin due to successful new products, pricing strategy as well as robust promotional campaigns. We continued to drive sales with the popular Golden Pudding during Chinese New Year and also gained market share with new products such as Durian Mooncakes and Assorted Eight Treasures.

These and other campaigns were promoted extensively via our award-winning online-to-offline (O2O) customer relationship management (CRM) platform Cake Easy, which continued to provide us with a valuable channel to communicate with members, drive sales and foot traffic to stores, grow our customer base, and deepen relationships with repeat and VIP customers. As at the end of the year, Cake Easy had more than 1.3 million members, a figure that included over 210,000 "Gold Members" who are regular repeat customers.

The Group always strives for operational and cost efficiency, which was especially important in a market affected by sluggish consumer spending and a tight labour market. In response, we streamlined our work processes and manpower deployment and further enhanced our food production management – cost-control initiatives to improve our productivity and efficiency.

In 2024, the Group's B2B business once again achieved strong double-digit year-on-year sales growth, leveraging the trend of companies in the F&B space to outsource their non-core bakery operations. This performance not only maintained the business' impressive growth momentum, but it also helped mitigate the effects of a difficult year for the retail bakery business.

To power the Group's production capabilities across the bakery business, resources are being invested in the areas of equipment upgrades to boost capacity and efficiency, enhance product quality and fully take advantage of new business opportunities. Such initiatives include seeking a new production location for higher capacity and implementing a new quality management system. During the year, we also continued to digitalise our operations and invest in talent development for greater efficiency, quality and customer service.

As a caring corporate citizen, we believe it is important to promote sustainability and give back to the community. In 2024, our Hong Kong stores helped raise awareness of climate change by participating in the Earth Hour campaign organised by the World Wide Fund for Nature, and we worked with the Yindii food surplus app to reduce waste by providing daily unsold food to consumers at affordable prices. We were presented with the Diamond Award by the Environment and Ecology Bureau for participating in the "Charter on External Lighting Campaign". We also continued to help the needy by donating bread and festive products to several local NGOs. In customer service, we once again received the "Quality Trusted E-shop Award" from the Hong Kong Retail Management Association, who also recognised the Group for "O2O Customer Experience".

The Group's store network in Guangzhou continued to battle a challenging operating environment, carrying out promotions via the popular "RedNote" social media and e-commerce lifestyle platform, launching successful products such as French pastry tarts and the "Summer Fruits" series, and selling out stock of the limited-edition B.Duck lantern mooncake for Mid-Autumn Festival. Recent months and years in this retail market have proven very difficult, however, and in 2024 the Group took the necessary step of further rationalising the store network by reducing the number of outlets to 4. As a result, we have recognised one-off losses for this business restructure.

Operations Review – Mon cher

As at 31 December 2024, the Group operated 7 stores of the famous Japanese pâtisserie Mon cher, including Mon cher's sub-brand "Merci Moncher", a popular light refreshment café from Okayama, Japan. Merci Moncher offers premium Japanese-French bakery and patisserie products, catered to a new group of customers seeking high quality bakery products. During the year, foot traffic and sales throughout the network were affected by changing consumer patterns and weak consumer sentiment, but the brand remains an important strategic part of the Group's retail bakery business.

Operations Review – Zoff

Sales for Zoff, the Group's franchise of the popular Japanese fast-fashion eyewear brand, decreased during the year under review. This was attributed to lower store traffic on weekends due to northbound travel, aggressive pricing from competitors in the GBA, and the strength of the Hong Kong dollar versus the yen, which encouraged some customers to buy Zoff products while travelling in Japan rather than purchasing them locally. The Group also continued to invest in building up its new Singapore franchise, which was acquired in January 2024. As at 31 December 2024, the Group was operating 16 stores in Hong Kong and 5 stores in Singapore.

In Hong Kong, the Group was able to protect its market leadership despite a challenging retail environment, riding in part on the strength of Zoff's unmatched selection of over 1,400 SKUs. Bestsellers included collections featuring popular IP such as Chiikawa and Disney characters, fashion brand collaborations, and "Made in Japan" series. Zoff, with its professional service quality, continues to be one of the selected retailers in Hong Kong offering HOYA's MiYOSMART lenses, which are designed to reverse visual defects and slow down the progression of myopia in children.

In August, the Group launched a campaign to reinforce brand image and drive sales via social media content featuring a popular local celebrity Sica Ho that highlighted Zoff's quality Japanese craftsmanship and excellent customer service. The campaign resulted in a rebound in sales as well as higher brand awareness among younger customer segments. During the year, the Group also introduced a web app function enabling customers to register as members, keep records of their prescriptions and purchases, and bookmark favourite items. The new web app is a precursor to a full CRM platform planned for launch in 2025. Other promotions held in 2024 included a 7th anniversary lucky draw and a variety of partnerships with leading companies and brands in Hong Kong. The Group has also rolled out the health care voucher payment collection method to nearly all stores, making it easier for seniors to receive professional eye examinations.

In Singapore, the Group focused its first-year efforts on optimising store operations and costs and expanding its marketing efforts. Revenue decreased in 2024 largely due to higher GST introduced on 1 January 2024, which caused Singaporeans to curtail non-essential spending; a trend towards outbound travel for public and school holidays, which impacted mall traffic during typically peak periods; and higher staff and rental costs. Sales began to increase following an improvement in local retail sentiment as well as the launch of the "Simple Pricing" campaign, which streamlined pricing tiers and introduced a more affordable entry price for cost-conscious customers. The Group also worked to optimise its store network, closing an underperforming location in July and opening a new outlet in a high-traffic transport hub in December.

