



Mission 公司使命

HKIRC is a not-for-profit organisation that is committed to providing, and supervising the provision of ".hk" and ".香港" Internet domain names registration, resolution and related services in an uninterrupted, effective, customer-centric and sustainable manner.

As Hong Kong moves towards becoming a smart city and the importance of the Internet grows, HKIRC is committed to contributing to the community while actively encouraging the use of the Internet and related technologies. HKIRC is also committed to promoting network security and digital inclusion services to maintain the security and accessibility of the Internet, making Hong Kong an inclusive, safe, innovative and international city and realising the vision of a smart city.

香港互聯網註冊管理有限公司是一非牟利機構，本著暢通無阻、有效可靠、以客為尊及持續經營為宗旨，致力提供及監管其他服務供應商提供「.hk」及「.香港」域名註冊、域名解析及相關服務。

因應香港正朝智慧城市的方向發展，互聯網的重要性與日俱增。HKIRC 在積極鼓勵使用互聯網及相關科技的同時，亦致力於貢獻社會。著力推動網絡安全和數碼共融的服務，維護互聯網的安全和暢通，使香港成為網絡共融、安全、創新及國際城市，實現智慧城市的願景。



Contents

目錄

Chairman's Statement 主席報告	2
CEO's Statement 行政總裁報告	6
Board of Directors and Committees 董事會及委員會	10
Consultative and Advisory Panel 諮詢委員會	25
Corporate Governance 企業管治	27
Risk Management Report 風險管理報告	29
".hk" and ". 香港 " Registration 「.hk」及「. 香港」註冊	32
Highlights of the Year 年度匯聚	39
<ul style="list-style-type: none">• ".hk" and ". 香港 " Community 「.hk」及「. 香港」社群• Public Mission 公眾使命• Cyber Attack and Defence Elite Training and Tournament 2025 網絡攻防精英培訓暨攻防大賽 2025• 2025 China Cybersecurity Week Hong Kong Sub-forum 2025 年國家網絡安全宣傳周——香港分論壇• Hong Kong Cybersecurity Attack and Defence Drill 2025 網絡安全攻防演練「以攻築防 2025」• Cyber Security Staff Awareness Recognition Scheme 2025 「共建員工防火牆」嘉許計劃 2025• Cybersecurity Symposium 網絡安全技術論壇• Digital Accessibility Recognition Scheme 「數碼無障礙嘉許計劃」	
Directors' Report 董事會報告	53
Independent Auditor's Report 獨立核數師報告	57
Financial Statements 財務報表	61
Notes to the Consolidated Financial Statements 綜合財務報表附註	65
Corporate Information 公司資料	96

Chairman's Statement

主席報告



Chairman 主席

Mr Sean, LEE Fan Fung
李帆風先生

Empowering Hong Kong's I&T Development,
Safeguarding the Cornerstone of Cybersecurity
Co-building a Secure Smart City, Opening a New
Chapter for Hong Kong's Digital Future
賦能香港創科發展 守護網絡安全基石
共建安全智慧城市 開創數碼未來新篇章

Over the past year, Hong Kong's economy has steadily rebounded, with innovation and technology (I&T) and the digital economy emerging as key drivers of high-quality growth. The HKSAR Government has been actively promoting digital transformation, encouraging all sectors to make good use of the Internet and related technologies to enhance operational efficiency and competitiveness, as Hong Kong accelerates its development into an international I&T hub. As the administrator of the “.hk” and “.香港” domain names, the Hong Kong Internet Registration Corporation Limited (HKIRC) shoulders important responsibilities, serving not only as a guardian of Internet infrastructure, but also as an important participant in advancing Hong Kong's transformation.

In 2025, HKIRC remained committed to its founding principles and upheld its core values, vision and mission. The company is dedicated to providing a stable, secure and highly resilient domain name system, while comprehensively strengthening Hong Kong's local Internet infrastructure to support the HKSAR Government's initiatives in advancing the digital economy and smart city development. A secure and reliable Internet environment is the foundation for the sustainable growth of the digital economy. HKIRC continues to optimize its systems and enhance service performance, supporting the development of e-commerce, smart city projects and a wide range of innovative applications.

過去一年，香港經濟穩步復蘇，創新科技與數字經濟成為推動本地高質量增長的核心引擎。香港特區政府積極推動數碼轉型，鼓勵社會各界善用互聯網及相關科技提升運營效率與競爭力，香港正加快建設國際創科樞紐。作為「.hk」及「.香港」域名的管理機構，香港互聯網註冊管理有限公司（HKIRC）肩負重要責任，既是互聯網基礎設施的守護者，更是推動香港數碼化進程的重要參與者。

2025年，HKIRC堅守初心與核心價值、願景及使命，致力提供穩定、安全且高韌性的域名系統，全面鞏固本地互聯網基礎設施，配合特區政府推動數字經濟及智慧城市的發展。安全可靠的互聯網環境是數字經濟持續發展的基礎。HKIRC持續優化系統及提升服務效能，支援電子商務、智慧城市建設及各類創新應用的發展。

Robust Infrastructure Underpinning Growth: Empowering the Future with Digital Foundations

With continued improvements in the overall business environment and a gradual recovery in market confidence, together with HKIRC's sustained brand-building efforts over the years, the “.hk” domain, an important symbol of Hong Kong's digital identity, has further strengthened its market position. In 2025, to expand its market reach, HKIRC proactively developed its Chinese Mainland business, deepening strategic partnerships with established domain name registrars in the Mainland. Through diversified promotional initiatives, HKIRC effectively enhanced awareness and recognition of the “.hk” domain among Mainland enterprises.

By the end of 2025, the number of registered “.hk” domain names recorded steady growth, with the total surpassing 280,000, an overall increase of 5%. This achievement not only reflects strong market recognition of Hong Kong as a trusted digital identity hub, but also demonstrates growing acknowledgement among enterprises of the “.hk” domain's core value in enhancing search engine visibility (SEO) and building brand trust. Looking ahead, HKIRC will continue to leverage the unique advantages of the “.hk” domain to support enterprises in strengthening their digital competitiveness and capturing broader development opportunities.

Aligning with Policy Directions and Taking Proactive Action: A Multi-pronged Approach to Cybersecurity for the People

HKIRC has remained closely aligned with the policy direction of the HKSAR Government, actively supporting and implementing the digital development blueprint set out in the Chief Executive's Policy Address. From the 2024 emphasis on accelerating the development of the digital economy and improving cybersecurity protection for critical infrastructure computer systems, to the 2025 focus on advancing “AI+” development and expanding the application and empowerment of artificial intelligence at the industry level, HKIRC has translated policy into action through concrete initiatives.

Over the past year, HKIRC has taken proactive steps and maintained close collaboration with the Digital Policy Office (DPO), the Cyber Security and Technology Crime Bureau of the Hong Kong Police Force, and industry stakeholders to strengthen Hong Kong's cybersecurity protection framework. Last year, HKIRC co-organized the Cybersecurity Symposium 2025 with the DPO and hosted the Hong Kong Sub-forum of China Cybersecurity Week 2025, further promoting cybersecurity technology exchange and enhancing public and industry awareness of cyber risks and response capabilities.

穩健基建支撐發展 數字基建賦能未來

隨著整體營商環境持續改善，市場信心逐步恢復，加上 HKIRC 多年來持續構建品牌建設，「.hk」域名作為香港數碼身份的重要標誌，品牌根基日益穩固。2025 年，HKIRC 為進一步拓展市場，積極開拓內地業務，與內地具規模的域名註冊服務商深化策略合作，並透過多元化的推廣活動，有效提升「.hk」域名在內地企業中的認知度和認受性。

截至 2025 年底，「.hk」域名註冊量錄得穩健增長，總數突破 28 萬，整體增幅達 5%。有關成果不僅反映市場對香港作為可信數碼身份樞紐的高度肯定，亦顯示企業日益認同「.hk」域名在提升搜尋引擎可見度（SEO）及建立品牌信任方面的核心價值。展望未來，HKIRC 將繼續發揮「.hk」域名的獨特優勢，支援企業提升數碼競爭力，把握更廣闊的發展機遇。

配合政策主動作為 多措並舉網安為民

HKIRC 一直緊貼特區政府政策方向，積極配合並落實行政長官在《施政報告》中提出的數字建設藍圖。由 2024 年強調提速發展數字經濟、完善關鍵基礎設施電腦系統安全防護，到 2025 年進一步推動「AI+」發展、擴大人工智能技術在產業層面的應用與賦能，HKIRC 均以具體行動推進政策落實。

過去一年，HKIRC 積極主動，與數字政策辦公室（DPO）、香港警務處網絡安全及科技罪案調查科，以及業界持份者保持緊密合作，共同加強本地網絡安全防護體系。去年，HKIRC 與 DPO 聯合舉辦「網絡安全技術論壇 2025」，並承辦「2025 中國網絡安全周——香港分論壇」，HKIRC 進一步促進網絡安全技術交流，並提升公眾及業界對網絡風險的認知與應對能力。

At the same time, HKIRC has continued to roll out diversified initiatives, including the annual Ethical Phishing Email Campaign, to help enterprises strengthen staff awareness and preparedness against cyber fraud. HKIRC also organized the Cyber Attack and Defence Elite Training cum Tournament 2025, nurturing local cybersecurity talent through a practice-oriented training model and further enhancing overall defence capabilities. HKIRC will continue to fulfil its public mission of safeguarding cybersecurity and provide a strong foundation for the sustainable development of Hong Kong's digital society.

To further strengthen industry awareness and protection capabilities in cybersecurity, HKIRC signed a Memorandum of Understanding with the Federation of Hong Kong Industries (FHKI), establishing a long-term partnership to jointly promote cybersecurity awareness and related measures across the industry. By integrating the resources and networks of both parties, these efforts help enterprises better understand cyber risks, facilitate the implementation of practical protective measures, and further strengthen overall industry resilience, supporting steady sector development.

Promoting Inclusion with Care: Delivering Meaningful Impact to the Community

While continuously enhancing cybersecurity standards, HKIRC has always upheld its commitment to serving the community, firmly believing that the benefits of technological advancement should be shared across all sectors of society. Last year, HKIRC hosted the Digital Accessibility Recognition Scheme 2024-2025 Awards Presentation Ceremony, recognizing enterprises and organizations that have excelled in advancing digital accessibility, and fostering a more inclusive online environment.

HKIRC also worked with stakeholders across various sectors to organize a series of Digital Accessibility Workshops, enhancing enterprises' understanding of digital inclusion. Through related training, HKIRC supported digital platform developers and organizations in gaining deeper insight into the real digital needs of persons with disabilities and exploring technology-driven solutions for accessibility. These efforts contribute to narrowing the digital divide and underscore HKIRC's community-centric mission to promote an inclusive Internet.

HKIRC firmly believes that sustainable technological development depends on ensuring equal access to the opportunities and benefits brought by digital innovation. Looking ahead, HKIRC will continue to connect communities through technology and work collaboratively with all sectors of society to build an accessible and human-centred digital development environment.

同時，HKIRC 持續推出多元化項目，包括年度「釣魚電郵演習」，以支援企業加強員工對網絡詐騙風險的認知與防範能力；並舉辦「網絡攻防精英培訓暨攻防大賽 2025」，透過實戰導向的培訓模式培育本地網絡安全人才，進一步提升整體防禦水平。HKIRC 將繼續履行守護網絡安全的公眾使命，為香港數字社會的穩健發展提供堅實保障。

為加強業界對網絡安全的認知及防護能力，HKIRC 與香港工業總會（FHKI）簽署合作備忘錄，建立長期合作夥伴關係，攜手向業界推廣網絡安全意識及相關措施。透過整合雙方資源與網絡，相關工作有助提升企業對網絡風險的認識，推動實務層面的防護措施落實，進一步強化業界的整體網絡安全水平，支援行業穩健發展。

推動共融彰顯關懷 服務社群成果豐碩

在持續提升網絡安全水平的同時，HKIRC 始終秉持服務社群的初心，深信科技發展的成果應惠及社會各個層面。去年，HKIRC 舉辦「2024 至 2025 年度數碼無障礙嘉許計劃頒獎典禮」，表揚在推動數碼無障礙建設方面表現卓越的企業與機構，攜手促進更包容的網絡環境。

同時，HKIRC 與各業界持份者攜手舉辦一系列「數碼無障礙工作坊」，加強企業對數碼共融的認識，並透過相關教學，支援數碼平台開發者及企業深入掌握殘障人士的實際數碼使用需要，探索以科技推動無障礙應用的可行方案。相關工作有助逐步縮小數碼鴻溝，彰顯 HKIRC 以社群為本、推動包容互聯網發展的使命。

HKIRC 深信，可持續的科技發展關鍵在於讓所有人均能平等享有數碼科技所帶來的便利與發展機遇。展望未來，HKIRC 將繼續以科技連結社群，聯同社會各界攜手合作，致力打造無障礙、具人文關懷的數碼發展環境。

Strengthening Global Connectivity, Broadening Horizons and Elevating Hong Kong's Position

As an international financial and I&T hub, Hong Kong must continue to strengthen its global engagement in Internet governance to consolidate its competitive edge. Last year, HKIRC hosted the 87th Asia Pacific Top Level Domain Association (APTLD) Members Meeting, attracting over 150 overseas participants from the Asia-Pacific region as well as Europe and the Americas. Experts from various fields gathered for in-depth exchange on domain name technologies and policy development. These outcomes not only enhanced Hong Kong's influence in the international Internet ecosystem, but also laid a solid foundation for HKIRC to absorb international experience and deepen global exchanges.

Leveraging Hong Kong's unique role as a "super connector" and "super value-adder", HKIRC actively promoted the ".hk" domain name globally and across the Guangdong-Hong Kong-Macao Greater Bay Area, reinforcing its international image as a trusted digital identity. By deepening cross-regional collaboration and expanding outreach networks, HKIRC helps enterprises enhance brand credibility and market visibility, supports their expansion into regional and international markets, and further consolidates Hong Kong's hub position in the digital economy and Internet development.

Charting the Future Together: Creating New Milestones

Looking ahead, HKIRC will continue to serve as a bridge between the HKSAR Government and the industry, actively supporting the HKSAR Government's long-term strategies for smart city development and digital economy. In response to the growing demand for digital trust, HKIRC plans to launch digital certificate-related services in 2026 to further strengthen Hong Kong's digital trust framework and support enterprises in developing secure and reliable online businesses. At the same time, HKIRC will explore the application of artificial intelligence in domain name management and cybersecurity, proactively embracing the opportunities and challenges of the "AI+" era.

HKIRC firmly believes that collaboration is a vital cornerstone of industry development. Moving forward, HKIRC will continue to work closely with the HKSAR Government, the industry and partners to jointly promote a secure, inclusive and high-quality Internet ecosystem, and to make positive contributions to the overall development of Hong Kong and the nation.

On behalf of the Board of Directors, I would like to express my sincere gratitude to Board members, Advisory Committee members, members, partners and all colleagues for their continued support of HKIRC. I would also like to extend special thanks to the former Chairman, Mr Chan Sai-ming, whose professional leadership and forward-looking vision laid a solid foundation for HKIRC's steady development. Looking ahead, let us move forward together, embrace a new milestone in 2026, and achieve even more fruitful results.

連結國際開拓視野 聯通內外提升地位

作為國際金融及創新科技樞紐，香港須持續加強在互聯網治理方面的國際連結，以鞏固其全球競爭優勢。去年，HKIRC 主辦「亞太區頂級域名組織 (APTLD) 第 87 屆會議」，吸引來自亞太及歐美地區超過 150 名海外參與者，匯聚不同領域的專家，就域名技術與政策發展進行深入交流。相關成果不僅提升香港在國際互聯網生態的影響力，亦為 HKIRC 吸納國際經驗、深化全球交流奠定穩固基礎。

HKIRC 發揮香港作為「超級聯繫人」及「超級增值人」的獨特角色，積極向全球及粵港澳大灣區推廣「.hk」域名，強化其作為可信數碼身份的國際形象。透過深化跨地域合作及拓展推廣網絡，HKIRC 協助企業提升品牌可信度與市場能見度，支援其拓展區域及國際市場，進一步鞏固香港在數字經濟及互聯網發展中的樞紐地位。

展望未來藍圖繪就 攜手共創嶄新輝煌

展望未來，HKIRC 將繼續肩負政府與業界之間的溝通橋樑角色，積極配合特區政府推動智慧城市建設及數字經濟發展的長遠策略。隨着數碼信任需求日益提升，HKIRC 計劃於 2026 年推出數字證書相關服務，進一步完善本地數碼信任體系，支援企業發展安全可靠的線上業務。同時，HKIRC 亦將探索人工智能技術在域名管理及網絡安全領域的應用，積極應對「AI+」時代的機遇與挑戰。

HKIRC 深信，協同合作是推動行業發展的重要基石。未來，HKIRC 將持續聯同特區政府、業界及合作夥伴，共同推動互聯網生態的安全、共融與高質量發展，為香港及國家的整體發展作出積極貢獻。

在此，我謹代表董事局，向一直以來支持 HKIRC 發展的董事局成員、諮詢委員會成員、會員、合作伙伴及全體同事，表示誠摯的感謝。特別感謝前任主席陳細明先生，其專業的領導能力和前瞻性的發展視野，為 HKIRC 的穩健發展奠定了堅實基礎。展望未來，讓我們繼續攜手並肩，於 2026 年迎接新的發展里程碑，創造更豐碩的成果。

CEO's Statement

行政總裁報告



CEO 行政總裁

Ir Wilson, WONG Ka Wai
黃家偉工程師

Shaping Hong Kong's Digital Future for a Smarter City

Extending the Global Reach of ".hk" for Brands Everywhere

築牢香港數碼基石，打造創新智慧城市
強化「.hk」的數碼優勢，品牌出海連結世界

Shaping Hong Kong's Digital Future for a Smarter City

As Hong Kong advances toward becoming a leading international smart city and digital society, the digital economy is expanding at an unprecedented pace. Internet technologies are now deeply woven into the fabric of everyday life and business operations, underscoring their indispensable role in our future. While these rapid advancements present significant opportunities, they also heighten expectations around cybersecurity, digital governance, and service excellence. In this dynamic environment, HKIRC remains steadfast in ensuring the robust and reliable management of the ".hk" and ".香港" domain name services. We actively align with government strategies and proactively respond to the evolving needs of our digital society, continually strengthening Hong Kong's internet ecosystem and reinforcing its competitiveness and standing on the global stage.

築牢香港數碼基石 打造創新智慧城市

隨著香港積極發展成為國際智慧城市及數碼社會，數字經濟的發展速度前所未有，互聯網技術深度融入市民生活和商業運作，進一步鞏固互聯網的重要地位。這些發展帶來了巨大的機遇，同時亦對網絡安全、數碼治理及服務質素提出更高要求。在此大背景下，HKIRC致力於確保「.hk」及「.香港」域名管理服務的穩健可靠，並積極對接政府施政方針，配合數字社會的發展需要，持續強化本地網絡生態系統。

Strengthening “.hk's” Digital Edge: Connecting Brands to the World

Over the past year, we proactively promoted the adoption of the “.hk” and “.香港” domain names across diverse sectors, including business, research, and education, with a view to strengthening public awareness of and confidence in regional domain names. These efforts support Hong Kong’s role as an international financial centre and an innovation and technology hub. At the same time, HKIRC stepped up the promotion of the “.hk” and “.香港” domain names in the Chinese Mainland market and achieved notable results, successfully expanding their market share. In response to the Chinese Mainland’s vast and dynamic digital economy, we actively established strategic partnerships with leading domain name registrars in the region, continuously extending our market reach while enhancing the visibility and practical adoption of “.hk” domain names at the enterprise level.

Advancing Cybersecurity Training to Support SMEs and Community

Cybersecurity is a vital safeguard for a city’s digital infrastructure. HKIRC works in close partnership with the Government, industry, and key stakeholders to collectively strengthen the resilience of Hong Kong’s digital ecosystem. As cyber threats continue to evolve in sophistication, we not only encourage organisations to conduct regular system reviews but also place strong emphasis on enhancing user awareness. To this end, HKIRC invests in comprehensive and sustainable training initiatives aimed at fostering a strong cybersecurity culture among enterprises and users over the long term.

In response to the diverse needs of enterprises, end users, and technical professionals, HKIRC delivers a broad range of capacity building programmes designed to enhance cybersecurity readiness and resilience. During the year, we launched Cybersec One, a free, integrated platform offering SMEs, schools, and non governmental organisations access to website risk assessments, vulnerability scanning, staff training, and phishing simulation exercises. The initiative supports grassroots organisations in establishing effective and practical cyber defences. In parallel, we continued to enhance the Cybersec Training Hub, incorporating emerging cybersecurity topics and practical modules tailored for both management and frontline personnel. The platform has already attracted over 410,000 users. HKIRC has also strengthened collaboration through memoranda of understanding with the Federation of Hong Kong Industries, Hong Kong Education City, and the Macau Productivity and Technology Transfer Center, forming strategic partnerships to jointly promote cybersecurity awareness and adoption. By 2025, these collaborations had engaged over 60,000 organisational websites in cybersecurity scanning initiatives.

強化「.hk」的數碼優勢 品牌出海連結世界

過去一年，我們積極推廣「.hk」及「.香港」域名在商業、科研、教育等不同領域的應用，加強公眾對地區性域名的認知與信任，以配合香港作為國際金融中心和創新科技樞紐的角色。同時，HKIRC在內地市場加強推廣「.hk」及「.香港」域名，並取得顯著成效，成功擴大域名的市場佔有率。面對內地龐大而多元的數字經濟環境，我們積極與內地領先的域名註冊服務商建立合作夥伴關係，持續拓展市場覆蓋範圍，並強化「.hk」域名在企業層面的曝光度與實際應用。

推動網絡安全培訓 支援中小企及社會各界

網絡安全是城市數字基建的重要保障，HKIRC持續與政府及業界等持份者保持密切合作，共同提升全社會網絡韌性。我們深知網絡威脅日趨複雜，除了鼓勵企業定期檢視系統外，提高用戶的安全意識同樣關鍵。因此，HKIRC投入資源推廣網絡安全培訓，促進企業與用戶從長遠建立良好的網絡安全文化。

針對企業、用戶及不同技術需求，HKIRC推出多元化網絡安全項目，包括今年推出「網絡防禦一站通」免費支援服務，為中小企、學校及非政府機構提供整合式的網站風險評估、漏洞檢測、員工培訓及釣魚電郵演習，協助基層機構建立穩健防線。HKIRC亦定期優化網絡安全員工培訓平台，加入熱門話題，涵蓋管理層、前線員工等等，提升企業網絡安全意識及技術水平，滿足不同人士的實際需要。員工培訓平台已累積超過410,000人次使用，並透過與香港工業總會、香港教育城、澳門生產力暨科技轉移中心簽署合作備忘錄，建立策略性合作夥伴關係共同推動網安，於2025年推動超過60,000個機構網站參與安全檢查。

CEO's Statement 行政總裁報告

Beyond enterprise focused programmes, HKIRC remains committed to raising public and youth awareness through competitions, training activities, and social media campaigns. The second annual Hong Kong Cybersecurity Attack and Defence Drill recorded increased participation from both businesses and schools, providing hands on experience through simulated cyber attack scenarios. All related activities expanded in scale and engagement compared with the previous year, reinforcing Hong Kong's cybersecurity talent pipeline and advancing diversified, experiential learning approaches.

Advancing Digital Accessibility to Strengthen Social Inclusion

HKIRC remains committed to advancing digital inclusion through the Digital Accessibility Recognition Scheme, actively promoting accessible design across websites and mobile applications. We encourage broad participation from industries that are closely engaged with citizens' daily lives, ensuring that digital services are designed to meet the diverse needs of all users.

With record high participation from organisations and award recipients, public awareness of digital accessibility has increased significantly. This growing momentum reflects the wider adoption of inclusive design principles across sectors and reinforces Hong Kong's collective commitment to building a more accessible and inclusive digital future.

Promoting International Exchange in Domain Name Management and Enhancing Hong Kong's Global Standing

To deepen international exchange and collaboration, and to facilitate in-depth discussions on key issues such as DNS abuse mitigation, cybersecurity, and digital transformation, HKIRC hosted the 87th Meeting of the Asia Pacific Top Level Domain Association (APTLD) in Hong Kong for the first time during the year. The event provided a high-level platform for dialogue among local and international domain name management organisations, fostering cross-regional collaboration and experience sharing, and further enhancing Hong Kong's standing in the global domain name management and internet governance landscape. The meeting fully leveraged Hong Kong's strengths as an international

HKIRC 除為企業及機構提供網絡安全服務外，亦積極舉辦比賽、培訓及社交媒體活動，推動公眾及青年認識網絡安全。同時連續第二年舉辦攻防演練，吸引更多企業及學校參與，參加者透過模擬攻防場景累積實戰經驗。各項活動規模及人數均較去年提升，不僅鞏固香港網絡安全人才培育的技術基礎，亦促進多角度學習網絡安全。

推動數碼無障礙 深化社會共融

在推動數碼共融方面，HKIRC 持續推廣「數碼無障礙嘉許計劃」，積極倡導網站及流動應用程式採用無障礙設計，鼓勵更多與市民日常生活密切相關的行業參與，照顧不同使用者的需要。

隨著參與計劃的機構及得獎項目數目再創新高，社會對「數碼無障礙」概念的關注度亦顯著提升，反映社會各界對數碼共融理念的認同及實踐已不斷深化。

促進域名管理國際交流 提升香港全球地位

為深化國際交流與合作，並就 DNS 濫用防護、網絡安全及數碼轉型等關鍵議題進行深入交流，今年，HKIRC 首次在香港主辦亞太區頂級域名組織 (APTLD) 第 87 屆會議，為本地及國際域名管理機構搭建高層次的交流平台，促進跨地域合作與經驗分享，進一步提升香港在全球域名管理及互聯網治理領域的地位。是次會議充分發揮香港作為國際城市及區域樞紐的優勢，鞏固其在智慧城市及數碼發展方面的國際影響力。會議期間，與會者分享各地實務經驗與最新發展趨勢，為應對日益複雜的網絡風險提供具體參考。透過

city and regional hub, reinforcing its global influence in smart city development and digital advancement. During the conference, participants shared practical experiences and insights into the latest developments from different jurisdictions, offering concrete references for addressing increasingly complex cyber risks. By strengthening connections with the international internet community, HKIRC not only broadened local perspectives on domain name management and internet governance but also injected new momentum into the long-term development of Hong Kong's digital economy and cybersecurity ecosystem, further consolidating Hong Kong's role as a key node in international internet governance.

Collaborative Innovation: Charting New Course for a Secure and Inclusive Internet

Looking ahead, as the Government accelerates the implementation of digital government and smart city initiatives, demand for a secure, inclusive, and efficient internet environment in Hong Kong is expected to continue growing. Guided by a principle of steady and sustainable progress, HKIRC will further strengthen its core domain name management functions to ensure system stability, security, and reliability, while expanding the reach and impact of its Cybersec One and digital accessibility initiatives. At the same time, HKIRC will deepen collaboration with the Government, industry partners, and the wider community to embed cybersecurity awareness and digital inclusion into the everyday operations of businesses and the daily digital experiences of citizens. Through collective effort and collaborative innovation, HKIRC is committed to charting a new course for a resilient, inclusive, and future ready internet that supports Hong Kong's ongoing digital transformation and long term development.

加強與國際互聯網社群的連結，HKIRC 不僅拓展了本地在域名管理及互聯網治理方面的視野，亦為推動香港數碼經濟及網絡安全生態的長遠發展注入新動力，進一步鞏固香港作為國際互聯網治理重要節點的角色。

協作創新 開拓安全共融互聯網新里程

展望來年，隨著政府推動更多數字政府及智慧城市措施，預期本地對安全、共融及高效的互聯網環境需求將進一步增加。HKIRC 將以「穩中求進」為大前提，一方面持續鞏固域名管理的核心職能，確保系統穩定可靠；另一方面進一步擴展「網絡防禦一站通」及數碼無障礙相關服務的覆蓋範圍，並加強與政府、業界及社會各界的協作，將網絡安全及數碼共融理念更深入地融入市民及企業的日常運作之中。憑藉共同努力與協作創新，HKIRC 積極引領構建一個具韌性、包容性及前瞻性的互聯網生態，為香港的數位轉型與長遠發展奠定穩健基礎。

Board of Directors and Committees

董事會及委員會



Board of Directors and Committees

董事會及委員會

Board of Directors and Committees

Hong Kong Internet Registration Corporation Limited ("HKIRC") is a not-for-profit, non-statutory, company limited by guarantee designated by the Government of the HKSAR to undertake the administration of Internet domain names under the ".hk" and ". 香港 " country code top level domain and its equivalents. HKIRC provides registration services through its accredited registrars for domain names ending with ".com.hk", ". 公司 . 香港 ", ".net.hk", ". 網 絡 . 香 港 ", ".org.hk", ". 組 織 . 香 港 ", ".gov.hk", ". 政 府 . 香 港 ", ".edu.hk", ". 教 育 . 香 港 ", ".idv.hk", ". 個 人 . 香 港 ", ".hk" and ". 香 港 ". Hong Kong Domain Name Registration Company Limited ("HKDNR"), a wholly-owned subsidiary of HKIRC, is one of the accredited registrars. The HKIRC Board of Directors consists of ten Directors, two Directors elected by Members of the Demand Class, two Directors elected by Members of the Supply Class, and six Directors appointed by the HKSAR Government.

董事會及委員會

香港互聯網註冊管理有限公司 (HKIRC) 為香港特別行政區政府指定的非牟利、非法定、擔保有限公司，專責從事香港地區頂級域名（即 .hk 及其他相同域名）的行政及編配工作。HKIRC 通過其認可的註冊服務商提供以「.com.hk」、「. 公司 . 香港」、「.net.hk」、「. 網絡 . 香港」、「.org.hk」、「. 組織 . 香港」、「.gov.hk」、「. 政府 . 香港」、「.edu.hk」、「. 教育 . 香港」、「.idv.hk」、「. 個人 . 香港」、「.hk」及「. 香港」為結尾的域名註冊服務。HKIRC 其下的全資附屬公司——香港域名註冊有限公司 (HKDNR) 是其中一間認可的註冊服務商。HKIRC 董事會由十名董事組成。其中兩名董事由使用者界別選出，兩名由服務提供者界別選出，六名由香港特別行政區政府委任。

Chairman 主席

Mr Sean, LEE Fan Fung
李帆風先生

Appointed by the HKSAR Government
政府委任



Mr Sean Lee is a telecommunications veteran with over 30 years of experience in the industry. Mr Lee has worked for China Mobile Hong Kong Limited for nearly 30 years, served as Director and CEO from 2011 to April 2024, currently serving as Executive Consultant, responsible for strengthening the communications and collaboration across industries, also accelerating the implementation of key projects. Additionally, Mr Lee served as the Founding Chairman of the GBA 5G Industry Alliance since 2019 to accelerate the 5G industrial development. Mr Lee also serves in several government committees and non-profit organisations, including Member of HKSAR Election Committee (Technology and Innovation), IT Management Committee of The Hong Kong Management Association, Member of ICT Committee of Hong Kong Trade Development Council, to contribute on the development of innovation and technology among Hong Kong and the entire Greater Bay Area. Mr Lee graduated from the University of Manchester, United Kingdom, with a Bachelor of Science Degree in Computer Engineering. Mr Lee also holds a Master of Business Administration from the University of Strathclyde in United Kingdom.

李帆風先生擁有超過 30 年的豐富經驗，為通訊業界的資深一員。李先生效力中國移動香港有限公司接近 30 年，自 2011 年至 2024 年 4 月擔任董事兼行政總裁一職，現擔任首席顧問，專責加強產業的溝通協調，推動重大、關鍵項目的實施落地。此外，李先生自 2019 年起擔任大灣區 5G 產業聯盟的創會會長，大力推動區內 5G 行業發展。李先生同時兼任多個政府委員會及非牟利組織的職位，包括香港特別行政區選舉委員會委員（科技創新界）、香港管理專業協會委員及貿易發展局資訊及通訊科技服務諮詢委員會成員，致力推動香港以至整個大灣區的創新科技發展。李先生畢業於英國曼徹斯特大學獲頒發電腦工程科學學士學位；亦擁有英國斯特拉斯克萊德大學工商管理碩士學位。

Deputy Chairman 副主席

Mr Leonard, CHAN Tik Yuen, MH
陳迪源先生, MH

Demand Class
使用者界別



Leonard Chan is the Chief Product Strategist of Hong Kong Generative AI Research & Development Center and the founder of tag.digital Limited, with more than 30 years of experience in research and development for industrial automation systems, online advertising, and digital publishing solutions. He invented a patented technology that converts traditional embroidery data tapes into fully editable digital formats, and projects under his leadership have garnered major accolades, including the Hong Kong ICT Awards “Best Business System Award”, double Winner awards from the Asia Pacific ICT Alliance (APICTA), the World Summit Award (WSA) in the “m-Media & News” category, as well as the Hong Kong Awards for Industries “Machinery and Equipment Design Award”, “Technology Achievement Award”, and “Productivity and Quality Award”.

Deeply committed to education and youth development, Mr Chan actively participates in mentorship initiatives such as serving as a Star Mentor in the HKSAR Government’s “Strive and Rise Programme”, and promotes STEAM education at both primary and secondary levels. He currently serves as a school manager of two schools, helping to enhance school governance and overall education quality.

Mr Chan holds a broad portfolio of public and professional appointments, including Founding Chairman of the Hong Kong Innovative Technology Development Association, Deputy Chairman of the Hong Kong Internet Registration Corporation Limited (HKIRC), Ordinary Member and Chairman of the Development Committee of the Travel Industry Authority, Member of the Civil Court Users’ Committee of the Judiciary of the HKSAR Government, Board Member of the Hong Kong Artificial Intelligence Research and Development Institute (AIRDI), Deputy Director of the Center for Hong Kong, Macao, Taiwan and World Affairs Studies at the Communication University of China (CUC), Member Representative (Hong Kong, Macao, and Overseas) of the China Computer Federation, Member of the Qualifications Framework ICT Industry Training Advisory Committee (ICT ITAC), Vice Chairman of the Greater Bay Area 5G Industry Alliance, and Member of the Vetting Committee for the IT Innovation Lab Programme in Schools. He is dedicated to advancing Hong Kong’s innovation and technology ecosystem, particularly in cybersecurity, AI adoption and digital governance, and was awarded the Medal of Honour by the HKSAR Government in 2025 in recognition of his distinguished public and community service.

陳迪源是香港生成式人工智能研發中心的首席產品戰略官及達數字科技有限公司創辦人，擁有逾三十年在工業自動化系統、網絡廣告及數字出版解決方案方面的研究與開發經驗。他發明的專利技術成功將傳統刺繡數據紙帶轉換為可編輯的電腦數碼格式，其領導及參與的項目屢獲殊榮，包括香港資訊及通訊科技獎「最佳商業系統大獎」、亞太資訊及通訊科技聯盟（APICTA）雙料大獎、世界信息峰會（WSA）「m-Media & News」獎項、香港工業獎「機器及設備設計獎」、「科技成就獎」及香港工商業獎「生產力及品質獎」等。

他熱心教育及人才培育，積極參與多個師友計劃，包括香港特區政府主辦的「共創明Teen」計劃星級導師，並大力推動STEAM教育，現亦出任兩所學校的校董，推動學校治理及教學質素持續提升。

陳先生現擔任多項公職，包括：香港創科發展協會創會主席、香港互聯網註冊管理有限公司副主席、旅遊業監管局非業界成員及旅遊業監管局發展委員會主席、香港特別行政區政府司法機構民事法庭使用者委員會委員、香港人工智能研發院（AIRDI）董事會成員、中國傳媒大學（CUC）港澳台與世界事務研究中心副主任、中國計算機學會會員代表（港澳及境外）、資歷架構資訊及通訊科技業行業培訓諮詢委員會委員、大灣區5G產業聯盟副主席，以及「學校IT創新實驗室」計劃評審委員會成員等。他致力推動香港創新科技及數碼經濟發展，尤其在網絡安全、人工智能應用及專業監管框架方面貢獻卓著，於2025年獲香港特別行政區政府頒授榮譽勳章以表揚其公共及社會服務。

Deputy Chairman 副主席

Mr Raymond, CHENG Siu Hong
鄭小康先生

Appointed by the HKSAR Government
政府委任



Mr Raymond Cheng is a seasoned IT professional and has established a long career in the financial industry for more than 35 years. He was the Group General Manager and Chief Operating Officer in the Asia Pacific region at HSBC, overseeing Information Technology, Operations, Real Estate, Procurement and Consulting Services. Currently, Mr Cheng is holding a Senior Advisor position in QBN Capital Management Ltd. Besides, he has established strong connections with different IT professional bodies and the IT community in Hong Kong. He is a Non-Executive Director of Hong Kong Interbank Clearing Limited. He is the Chairman of Vocational Training Council Hong Kong Institute of Information Technology Advisory Committee and Chinese University Engineering FinTech Applied Research Academy Advisory Committee. He is a Council Member of the Hong Kong Federation of Youth Group and Hong Kong Quality Assurance Agency Governing Council. He also acts as a Director and provides advisory services to a few FinTech startups. Mr Cheng is a Committee Member of the IT Steering Committee of Hospital Authority and Baptist Hospital. He also sits in some technology fund committees of the government. He is currently a Committee Member of the Data Governance Steering Committee of HKSTP. Mr Cheng is a Honorary Fellow of Vocational Training Council and a Distinguished Fellow of Hong Kong Computer Society.

鄭小康先生是一位經驗豐富的 IT 專家，在金融業建立了超過 35 年的職業生涯。他曾擔任香港上海滙豐銀行有限公司集團總經理兼亞太區營運總監，領導多個項目包括：資訊技術、營運、地產、採購和諮詢服務。目前，他是建峰資本管理有限公司的高級顧問。此外，他還與香港不同的 IT 專業團體和 IT 業界建立了密切的聯繫。他是香港銀行同業結算有限公司的非執行董事。他分別是職業訓練局香港資訊科技學院顧問委員會和中大工程學院金融科技應用研究中心諮詢委員會的主席，亦是香港青年協會和香港品質保證局理事會的成員。他還擔任一些金融科技初創公司的董事為其提供諮詢服務。他現時為香港互聯網註冊管理有限公司副主席及香港科技園公司數據管治督導委員會委員。鄭先生同時也是職業訓練局的榮譽院士和香港電腦學會的傑出資深會員。

Member 成員

Dr Winnie, TANG Shuk Ming, MH, JP
鄧淑明博士, MH, JP

Appointed by the HKSAR Government
政府委任



Dr Winnie Tang is an Adjunct Professor, School of Computing and Data Science; Department of Geography, Faculty of Social Sciences, The University of Hong Kong (HKU). She is one of the local born IT entrepreneurs from Hong Kong. In the 1990s, Dr Tang founded Esri China (Hong Kong) Limited to develop and promote Geographic Information System (GIS) software and solutions. She is also the Founder and Honorary President of Smart City Consortium, as well as the Founding Vice President of The Greater Bay Area Low-Altitude Economy Alliance. Over the years, she has been actively advocating the use of technology and sharing her views regarding the ICT industry, eHealth, environmental conservation, entrepreneurship and smart city through her services in government and non-government organisations in Hong Kong.