Due largely to the down year for our eyewear business in Hong Kong, costs associated with a transitional year in Singapore and the non-recurring restructuring costs for retail bakery business in Guangzhou, the Group issued a profit warning to investors on 23 January 2025.

Future Prospects

As the Group formulates the business plan for 2025, the "new normal" of Hong Kong retail must be taken into account, primarily the now-established pattern of northbound travel by Hong Kong consumers and the changing spending habits of southbound visitors. Meanwhile, it is clear that the structural changes in Hong Kong and Macau retail are permanent, our management team will continue to respond accordingly to new retail environment. While the Group certainly hopes that the stimulus measures introduced by the Hong Kong and Central governments and the expanded Individual Visitor Scheme will have positive effects on consumer sentiment and spending, it will continue to conduct business in a fiscally prudent manner while emphasising its core competencies in anticipation that softness in the retail market could continue in the near term.

The Group continues to monitor the performance of its store networks closely and will optimise them where necessary while also seeking out promising new locations with affordable rents. In product development, we plan on expanding our offerings to give consumers more reasons to purchase while also protecting our market share in key categories. Our considerable capabilities in O2O CRM will once again play an important role in promoting products both existing and new. If market conditions allow, we will seek to scale up Merci Moncher in Hong Kong while further strengthening the brand's foothold in the affluent, mass premium market. We remain excited about our B2B enterprise, a business that has experienced double digit growth annually since 2021, and we will continue to invest substantially in its success as we look to expand its client portfolio as well as its production facilities and capabilities.

For Zoff, the downward sales trend appeared to flatten towards the end of 2024, hopefully indicating that the worst is over. In the short term, more price-sensitive Hong Kong customers will likely continue to shop for lower-cost eyewear in the GBA, but the Group believes that in the longer term, Zoff's unique design, superior quality and professional service will win out. Moving forward, the Group will prioritise protecting its leadership position by continuing to market the Zoff brand's style, service excellence and Japanese design and by opening locations in new retail areas. While younger trendsetters will always remain the brand's core demographic, we will also focus on serving the needs of children and seniors with products such as HOYA MiYOSMART and services like health consumption voucher payment, respectively. We also intend to build on a productive first year in Singapore by further leveraging our Hong Kong's track record of success, scaling up the store network and increasing brand awareness to gain market share.

Michael TANG Tsz Kin
Chief Executive Officer

Hong Kong, 20 March 2025

Management Discussion and Analysis

Financial Review

In 2024, the Group's turnover maintained at same level as 2023 at HK$1,486 million. Turnover for the bakery business decreased by 0.6% to HK$1,337 million. Growth in B2B and festive sales was offset by a decline in daily store sales resulting from Hong Kong residents travelling to other GBA cities for discretionary spending. Turnover for the bakery business in Guangzhou decreased as a result of a restructure of the business that has reduced the retail network from 21 to 4 stores. Turnover for Zoff eyewear business increased by 4.8% to HK$149 million which is attributed to the acquisition of the stores in Singapore at the beginning of the year and a decline in daily sales in Hong Kong. Eyewear sales in Hong Kong market has been affected by weak local retail sentiment.

Gross margin as a percentage of turnover dropped by 0.5 percentage points to 52.9%. This was due to the increasing proportion of our B2B sales that have a relatively lower gross margin than retail sales. Material cost inflation has been offset by favourable foreign exchange rates of the renminbi and Japanese yen.

Operating expenses as a percentage of turnover increased from 49.1% to 50.6%. This was mainly caused by the drop of sales in eyewear stores in Hong Kong and the inclusion of results of eyewear stores in Singapore which are still at investment stage. During the year, the bakery business in Guangzhou has undergone a restructure and incurred a one-off cost of about HK$9 million, comprising mostly of staff redundancy expense and compensation for early termination of leases for stores and distribution centre.

Core operating profit before interest expenses on lease liabilities decreased by 43.2% to HK$41 million. Including the non-core operating loss and interest expenses, net profit decreased by 58.6%, from HK$58 million to HK$24 million.

Basic earnings per share decreased by 58.1% to 3.1 HK cents from 7.4 HK cents.

As at 31 December 2024, the Group had a net cash balance of HK$207 million, generated mainly from daily business operations. The Group had no bank borrowings. Most of the Group's cash and bank deposits were in its operating currencies and deposited with major banks in Hong Kong and Mainland China. The majority of the Group's assets, liabilities, revenues and payments were held in Hong Kong dollars, renminbi, Singapore dollars or Japanese yen. The Group had foreign exchange exposure as the Group's trade suppliers transact in renminbi and Japanese yen. The Group is subject to interest rate risks on the interest income earned from bank deposits. The Group will continue its policy of placing surplus cash in term deposits denominated in its operating currencies, with appropriate maturity periods to meet the operating requirements and capital expenditure requirements in the future. The Group has standby banking facilities of HK$88 million in support of treasury planning and management.

The Board of Directors has resolved to declare a final dividend of 1 HK cent per share.

Business Model and Corporate Strategy

Convenience Retail Asia is a member of the Fung Retailing Group. It owns the famous Saint Honore Cake Shop bakery chain, operating stores in Hong Kong, Macau and Guangzhou. As at 31 December 2024, there were 129 Saint Honore stores in total across Hong Kong, Macau and Guangzhou.

In 2017, the Group acquired the Hong Kong, Macau and Southern China franchise for Zoff, Japan's leading fast-fashion eyewear chain and a highly popular brand among young consumers. As at 31 December 2024, there were 16 Zoff stores in Hong Kong, all located in high-traffic commercial areas. In January 2024, the Group acquired Zoff Singapore, the exclusive operator of the Zoff eyewear brand in Singapore and a wholly owned subsidiary of the Japan-based brand owner. There are currently five stores across a mix of commercial and residential areas.

In 2020, the Group obtained the franchise licence to operate Mon cher, a premium Japanese dessert and pastry brand, in Hong Kong and Macau. There are currently seven locations in Hong Kong, including a new concept store, Merci Moncher, which opened in December 2024.

The Group aims to be the most innovative, customer-preferred specialty retailer, employing a multi-pronged strategy that includes:

- Innovative, on-trend products inspired by our in-house R&D team
- Wide physical store networks providing convenience to customers
- Online shopping experience through "Cake Easy" application and store website
- Excellent customer service by our highly motivated, well-trained employees
- Maximised efficiency through the adoption of new equipment and the latest technology
- Synchronised supply chain management infrastructure and processes
- Continuous investment in brand awareness, store design, people development, eCRM platforms and R&D resources

The Group strives to achieve sustainable, long-term value for shareholders through total commitment to its customers, employees and businesses. Its keys to success are excellent customer focus, product innovation, production efficiency, retail operation excellence, continuous focus on O2O business model, ethical business practices and strong partnerships with quality suppliers, as well as the prudent, professional management of its growth and profitability.

The Board and management play proactive roles in the development of the Group's business model and pursue new ventures to maintain competitiveness and drive sustainable long-term growth.

Employees

As at 31 December 2024, the Group had a total of 2,733 employees, with 1,520, or 56%, based in Hong Kong and 1,213, or 44%, based in Guangzhou, Shenzhen, Macau and Singapore. Part-time staff accounted for 24% of total headcount. Employee benefit expenses for the year amounted to HK$523 million compared to HK$492 million in 2023.

The Group offers competitive remuneration schemes, and eligible employees receive salary packages plus discretionary bonuses based on individual and company performance. Staff have access to a wide range of job-related skill enhancement programmes and attractive career advancement opportunities, and frontline employees receive comprehensive customer service training. To provide safe, healthy, stable and secure work environments, the Group places high priority on hygiene, sanitisation and workplace safety. Through these and other efforts, the Group has been acknowledged as a "Super MD" ("Manpower Developer") for the years 2020–2025 by the Employees Retraining Board (ERB) under the Manpower Developer Award Scheme and was a signatory of the Labour Department's "Good Employer Charter" for 2024.

In a competitive labour market, we are placing greater emphasis than ever on workplace satisfaction to retain quality staff. We also strive to achieve high levels of customer service in support of our business objectives. Each year, the Social Team coordinates a number of initiatives under the HEARTS (Happy, Energised, Achievements, Respect, Training and Success) employee engagement programme, including career development and work-life balance events as well as social activities, to help colleagues succeed in their professional careers and foster staff camaraderie. In 2024, community programmes included food donation drives, outreach engagements for the elderly, participation in recycling and food waste reduction programmes, participation in efforts to raise awareness of climate change, and more.

Health and Safety

The Group sets high standards for the safety and hygiene of its customers and employees. Saint Honore's factories in Hong Kong and Shenzhen are both ISO 9001-accredited. The Shenzhen factory has also achieved Hazard Analysis and Critical Control Points (HACCP) food safety accreditation, and its in-house microbiological laboratory has been certified by the China National Accreditation Services (CNAS). Employees receive comprehensive food safety, workplace safety and hygiene training as well as protective clothing and equipment where necessary. The Group carries out regular inspections to ensure that its factories and stores continue to meet relevant safety, hygiene and compliance guidelines. Employees in production facilities also receive continuous training on the "5S" principles of "sort, straighten, shine, standardise and sustain".

Sustainability and Corporate Social Responsibility

As a member of the Fung Group, the Group adheres to the United Nations Global Compact on human rights, labour, anti-corruption efforts, environmental protection and sustainability. The Group is committed to achieving sustainability in its operations wherever possible, striving to protect the environment and conserve natural resources while saving costs through the "three Rs" of reducing, reusing and recycling. It also uses energy-efficient equipment and low-carbon fuels to minimise its carbon footprint.

Saint Honore proudly received the "15 Years Plus Caring Company Logo" from the Hong Kong Council of Social Service for 2024-2025, while Zoff Hong Kong was awarded the "5 Years Plus Caring Company Logo". These recognitions are given to companies that demonstrate care for the community, their employees and the environment.

Further information on environmental, social and governance policies and performance will be provided in a separate report on the Group's website.

Results

The Board of Directors (the “Board”) is pleased to announce the audited results of Convenience Retail Asia Limited (the “Company”) and its subsidiaries (together the “Group”) for the year ended 31 December 2024, together with the audited comparative figures for the corresponding year ended 31 December 2023. The annual results have been reviewed by the Company’s Audit Committee and agreed by the Company’s auditor.