In recognition of Dr Tang's work, she has been awarded the Honorary Fellow by Lingnan University in 2020, the Distinguished Alumni by the Faculty of Science, HKU in 2009, the Ten Outstanding Young Persons by Junior Chamber International Hong Kong in 2006, the Women of Influence – Young Achiever of the Year Award by the American Chamber of Commerce in 2004 and the Ten Outstanding Young Digi Persons Selection in 2001.

鄧淑明博士，香港大學計算與數據科學學院及社會科學學院地理系客席教授，香港土生土長培育的資訊科技界企業家。鄧博士於九十年代創辦 Esri 中國（香港）有限公司，專門開發及推廣地理資訊系統（GIS）軟件和提供相關解決方案。鄧博士也是智慧城市聯盟創辦人及榮譽會長及大灣區低空經濟聯盟創會副會長。除了 GIS 本業，鄧博士對 ICT 行業、電子健康、環境保育、初創企業及智慧城市等經常提出建議，並積極參與多個政府及民間組織，致力促進香港科技及社會事務發展。

鄧博士的貢獻廣受認同並獲多項榮譽，包括：於 2020 年獲嶺南大學頒授榮譽院士、香港大學 2009 年理學院傑出校友、國際青年商會香港總會 2006 年香港十大傑出青年、香港美國商會 2004 年「最具影響力女性獎 – 年度傑出女青」及 2001 年香港十大傑出數碼青年等。

Board of Directors and Committees 董事會及委員會

Member 成員

Mr Hendrick, SIN, MH, JP
冼漢迪先生, MH, JP

Appointed by the HKSAR Government
政府委任



Mr Hendrick Sin, born in Hong Kong, ancestral home is Bao'an, Guangdong. Graduated with a master's degree in June 1997. Following his graduation, he embarked on a successful 12-year career in investment banking, contributing his expertise to a number of globally recognized investment banks.

In 2009, in collaboration with mainland Chinese partners, China Mobile Games Technology Group Co., Ltd. was established in Shenzhen through investment. The company has since expanded, establishing subsidiaries in major cities including Beijing, Shanghai, Guangzhou, Shenzhen, Hong Kong, and Chengdu, creating employment opportunities for over 1,500 young IT professionals both domestically and internationally. In September 2012, China Mobile Games became the first Chinese mobile gaming company to list on NASDAQ, marking a significant milestone as the pioneer in accessing foreign capital markets. By 2014, the company achieved a valuation of unicorn status (i.e., USD 1 billion), making it the first Hong Kong-founded technology enterprise in Chinese Mainland to attain this distinction. In 2015, responding to national initiatives, China Mobile Games, as an exemplary internet company, completed its privatization and delisted from NASDAQ to return to the domestic market. On October 31, 2019, the company successfully listed on the Main Board of the Hong Kong Stock Exchange (stock code: 302.HK), becoming a trailblazer in transitioning from the U.S. market back to Hong Kong. This move also positioned it as a key example of Shenzhen-Hong Kong collaboration and entrepreneurial synergy within the Greater Bay Area. With over 510 million registered game users worldwide, China Mobile Games stands as one of China's largest mobile game publishers specializing in IP-based cultural content.

In 2015, a RMB 1 billion venture capital fund, China Prosperity Capital was established in Shenzhen to provide development funding primarily for startups founded by young entrepreneurs from Chinese Mainland and Hong Kong. Over the years, the fund has successfully invested in more than 30 high-quality startups. In December 2019, in partnership with the Shenzhen Angel Fund of Funds and the Futian Guidance Fund, Guohong Jiaxin launched a new RMB 500 million fund, China Prosperity Capital Angel Venture Capital Fund. This fund focuses on angel investments in entrepreneurial projects fostering Shenzhen-Hong Kong collaboration. It stands as the only angel fund supported by both municipal and district-level guidance funds in Shenzhen to promote the development of youth entrepreneurship across Shenzhen, Hong Kong, and Macao, and has already successfully invested in over 30 promising startups. China Prosperity Capital has been recognized as one of the Top 100 Best Venture Capital Institutions in China, while Mr Hendrick Sin has been honored as one of the Top 100 Best Venture Capitalists in China.

冼漢迪先生，生於香港，祖籍廣東寶安。1997年6月碩士畢業後，在多家著名國際投資銀行工作12年。

2009年與內地合夥人在深圳投資創立中手游科技集團有限公司，在北上廣深、香港、成都等城市設有分公司，為國內外超過1500名IT專業年青人提供就業機會。2012年9月，中手游登陸納斯達克，成為中國首家進入國外資本市場的手機遊戲上市公司，2014年市值達到獨角獸水準（即10億美元），是首家成為獨角獸的港人內地創立科創企業。2015年，中手游回應國家的號召作為優秀互聯網公司回歸，完成了私有化從納斯達克退市。2019年10月31日在港股主板掛牌上市（股票代碼：302.HK），成為了美股回歸港股的先鋒，更成為深港合作和大灣區創業合作的重要示範。中手游在全球範圍註冊用戶超過5.1億人，是中國規模最大的IP文化手機遊戲發行商。

2015年在深圳創立10億人民幣規模的風險投資基金“國宏嘉信資本”，主要為內地及本港青年的初創企業提供發展資金，多年來已成功投資超過30個優質初創企業。2019年12月份攜手深圳市天使母基金及福田引導基金再成立了一支規模5億人民幣的新基金專注於深港合作創業專案的天使投資“國宏嘉信（深圳）天使創業投資基金”，是唯一由深圳市區兩級引導基金出資支持深港澳青年創業發展的天使基金並已成功投資超過30個優質初創企業。國宏嘉信被評為中國最佳創業投資機構Top100，冼先生也被評為中國最佳創業投資者Top100。

Member 成員

Mr Peter, SHUM Kin Wai
岑健偉先生

Demand Class
使用者界別



Mr Peter Shum, currently the Executive Director of iRed Solutions Limited, has been actively promoting the use of information technology, including artificial intelligence, IoT and big data applications in different industries in recent years, not only to enhance the design and production competitiveness, but also to strengthen the overall data development internally to meet the market needs. Mr Shum has also been involved in the Education Information Technology (ITEd) programme since 2008. Currently, he is more focused on how to promote EdTech and TechEd education in the region, especially in the Artificial Intelligence (AI)/ Machine Learning (ML), IoT application categories.

Mr Shum is also involved in the certification and standardisation of STEM products and the training of STEM mentors. In addition, Mr Shum has over 30 years of experience in the consumer electronics industry. Promotes the "Turning eDevice to iProduct" product design concept.

岑健偉先生現為 iRed Solutions Limited 董事，近年來積極推動資訊技術的應用，包括人工智能、物聯網 (IoT) 及大數據等技術，將其應用於不同行業的場景中。這不僅提升了設計與生產的競爭力，更強化了內部整體數據化發展，以更好地滿足市場需求。自 2008 年起，岑先生一直投身於教育資訊技術 (ITEd) 相關工作。目前，他更專注於在本地區推廣 EdTech 與 TechEd 教育，特別是在人工智能 (AI)、機器學習 (ML) 及物聯網 (IoT) 應用領域。

岑先生積極參與 STEM 產品的認證與規範化研究、培訓 STEM 導師計劃等工作。此外，岑先生在消費電子行業擁有超過 30 年的豐富經驗，致力推動「將電子設備轉化為智能產品」(Turning eDevice to iProduct) 的產品設計理念。

Member 成員

Mr Charles, LEE Chung Tak
李松德先生

Supply Class
服務提供者界別



Mr Charles Lee is the Founder and CEO of OneAsia Network Limited and Newtech Technology Company Limited, with 30 years of experience in Hong Kong's data center and IT&T industries. Under his leadership, the companies have become leading providers of digital infrastructure solutions in Asia regions, offering services widely from data center design, build & operation, cloud, connectivity, and managed IT services. Mr Lee is a pioneering figure in introducing innovative technologies, including supercomputing infrastructure, liquid-cooling solutions, AIOps management platform and GenAI Applications, driving the growth of Hong Kong's digital economy.

Mr Lee dedicates to serving the IT industry who founds the Hong Kong Data Centre Association and is now the Chairman, also Honorary Life Director of Hong Kong Electrical Contractors' Association Ltd, Fellow Member of BCS, The Chartered Institute for IT, Full Member of Hong Kong Computer Society, Advisory Committee Member of The Hong Kong Internet eXchange, Advisory Committee Member of Information & Communications Technology (ICT) Services of Hong Kong Trade Development Council and BEAM Plus Data Centre Taskforce Member of BEAM Society Limited.

Mr Lee established the Legan Foundation in 2009 to make contribution to the society. It aims to provide much-needed help for those suffering from difficulties, especially elderly and youngsters. The Foundation also supports students from low-income families to enhance digital competence through various workshops and computers sponsorship.

李松德先生是創建科技及亞洲脈絡的創辦人兼行政總裁，在香港數據中心及資訊科技與通訊 (IT&T) 行業擁有逾三十年的豐富經驗。在他的領導下，這兩家公司已發展成為亞太地區領先的數字基礎設施解決方案提供商，服務範圍涵蓋數據中心的設計、建設及運營，雲端計算、連接性及管理式 IT 服務等多項專業服務。作為創新技術的先鋒，李先生積極推動包括人工智能超算基礎設施、液冷解決方案、AIOps 管理平台及生成式人工智能應用 (GenAI Applications) 等創新技術的引入與發展，成功推動香港數字經濟的快速增長。

李先生致力推動資訊科技行業發展，積極參與業界公職，包括成立香港數據中心協會並擔任主席，同時亦為香港電器工程商會有限公司永遠名譽會董、英國電腦學會資深會員、香港電腦學會正式會員、香港國際互聯網交換中心諮詢委員會委員、香港貿易發展局資訊及通訊科技諮詢委員會委員及建築環保評估協會綠建環評數據中心專案組成員。

李先生秉承服務社會精神對慈善工作不遺餘力，於 2009 年成立「創建大同基金」，致力為弱勢社群，尤其長者及青少年提供適切援助。基金亦透過贊助不同工作坊及電腦捐贈，幫助基層家庭兒童提升數碼能力。

Member 成員

Mr Leo, LIU Binxing
劉彬星先生

Supply Class
服務提供者界別



As the General Manager of Microsoft Hong Kong and Macau, Leo Liu is the lead of the company's overall strategy and business operation, growing the team and focusing on business expansion in accelerating digital transformation for customers and partners. He has accumulated extensive experience in both APAC and Europe, showcasing an exceptional comprehension and wealth of hands-on experience in strategizing and deploying high-tech industry sectors. Leo is committed to constructing cloud ecosystems and fostering business innovation, providing entrepreneurs with technical and financial support to accelerate digitalization in the market.

Leo is also an active promoter of cloud computing and AI in social education. He is acting as the Board Member of Hong Kong Internet Registration Corporation Limited, Council Member of the Hong Kong Computer Society, IT Management Committee member of the Hong Kong Management Association, ICT Service Advisory Committee member of Hong Kong Trade Development Council.

Leo graduated from Tongji University with a major in computer science and holds an EMBA degree from the Hong Kong University of Science and Technology.

劉彬星作為 Microsoft 香港及澳門的總經理，負責公司的整體策略和業務運營，擴展團隊並專注於加速客戶和合作夥伴的數碼轉型。他在亞太地區和歐洲積累了豐富的經驗，展示了在高科技行業策略和部署方面的卓越理解和豐富的實踐經驗。劉氏致力於構建雲生態系統和業務創新，為企業家提供技術和財務支持，加速市場的數碼化進程。

他也在社會及公眾教育中致力推動雲計算和 AI 的普及化，並擔任香港互聯網註冊管理有限公司董事會成員、香港電腦學會理事會成員、香港管理協會（IT 管理委員會）委員、香港貿易發展局的資訊及通訊科技服務委員會成員等。

劉彬星畢業於上海同濟大學，主修計算機科學，並擁有香港科技大學的 EMBA 學位。

Member 成員

Mr Eugene, HA Kee Choy
夏其才先生

Appointed by the HKSAR Government (appointed on 16 December 2025)
政府委任 (於 2025 年 12 月 16 日委任)



Eugene Ha is Advisory Partner at Grant Thornton Hong Kong Limited. With over 30 years of professional experience, he specialises in corporate advisory services including pre-IPO advisory, mergers and acquisitions, corporate restructuring, internal control review, due diligence, and equity & debt financing across the Greater China region. Eugene brings extensive expertise in IT advisory services, encompassing cybersecurity, IT audit, evaluation, assessment, implementation, and strategic planning. His dual proficiency in corporate advisory and information technology positions him uniquely to address the complex challenges facing organisations in today's digital landscape. He is a Fellow of the Association of Chartered Certified Accountants (FCCA) and a Certified Public Accountant in Hong Kong, and Immediate Past President of the Information Systems Audit and Control Association (ISACA) China Hong Kong Chapter and holds a Master of Business Administration degree.

夏其才先生為致同（香港）會計師事務所有限公司的諮詢合夥人。他擁有超過 30 年的專業經驗，專注於企業諮詢服務，包括為大中華地區提供首次掛牌上市諮詢、收購合併、企業重整、內部控制檢討、盡職審查、股權融資及債務融資等多項專業服務。夏先生在資訊科技諮詢服務方面具備豐富的專業知識，涵蓋網絡安全、IT 審計、評估、實施及策略規劃。憑藉企業諮詢與資訊科技的雙重專業背景，夏先生能有效協助企業應對數碼時代的各項挑戰。夏先生為特許公認會計師公會資深會員及香港註冊會計師，國際信息系統審計協會 (ISACA) 中國香港分會前任會長，並擁有工商管理碩士學位。

Member 成員

Ms Cari, WU Wa
胡擘女士



Appointed by the HKSAR Government (appointed on 07 February 2026)
政府委任 (於 2026 年 2 月 7 日委任)

Ms Cari Wu is currently the Deputy Commissioner for Digital Policy (Digital Infrastructure) of the Government of the Hong Kong Special Administrative Region. She supports the formulation of policies and strategic initiatives that drive the development of digital government and smart city in Hong Kong. By strengthening local digital infrastructure, fostering the growth of local IT industry, and facilitating closer collaboration with the Chinese Mainland on the digital connectivity and data exchange, she helps lay a solid foundation for accelerating the development of digital economy. In addition, she oversees and implements policies and measures relating to project governance and cybersecurity of government IT systems. With over 30 years of professional experience in the IT field, her expertise has been instrumental in advancing Hong Kong's digital landscape.

胡擘女士現為香港特別行政區政府副數字政策專員（數字基建）。她協助制訂及推進香港數字政府和智慧城市建設的政策和策略性措施。透過加強本地數字基礎建設、推動本地資訊科技業界發展、以及促進與內地在數字聯通和數據交換的更緊密合作，為加快數字經濟發展奠定穩固基礎。此外，她亦負責監督和落實與政府資訊科技系統的項目治理和網絡安全相關的政策和措施。胡女士在資訊科技領域擁有超過 30 年豐富經驗，其專業知識對提升香港的數字環境發揮關鍵作用。

Former Chairman 前主席

Mr Simon, CHAN Sai Ming, BBS, JP
陳細明先生, BBS, JP

Appointed by the HKSAR Government (retired on 16 December 2025)
政府委任 (已於 2025 年 12 月 16 日退任)



With 40 years of experience in banking, finance and information technology industries, Mr Simon Chan has held numerous senior positions in these sectors, having assumed the offices of the Vice Chairman, the Executive Director, the Chief Executive and other senior roles in Nanyang Commercial Bank, Limited and Bank of China (Hong Kong) Limited. He has also served as the directors of Nanyang Commercial Bank (China), Limited, Cinda Financial Holdings Company Limited, Hong Kong Interbank Clearing Limited ("HKICL"), HKICL Services Limited, and Hong Kong Trade Finance Platform Company Limited. Mr Chan is an active member of various relevant professional bodies and commercial organisations, as a long-serving member for the Hong Kong Chinese Enterprises Association, the Chinese General Chamber of Commerce, Hong Kong, and the Hong Kong General Chamber of Commerce. Mr Chan has garnered extensive experience from his exposure to a wide range of areas, including information technology, corporate governance, organizational reform, risk management, group operations and IT security, for both long-term strategic development and project implementation.

Riding on his years of experience and professional knowledge, Mr Chan has been appointed and elected to important posts in numerous public organisations and industry entities over the years. He has been appointed by the HKSAR Government to serve as the Chairman of Hong Kong Cyberport Management Company Limited and the Chairman of Hong Kong Internet Registration Corporation Limited, a Member of the Committee on Innovation, Technology and Industry Development, a member of Steering Committee of the Research, Academic and Industry Sectors "One-plus Scheme", the Chairman of the Banking & Finance Training Board of the Vocational Training Council of Hong Kong, a Member of the Banking Industry Training Advisory Committee of the Education Bureau and a Member of the Finance Committee of the Housing Authority, Board of Trustees of Chung Chi College of The Chinese University of Hong Kong. Mr Chan is the former President of Information Systems Audit and Control Association China Hong Kong Chapter, and is the Vice-chairman of Hong Kong Information Technology Joint Council Limited. He also serves as an advisor of Our Hong Kong Foundation.

Mr Chan graduated from the Chinese University of Hong Kong with a Bachelor's degree in Social Science, and obtained a Master's degree in Science from the University of Ulster and a Master's degree in Commerce in Accounting from the University of New South Wales. He is also a Certified Information Systems Auditor and a Certified Internal Auditor.