Consolidated Profit and Loss Account

	Note	**2024 HK$’000**	2023 HK$’000
Revenue	*3*	**1,486,479**	1,487,090
Cost of sales	*4*	**(700,300)**	(692,542)
Gross profit		**786,179**	794,548
Other income	*3*	**8,105**	8,529
Selling expenses	*4*	**(545,168)**	(533,247)
Distribution costs	*4*	**(81,883)**	(84,045)
Administrative expenses	*4*	**(125,789)**	(112,812)
Core operating profit		**41,444**	72,973
Non-core operating loss	*5*	**(8,817)**	-
Interest expenses, net	*6*	**(1,579)**	(1,847)
Profit before income tax		**31,048**	71,126
Income tax expenses	*7*	**(7,134)**	(13,417)
Profit attributable to shareholders of the Company		**23,914**	57,709
Earnings per share (HK cents)			
Basic/diluted	*8*	**3.1**	7.4

Consolidated Statement of Comprehensive Income
For the year ended 31 December 2024

	2024 **HK$'000**	2023 HK$'000
Profit attributable to shareholders of the Company	**23,914**	57,709
Other comprehensive (loss)/income :		
Item that may be reclassified subsequently to profit or loss		
Exchange differences	**(2,489)**	51
Total comprehensive income attributable to shareholders of the Company	**21,425**	57,760

Consolidated Balance Sheet
As at 31 December 2024

	Note	2024 HK$'000	2023 HK$'000
Assets			
Non-current assets			
Intangible assets		**359,357**	357,465
Fixed assets		**170,329**	181,337
Right-of-use assets		**223,541**	266,323
Investment properties		**5,261**	5,494
Lease premium for land		**63,926**	66,874
Deferred tax assets		**4,681**	1,760
Rental and other long-term deposits		**51,521**	44,087
		878,616	923,340
Current assets			
Inventories		**42,286**	36,509
Rental deposits		**19,443**	19,350
Trade receivables	*10*	**37,687**	57,003
Other receivables, deposits and prepayments		**27,711**	27,920
Taxation recoverable		**641**	77
Restricted bank deposit		**1,204**	1,249
Cash and cash equivalents		**206,016**	220,640
		334,988	362,748
Total assets		**1,213,604**	1,286,088
Equity			
Share capital		**77,742**	77,742
Reserves		**557,680**	582,448
Total equity		**635,422**	660,190
Liabilities			
Non-current liabilities			
Lease liabilities		**105,050**	129,337
Long service payment liabilities		**12,550**	12,125
Deferred tax liabilities		**8,266**	8,728
		125,866	150,190
Current liabilities			
Trade payables	*11*	**71,347**	64,885
Other payables and accruals		**135,229**	135,608
Lease liabilities		**128,701**	145,266
Taxation payable		**3,689**	3,547
Cake coupons		**113,350**	126,402
		452,316	475,708
Total equity and liabilities		**1,213,604**	1,286,088

Consolidated Statement of Changes in Equity
For the year ended 31 December 2024

	Attributable to shareholders of the Company						
	Share capital HK$'000	Share premium HK$'000	Capital reserves HK$'000	Employee share-based compensation reserve HK$'000	Exchange reserve HK$'000	Retained earnings HK$'000	Total equity HK$'000
At 1 January 2023	77,624	-	20,002	1,142	(325)	557,380	655,823
Profit attributable to shareholders of the Company	-	-	-	-	-	57,709	57,709
Exchange differences	-	-	-	-	51	-	51
Total comprehensive income for the year	-	-	-	-	51	57,709	57,760
Issue of new shares	118	778	-	-	-	-	896
Employee share option benefit	-	110	-	(188)	-	200	122
Dividends paid	-	-	-	-	-	(54,411)	(54,411)
	118	888	-	(188)	-	(54,211)	(53,393)
At 31 December 2023	77,742	888	20,002	954	(274)	560,878	660,190
At 1 January 2024	**77,742**	**888**	**20,002**	**954**	**(274)**	**560,878**	**660,190**
Profit attributable to shareholders of the Company	**-**	**-**	**-**	**-**	**-**	**23,914**	**23,914**
Exchange differences	**-**	**-**	**-**	**-**	**(2,489)**	**-**	**(2,489)**
Total comprehensive income for the year	**-**	**-**	**-**	**-**	**(2,489)**	**23,914**	**21,425**
Employee share option benefit	**-**	**-**	**-**	**452**	**-**	**-**	**452**
Dividends paid	**-**	**-**	**-**	**-**	**-**	**(46,645)**	**(46,645)**
	-	**-**	**-**	**452**	**-**	**(46,645)**	**(46,193)**
At 31 December 2024	**77,742**	**888**	**20,002**	**1,406**	**(2,763)**	**538,147**	**635,422**

Notes to the Consolidated Financial Statements

1. General information

Convenience Retail Asia Limited (the "Company") and its subsidiaries (together the "Group") are principally engaged in the operation of (i) a chain of bakeries under the brand name of Saint Honore in Hong Kong, Macau and Mainland China; (ii) a chain of premium pâtisserie under the brand name of Mon cher in Hong Kong – one of Japan's most popular pâtisserie and cake brands; and (iii) a chain of fast-fashion eyewear stores under the brand name of Zoff in Hong Kong and Singapore.

The Company is a limited liability company incorporated in the Cayman Islands. The address of its registered office is P.O. Box 31119 Grand Pavilion Hibiscus Way, 802 West Bay Road, Grand Cayman KY1-1205, Cayman Islands and its principal place of business is 15th Floor, LiFung Centre, 2 On Ping Street, Siu Lek Yuen, Shatin, New Territories, Hong Kong.

The Company's shares are currently listed on the Main Board of The Stock Exchange of Hong Kong Limited.

These consolidated financial statements are presented in Hong Kong dollars, unless otherwise stated. These consolidated financial statements have been approved for issue by the Board of Directors on 20 March 2025.

2. Basis of preparation

The consolidated financial statements have been prepared in accordance with all applicable Hong Kong Financial Reporting Standards ("HKFRS") and under historical cost convention.