陳細明先生在銀行、金融及資訊科技行業具有四十年的經驗，他曾在多個公司和機構出任高級職位，包括南洋商業銀行有限公司的副董事長、執行董事、行政總裁，以及出任該行及中國銀行（香港）有限公司多個高級職位。陳先生多年來亦擔任多間公司董事，並積極參與不同專業團體及商界組織，包括擔任南洋商業銀行（中國）有限公司、信達金融控股有限公司、香港銀行同業結算有限公司、香港銀行同業結算服務有限公司及香港貿易融資平台有限公司的董事，以及長年出任香港中國企業協會、香港中華總商會和香港總商會的會員。陳先生工作範疇廣泛，包括資訊科技、公司管治、組織變革、風險管理、集團營運及資訊科技安全，兼顧長期策略發展及計劃落實的考量，累積豐富經驗。

憑藉多年經驗及專業知識，陳先生獲委任及推選擔任多個公共機構及業界組織要職，包括獲香港特區政府委任為香港數碼港管理有限公司主席、香港互聯網註冊管理有限公司主席、香港職業訓練局銀行及金融業訓練委員會主席、創新科技與產業發展委員會委員、「產學研 1+ 計劃」督導委員會委員、教育局銀行業培訓諮詢委員會委員、房屋委員會財務小組委員會委員及香港中文大學崇基學院校董會董事。陳先生亦為國際信息系統審計協會中國香港分會前會長、香港資訊科技聯會副會長，以及團結香港基金顧問。

陳先生早年畢業於香港中文大學，獲社會科學學士學位，及後獲英國歐斯特大學頒發科學碩士學位及澳洲新南威爾斯大學頒發會計碩士學位，亦為註冊信息系統審計師及註冊內部審計師。

Member 成員

Mr Daniel, CHEUNG Yee Wai, JP
張宜偉先生, JP

Appointed by the HKSAR Government (retired on 07 February 2026)
政府委任 (已於 2026 年 2 月 7 日退任)



As the Acting Commissioner for Digital Policy, Mr Daniel CHEUNG leads the Digital Policy Office in promoting data-driven, people-centric and outcome-based digital policies within the Government and across sectors. In addition to devising strategic plans for the promotion and implementation of digital transformation in public services, as well as promoting the adoption of information technology (IT) in the community and various industries, Mr CHEUNG is dedicated to encouraging government bureaux and departments to widely apply artificial intelligence in day-to-day administrative tasks for delivery of more efficient and intelligent public services, benefiting both citizens and businesses. Mr CHEUNG also oversees and promotes the development of local digital infrastructure and digital industry, and the strengthening of governance of government IT projects and cybersecurity, etc. Mr CHEUNG is committed to fostering IT collaboration with the Chinese Mainland, and supporting Hong Kong's better integration into the overall national development. Mr CHEUNG also oversees the Government's budget for administrative computer projects, and the procurement of IT products and services.

署理數字政策專員張宜偉先生領導數字政策辦公室在政府內部和不同界別積極推動落實以數據、市民和結果為本的數字政策。除負責制定推動和實施公共服務數碼轉型的策略性計劃，向社會和各行業推廣應用資訊科技，張先生亦致力推動政府各決策局及部門在日常政務工作上廣泛應用人工智能，以提供更高效、更智能的公共服務，便民利商。此外，張先生負責監督並推動本地數字基建和數字產業發展、加強政府資訊科技項目管理和網絡安全等工作。張先生積極推動與中國內地的資訊科技合作，支持香港更好融入國家發展大局。張先生同時負責監督政府內部行政工作電腦系統項目的預算，以及資訊科技產品和服務的採購。

Existing Directors 現任董事

Name 名稱	
Mr Sean, LEE Fan Fung (Chairman) 李帆風先生 (主席)	
Mr Leonard, CHAN Tik Yuen, MH (Deputy Chairman) 陳迪源先生, MH (副主席)	
Mr Raymond, CHENG Siu Hong (Deputy Chairman) 鄭小康先生 (副主席)	
Dr Winnie, TANG Shuk Ming, MH, JP 鄧淑明博士, MH, JP	
Mr Hendrick, SIN, MH, JP 冼漢迪先生, MH, JP	
Mr Peter, SHUM Kin Wai 岑健偉先生	
Mr Charles, LEE Chung Tak 李松德先生	
Mr Leo, LIU Binxing 劉彬星先生	
Mr Eugene, HA Kee Choy 夏其才先生	Appointed on 16 December 2025 於 2025 年 12 月 16 日委任
Ms Cari, WU Wa 胡擘女士	Appointed on 07 February 2026 於 2026 年 2 月 7 日委任

Resigned/Retired Directors 已辭任或退任董事

Name 名稱	Date of Resignation/Retirement 辭任/退任日期
Mr Simon, CHAN Sai Ming, BBS, JP 陳細明先生, BBS, JP	Retired on 16 December 2025 於 2025 年 12 月 16 日退任
Mr Daniel, CHEUNG Yee Wai, JP 張宜偉先生, JP	Retired on 07 February 2026 於 2026 年 2 月 7 日退任

Consultative and Advisory Panel

諮詢委員會

Consultative and Advisory Panel

諮詢委員會

	Nominated by 提名人	Representative 代表	Chinese Name 中文姓名	Business Title 職位	Organisation 機構
1	Communications Association of Hong Kong (CAHK) 香港通訊業聯會	Dr Gabriel LEUNG	梁成瑄博士	Chief Executive Officer - Enterprise Solutions	HKBN Enterprise Solutions Limited
2	Consumer Council 消費者委員會	Mr Ricky NG Chi Wah	吳志華先生	Director of Information Technology	Consumer Council
3	Customs and Excise Department, The Government of the HKSAR 香港海關	Mr NG Ka-chun	吳家俊先生	Divisional Commander (Intellectual Property Technology Crime Investigation)	Customs and Excise Department, The Government of the HKSAR
4	Digital Policy Office, The Government of the HKSAR 數字政策辦公室	Ms Cari, WU Wa	胡擘女士	Acting Deputy Commissioner (Digital Infrastructure)	Digital Policy Office, The Government of the HKSAR
5	Federation of Hong Kong Industries 香港工業總會	Mr Schubert CHONG Siu Pui	莊小霽先生	Chief Executive Officer	Ahsay Systems Corporation Limited
6	Hong Kong Computer Society 香港電腦學會	Mr Dave CHEN Chun Wai	陳俊偉先生	President	Hong Kong Computer Society
7	Hong Kong General Chamber of Commerce (HKGCC) 香港總商會	Mr Brian HO	何百全先生	Partner	Howse Williams
8	Hong Kong Institute of Certified Public Accountants 香港會計師公會	Mr Sylvian LEE Chi Hung	李志雄先生	Head of Information Technology	Hong Kong Institute of Certified Public Accountants
9	Hong Kong Internet Service Providers Association 香港互聯網服務供應商協會	Mr Johnny LUK Chung Yin	陸宗賢先生	Director	Speedy Group Corporation Limited
10	Hong Kong Police Force, The Government of the HKSAR 香港警務處	Mr Raymond LAM Cheuk-ho	林焯豪先生	Chief Superintendent of Police	Hong Kong Police Force, The Government of the HKSAR
11	Hong Kong Productivity Council Computer Emergency Response Team Coordination Centre (HKCERT) 香港電腦保安事故協調中心	Mr Otto LEE Tsz To	李子圖先生	Head, Hong Kong Computer Emergency Response Team Coordination Centre (HKCERT)	Hong Kong Productivity Council
12	ISACA, China Hong Kong Chapter 國際信息系統審計協會所中國香港分會	Mr Eugene HA Kee-Choy	夏其才先生	President	ISACA China Hong Kong Chapter

Consultative and Advisory Panel 諮詢委員會

	Nominated by 提名人	Representative 代表	Chinese Name 中文姓名	Business Title 職位	Organisation 機構
13	Office of the Communications Authority (OFCA) 通訊事務管理局辦公室	Mr K L YEUNG	楊家樂先生	Head, Regulatory 1	Office of the Communications Authority
14	Office of the Privacy Commissioner for Personal Data, Hong Kong 個人資料私隱專員公署	Ms Joyce LAI	黎智敏女士	Assistant Privacy Commissioner (Corporate Communications and Operations)	Office of the Privacy Commissioner for Personal Data, Hong Kong
15	Professional Information Security Association 香港專業資訊保安協會	Mr Frankie WONG Sze-ming	黃詩銘先生	Vice-chairperson	Professional Information Security Association
16	The Chinese University of Hong Kong 香港中文大學	Mr Jack KWOK	郭偉發先生	Head of Systems	The Chinese University of Hong Kong
17	The Hong Kong Council of Social Service 香港社會服務聯會	Ms Joyce HO Mei Yee	何美儀女士	Director (Tech Enablement)	Hong Kong Council of Social Service
18	The Hong Kong General Chamber of Small and Medium Business 香港中小型企業總商會	Mr Eric YEUNG Chuen Sing, JP	楊全盛先生, JP	Founder and Chief Executive Officer	Skyzer VC Limited
19	The Hong Kong Management Association 香港管理專業協會	Ir Sunny LEE Wan-kwong, BBS, JP	李惠光工程師, BBS, JP	Senior Director, Office of the President	City University of Hong Kong
20	The Institution of Engineering and Technology Hong Kong 工程及科技學會香港分會	Ir Peter LEUNG Cheuk Kin	梁卓堅工程師	Chairman	The Institution of Engineering & Technology Hong Kong
21	The Law Society of Hong Kong 香港律師會	Ms Karen CHEUNG Ka-wan	張嘉尹律師	Partner	Holman Fenwick Willan
22	The University of Hong Kong 香港大學	Mr KC CHANG	鄭价昌先生	Associate Director (Infrastructure & Services)	The University of Hong Kong

Corporate Governance 企業管治

Corporate Governance

Designated by the Government of HKSAR to administer the ".hk" and ".香港" domain, a public resource of the Hong Kong community, HKIRC endeavours to implement good corporate governance within the organisation to ensure that the administration is conducted in an open, transparent and fair manner.

Memorandum of Understanding and Designation Agreement

HKIRC signed a Memorandum of Understanding (MoU) and a Designation Agreement (DA) with the Government of HKSAR on 17 March 2010.

Consultative and Advisory Panel (CAP)

The CAP met on 17 June 2025 and 4 December 2025. Advisors from different sectors have been invited to sit on the CAP and advise HKIRC on policy issues and matters which help HKIRC serve the local Internet community better.

Members of Audit Committee:

1. Mr Raymond, CHENG Siu Hong (Chairman)
2. Dr Winnie, TANG Shuk Ming, MH, JP
3. Mr Charles, LEE Chung Tak
4. Mr Peter, SHUM Kin Wai
5. Mr Eugene, HA Kee Choy (Appointed on 08 January 2026)
6. Mr Leonard, CHAN Tik Yuen, MH (Deputy Chairman) (Retired on 08 January 2026)
7. Ms Cari, WU Wa (Appointed on 07 February 2026)
8. Mr Daniel, CHEUNG Yee Wai, JP (Retired on 07 February 2026)

Members of Executive Committee:

1. Mr Sean, LEE Fan Fung (Chairman)
2. Mr Leonard, CHAN Tik Yuen, MH
3. Mr Leo, LIU Binxing
4. Mr Hendrick SIN, MH, JP
5. Mr Eugene, HA Kee Choy (Appointed on 16 December 2025)
6. Mr Simon, CHAN Sai Ming, BBS, JP (Retired on 16 December 2025)

企業管治

「.hk」及「.香港」域名是本地社群共同擁有的公眾資源。作為獲香港政府授權的「.hk」及「.香港」域名管理機構，HKIRC 必須竭盡所能地實施良好企業管治，以確保公司以公開、透明及公平的方式來管理「.hk」及「.香港」域名。

授權協議書

HKIRC 已經與香港特別行政區政府於 2010 年 3 月 17 日簽署諒解備忘錄 (MoU) 及指定安排協議 (DA)。

諮詢委員會 (CAP)

CAP 於 2025 年 6 月 17 日及 2025 年 12 月 4 日召開會議；獲邀的成員來自不同界別，就 HKIRC 對互聯網域名管理政策及事務的議題上，及如何為本地社群提供更佳服務表達意見。

核數委員會成員：

1. 鄭小康先生 (主席)
2. 鄧淑明博士, MH, JP
3. 李松德先生
4. 岑健偉先生
5. 夏其才先生 (於 2026 年 1 月 8 日委任)
6. 陳迪源先生, MH (副主席) (於 2026 年 1 月 8 日退任)
7. 胡擘女士 (於 2026 年 2 月 7 日委任)
8. 張宜偉先生, JP (於 2026 年 2 月 7 日退任)

執行委員會成員：

1. 李帆風先生 (主席)
2. 陳迪源先生, MH
3. 劉彬星先生
4. 冼漢迪先生, MH, JP
5. 夏其才先生 (於 2025 年 12 月 16 日委任)
6. 陳細明先生, BBS, JP (於 2025 年 12 月 16 日退任)

Attendance of Board & Committee Meetings (From 1 January 2025 to 31 December 2025)
董事會及委員會會議出席記錄 (由 2025 年 1 月 1 日至 12 月 31 日)

Board of Directors 董事會成員	2025 Board Meetings 2025 年 董事局會議	2025 Audit Committee Meetings 2025 年 核數委員會會議	2025 Executive Committee Meetings 2025 年 執行委員會會議
Mr Sean, LEE Fan Fung (Chairman) 李帆風先生 (主席)	100% (5/5)	N/A	100% (2/2)
Mr Leonard, CHAN Tik Yuen, MH (Deputy Chairman) 陳迪源先生, MH (副主席)	100% (5/5)	100% (3/3)	100% (2/2)
Mr Raymond, CHENG Siu Hong (Deputy Chairman) 鄭小康先生 (副主席)	100% (5/5)	100% (3/3)	N/A
Dr Winnie, TANG Shuk Ming, MH, JP 鄧淑明博士, MH, JP	80% (4/5)	66.67% (2/3)	N/A
Mr Hendrick, SIN, MH, JP 洗漢迪先生, MH, JP	60% (3/5)	N/A	100% (2/2)
Mr Peter, SHUM Kin Wai 岑健偉先生	60% (3/5)	66.67% (2/3)	N/A
Mr Charles, LEE Chung Tak 李松德先生	80% (4/5)	66.67% (2/3)	N/A
Mr Leo, LIU Binxing 劉彬星先生	40% (2/5)	N/A	50% (1/2)
Mr Eugene, HA Kee Choy (Appointed on 16 December 2025) 夏其才先生 (於 2025 年 12 月 16 日委任)	N/A	N/A	N/A
Ms Cari, WU Wa (Appointed on 07 February 2026) 胡擘女士 (於 2026 年 2 月 7 日委任)	N/A	N/A	N/A
Mr Simon, CHAN Sai Ming, BBS, JP (Retired on 16 December 2025) 陳細明先生, BBS, JP (於 2025 年 12 月 16 日退任)	100% (5/5)	N/A	100% (2/2)
Mr Daniel, CHEUNG Yee Wai, JP (Retired on 07 February 2026) 張宜偉先生, JP (於 2026 年 2 月 7 日退任)	100% (5/5)	66.67% (2/3)	N/A

Risk Management Report

風險管理報告

HKIRC recognises that efficient risk management is a vital component of its corporate governance, essential for ensuring the long-term success and prosperity of the Corporation.

HKIRC has implemented a comprehensive risk management approach across the organisation alongside the formulation of an established risk strategy. This comprehensive approach facilitates the identification, assessment, management, and ongoing monitoring of principal risks and potential risks that may affect the Corporation.

HKIRC consistently conducts regular reviews and refine risk management strategies on an ongoing basis to effectively mitigate the potential consequences of risks. Following the establishment of the risk strategy and the determination of the acceptable risk threshold, integrate risk management into the operational processes of all departments, underscores a concentrated emphasis on fulfilling risk-related obligations.

In the process of developing the risk management programme, a number of principal risks and potential risks have been re-identified and the Corporation has put in place appropriate preventive and mitigating measures to ensure that these risks can be managed in an effective and timely manner.

In the era of digitalisation, network systems play a crucial role in facilitating the daily operations of businesses and organisations. HKIRC has a longstanding commitment to delivering stable network services, mitigating the risk of potential business interruptions. We achieve this by continually enhancing our infrastructure protection measures to ensure the stability and security of domain name resolution. Simultaneously, we regularly assess and upgrade our system infrastructure and its components to uphold the utmost security and reliability of our services.

With the growing reliance of businesses and organisations on the Internet for data storage and transmission, the focus of corporate security management has shifted towards information security and the prevention of cyber-attacks. Therefore, in addition to bolstering technical data security measures, it is equally crucial to raise employees' awareness of cybersecurity. To achieve this, HKIRC provides regular internal cybersecurity training and conducts simulated phishing email drills in employees' daily work. These initiatives aim to foster a state of alertness among staff members towards cyber threats, ultimately reducing the risk of data leakage.

HKIRC attaches great importance to data privacy management. We have diligently established a comprehensive system to heighten staff awareness regarding the protection of personal data privacy. Furthermore, we have meticulously devised policies and procedures governing the handling of personal data, ensuring strict compliance by our staff with the provisions of the Personal Data (Privacy) Ordinance.

HKIRC 意識到有效的風險管控乃公司企業管治的重要組成部分，對公司的長遠成功和繁榮發展至關重要。

HKIRC 按具體情況在公司內實施了全面的風險管理，同時制訂了適當的風險策略，以識別、評估、管理及持續監控可能對公司構成影響的主要及潛在風險。

HKIRC 持續進行定期的評估及完善風險管理策略，以有效減輕風險的潛在後果。在制訂風險策略和確定可接受的風險門檻後，將風險管理融入各部門的運作流程，強調履行風險相關義務。

在制訂風險管理計劃的過程中，重新識別若干的重大風險及潛在風險，公司亦會採取適當預防及緩解措施，以確保該等風險可切實有效地被迅速管控。

在數碼化時代，網絡系統在企業和組織的日常業務運作中扮演著至關重要的角色。HKIRC 長久以來致力於提供穩定的網絡服務，通過不斷提升基礎設施保護措施來確保域名解析的穩定性和安全性，從而協助企業緩解潛在的業務中斷風險。同時，我們定期審查和升級系統基礎設施及其組件，以維護我們服務的最大安全性和可靠性。

隨著企業和機構越來越倚重網絡作為資料存放和傳遞的媒介，信息安全和防禦網絡攻擊已成為企業安全管理重點。因此，除了在技術層面加強保障資料安全的措施外，提升員工的網絡安全意識亦同樣重要。為增強員工對網絡攻擊的警覺性和防範意識，HKIRC 不僅會定期提供內部網絡安全培訓，還會在日常工作期間進行模擬釣魚郵件測試演練，以確保員工能保持對網絡威脅的警覺，從而降低資料洩露的風險。

HKIRC 亦同樣非常重視資料私隱管理，建立了完善的管理系統，提升員工對於保障個人資料私隱的意識。除此以外，亦制訂處理個人資料的政策及程序，確保員工在處理個人資料時能夠嚴格遵從《個人資料（私隱）條例》的規定。

Risk Management Report

風險管理報告

The key risks highlighted are listed below :

重點關注的主要風險如下所列：

Principal Risks 主要風險	Description 描述	Key Mitigations 主要緩解措施
Reputational Risk 信譽風險	The negative publicity 負面報道	<ul style="list-style-type: none"> Employ proactive monitoring on the news related to the Corporate on social media and news trends. 主動關注社群媒體有關公司資料的報導和新聞趨勢。 Implement and execute a comprehensive crisis management process, including regular exercises and drills, with the participation of stakeholders from senior management and staff. This will ensure an effective response to and mitigation of potential crisis or emergency situations, while continuously evaluating its effectiveness 制定全面的危機管理流程，為管理層及員工進行定期演習，以有效應對和減輕潛在的危機或緊急情況，同時不斷評估其效能。 Foster and nurture robust relationships with ".hk" and ".香港" users and industry participants through regular communication to gather feedback and establish close communication with the media and provide timely responses to inquiries. 透過定期與「.hk」及「.香港」用戶以及業界溝通，以保持緊密連繫，及收集業界意見。同時，亦會與傳媒保持密切溝通和關係，並及時回應查詢。
IT System Failure Risk 資訊科技系統故障風險	The risk of catastrophic system failure encompasses hardware, software, and network failures, all of which have a significant impact on the business's operations and services 影響業務營運及服務的災難性系統故障，包括硬件、軟件及網絡故障等風險	<ul style="list-style-type: none"> Implement robust systems for resilience and disaster recovery, and conduct regular inspections to ensure their effectiveness. 實施具彈性及災難恢復能力的系統，定期進行系統檢查以確保其效能。 Hosted on a platform that encompasses a global network of servers spanning various countries/regions, the DNS service maintains stable availability with support from a diverse range of DNS anycast providers across the globe. 為確保穩定的可用性，網域名稱系統（DNS）服務由全球伺服器組成的平台上運行，在不同國家 / 地區運作，並得到來自世界各地多個任播供應商的支持。 Implement active-active solutions for the deployment of registration services across multiple sites to mitigate the risk of a single point of failure. 實施雙活方案及跨點運行註冊服務，以避免因單點故障而構成風險。 Implement a multi-supplier strategy for IT system services and hardware supply is of paramount importance to effectively mitigate system failure risks and minimise reliance on a sole supplier. 於 IT 系統服務和硬體供應上實施多供應商策略，重點緩解系統故障風險及減少依賴單一供應商。 Ensure a commitment to a high-quality Service Level Agreement (SLA) to meet and regularly review IT systems to fulfill the requirements. 定期檢視 IT 系統以釋除因系統故障而帶來的風險，以符合服務等級協定 (SLA) 承諾高品質服務的要求。

Principal Risks 主要風險	Description 描述	Key Mitigations 主要緩解措施
Information Security Risk 資訊安全風險	<p>The risk of cyberattacks and hacking on our systems and data systems and data遭受網絡攻擊和黑客入侵的風險</p> <p>The risk of data breach caused by negligent employee or contractor 因僱員或承包商疏忽而造成數據洩漏風險</p>	<ul style="list-style-type: none"> An Information Security Management System (ISMS) comprising of robust information security policies and procedures has been implemented to safeguard the confidentiality, availability, and integrity of systems and data. Furthermore, the IT department has obtained international certifications for this management system. 制訂並採用具備資訊安全政策及程序的資訊保安管理系統 (ISMS)，以保障系統及數據的機密性、可用性和完整性，同時 IT 部門亦已就此管理系統獲取國際標準認證。 Implement a robust set of security measures based on defense-in-depth strategies. Remain vigilant against cyber threats, regularly assess vulnerabilities, and promptly address any identified weaknesses. Collaborate with service providers specialised in mitigating Distributed Denial of Service (DDoS) attacks to effectively handle large-scale attacks. 實施深度防禦策略的保安措施。時刻警惕網絡威脅，定期檢查漏洞及跟進其後的修補工作。與專門緩解分散式阻斷服務 (DDoS) 攻擊的服務供應商合作，以有效應對龐大流量攻擊。 Regularly conduct various types of safety training sessions for employees to enhance their knowledge and awareness of security protocols. 定期為員工進行各類型安全培訓，以提升員工對安全協定的認知和意識。 Engage external professional consultants to conduct annual security audits and regular internal audits, aiming to identify potential loopholes and areas for improvement. 安排外部專業顧問進行年度安全審計及定期內部審計，以識別潛在漏洞及改善空間。 Organise data breach drills to improve the Corporation's handling and mitigating data breaches effectively. 進行模擬數據洩漏演練，以提升公司在處理和緩解資料外洩方面的應變能力。 Establish a comprehensive data privacy management system, cultivating staff awareness of the importance of protecting personal data privacy. Develop and implement policies and procedures governing the handling of personal data to ensure compliance with the Personal Data (Privacy) Ordinance. 建立完善的資料私隱管理系統，培養員工保障個人資料私隱的意識，並制訂處理個人資料的政策及程序予員工遵守，以確保處理個人資料時符合《個人資料 (私隱) 條例》。
Occupational Health and Safety Risks 職業健康與安全風險	<p>The risk of operational disruptions caused by infectious disease outbreaks, adverse weather conditions, or traffic operations 因傳染病或惡劣天氣狀況或交通運行問題而無法營運的風險</p>	<ul style="list-style-type: none"> Adhere to best practices promulgated by the World Health Organization and the Hong Kong Government 遵守世界衛生組織及香港政府頒佈的最佳實踐。 Regularly review health and safety guidelines. 定期審查健康與安全指引。 Provide health and safety awareness training to employee and conduct annual drills. 為員工提供健康與安全意識培訓，並進行年度演習。 Closely monitoring of the situation and promptly provide assistance or guidance to staff as necessary. 密切監察情況，在必要時向員工提供即時的協助或指引。 Establish and implement contingency plans or arrangements (if necessary). 建立及執行應急計劃或安排 (如有必要)。

".hk" and ".香港" Registration

「.hk」及「.香港」註冊



".hk" and ".香港" Registration 「.hk」及「.香港」註冊

HKIRC's key mandate is to provide top-quality ".hk" and ". 香港 " domain registration services for the Internet community.

HKIRC 的主要任務是為互聯網社群提供優質的「.hk」及「. 香港」域名註冊服務。

Types of ".hk" and ". 香港 " Domain Names

The types of domain names available for registration are the same as in the previous year. We have two types of ".hk" and ". 香港 " domain Names: specific and generic.

The table below illustrates the types and numbers of ".hk" and ". 香港 " domain names registered as of 31 December 2025:

「.hk」及「. 香港」域名類別

可供註冊的域名在種類上與去年比較並無任何變化，本公司把「.hk」及「. 香港」域名劃分為專用域名及通用域名兩大類。

下表是「.hk」及「. 香港」域名所涵蓋的類別，以及截至 2025 年 12 月 31 日止的註冊數量：



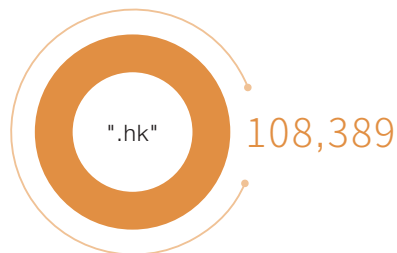
○ ".com.hk"	104,188
○ ".org.hk"	5,134
○ ".edu.hk"	2,555
○ ".gov.hk"	787
○ ".idv.hk"	272
○ ".net.hk"	181



○ 「. 公司 . 香港」	32,825
○ 「. 組織 . 香港」	2,959
○ 「. 教育 . 香港」	1,567
○ 「. 政府 . 香港」	581
○ 「. 個人 . 香港」	103
○ 「. 網絡 . 香港」	115

Generic domain ".hk"

通用域名
「. 香港」



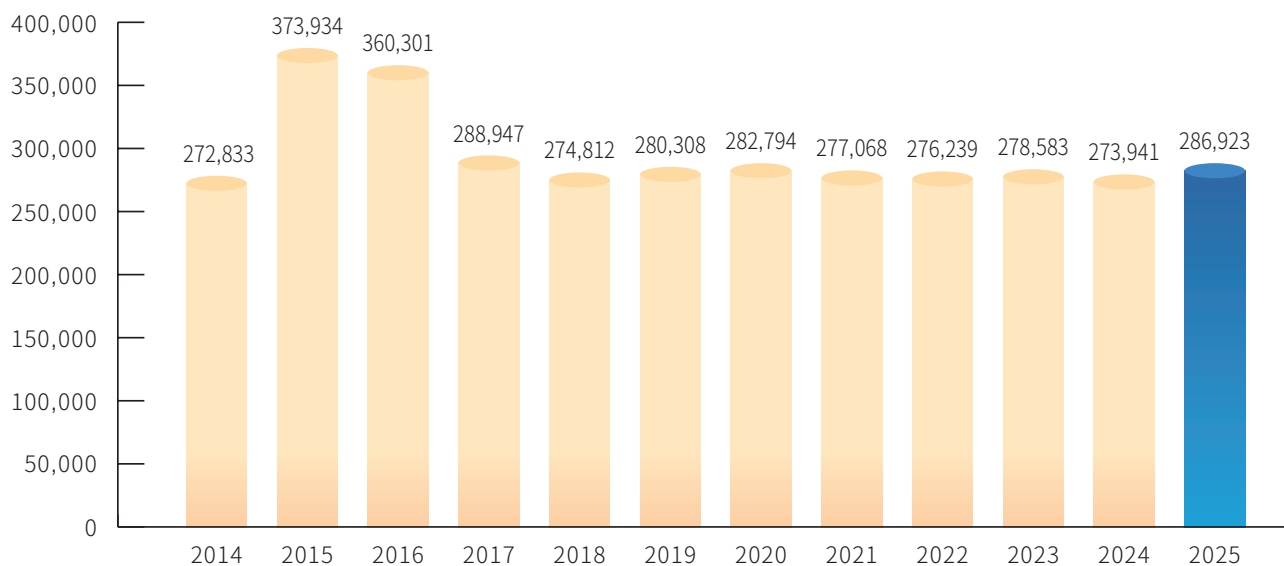
".hk" and ".香港" Registration 「.hk」及「.香港」註冊

Total Registrations

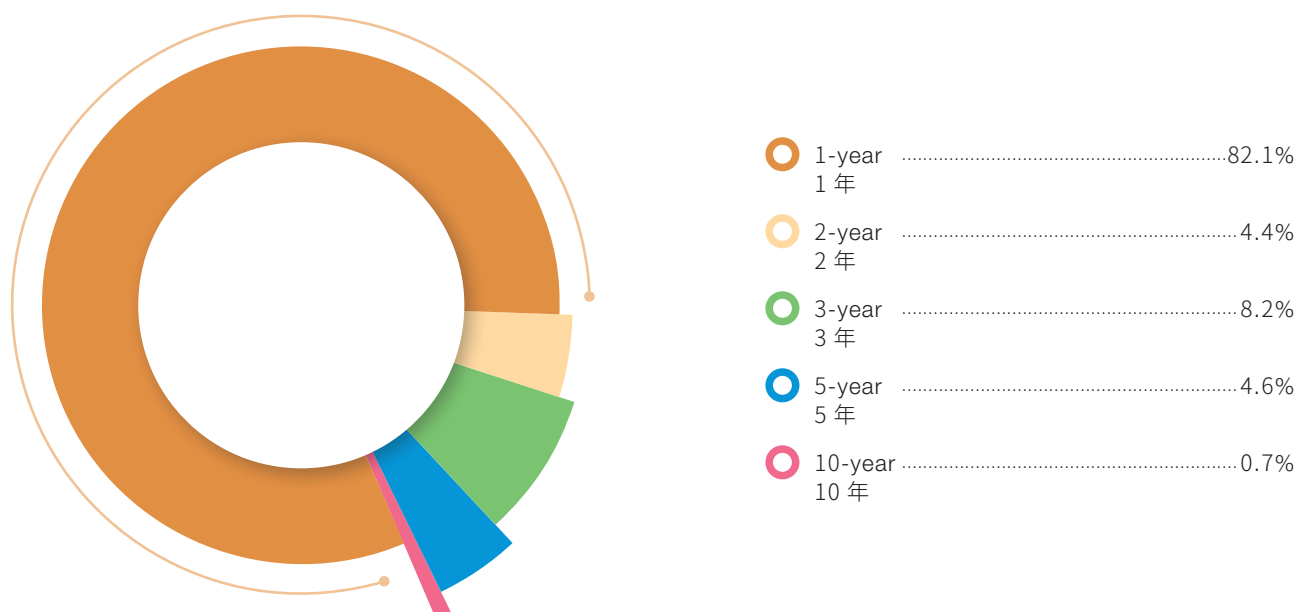
In 2025, the total number of ".hk" and ".香港" domain name registrations increased to 286,923, up from the previous year.

註冊總數

2025 年度，「.hk」及「.香港」域名的註冊總數達 286,923，較去年錄得增長。

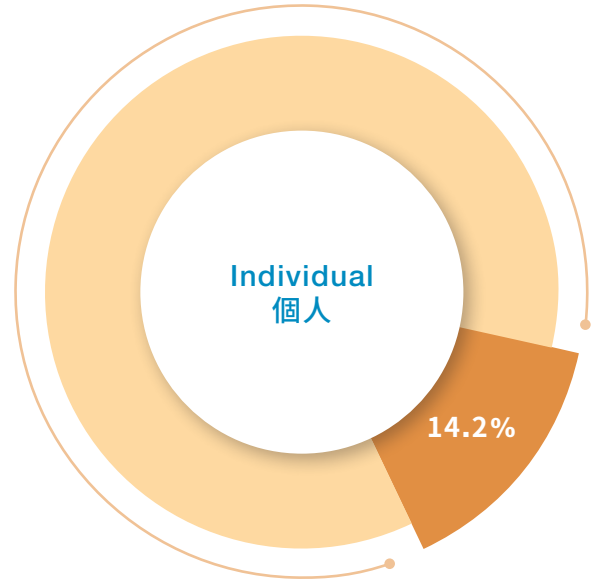
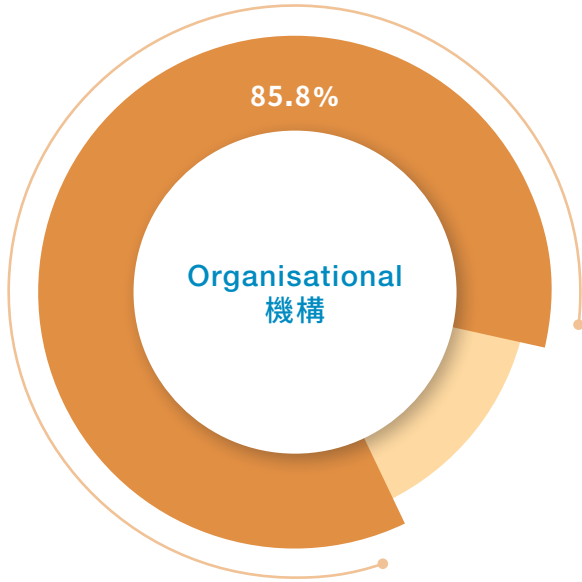


Domain Renewal in 2025 (by Renewal Year Term) 2025 年域名續期（按續期年期）



2025 Domain Holder Type (by Percentage)

2025 年域名持有者類別 (按百分比)



2025 Registrar Market Share

2025 年註冊商市場佔有率



".hk" and ".香港" Registration 「.hk」及「.香港」註冊

DNSSEC Validation % Among APAC Regions

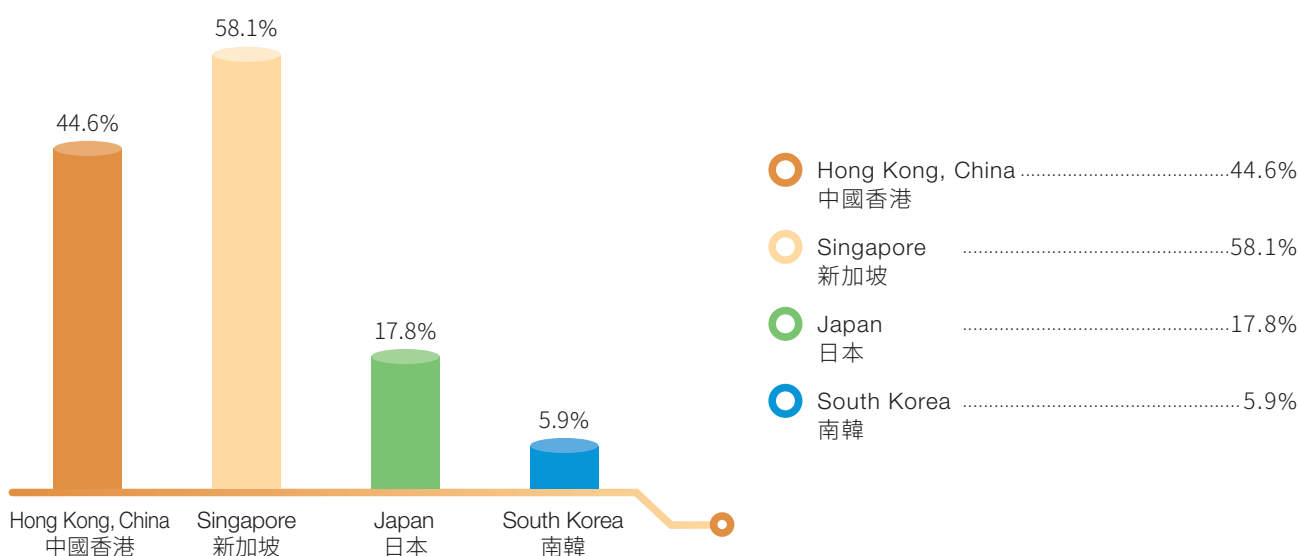
Since the HKIRC officially announced the signing of "Domain Name System Security Extensions" (DNSSEC) for ".hk" and ".香港" domain names in May 2017, Hong Kong has remained one of the leading DNSSEC-deployed regions in APAC, with a DNSSEC validation rate of 44.6% (as of early January 2026). contributing to a secure, stable and interoperable environment for both local and global Internet communities.

DNSSEC is a crucial security measure that adds an additional layer of protection to the DNS lookup and exchange processes. By implementing digital signatures, DNSSEC enhances the authentication process within the DNS infrastructure. Unlike signing DNS queries and responses themselves, DNSSEC focuses on signing the actual DNS data, thereby ensuring its authenticity and integrity. This robust security mechanism serves as a safeguard against various cyber attacks, including DNS spoofing, man-in-the-middle attacks, data modification, and cache poisoning. These attacks involve malicious actors redirecting queries to unauthorised domains. By leveraging DNSSEC, organisations and individuals can confidently access websites that have not been tampered with, thereby guaranteeing the legitimacy of their online interactions. It is highly recommended for any entity that prioritises the security and integrity of their DNS data.

亞太地區 DNSSEC 驗證率比較

自 2017 年 5 月 HKIRC 正式宣布為香港地區域名「.hk」及「.香港」簽署「域名系統安全擴充」(DNSSEC) 以來，香港的 DNSSEC 驗證率一直於亞太區內保持名列前茅。截至 2026 年 1 月上旬，香港的 DNSSEC 驗證率達 44.6%，為本地及國際互聯網社群提供一個穩定、互通的網絡環境。

DNSSEC 是一項重要的安全措施，它為域名系統查詢和交換程序增添了額外的保障。透過實施數位簽名，DNSSEC 增強了域名系統基礎設施內的身份驗證流程。有別於簽署域名系統查詢和回應，DNSSEC 專注於簽署實際的域名系統數據，從而確保其真確度和完整性。這種強大的安全機制可以防範各種網路攻擊，包括域名系統欺騙、中間人攻擊、資料修改和快取中毒等，這些攻擊都會將惡意攻擊者的查詢重新導向到未經授權的域名。透過利用 DNSSEC，組織和用戶可以放心地訪問未被篡改的網站，從而確保在線上互動能合法進行，強烈建議優先考慮域名系統資料安全性和完整性。



Registrar Accreditation Programme

Registrar Accreditation Programme was launched in 2011, with an aim to encourage fair competition, enabling more choices to customers and ultimately increase the number of ".hk" and ". 香港 " registration uptake. Customers are free to choose their preferred registrar who is able to offer one-stop Internet services to meet their specific needs. In 2025, there were a total of 47 registrars, including 13 from local Hong Kong market, 11 from Asia, and 23 from other regions.

Registrar Awards

Outstanding New Domain Performer Award 2025

Alibaba Cloud Computing Limited

Outstanding Domain Retention Award 2025

CSC Corporate Domains, Inc.