As at 31 December 2024, the Group had net current liabilities of HK$117,328,000 (2023: HK$112,960,000). In preparing these financial statements, the Group's management has taken into account all information that could reasonably be expected to be available and has ascertained that the Group has obtained adequate financial resources to support the Group to continue in operational existence for the foreseeable future. Based on the Group's cash flows from operations, availability of banking facilities and its expected future working capital requirements, the Group's management is of the opinion that the Group will be able to meet its liabilities as and when they fall due within the next twelve months and therefore have prepared the financial statements on a going concern basis.

The preparation of financial statements in conformity with HKFRS requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Group's accounting policies.

2. Basis of preparation (continued)

The Group has adopted the following amendments to standards and interpretation of HKFRS which are mandatory for accounting periods beginning on or after 1 January 2024 and relevant to its operations:

HKAS 1 Amendment	Classification of Liabilities as Current or Non-current
HKAS 1 Amendment	Non-current Liabilities with Covenants
HKAS 7 and HKFRS 7 Amendment	Supplier Finance Arrangements
HKFRS 16 Amendment	Lease Liability in a Sales and Leaseback
Hong Kong Interpretation 5	Presentation of Financial Statements – Classification by the Borrower of a Term Loan that Contains a Repayment on Demand Clause

The adoption of amendments to standards and interpretation of HKFRS does not have material impact on the consolidated financial statements and does not result in substantial changes to the Group's accounting policies.

The Group has not early adopted the following new standards, amendments to standards and interpretation of HKFRS that have been issued and are mandatory for the Group's accounting periods beginning on or after 1 January 2025.

HKAS 7, HKFRS 1, HKFRS 7, HKFRS 9 and HKFRS 10	Annual Improvements to HKFRS Accounting Standards – Volume 11
HKAS 21 and HKFRS 1 Amendments	Lack of Exchangeability
HKFRS 9 and HKFRS 7 Amendments	Classification and Measurement of Financial Instruments
HKFRS 10 and HKAS 28 Amendments	Sale or Contribution of Assets between an Investor and its Associate or Joint Venture
HKFRS 18	Presentation and Disclosure in Financial Statements
HKFRS 19	Subsidiaries without Public Accountability: Disclosures
Hong Kong Interpretation 5 Amendments	Presentation of Financial Statements – Classification by the Borrower of a Term Loan that Contains a Repayment on Demand Clause

None of the above is expected to have a material effect on the consolidated financial statements of the Group.

3. Revenue, other income and segment information

The Group is principally engaged in the operation of chains of bakeries and eyewear business. Revenues recognised during the year are as follows:

	2024	2023
	HK$'000	HK$'000
Revenue		
Bakery sales revenue	**1,337,279**	1,344,711
Eyewear sales revenue	**149,200**	142,379
	1,486,479	1,487,090
Other income		
Service and miscellaneous income	**8,105**	8,529

Segment information

Management has determined the operating segments based on the reports reviewed by the executive directors that are used to make strategic decisions.

Management considers the business principally from the perspective of product/service and geographic. From a product/service perspective, management assesses the performance of bakery and eyewear businesses. For bakery segment, revenues are mainly comprised of sale of bakery and festival products under the brand names of Saint Honore and Mon cher. For eyewear segment, revenues are mainly derived from the sale of eyewear products under the brand name of Zoff. Geographically, the management considers the performance of retailing business in Hong Kong and others, and Mainland China.

3. Revenue, other income and segment information (continued)

Segment information (continued)

The segment information provided to the management for the reportable segments for the years ended 31 December 2024 and 2023 are as follows:

	2024			
	Bakery		Eyewear	
	HK & Others HK$'000	Mainland China HK$'000	HK & Others HK$'000	Group HK$'000
Total segment revenue	**1,300,408**	**51,253**	**149,200**	**1,500,861**
Inter-segment revenue	**(14,316)**	**(66)**	**-**	**(14,382)**
Revenue from external customers	**1,286,092**	**51,187**	**149,200**	**1,486,479**
Other income	**6,024**	**329**	**1,752**	**8,105**
	1,292,116	**51,516**	**150,952**	**1,494,584**
Core operating profit/(loss)	**54,598**	**(4,158)**	**(8,996)**	**41,444**
Core operating profit/(loss) (included interest expenses on lease liabilities)	**49,826**	**(5,281)**	**(10,270)**	**34,275**
Depreciation	**(172,594)**	**(9,845)**	**(37,876)**	**(220,315)**
Depreciation (excluded depreciation on right-of-use assets)	**(43,700)**	**(907)**	**(6,510)**	**(51,117)**

	2023			
	Bakery		Eyewear	
	HK & Others HK$'000	Mainland China HK$'000	HK HK$'000	Group HK$'000
Total segment revenue	1,298,150	69,440	142,379	1,509,969
Inter-segment revenue	(22,843)	(36)	-	(22,879)
Revenue from external customers	1,275,307	69,404	142,379	1,487,090
Other income	7,126	234	1,169	8,529
	1,282,433	69,638	143,548	1,495,619
Core operating profit/(loss)	59,526	(5,258)	18,705	72,973
Core operating profit/(loss) (included interest expenses on lease liabilities)	54,624	(6,784)	17,867	65,707
Depreciation	(167,800)	(14,447)	(27,925)	(210,172)
Depreciation (excluded depreciation on right-of-use assets)	(43,900)	(1,248)	(3,878)	(49,026)

3. Revenue, other income and segment information (continued)

Segment information (continued)

The revenue from external parties is derived from numerous external customers and the revenue reported to the management is measured in a manner consistent with that of the consolidated profit and loss account. The management assesses the performance of the operating segments based on a measure of core operating profit (included interest expenses on lease liabilities).