Outstanding Domain Growth Award 2025 (listed in no particular order)

Eranet International Limited

Web Commerce Communications Limited

West263 International Limited

Excellent in Active Domain Management 2025

Speedy Group Corp. Limited

Excellent in Active Engagement 2025

MarkMonitor Inc.

Excellent in Domain Innovation

Udomain Web Hosting Company Limited

註冊服務商認可計劃

註冊服務商認可計劃於 2011 年推出，旨在鼓勵公平競爭、為客戶提供更多選擇，期望促進「.hk」及「. 香港」域名註冊量提升。客戶可按各自需要、自由選擇合適的註冊服務商所提供的一站式服務。於 2025 年，HKIRC 認可的註冊服務商共有 47 家，當中 13 家為本地註冊服務商、11 家來自亞洲、23 家來自其他地區。

註冊服務商獎項

2025 年度新域名註冊表現傑出獎

阿里雲計算有限公司

2025 年度域名續期表現傑出獎

CSC Corporate Domains, Inc.

2025 年度域名註冊增長傑出獎 (排名不分先後次序)

時代互聯國際有限公司

Web Commerce Communications Limited

西部數碼國際有限公司

2025 年度活躍域名管理傑出獎

環速集團有限公司

2025 年度積極參與獎

MarkMonitor Inc.

域名創新卓越獎

通域存網有限公司

".hk" and ".香港" Registration 「.hk」及「.香港」註冊

Registrars in Hong Kong 香港註冊服務商



Registrars outside Hong Kong 香港以外的註冊服務商



Highlights Of the Year

年度匯聚



Highlights Of the Year

年度匯聚

".hk" and ". 香港 " Community

HKIRC is committed to serving the Internet community and promoting the adoption of ".hk" and ". 香港 " domain name services by different sectors to facilitate the growth of a digitally inclusive environment.

In the past year, HKIRC has continued to ensure the accuracy and stability of the ".hk". HKIRC's continued efforts to ensure the accuracy and stability of ".hk" and ". 香港 " domain name services in the past year demonstrated our commitment to providing a safe and secure Internet environment for domain name holders to develop their online businesses.

Strengthening the IT Infrastructure

HKIRC's most important mission is to provide high quality and professional services to all ".hk" and ". 香港 " domain name holders. Therefore, HKIRC has been strengthening its IT infrastructure and upgrading it regularly in order to maintain the system in a sound and optimal condition at all times. In the past year, we have upgraded our security gateway system and corporate network access control system to enhance the security level of our office network.

To further enhance the reliability of our domain name system services, we have joined hands with the China Internet Network Information Centre (CNNIC) in a project to incorporate our domain name system into any broadcast of the CNNIC domain name system. This will not only improve the reliability of our Hong Kong DNS services through the backup of our US and European partners, but also the backup of our Chinese partners. In case of any problem with the US and European DNS broadcasts, our DNS response can also be backed up by the CNNIC DNS broadcasts, which enhances the reliability and resilience of our DNS services.

「.hk」及「. 香港」社群

HKIRC 致力服務互聯網社群，推動不同界別採用「.hk」域名服務，促進數碼共融社群的成長。

去年，HKIRC 一如既往地確保了「.hk」及「. 香港」域名服務的準確無誤和服務維持穩定，致力提供安全可靠的網絡環境，為域名持有人全力拓展網上業務。

鞏固資訊科技基建

HKIRC 非常重視為所有「.hk」和「. 香港」域名持有人提供高質量和專業的服務。我們優先加強資訊科技基礎設施並定期升級系統，以確保系統保持最新並優化以獲得最佳性能。在過去一年中，HKIRC 進行了優化，包括升級我們的安全閘道系統和企業網絡訪問控制系統，從而增強了辦公室網絡安全。

此外，為持續增強 DNS 服務的可靠性，我們與中國互聯網絡資訊中心（CNNIC）合作。該合作目標是將我們的 DNS 整合到 CNNIC DNS 任播框架中。這戰略合作夥伴關係能加強我們的 DNS 服務，擴展內地其中一個支援中心，不僅透過美國和歐洲合作夥伴的備份支援。透過這合作方式，能顯著增強 DNS 服務的整體可靠性和彈性，將其覆蓋範圍擴展到更廣泛的地區。

Expanding ".hk" Market Share

HKIRC's primary mission is to provide quality ".hk" and ". 香港 " domain name registration services to the Internet community. As such, HKIRC maintains good business relationships with accredited registrars. We also actively encourage registrars to promote ".hk" and ". 香港 " domain names within their own markets to create more favourable conditions for the sustainable development of the corporate market.

In recent years, the business exchanges between Hong Kong and Chinese Mainland, especially in the Greater Bay Area cities, have become increasingly close. HKIRC is actively promoting in Chinese Mainland, collaborating with leading registrars to enhance the visibility of ".hk" and ". 香港 " domain names in the region and improve promotional effectiveness. Additionally, in the international market, HKIRC continues to work with registrars in Europe and Southeast Asia to expand the global recognition and influence of the ".hk" domain.

Looking ahead, HKIRC will focus its business development on strengthening cooperation with registrars to create synergies and expand its influence. By establishing a global business network, HKIRC expects to increase connections with potential registrars worldwide, thereby broadening its business coverage.

Promoting ".hk" and ". 香港 " as Digital Asset Protection

HKIRC is committed to promoting ".hk" and ". 香港 " top-level domains as essential elements for online business and the protection of personal digital assets, particularly in areas like intellectual property, trademarks, and brand licensing. To promote the ".hk" domain and ". 香港 " Chinese domain names in Chinese Mainland, HKIRC has launched an official WeChat and Xiaohongshu account. The content will highlight the numerous advantages of using the ".hk" domain, emphasizing how it can facilitate business expansion and enhance online visibility in this rapidly growing market. By utilizing the ".hk" domain, businesses can establish a strong presence in Hong Kong while effectively reaching customers in Chinese Mainland. Additionally, HKIRC provides information on registration procedures, renewal processes, and other domain-related services, along with recommendations for protecting and managing domains. Beyond ".hk" domain services, HKIRC also offers the ".hk domain Lock" service, which effectively ensures security through dual locking of the domain.

擴大「.hk」市場佔有率

HKIRC 的首要任務是向互聯網社群提供優質的「.hk」域名註冊服務。故此，HKIRC 一直與認可的註冊商建立牢固的合作夥伴關係。我們積極鼓勵註冊服務商在本地市場推廣和倡導使用「.hk」和「. 香港」域名，為業務持續發展創造有利環境。

近年香港與中國內地，尤其大灣區城市商貿往來越見緊密，HKIRC 亦積極於中國內地的推廣，與內地領先註冊商合作，協助提高「.hk」和「. 香港」域名在內地的知名度，增強推廣成效。此外，在國際市場方面，HKIRC 亦繼續與歐洲和東南亞的註冊服務商保持合作，從而擴大「.hk」域名的全球認可度和影響力。

展望未來，HKIRC 將把業務發展重點放於加強與註冊服務商的合作，以發揮協同效應，擴大市場的影響力。透過建立全球業務網絡，HKIRC 預計將增加與全球潛在註冊服務商的聯繫，從而擴大其業務覆蓋範圍。

推廣「.hk」及「. 香港」為數位資產保護

HKIRC 致力於推廣「.hk」和「. 香港」頂級域名作為線上業務和保護個人數碼資產的重要元素，尤其在知識產權、商標和品牌授權方面。為了在中國內地推廣「.hk」域名和「. 香港」中文域名，HKIRC 已推出官方微信及小紅書帳號。內容將重點介紹採用「.hk」域名的眾多優勢，強調如何在這快速成長的市場中促進業務擴展並提高線上知名度。透過利用「.hk」域名，企業可以在香港建立強大的影響力，同時有效地接觸中國內地的客戶。此外，HKIRC 還提供了有關註冊程序、續期程序和其他域名相關服務的資訊，並提出了保護和管理域名的建議。除了「.hk」域名服務外，HKIRC 還提供「.hk 域名鎖」服務，通過雙重鎖定域名，有效確保安全性。

Public Mission

As businesses actively advance their digital transformation and enter the e-commerce market, all stakeholders must embrace innovative technologies to collaboratively build a smart city known for its robust economy, community care, inclusivity, and high quality of life.

HKIRC's mission is to promote the widespread application of the Internet, focusing on building a secure, accessible, and inclusive online ecosystem. We strive tirelessly to provide appropriate support for various Internet users, including enhancing cybersecurity measures and paying special attention to individuals with unique digital needs. We encourage businesses to adopt accessible design in their applications. In fulfilling our public mission, HKIRC has continued to drive multiple projects over the past year in the areas of cybersecurity and digital inclusion.

Free Website Security Scanning and Healthy Web Service

HKIRC is dedicated to enhancing awareness of cybersecurity across various sectors, safeguarding the rights of ".hk" users and the local Internet community, and collaboratively striving to create a digital metropolis that is integrated, secure, innovative, and internationalized, allowing Hong Kong to thrive in the digital realm.

We understand that many small and medium-sized enterprises face challenges due to limited resources when it comes to identifying and addressing cybersecurity issues. One of the best ways to protect a website is to remain vigilant and conduct regular system scans and checks, proactively identifying vulnerabilities to prevent potential threats.

HKIRC offers free website security scanning services for ".hk" users, including detailed security reports and consultations to help users understand the cybersecurity risks they may face and to assist them in recognizing potential crises, enabling early resolution of any issues. In conjunction with the Healthy Web service, we actively help ".hk" users detect potential vulnerabilities in their websites through comprehensive checks, including critical factors such as cybersecurity settings and web server versions.

As of the end of 2025, HKIRC conducted free scans for over 60,000 user websites, identifying existing vulnerabilities that enhance the vigilance of ".hk" users. This enables them to effectively protect their online assets from potential threats, attacks, and fraud risks, thereby fully safeguarding the rights of ".hk" users.

公眾使命

隨著企業積極推進數碼轉型並進軍電子商務市場，各持份者必須積極採用創新科技，方能攜手打造以經濟穩健強韌、社區關愛共融、生活質素高見稱，因而聞名世界的智慧城市。

HKIRC 的宗旨是全力推動互聯網的普及應用，致力於構建安全、無障礙和共融的網絡生態，因此我們努力不懈地為不同的互聯網使用者提供適當的支援。包括加強網絡安全措施，同時關注有特殊數碼需求的人士，鼓勵企業採用無障礙設計的應用。為履行公眾使命，HKIRC 過去一年就繼續在網絡安全和數碼共融兩大方向推動了多個項目。

免費網站安全掃描及「網健通」服務

HKIRC 致力增強各界對於網絡安全的認識，保障「.hk」用戶和本地互聯網社群的權益，共同努力打造一個融合、安全、創新和國際化的數字化大都會，讓香港在數碼領域中蓬勃發展。

我們深明許多中小企業在識別和解決網絡安全問題時，常常面臨資源有限的挑戰。因此，保護網站的最佳方法之一是時刻保持警惕，定期進行系統掃描和檢查，主動發現系統漏洞以預防潛在的危險。

HKIRC 為「.hk」用戶提供免費的網站安全掃描服務，包括詳細的網站安全掃描報告和諮詢，幫助用戶了解他們可能面臨的網絡風險，協助他們理解潛在的危機，讓他們能夠及早解決任何潛在的問題。配合「網健通」網站安全健康檢查服務，主動幫助「.hk」用戶檢測其網站可能存在的漏洞，進行多方面的詳細檢查，包括網絡安全設置和網絡伺服器版本等關鍵因素。

截至 2025 年底，HKIRC 已為超過 60,000 用戶網站進行免費掃描，查找現存漏洞，能提高「.hk」用戶的警覺性，使其能夠有效保護其在線資產，免受網站上潛在的危險、攻擊和詐騙風險的影響，從而充分維護「.hk」用戶的權益。

Cybersecurity Seminar Series

To foster a culture of cybersecurity awareness and ensure the industry understands best practices in cybersecurity operations, HKIRC hosted multiple seminars this year. These seminars aimed to enhance “.hk” users' understanding of critical cybersecurity issues and share defensive strategies. Topics covered included cross-border data flows, cybersecurity awareness, responding to cyber threats, and building an accessible digital environment.

Cyber Attack and Defence Elite Training and Tournament 2025

The Cyber Attack and Defence Elite Training and Tournament 2025 was successfully concluded with over 1,400 elite participants, setting a new record in participation. Through practical drills and technical training, the competition provided a platform for youths and practitioners aspiring to join the cybersecurity industry to showcase their skills. The competition covered penetration testing and defense strategies, effectively enhancing participants' practical experience and technical proficiency in responding to cyber-attacks.

2025 China Cybersecurity Week

HKIRC, as part of the Hong Kong cybersecurity industry delegations, attended the 2025 China Cybersecurity Week main venue events in Kunming and the 2025 Guangdong Cybersecurity Week events in Zhuhai. During the visits, the delegations engaged in in-depth exchanges with Mainland industry counterparts to jointly explore the challenges and opportunities of cybersecurity in the digital era.

2025 China Cybersecurity Week Hong Kong Sub-forum

The 2025 China Cybersecurity Week Hong Kong Sub-forum was successfully held on 19 September 2025, co-organised by HKIRC and the Digital Policy Office, themed "Let's Secure as we Digitalise". The forum brought together industry stakeholders to share experiences and discuss the latest strategies for addressing cyber threats. The forum also emphasised the importance of protecting critical infrastructure and cybersecurity monitoring, ensuring the safe and stable operation of Hong Kong's digital infrastructure.

網絡安全研討會系列

為培養網絡安全意識文化，確保業界了解網絡安全營運的最佳實踐，HKIRC 今年舉辦了多場研討會。這些研討會的目標是提升「.hk」用戶對關鍵網絡安全議題的認識並分享防禦策略。議題涵蓋跨境數據流動、網絡安全意識、應對網絡威脅及建立無障礙數碼環境等。

網絡攻防精英培訓暨攻防大賽 2025

網絡攻防精英培訓暨攻防大賽 2025 逾 1,400 名精英學員參與，再創參加人數新紀錄。競賽透過實戰演練及技術培訓，為有志投身網絡安全行業的青年及從業員提供展示技能的平台。比賽內容涵蓋滲透測試及防禦策略，有效提升參加者的實戰經驗及應對網絡攻擊的技術水平，為香港網絡安全行業建立強大的人才庫。

2025 國家網絡安全宣傳周

作為香港網絡安全業界的代表團之一，HKIRC 出席了於昆明舉行的「2025 年國家網絡安全宣傳周」主會場活動，以及在珠海舉行的「2025 年廣東省網絡安全宣傳周」活動。期間，HKIRC 與內地業界深入交流，共同探討數字時代的網絡安全挑戰與發展機遇。

2025 國家網絡安全宣傳週——香港分論壇

「2025 年國家網絡安全宣傳週——香港分論壇」於 2025 年 9 月 19 日圓滿舉行，HKIRC 與數字政策辦公室合辦，以「數碼賦能 網安同行」為主題。論壇凝聚社會力量，邀請業界持份者分享經驗，探討應對網絡威脅的最新策略。論壇亦重點強調保護關鍵基礎設施和網絡安全監測的重要性，確保香港數碼基建的安全穩定運作，共建安全數碼未來。

Hong Kong Cybersecurity Attack and Defence Drill 2025

Organised by the Digital Policy Office and co-organised by the Cyber Security and Technology Crime Bureau of the Hong Kong Police Force, Cyberport, HKIRC, and the Hong Kong Institute of Information Technology, the Hong Kong Cybersecurity Attack and Defence Drill 2025 successfully concluded on 12 October 2025.

The drill adopted a “real personnel, real network, real combat” approach to rigorously test the defense capabilities of government departments and public organisations. It conducted in-depth examinations of relevant systems and identified potential security vulnerabilities, embodying the principle of defending through attack.

Building on the success of Hong Kong’s first real-world cybersecurity drill last year, this year’s exercise was significantly expanded in scale and scope, covering more public services. It brought together experienced cybersecurity institutions and higher education bodies from both Hong Kong and Chinese Mainland, highlighting the strong collaboration and exchange between the two regions in advancing cybersecurity.

Cyber Security Staff Awareness Recognition Scheme 2025

The Cyber Security Staff Awareness Recognition Scheme 2025, jointly organised by HKIRC and the ISACA China Hong Kong Chapter, was successfully concluded with its awards presentation ceremony held on 6 November 2025. This year’s programme achieved another milestone, with participation from around 100 organisations, representing a 20% year-on-year increase, of which approximately 40% were first-time participants. Participating organisations came from a wide range of sectors, including banking, property management, retail, public bodies, non-profit organisations, and the education sector, fully demonstrating the growing importance of cybersecurity awareness across all industries. Around 61% of participating enterprises and organisations adopted the free resources provided by HKIRC to strengthen cybersecurity training, with adoption among SMEs reaching as high as 83%. This clearly highlights HKIRC’s important role in supporting SMEs in building a strong “employee firewall”.

網絡安全攻防演練「以攻築防 2025」

由數字政策辦公室（數字辦）統籌主辦，香港警務處網絡安全及科技罪案調查科、數碼港、香港互聯網註冊管理有限公司及香港資訊科技學院協辦的「香港網絡安全攻防演練—以攻築防 2025」於 2025 年 10 月 12 日圓滿結束。

網絡安全攻防演練以「實兵」、「實網」、「實戰」方式，實測政府部門和公共機構的防禦能力，對相關系統進行深度檢驗和查找安全漏洞，以攻築防。

基於去年成功推動首次香港實戰網絡安全攻防演練，今年的整體演練規模大幅擴大並涵蓋更多公共服務，包括多支經驗豐富的香港和內地網絡安全專業機構、專上學院，充分體現粵港兩地在網絡安全的交流與合作。

「共建員工防火牆」嘉許計劃 2025

HKIRC 及國際信息系統審計協會中國香港分會聯合舉辦的「共建員工防火牆」嘉許計劃 2025 頒獎典禮於 2025 年 11 月 6 日圓滿舉行。今年計劃再創佳績，參與企業約 100 間，按年增長 20%，其中約 40% 為首次加入。參與機構涵蓋銀行、物業管理、零售業、公營機構、非牟利機構及教育界，充分展現網絡安全意識在各行各業的重要性不斷提升。約 61% 的企業及機構採用 HKIRC 提供的免費資源加強網絡安全培訓，中小企採用率更高達 83%，充分展現 HKIRC 在協助中小企建立「員工防火牆」方面的重要角色。

Cybersecurity Symposium

Jointly organised by the Digital Policy Office and HKIRC, with the Cyber Security and Technology Crime Bureau (CSTCB) of the Hong Kong Police Force and the Hong Kong Cyber Security Professionals Association as strategic partners, the Cybersecurity Symposium successfully concluded on 20 January 2026.

The event attracted nearly 1,000 cybersecurity experts and industry representatives from Chinese Mainland and Hong Kong. Featuring eight keynote speeches and five round-table discussions, the forum focused on topics such as emerging technology risk management, cybersecurity trends and defense strategies, protection of critical infrastructure computer systems, and artificial intelligence. It fostered in-depth exchanges and collaboration between experts from both regions, jointly advancing the development of local cybersecurity resilience.

Cybersec Training Hub

HKIRC places strong emphasis on the vertical development of cybersecurity, with the goal of enhancing cybersecurity standards from within organisations. Since the launch of the Cybersec Training Hub, HKIRC has continuously optimized its content by incorporating a wide range of trending topics. As of 2025, more than 410,000 employees have used the platform, reflecting strong market demand for this type of training.

Cybersec Infohub

The Cybersec Infohub, co-partnered with the Digital Policy Office aims to promote closer collaboration among local information security stakeholders of different sectors to share cybersecurity information and jointly defend against cyber-attacks. Over the past year, the Cybersec Infohub organised numerous member events, drawing more than 1,500 participants. As of 2025, the total number of member organisations surpasses 3,000.

網絡安全技術論壇

由數字政策辦公室（數字辦）與 HKIRC 攜手主辦，並由香港警務處網絡安全及科技罪案調查科（CSTCB）及香港網絡安全專業協會擔任策略夥伴的「網絡安全技術論壇」於 2026 年 1 月 20 日圓滿結束。

活動吸引近 1,000 名來自內地及香港的網絡安全專家及業界代表參與，設有 8 場主題演講及 5 場圓桌討論，聚焦新興技術風險管理、網絡安全趨勢與攻防策略、關鍵基礎設施電腦系統保護及人工智能等議題，促進兩地專家深入交流與合作，共同推動本地網絡防護發展。

網絡安全員工培訓平台

HKIRC 重視網絡安全的縱向發展，旨在從企業內部提升網絡安全水平。自推出網絡安全員工培訓平台以來，HKIRC 一直積極優化內容，加入各種熱門話題。截至 2025 年，已有超過 410,000 名員工使用該平台，反映市場對此類培訓的巨大需求。

網絡安全資訊共享夥伴計劃

與數字政策辦公室合作的網絡安全資訊共享夥伴計劃旨在促進不同界別的本地資訊保安持份者緊密合作，分享網絡安全資訊及共同防禦網絡攻擊。過去一年，舉辦了多次會員活動，吸引超過 1,500 名參加者。截至 2025 年，會員機構總數超過 3,000 間。

Strengthening Cybersecurity in Education

HKIRC, in collaboration with the Information Technology Education Leaders Association, launched the Hong Kong School Cybersecurity Guidelines for the first time. The guidelines provide comprehensive measures to address cybersecurity risks in the education sector, covering both external and internal protection. They highlight four key areas: cybersecurity infrastructure, staff training and awareness, incident response and recovery, and business continuity. These practical recommendations help schools establish robust cybersecurity frameworks and strengthen Hong Kong's overall cyber defense capabilities in the education sector.

The Guardians of the Dataverse 2025 IG Reels Creation Competition also concluded successfully, with more than 3,700 students enthusiastically participating and showcasing their cybersecurity knowledge through creative short videos. Building on last year's success, this year's competition further encouraged young students to integrate cybersecurity awareness into their daily lives via popular short video platforms, fostering continuous awareness and responsible digital behavior among younger generations.

Digital Accessibility Recognition Scheme

The 2024–2025 Digital Accessibility Recognition Scheme held its award presentation ceremony on 19 May 2025 at the Hong Kong Convention and Exhibition Centre. The scheme aims to promote digital inclusion, ensuring that people from all walks of life can equally enjoy the convenience of the digital world. With the active participation of enterprises and strong support from various organisations, the scheme achieved remarkable results this year, with both participation and award numbers recording significant growth, further realizing the vision of advancing digital inclusion.

This year's scheme received an enthusiastic response, reflecting society's increasing emphasis on digital accessibility. The number of awards reached a record high, with 440 websites and 102 mobile applications recognized. Notably, a new Elderly-friendly award was introduced, with 119 websites and applications receiving this honor. This addition directly addresses the needs of an ageing society and promotes a more inclusive digital environment.

Among different industries, transportation, media, and public services stood out with outstanding performance. Participation and award numbers in these sectors showed significant increases compared with previous years. In terms of award growth, transportation rose by 70%, media by 33%, and public services by 23%, underscoring the strong commitment and active engagement of these industries.

網絡安全人才培訓和教育

HKIRC 聯同資訊科技教育領袖協會，首次推出《香港學校網絡安全指引》。該指引提供全面措施，針對教育界的網絡安全風險，涵蓋外部與內部防護。內容聚焦四大範疇：網絡安全基礎設施、教職員培訓與意識提升、事故應對與復原，以及業務持續性。透過具體建議，協助學校建立完善的網絡安全框架，全面提升香港教育界的防護水平。

「數碼宇宙守護者 2025 IG Reels 創作比賽」亦已圓滿結束，吸引超過 3,700 名學生踴躍參與，透過創意短片展現網絡安全知識。今年的比賽延續去年的成功，進一步鼓勵年輕學生在日常生活中融入網絡安全意識，並透過流行的短片平台推廣，持續提升新一代對網絡安全的關注與責任感。

「數碼無障礙嘉許計劃」

2024 至 2025 年度「數碼無障礙嘉許計劃」頒獎典禮已於 2025 年 5 月 19 日在香港會議展覽中心圓滿舉行。計劃旨在推動數碼共融，讓社會各界人士均能平等享用數碼世界的便利。在企業的積極參與及多個單位的鼎力支持下，計劃成果斐然，參與及得獎數字均錄得顯著增長，進一步實現推動數碼共融的願景。

本年度計劃反應熱烈，充分反映社會對數碼無障礙的重視日益提升。得獎數字更創歷屆新高，共頒發了 440 個網站及 102 個流動應用程式獎項。其中，本屆新增的「長者友善級別」獎項，共有 119 個網頁及應用程式獲得殊榮，切實回應樂齡社會對數碼服務的需求，推動更具包容性的數碼環境。

在各行各業中，交通、媒體及公共服務領域表現尤為突出，參與及得獎數字均較往年顯著上升。其中交通業得獎數字增幅達 70%，媒體業增長 33%，公共服務亦錄得 23% 的增幅，充分展現業界的積極投入與支持。

Promoting Digital Inclusion

In addition to the Digital Accessibility Recognition Scheme, HKIRC actively seizes different opportunities to promote the value and importance of digital inclusion to the wider community. Through forums, seminars, and public education initiatives, HKIRC advocates for equal access to digital services and highlights the role of digital inclusion within the ESG (Environmental, Social, and Governance) framework, underscoring its significance in corporate social responsibility and sustainable development.

HKIRC is committed to raising public awareness of digital inclusion and encouraging enterprises and organisations to design digital services that cater to the needs of diverse groups, including the elderly, persons with disabilities, and disadvantaged communities. By fostering cross-sector collaboration and continuous advocacy, HKIRC aims to build a more inclusive and sustainable digital ecosystem, ensuring that technology truly serves as a driving force for social progress.

Environmental Protection and Sustainability

HKIRC recognises the need to be environmentally friendly and sustainable as we strive to minimise the negative impact of our business development on the environment. We place great importance on integrating sustainable concepts of environmental protection and energy saving into our business development process. HKIRC is a strong supporter of emission reduction and energy saving, and has adopted LED lighting in the office, and encourages employees to switch off their computers or set them to sleep mode when they leave the office and switch off all nonessential electronic and lighting equipment to save energy.

To reduce waste and protect the environment, we also promote a paperless office environment with interactive whiteboards and digital filing to minimise paper consumption. Recycling areas have been set up in offices to facilitate the recycling of wastepaper, and HKIRC has introduced environmentally friendly measures and ensured that our staff follow the best industry-recognised practices in order to save energy and reduce waste, and to achieve our sustainability targets.

推廣數碼共融

在「數碼無障礙嘉許計劃」以外，HKIRC 亦積極把握不同的機會，向社會各界宣傳數碼共融的價值與重要性。HKIRC 不僅透過舉辦論壇、研討會及教育活動，推廣數碼共融的理念，更將其納入 ESG（環境、社會與治理）框架之中，強調數碼共融在企業社會責任及可持續發展上的關鍵角色。

在推廣過程中，HKIRC 致力提升公眾對數碼共融的認知，鼓勵企業及機構在設計數碼服務時兼顧不同群體的需要，包括長者、殘疾人士及弱勢社群，確保人人都能平等享用數碼世界的便利。透過跨界別合作與持續倡議，HKIRC 希望建立一個更具包容性和可持續性的數碼生態，讓數碼科技真正成為推動社會進步的力量。

環境保護及可持續發展

HKIRC 深明在業務發展的同時，須秉承環保及可持續理念，以盡力減少業務發展對環境的負面影響。我們極之重視企業發展的過程中，整合環保節能的持續理念。HKIRC 大力支持減排節能，辦公室已採用了 LED 照明，鼓勵僱員離開辦公室時，關閉電腦或設置進入睡眠模式，關閉所有非必要電子及照明設備，以節省能源。

為了減少浪費及保護環境，我們亦推廣無紙化，以互動電子白板及以數碼化存檔，實現無紙化的辦公環境，盡力減少紙張的用量。辦公室設置回收區方便廢紙循環再用。HKIRC 引入環保措施，並確保員工遵從業界公認的最佳環保守則，以節省能源和減少浪費，實現各項可持續目標。

Active Participation in Industry Events

HKIRC is committed to being a leader in the internet domain industry, actively engaging in industry activities and promotional initiatives, as well as participating in regional and international forums. By closely monitoring both local and global developments, we continuously refine our strategies for promoting domain names and advancing our public mission initiatives in response to the rapidly evolving market environment. Leveraging Hong Kong's geographic advantages, our goal is to foster a safer and more stable internet ecosystem, enhancing the overall experience for users across the region.

To further strengthen regional collaboration, HKIRC signed a Memorandum of Understanding with the Macau Productivity and Technology Transfer Center to deepen cooperation in cybersecurity training and enterprise digital transformation. A delegation from the Centre visited Hong Kong to exchange views on training mechanisms and best practices in digital transformation, reinforcing cross-border collaboration in cybersecurity across the Guangdong–Hong Kong–Macau Greater Bay Area.

Internet Corporation for Assigned Names and Numbers (ICANN)

The Internet Corporation for Assigned Names and Numbers (ICANN), headquartered in Los Angeles, USA, is a non-profit organisation comprising a wide range of stakeholders, whose primary mission is to maintain the security and stability of the Internet Protocol Address (IP Address) and Domain Name System (DNS), to allocate IP addresses and to administer top-level domains, etc.

HKIRC was invited to attend the ICANN Community Forum and Meetings, where we had the opportunity to share and exchange insights on the latest domain and internet trends and technologies with internet experts from around the world. This conference allowed HKIRC to connect with representatives of top-level domains from various countries and regions. HKIRC looks forward to engaging in deeper internet-related exchanges with more friendly countries and regions. Our goal is to foster collaboration and communication to effectively convey the story of Hong Kong.

積極參與行業活動

HKIRC 致力成為互聯網域名業界的領導者，積極參與各類業界活動與推廣項目，並出席區域及國際論壇。HKIRC 緊貼本地及全球發展趨勢，不斷優化推廣域名及公共使命相關策略，以回應瞬息萬變的市場環境。憑藉香港的地理優勢，HKIRC 的目標是打造更安全、更穩定的互聯網環境，提升區域內用戶的整體體驗。

為進一步加強區域合作，HKIRC 與澳門生產力暨科技轉移中心簽署合作備忘錄，深化在網絡安全培訓及企業數碼轉型方面的合作。該中心代表團亦訪港，就網絡安全培訓合作機制及企業數碼轉型的最佳實踐進行交流，推動粵港澳大灣區在網絡安全領域的跨境合作。

互聯網名稱與數字地址分配機構 (ICANN)

互聯網名稱與數字地址分配機構 (ICANN)，總部設於美國洛杉磯，為一家非牟利機構；成員包括了多方的持份者。ICANN 主要使命為維護網際網絡協定位址 (IP address) 及域名系統的安全及穩定運作，編配 IP address 及管理頂級域名等任務。

HKIRC 應邀出席 ICANN 研討會及會議，與一眾來自世界各地的互聯網專家分享交流最新的域名和互聯網趨勢和技術。藉著是次會議，HKIRC 把握與不同國家及地區頂級域名代表交流的機會。HKIRC 期望能夠在不久的將來，能與更多不同的友好國家和地區進行互聯網相關的深度交流，促進彼此的合作及交流，說好香港故事。

Asia Pacific Top Level Domain Organisation (APTLD)

The Asia Pacific Top Level Domain Organisation (APTLD) is a regional international body comprising members from country code Top Level Domain (ccTLD) administrations across the Asia Pacific. Its mission is to facilitate the exchange of knowledge and experience among domain name administrators in the region, with the goal of achieving world-class standards of governance.

HKIRC was invited to participate in the APTLD meeting held in Belgrade, Serbia and in Amman, Jordan. During the events, HKIRC shared its cybersecurity programmes and best practices in enhancing cybersecurity for SMEs with over 200 industry experts and participants from around the world, contributing to regional dialogue and collaboration on strengthening digital resilience.

CDNC

The Chinese Domain Name Co-ordination Consortium (CDNC) is an independent, non-profit organisation that promotes the communication and co-ordination of technical standards and policies for the Chinese Domain Name System. CDNC was established in 2000 by CNNIC (China Internet Network Information Centre), TWNIC (Taiwan Network Information Centre), HKIRC and MONIC (Macao Internet Network Information Centre). With the continued assistance of language experts, more Hong Kong characters have been included in the domain name registry. In addition, with the concerted efforts of CDNC members, global email servers now support Chinese language email addresses, and CDNC members will continue to work hard to promote the increased adoption of Chinese language domain names globally.

亞太區頂級域名組織 (APTLD)

亞太區頂級域名組織 (APTLD) 是一個區域性國際組織，由亞太地區的国家頂級域名 (ccTLD) 管理機構組成。其使命是促進域名管理機構之間的知識與經驗交流，致力於達致世界級的治理標準。

HKIRC 受邀出席於塞爾維亞貝爾格萊德及約旦阿曼舉行的 APTLD 會議。在會上，HKIRC 與來自全球逾 200 位業界專家及與會者分享其網絡安全計劃及提升中小企網絡安全的最佳實踐，推動區域性交流與合作，共同加強數碼韌性。

中文域名協調聯合會 (CDNC)

中文域名協調聯合會 (CDNC) 則為一家獨立及非牟利組織，旨在促進中文域名系統技術標準及政策的溝通及協調。聯合會由 CNNIC (中國互聯網絡信息中心)、TWNIC (財團法人台灣網路資訊中心)、HKIRC 及 MONIC (澳門互聯網絡資訊中心) 於 2000 年共同成立。在語言專家持續協助下，域名註冊錄用了更多香港的字符。此外，CDNC 成員亦共同努力，全球電郵伺服器如今亦可支援中文電郵地址。CDNC 成員將繼續努力，推動全球更多採用中文域名。

Highlights Of the Year 年度匯聚

Key Milestones of HKIRC in 2025

HKIRC 2025 年關鍵里程碑



HKIRC signed MoU with The Federation of Hong Kong Industries
與香港工業總會簽署合作備忘錄



HKIRC Annual General Meeting
HKIRC 週年大會



2025 Cybersecurity Initiatives Briefing
2025 年網絡安全推廣計劃簡介會



Digital Accessibility Recognition Scheme 2024-2025 Awards Presentation Ceremony
2024 至 2025 年度數碼無障礙嘉許計劃頒獎禮



HKIRC Signed MoU with the AALCO HKRAC
與亞非法協香港區域仲裁中心簽署合作備忘錄



HKIRC Signed MoU with Macau Productivity and Technology Transfer Centre
與澳門生產力暨科技轉移中心簽署合作備忘錄



Cyber Attack and Defence Elite
Training cum Tournament 2025
網絡攻防精英培訓暨攻防大賽 2025



Cybersecurity Initiatives Briefing for the
Second Half of 2025
2025 下半年網絡安全推廣活動簡介會



Press Conference to Launch The Hong Kong
School Cybersecurity Guide
《香港學校網絡安全指南》發佈會

HKIRC Member
Networking Event
HKIRC 會員聚會



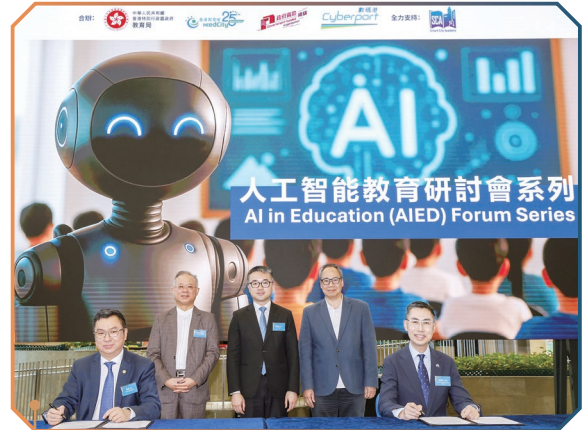
2025 China Cybersecurity Week Hong Kong Sub-forum
2025 年國家網絡安全宣傳周——香港分論壇

Highlights Of the Year 年度匯聚

Hong Kong Cybersecurity Industry Delegations
Attended the 2025 China Cybersecurity Week
main venue events in Kunming
香港網絡安全業界代表團出席在昆明舉行的
2025年國家網絡安全宣傳周主會場活動



Hong Kong Cybersecurity Attack and Defence Drill 2025
香港網絡安全攻防演練——以攻築防 2025



Hong Kong Education City Signed MoU with HKIRC
與香港教育城簽署合作備忘錄



Cyber Security Staff Awareness Recognition Scheme 2025/26
「共建員工防火牆」嘉許計劃 2025/26



Cybersecurity Symposium
網絡安全技術論壇

Directors' Report

董事會報告

The directors submit herewith their annual report together with the audited financial statements for the year ended 31 December 2025.

PRINCIPAL PLACE OF BUSINESS

Hong Kong Internet Registration Corporation Limited ("the Company") is a company incorporated and domiciled in Hong Kong and has its registered office and principal place of business at Unit 501, Level 5, Core C, Cyberport 3, 100 Cyberport Road, Hong Kong.

PRINCIPAL ACTIVITY

The principal activity of the Company and its subsidiary ("the Group") is to administer the registration system for all levels of internet domain names under the Hong Kong country-code top level domain ".hk" and ".香港" and its equivalents. This includes, among other tasks, the development and maintenance of a self-regulatory policy framework for the administration of internet domain names under the ".hk" and ".香港" country-code top level domains, and providing ".hk" and ".香港" domain names resolution services. The Company also promotes, for the benefit of the Hong Kong community, a better understanding and use of the internet and related technology. The Company is a non-profit making organisation undertaking the above activities in the context of a Memorandum of Understanding with the Government of Hong Kong Special Administrative Region dated 17 March 2010.

The principal activity and other particulars of a subsidiary are set out in note 10 to the financial statements.