The reconciliation of the total reportable segments' core operating profit (included interest expenses on lease liabilities) to the profit before income tax can be referred to the consolidated profit and loss account and interest expenses, net in note 6, as the reconciliation items are not included in the measure of the segments' performance by the management.

The inter-segment revenue represents internal sales within Bakery segment.

The segment assets and liabilities as at 31 December 2024 and 2023 are as follows:

	2024			
	Bakery		**Eyewear**	
	HK & Others	**Mainland China**	**HK & Other**	**Group**
	HK$'000	**HK$'000**	**HK$'000**	**HK$'000**
Total segment assets	**942,553**	**11,034**	**99,695**	**1,053,282**
Total segment assets include:				
Additions to segment non-current assets	**147,982**	**6,625**	**50,113**	**204,720**
Total segment liabilities	**485,268**	**13,788**	**67,171**	**566,227**

	2023			
	Bakery		Eyewear	
	HK & Others	Mainland China	HK	Group
	HK$'000	HK$'000	HK$'000	HK$'000
Total segment assets	1,030,217	40,710	93,324	1,164,251
Total segment assets include:				
Additions to segment non-current assets	171,206	10,587	41,006	222,799
Total segment liabilities	517,310	41,881	54,432	613,623

The amounts provided to the management with respect to total assets and total liabilities are measured in a manner consistent with that of the consolidated balance sheet. These assets and liabilities are allocated based on the operations of the segment.

3. Revenue, other income and segment information (continued)

Segment information (continued)

Reportable segment assets are reconciled to total assets as follows:

	2024	2023
	HK$'000	HK$'000
Segment assets for reportable segments	**1,053,282**	1,164,251
Unallocated:		
Deferred tax assets	**4,681**	1,760
Taxation recoverable	**641**	77
Corporate bank deposits	**155,000**	120,000
Total assets per consolidated balance sheet	**1,213,604**	1,286,088

Reportable segment liabilities are reconciled to total liabilities as follows:

	2024	2023
	HK$'000	HK$'000
Segment liabilities for reportable segments	**566,227**	613,623
Unallocated:		
Deferred tax liabilities	**8,266**	8,728
Taxation payable	**3,689**	3,547
Total liabilities per consolidated balance sheet	**578,182**	625,898

The Group is domiciled in Hong Kong. The result of its revenue from external customers in Hong Kong is HK$1,260,697,000 (2023: HK$1,260,497,000), and the total of its revenue from external customers from other regions is HK$225,782,000 (2023: HK$226,593,000) for the year ended 31 December 2024.

The total of non-current assets other than deferred tax assets located in Hong Kong is HK$791,920,000 (2023: HK$821,436,000), and the total of these non-current assets located in other regions is HK$82,015,000 (2023: HK$100,144,000) as at 31 December 2024.

As of 31 December 2024, cake coupons related to contracts with customers is HK$113,350,000 (2023: HK$126,402,000). During the year, revenue recognised in the consolidated profit and loss account related to carried-forward cake coupons is HK$36,522,000 (2023: HK$59,367,000).

4. Expenses by nature

	2024 **HK$'000**	2023 HK$'000
Auditor's remuneration		
Audit services	**1,354**	1,354
Non-audit services	**440**	674
Cost of inventories sold	**403,919**	409,848
Delivery charges	**43,526**	49,731
Depreciation of owned fixed assets	**47,936**	45,846
Depreciation of right-of-use assets	**169,198**	161,146
Depreciation of investment properties	**233**	233
Depreciation of lease premium for land	**2,948**	2,947
Impairment charge of fixed assets	**308**	681
Impairment charge of right-of-use assets	**2,664**	1,789
Employee benefit expense	**517,049**	491,880
Losses on disposal of fixed assets/right-of-use assets	**789**	294
Advertising and promotion	**20,964**	22,315
Rates and property management fee	**18,671**	17,366
Short-term and variable lease payments	**16,469**	17,409
Utilities	**46,105**	46,983
Foreign exchange (gains)/losses	**(1,423)**	2,759
Other expenses	**161,990**	149,391
Total cost of sales, selling expenses, distribution costs and administrative expenses	**1,453,140**	1,422,646

5. Non-core operating loss

During the year, the Group has restructured the retail bakery business in Guangzhou and incurred non-recurring expenses on staff cost, leases modification and other costs for a total of HK$8,817,000.

6. Interest expenses, net

	2024 **HK$'000**	2023 HK$'000
Interest income on bank deposits	**5,590**	5,419
Interest expenses on lease liabilities	**(7,169)**	(7,266)
	(1,579)	(1,847)

7. Income tax expenses

Hong Kong profits tax has been provided at the rate of 16.5% on the estimated assessable profit for 2024 and 2023. Taxation on overseas profits has been calculated on the estimated assessable profits for the year at the rates prevailing in the regions in which the Group operates.

The amount of income tax expenses charged to the consolidated profit and loss account represents:

	2024	2023
	HK$'000	HK$'000
Current income tax		
Hong Kong profits tax	**6,607**	4,450
Overseas profits tax	**3,936**	4,589
Deferred income tax (credit)/charge	**(3,409)**	4,378
	7,134	13,417

The tax on the Group's profit before income tax differs from the theoretical amount that would arise using the taxation rate of the home country of the Group as follows:

	2024	2023
	HK$'000	HK$'000
Profit before income tax	**31,048**	71,126
Calculated at a taxation rate of 16.5%	**5,123**	11,736
Effect of different taxation rates in other jurisdictions	**(454)**	(662)
Income not subject to taxation	**(1,113)**	(1,075)
Expenses not deductible for tax purposes	**134**	740
Tax losses not recognised	**4,193**	2,555
Utilisation of tax losses previously not recognised	**(726)**	-
(Over)/under provision in prior years	**(23)**	123
	7,134	13,417

The Group is not in the scope of the OECD Pillar Two model rules, and the Group has no related current or deferred tax exposure.

8. Earnings per share

The calculation of the Group's basic and diluted earnings per share is based on the profit attributable to shareholders of the Company for the corresponding year.

The basic earnings per share is based on the weighted average number of ordinary shares in issue during the corresponding year.

Diluted earnings per share is calculated by adjusting the weighted average number of ordinary shares outstanding to assume conversion of all dilutive potential ordinary shares. For the year ended 31 December 2024, the diluted earnings per share equals to the basic earnings per share since the conversion of the outstanding share options would not have a dilutive effect on the earnings per share. For the year ended 31 December 2023, the Company had outstanding share options that would potentially dilute earnings per share. A calculation is done to determine the number of shares that could have been acquired at fair value (determined as the average annual market share price of the Company's shares) based on the monetary value of the subscription rights attached to outstanding share options. The number of shares calculated as above is compared with the number of shares that would have been issued assuming the exercise of the share options.

	2024 **HK$'000**	2023 HK$'000
Profit attributable to shareholders of the Company	**23,914**	57,709

	Number of shares	Number of shares
Weighted average number of ordinary shares in issue	**777,416,974**	777,001,040
Adjustment for:		
Share options	**-**	440,713
Weighted average number of ordinary shares for diluted earnings per share	**777,416,974**	777,441,753

9. Dividends

	2024	2023
	HK$'000	HK$'000
Interim dividend, proposed of 2 HK cents (2023: 2 HK cents) per share	**15,548**	15,545
Final dividend, proposed of 1 HK cent (2023: 4 HK cents) per share	**7,774**	31,097
	23,322	46,642

At a meeting held on 20 March 2025, the Directors proposed a final dividend of 1 HK cent per share. This proposed dividend is not reflected as dividend payable in these consolidated financial statements.

10. Trade receivables

Majority of the Group's revenue are retail cash sales. The Group's credit terms on trade receivables on income from corporate customers mainly range from 30 days to 60 days. Trade receivables are non-interest bearing. The carrying amounts of trade receivables approximate their fair values. At 31 December 2024, the aging analysis by invoice date of trade receivables is as follows:

	2024	2023
	HK$'000	HK$'000
0-30 days	**28,230**	31,431
31-60 days	**7,923**	21,928
61-90 days	**1,195**	1,808
Over 90 days	**339**	1,836
	37,687	57,003

11. Trade payables

At 31 December 2024, the aging analysis by invoice date of the trade payables is as follows:

	2024	2023
	HK$'000	HK$'000
0-30 days	**39,983**	39,713
31-60 days	**27,924**	22,812
61-90 days	**953**	757
Over 90 days	**2,487**	1,603
	71,347	64,885

Corporate Governance

The Board and management are committed to principles of good corporate governance consistent with prudent management and enhancement of shareholder value. These principles emphasise transparency, accountability and independence.

In order to enhance independence, accountability and responsibility, the role of the Chairman is separate from that of the Chief Executive Officer. Their respective responsibilities are clearly defined by the Board in writing.

The Board is responsible for setting the overall strategy of the Group and making decisions on major operational and financial matters as well as investments. The Board has established the following committees with its own defined terms of reference (available on the website of the Company), which are in line with the Corporate Governance Code (the "CG Code") contained in Appendix C1 of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the "Listing Rules"):

- Audit Committee
- Remuneration Committee
- Nomination Committee

All the committees comprise a majority of Independent Non-executive Directors to ensure independent views and input are available to the Board. Each of the Audit Committee and Remuneration Committee is chaired by an Independent Non-executive Director, and the Nomination Committee is chaired by the Non-executive Chairman. Such committees are provided with sufficient resources to discharge their duties and have access to independent professional advice if considered necessary at the Company's expense.

The Group Chief Compliance and Risk Management Officer is invited to attend all Board and committee meetings to advise on corporate governance matters covering risk management, internal controls and compliance issues relating to business operations, mergers and acquisitions, accounting and financial reporting, as well as on regulatory compliance matters.

Full details of the Company's corporate governance practices are set out in the Company's 2024 Annual Report.

Audit Committee

The Audit Committee met four times in 2024 (with an attendance rate of 100%) to consider and review with senior management, the Company's internal auditor under the Corporate Governance Division ("CGD") and external auditor various matters as set out in the Audit Committee's terms of reference, which included the following:

- The Group's accounting policies and practices, compliance with the Listing Rules and statutory requirements, connected transactions, risk management and internal control systems, policies and practices on corporate governance, treasury and financial reporting matters (including the annual and interim financial statements before recommending to the Board for approval);

- Quarterly business and financial performance of the Group including the Group's cash flow positions;

- Independence of external auditor, their related terms of engagement and fees;

- Adequacy of resources, staff qualifications and experience, training programmes and budget of the Group's accounting, financial reporting and internal audit functions, as well as ESG performance and reporting; and

- Audit plans, findings and reports of external auditor and CGD, as well as their effectiveness.

The Audit Committee has authority to investigate any activity within its terms of reference and has full access to and the cooperation of management. It has direct access to CGD and the external auditor, and full discretion to invite any management to attend its meetings.

The Group's annual results for the year ended 31 December 2024 have been reviewed by the Audit Committee.

Directors' and Relevant Employees' Securities Transactions

The Group has adopted a Code for Securities Transactions by Directors and Relevant Employees (the "Securities Code") governing Directors' securities transactions on terms no less exactly than those of the Model Code for Securities Transactions by Directors of Listed Issuers as set out in Appendix C3 of the Listing Rules. Relevant employees who are likely to be in possession of inside information of the Group are also subject to compliance with the Securities Code.

Specific confirmation of compliance has been obtained from each Director and relevant employee. No incident of non-compliance by Directors and relevant employees was noted by the Company in 2024.

Risk Management and Internal Control

The Board is responsible for the Group's risk management and internal control systems and for reviewing their effectiveness and adequacy with the assistance of the Audit Committee.

The Board has delegated to management the design, implementation and ongoing monitoring of the risk management and internal control systems. Qualified personnel throughout the Group maintain and monitor these systems on an ongoing basis.

The Audit Committee, with delegated authority from the Board and the assistance of CGD, conducted an annual review of the effectiveness and adequacy of the Group's risk management and internal control systems for the year ended 31 December 2024 which has been confirmed by senior management by the completion of a Risk Management and Internal Control Self-Assessment Checklist in each material business unit across the Group.

Based on the above and the assessment made by CGD, and also taking into account the results of the work conducted by the external auditor for the purpose of their audit, the Audit Committee considered that for the year ended 31 December 2024:

- The risk management and internal control systems, as well as accounting systems of the Group remained in place and were functioning effectively and adequately, and were designed to provide reasonable assurance that material assets were protected, business risks (including ESG risks) attributable to the Group were identified and monitored, material transactions were executed in accordance with the Group's policies under management's authorisation, and the financial statements were reliable for publication.
- There was an ongoing process for identifying, evaluating and managing the significant risks faced by the Group.
- The resources, staff qualifications and experience, training programmes and budget of the Group's accounting, financial reporting, internal audit functions, as well as those related to ESG performance and reporting were adequate.

Compliance with the Corporate Governance Code

The Board has reviewed the Company's corporate governance practices and is satisfied that the Company has been in full compliance with all of the code provisions set out in the CG Code in Appendix C1 of the Listing Rules throughout the year ended 31 December 2024.

The Company has applied the principles of the CG Code to its corporate governance structure and practices. The Board has delegated its corporate governance functions to the Audit Committee, with its duties as set out in their terms of reference (available on the website of the Company).

Change in Corporate Governance Code

The Company has not early adopted the requirements of the amended CG Code which are mandatory for the Company effective from 1 July 2025 or after.

Purchase, Sale or Redemption of the Company's Listed Securities

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

Dividends

The Board recommended to pay to the shareholders of the Company a final dividend of 1 HK cent (2023: 4 HK cents) per share for the year ended 31 December 2024. Together with the interim dividend of 2 HK cents (2023: 2 HK cents) per share paid by the Company on 12 September 2024, the proposed final dividend make a total dividend of 3 HK cents (2023: 6 HK cents) per share for the year.

It is a policy of the Company that, on an annual basis, the Company will distribute, as normal dividend, not less than 50% of the Group's net profit to the shareholders. The actual distribution percentage will be considered and determined by the Board based on the operating results, cash flow, financial position, business prospects, statutory and regulatory restrictions relating to dividend distributions and other factors the Board considers appropriate.

Annual General Meeting

The Annual General Meeting of the Company will be held at 4:00 p.m. on Thursday, 15 May 2025 at 1/F, LiFung Tower, 888 Cheung Sha Wan Road, Kowloon, Hong Kong. The Notice of Annual General Meeting will be published on the Company's website at *www.cr-asia.com* and HKExnews website at *www.hkexnews.hk*, and despatched to the shareholders of the Company shortly.

Record Dates and Closure of Register of Members

	Hong Kong Time *2025*
For determining shareholder's right to attend and vote at Annual General Meeting:	
Latest time to lodge transfer documents with share registrar [(i)]	4:30 p.m., 9 May
Record date [(ii)]	9 May
For determining shareholder's entitlement to the proposed final dividend:	
Latest time to lodge transfer documents with share registrar [(i)]	4:30 p.m., 20 May
Closure of Register of Members [(iii)]	21 May to 22 May (both days inclusive)
Record date [(ii)]	22 May
Expected despatch date of dividend warrants	2 June

Notes:

(i) *To be eligible to attend and vote at the Annual General Meeting, and to be entitled to the final dividend, all transfers accompanied by the relevant share certificates must be lodged for registration with the Company's Hong Kong branch share registrar, Tricor Investor Services Limited, at 17/F, Far East Finance Centre, 16 Harcourt Road, Hong Kong, no later than the respective latest time mentioned above.*

(ii) *Shareholders who are eligible to attend and vote at the Annual General Meeting are those whose names appear on the Register of Members of the Company as at the close of business on Friday, 9 May 2025. Shareholders who are entitled to the final dividend are those whose names appear on the Register of Members of the Company as at the close of business on Thursday, 22 May 2025.*

(iii) *No transfer of shares will be registered during the closure of Register of Members.*

On behalf of the Board
Convenience Retail Asia Limited
William FUNG Kwok Lun
Chairman

Hong Kong, 20 March 2025

As at the date of this announcement, Executive Director of the Company is Mr Michael Tang Tsz Kin; Non-executive Directors are Dr William Fung Kwok Lun, Mr Richard Yeung Lap Bun, Ms Sabrina Fung Wing Yee, Mr Terence Fung Yue Ming and Ms Tiffany Daisy Lee Pei Ming; Independent Non-executive Directors are Mr Anthony Lo Kai Yiu, Dr Sarah Mary Liao Sau Tung and Mr Terrence Tsang Diao-Long.