董事會全人謹此提呈截至 2025 年 12 月 31 日止年度的年報及經審核財務報表。

主要營業地點

香港互聯網註冊管理有限公司（「本公司」）在香港註冊成立，並以香港為註冊地，註冊辦事處及主要營業地點均設於香港數碼港道 100 號數碼港 3 座 C 區 5 樓 501 室。

主要業務

本公司及其附屬公司（「本集團」）的主要業務是管理有關香港地區頂級域名（即「.hk」及「.香港」）的註冊服務及相關事宜。本公司肩負眾多任務，當中包括就管理香港地區頂級域名（即「.hk」及「.香港」）而發展及維護的自律政策機制，並提供「.hk」及「.香港」域名解析服務。此外，本公司也鼓勵公眾加深認識及使用互聯網及有關科技，藉此促進香港社群的福祉。本公司為非牟利組織，並根據於 2010 年 3 月 17 日與香港特別行政區政府簽訂的諒解備忘錄而進行上述業務。

附屬公司的主要業務及其他詳情載列於財務報表附註 10。

Business Review 業務回顧

<p>Fair review of the business of the Group and a discussion and analysis of the Group's performance during the year and the material factors underlying its results and financial position, including analysis using financial key performance indicators 有關本集團業務的中肯審視、本集團年內表現探討及分析以及有關其業績及財務狀況的重大因素，包括運用核心財務表現指標進行的分析</p>	<ul style="list-style-type: none"> • Chairman's Statement 主席報告 2 • CEO's Statement 行政總裁報告 6 • HK Registration and Registrar Accreditation 香港註冊及註冊認證 32 • Highlights of the Year 年度匯聚 39
<p>Description of the principal risks and uncertainties facing the Group 本集團所面臨主要風險及不確定因素的描述</p>	<ul style="list-style-type: none"> • CEO's Statement 行政總裁報告 6 • Risk Management 風險管理 29
<p>Particulars of important events affecting the Group that have occurred since the end of the financial year 於財政年度完結後發生而對本集團有影響的重大事件詳情</p>	<ul style="list-style-type: none"> • CEO's Statement 行政總裁報告 6 • Highlights of the Year 年度匯聚 39
<p>Outlook of the Group's business 本集團的業務前景</p>	<ul style="list-style-type: none"> • Chairman's Statement 主席報告 2 • CEO's Statement 行政總裁報告 6
<p>Details regarding the Group's performance; and compliance with the relevant laws and regulations that have a significant impact on the Group 有關本集團表現及遵守對本集團有重大影響的相關法律法規詳情</p>	<ul style="list-style-type: none"> • Highlights of the Year 年度匯聚 39 • Environmental Protection and Sustainability 環境保護及可持續發展 47
<p>An account of the Group's relationship with its key stakeholders 敘述本集團與其主要持份者的關係</p>	<ul style="list-style-type: none"> • Chairman's Statement 主席報告 2 • CEO's Statement 行政總裁報告 6 • HK Registration and Registrar Accreditation 香港註冊及註冊認證 32 • Highlights of the Year 年度匯聚 39

FINANCIAL STATEMENTS

The profit of the Group for the year ended 31 December 2025 and the state of the Group's and the Company's affairs as at that date are set out in the financial statements on pages 61 to 95.

Under the provisions of the Company's Memorandum of Association, accumulated funds of the Company are not available for distribution to members and are to be used solely for promotion of the objects of the Company.

The directors are obliged to draw readers' attention to the fact that part of the bank balance is actually deferred registration income which can only be realised in the future according to a clearly defined time schedule (see note 14 to the financial statements). The Management and the Board of directors ("the Board") of the Group and the Company will continue to manage the Group's and the Company's finances with due regard to its public mission, planned institutional changes and stakeholder expectations. These include, for example, the financial implications arising from the Registry/Registrar model and the need for investments in the Group's and the Company's technology and support infrastructure in order to provide business-friendly, secure and robust domain name registration services.

CHARITABLE DONATIONS

Charitable donations made by the Group during the year amounted to HK\$Nil (2024: HK\$Nil).

DIRECTORS

The directors during the financial year were:

Mr Sean, LEE Fan Fung (Chairman)
Mr Leonard, CHAN Tik Yuen, MH (Deputy Chairman)
Mr Raymond, CHENG Siu Hong (Deputy Chairman)
Dr Winnie, TANG Shuk Ming, MH, JP
Mr Hendrick, SIN, MH, JP
Mr Peter, SHUM Kin Wai
Mr Charles, LEE Chung Tak
Mr Leo, LIU Binxing
Mr Eugene, HA Kee Choy (appointed on 16 Dec 2025)
Ms Cari, WU Wa (appointed on 7 Feb 2026)
Mr Simon, CHAN Sai Ming, BBS, JP (retired on 16 Dec 2025)
Mr Daniel, CHEUNG Yee Wai, JP (retired on 7 Feb 2026)

財務報表

本集團截至 2025 年 12 月 31 日止年度的溢利及本集團與本公司於該日的財政狀況載列於第 61 至 95 頁的財務報表內。

根據本公司的組織細則大綱，本公司的累積資金只可用於實踐本公司的宗旨而不可分派給成員。

董事須敦請讀者留意，部分銀行結餘其實是遞延註冊收入，其只可根據已清楚界定的未來時間內實現（見財務報表附註 14）。本集團及本公司的管理層及董事會將繼續管理本集團及本公司財政狀況及履行對公眾的使命，組織變革的計劃及持份者的期望等。當中包括，如「註冊管理機構——註冊服務機構」的模式而帶來財務的影響，及以提供以客為尊、有效可靠及穩健的域名註冊服務而在技術及基建網絡所需的投資。

慈善捐款

本集團於年內慈善捐款額為零元（2024 年：零元）。

董事會

財政年度內的在任董事為：

李帆風先生（主席）
陳迪源先生，MH（副主席）
鄭小康先生（副主席）
鄧淑明博士，MH, JP
冼漢迪先生，MH, JP
岑健偉先生
李松德先生
劉彬星先生
夏其才先生（於 2025 年 12 月 16 日委任）
胡擘女士（於 2026 年 2 月 7 日委任）
陳細明先生，BBS, JP（於 2025 年 12 月 16 日退任）
張宜偉先生，JP（於 2026 年 2 月 7 日退任）

Directors' Report 董事會報告

In accordance with Article 37 of the Company's Articles of Association, Mr CHAN Tik Yuen, Leonard, MH and Mr LIU Binxing, Leo will retire at the forthcoming annual general meeting.

The directors of the Company's subsidiary, Hong Kong Domain Name Registration Company Limited, during the year and up to the date of this report are the same as the Company as set out above.

At no time during the year was the Company or its subsidiary a party to any arrangements to enable the directors of the Company to acquire benefits by means of the acquisition of shares in or debenture of the Company or any other body corporate.

INDEMNITY OF DIRECTORS

A permitted indemnity provision (as defined in section 469 of the Hong Kong Companies Ordinance) for the benefit of the directors of the Company is currently in force and was in force throughout this year.

DIRECTORS' INTERESTS IN TRANSACTIONS, ARRANGEMENTS OR CONTRACTS

Except as disclosed in note 20 to the financial statements, no transaction, arrangement or contract of significance to which the Company or its subsidiary was a party and in which a director of the Company had a material interest, subsisted at the end of the year or at any time during the year.

AUDITORS

A resolution will be submitted at the annual general meeting of the Company to re-appoint Messrs. Deloitte Touche Tohmatsu as the auditor of the Company.

By order of the board

LEE Fan Fung, Sean

Chairman

Hong Kong
24 April 2026

根據本公司的組織章程細則第37條，陳迪源先生，MH及劉彬星先生將於即將召開的週年大會上依章告退。

本公司附屬公司，即香港域名註冊有限公司，在本年度期間及直至本報告日期，董事組成與本公司相同（如上所述）。

於本年度內任何時間，本公司或本公司的附屬公司均無參與任何安排，致使本公司董事可以透過購入本公司或任何其他法團的股份或債權證而獲益。

董事之彌償

本公司董事的利益的准許彌償條款（定義見香港公司條例第469條）現時已生效，並於本年度全期生效。

董事之交易、安排或合約權益

除財務報表附註20所示之外，於本年度末或本年度內任何時間，本公司董事概無在本公司或本公司的附屬公司為訂約方的任何重要交易、安排或合約中擁有重大權益。

核數師

有關續聘德勤·關黃陳方會計師行為本公司核數師之決議案將於股東週年大會上提呈。

承董事會命

李帆風

主席

香港
2026年4月24日

Independent Auditor's Report 獨立核數師報告

Deloitte.

德勤

Independent auditor's report to the members of Hong Kong Internet Registration Corporation Limited

(Incorporated in Hong Kong with limited liability by guarantee)

獨立核數師報告

致香港互聯網註冊管理有限公司成員

(於香港註冊成立的擔保有限公司)

Opinion

We have audited the consolidated financial statements of Hong Kong Internet Registration Corporation Limited (the "Company") and its subsidiaries (collectively referred to as the "Group") set out on pages 61 to 95, which comprise the consolidated statement of financial position as at 31 December 2025, and the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information and other explanatory information.

In our opinion, the consolidated financial statements give a true and fair view of the consolidated financial position of the Group as at 31 December 2025, and of its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with HKFRS Accounting Standards as issued by the Hong Kong Institute of Certified Public Accountants ("HKICPA") and have been properly prepared in compliance with the Hong Kong Companies Ordinance.

Basis for Opinion

We conducted our audit in accordance with Hong Kong Standards on Auditing ("HKSA") as issued by the HKICPA. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Group in accordance with the HKICPA's Code of Ethics for Professional Accountants (the "Code"), and we have fulfilled our other ethical responsibilities in accordance with the Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

意見

本核數師（以下簡稱「我們」）已審計列載於第 61 至 95 頁的香港互聯網註冊管理有限公司（以下簡稱「貴公司」）及其附屬公司（以下統稱「貴集團」）的綜合財務報表，此財務報表包括於 2025 年 12 月 31 日的綜合財務狀況表與截至該日止年度的綜合損益及其他全面收益表、綜合權益變動表及綜合現金流量表以及附註，包括重大會計政策資訊及其他解釋資訊。

我們認為該等綜合財務報表已根據香港會計師公會頒佈的《香港財務報告準則》真實而中肯地反映了貴集團於 2025 年 12 月 31 日的綜合財務狀況及截至該日止年度的綜合財務表現及綜合現金流量，並已遵照香港《公司條例》妥為擬備。

意見的基礎

我們已根據香港會計師公會頒佈的《香港審計準則》進行審計。我們在該等準則下承擔的責任已在本報告「核數師就審計綜合財務報表承擔的責任」部分中作進一步闡述。根據香港會計師公會頒佈的《專業會計師道德守則》（以下簡稱「守則」），我們獨立於貴集團，並已履行守則中的其他專業道德責任。我們相信我們所獲得的審計憑證能充足及適當地為我們的審計意見提供基礎。

Other Information

The directors of the Company are responsible for the other information. The other information comprises the information included in the annual report, but does not include the consolidated financial statements and our auditor's report thereon.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Directors and Those Charged with Governance for the Consolidated Financial Statements

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

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

Those charged with governance are responsible for overseeing the Group's financial reporting process.

綜合財務報表及其核數師報告以外的信息

貴公司的董事需對其他信息負責。其他信息包括刊載於年報內的全部信息，但不包括綜合財務報表及我們的核數師報告。

我們對綜合財務報表的意見並不涵蓋其他信息，我們亦不對該等其他信息發表任何形式的鑒證結論。

結合我們對綜合財務報表的審計，我們的責任是閱讀其他資訊，在此過程中，考慮其他信息是否與綜合財務報表或我們在審計過程中所了解的情況存在重大抵觸或者似乎存在重大錯誤陳述的情況。基於我們已執行的工作，如果我們認為其他信息存在重大錯誤陳述，我們需要報告該事實。在這方面，我們並無任何報告。

董事就綜合財務報表須承擔的責任

董事須負責根據香港會計師公會頒佈的《香港財務報告準則》及香港《公司條例》擬備真實而中肯的綜合財務報表，並對其認為為使綜合財務報表的擬備不存在由於欺詐或錯誤而導致的重大錯誤陳述所需的內部控制負責。

在擬備綜合財務報表時，董事負責評估貴集團持續經營的能力，並在適用情況下披露與持續經營有關的事項，以及使用持續經營為會計基礎，除非董事有意將貴集團清盤或停止經營，或別無其他實際的替代方案。

管理層須負責監督貴集團的財務報告過程。

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion solely to you, as a body, in accordance with section 405 of the Hong Kong Companies Ordinance, and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this report. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with HKSA's will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with HKSA's, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.

核數師就審計綜合財務報表承擔的責任

我們的目標是對綜合財務報表整體是否不存在由於欺詐或錯誤而導致的重大錯誤陳述取得合理保證，並出具包括我們意見的核數師報告。我們是按照香港《公司條例》第 405 條的規定，僅向整體成員報告。除此以外，我們的報告不可用作其他用途。我們概不就本報告的內容，對任何其他人士負責或承擔法律責任。合理保證是高水平的保證，但不能保證按照《香港審計準則》進行的審計，在某一重大錯誤陳述存在時總能發現。錯誤陳述可以由欺詐或錯誤引起，如果合理預期它們單獨或匯總起來可能影響綜合財務報表使用者依賴財務報表所作出的經濟決定，則有關的錯誤陳述可被視作重大。

在根據《香港審計準則》進行審計的過程中，我們運用了專業判斷，保持了專業懷疑態度。我們亦：

- 識別及評估由於欺詐或錯誤而導致綜合財務報表存在重大錯誤陳述的風險，設計及執行審計程序以應對該等風險，以及獲取充足及適當的審計憑證，作為我們意見的基礎。由於欺詐可能涉及串謀、偽造、蓄意遺漏、虛假陳述，或凌駕於內部控制之上，因此未能發現因欺詐而導致的重大錯誤陳述的風險高於未能發現因錯誤而導致的重大錯誤陳述的風險。
- 了解與審計相關的內部控制，以設計適當的審計程序，但目的並非對貴集團內部控制的有效性發表意見。
- 評價董事所採用會計政策的恰當性及作出會計估計及相關披露的合理性。

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements - continued

- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

The engagement partner on the audit resulting in this independent auditor's report is POON, Kam Chuen (practising certificate number: P06225).

Deloitte Touche Tohmatsu

Certified Public Accountants

Hong Kong
24 April 2026

核數師就審計綜合財務報表承擔的責任 (續)

- 對董事採用持續經營會計基礎的恰當性作出結論。根據所獲取的審計憑證，確定是否存在與事項或情況有關的重大不確定性，從而可能導致對貴集團的持續經營能力產生重大疑慮。如果我們認為存在重大不確定性，則有必要在核數師報告中提請使用者注意綜合財務報表中的相關披露。假若有關的披露不足，則修訂我們的意見。我們的結論是基於核數師報告日止所取得的審計憑證。然而，未來事項或情況可能導致貴集團不能持續經營。
- 評價綜合財務報表的整體列報方式、結構及內容，包括披露，以及綜合財務報表是否中肯反映有關交易及事項。
- 就貴集團內實體或業務活動的財務信息獲取充足、適當的審計憑證，以計劃並執行貴集團審計，作為對貴集團財務報告發表意見的基礎。我們負責貴集團審計的方向、監督及執行。我們為審計意見承擔全部責任。

除其他事項外，我們與管治人士溝通了計劃的審計範圍、時間安排、重大審計發現等，包括我們在審計中識別出內部控制的任何重大缺陷。

這本獨立核數師報告的審計項目合夥人是潘錦泉（執業牌照號碼：P06225）。

德勤會計師事務所

執業會計師

香港
2026年4月24日

Consolidated Statement of Profit or Loss and Other Comprehensive Income

綜合損益及其他全面收益表

For year ended 31 December 2025 (Expressed in Hong Kong dollars)
截至 2025 年 12 月 31 日止年度 (以港幣列示)

		Note 附註	2025 2025 年	2024 2024 年
Revenue	營業額	4	\$ 31,217,304	\$ 32,193,909
Other net income	其他收入淨額	5	5,814,207	7,607,039
			\$ 37,031,511	\$ 39,800,948
Expenses before public mission activities expenses and depreciation	未計公眾使命活動費用及折舊的支出			
Staff costs	員工成本	6	\$ (18,425,420)	\$ (19,725,894)
Office costs	辦公室成本		(1,763,436)	(1,451,396)
Marketing costs	市場成本		(718,132)	(778,201)
IT & networks costs	資訊科技及網絡成本		(5,131,431)	(4,920,107)
Operating costs	經營成本		(5,904,161)	(5,194,607)
			\$ (31,942,580)	\$ (32,070,205)
Operating profit before public mission activities expenses and depreciation	未計公眾使命活動費用及折舊的經營溢利		\$ 5,088,931	\$ 7,730,743
Public mission activities expenses	公眾使命活動費用	6	(15,578,493)	(15,204,335)
Operating loss before depreciation	未計折舊的經營虧損		\$ (10,489,562)	\$ (7,473,592)
Depreciation	折舊	6	(2,467,871)	(3,028,590)
Loss from operations	經營虧損		\$ (12,957,433)	\$ (10,502,182)
Finance costs	財務成本	6	(107,675)	(192,327)
Loss before taxation	除稅前虧損	6	\$ (13,065,108)	\$ (10,694,509)
Income tax expense	所得稅費用	8	-	-
Loss and total comprehensive expense for the year	本年度虧損及全面支出總額		\$ (13,065,108)	\$ (10,694,509)

Consolidated Statement of Financial Position

綜合財務狀況表

As 31 December 2025 (Expressed in Hong Kong dollars)
截至 2025 年 12 月 31 日 (以港幣列示)

		Note 附註	2025 2025 年	2024 2024 年
Non-current assets	非流動資產			
Property, plant and equipment	物業、廠房及設備	9	\$ 7,099,468	\$ 2,844,238
Deposits	按金	11	680,101	679,540
			\$ 7,779,569	\$ 3,523,778
Current assets	流動資產			
Trade and other receivables	貿易應收賬款及 其他應收款	11	\$ 7,478,861	\$ 5,324,262
Cash and bank deposits	現金及銀行存款	12	169,285,792	183,499,403
			\$ 176,764,653	\$ 188,823,665
Current liabilities	流動負債			
Other payables	其他應付款	13	\$ 16,809,420	\$ 15,269,503
Deferred registration income	遞延註冊收入	14	20,333,438	19,630,604
Lease liabilities	租賃負債	15	1,857,867	1,908,800
			\$ 39,000,725	\$ 36,808,907
Net current assets	流動資產淨值		\$ 137,763,928	\$ 152,014,758
Total assets less current liabilities	資產總值減流動負債		\$ 145,543,497	\$ 155,538,536
Non-current liabilities	非流動負債			
Deferred registration income	遞延註冊收入	14	\$ 21,149,790	\$ 21,313,509
Lease liabilities	租賃負債	15	3,579,295	345,507
			\$ 24,729,085	\$ 21,659,016
Net assets	資產淨值		\$ 120,814,412	\$ 133,879,520
Representing:	代表：			
Retained profits	保留溢利		\$ 120,814,412	\$ 133,879,520

The financial statements on pages 61 to 95 were approved and authorised for issue by the Board of Directors on 24 April 2026.

第 61 頁至第 95 頁的財務報告於 2026 年 4 月 24 日經董事會核准並許可發出。

LEE Fan Fung, Sean
李帆風
Chairman
主席

CHENG Siu Hong
鄭小康
Director
董事

Consolidated Statement of Changes in Equity

綜合權益變動表

For year ended 31 December 2025 (Expressed in Hong Kong dollars)
截至 2025 年 12 月 31 日止年度 (以港幣列示)

		Retained profits 保留溢利
Balance at 1 January 2024	於 2024 年 1 月 1 日的結餘	\$ 144,574,029
Change in equity for 2024:	於 2024 年的權益變動：	
Loss and total comprehensive expense	虧損及全面支出總額	(10,694,509)
Balance at 31 December 2024 and 1 January 2025	於 2024 年 12 月 31 日及 2025 年 1 月 1 日的結餘	\$ 133,879,520
Change in equity for 2025:	於 2025 年的權益變動：	
Loss and total comprehensive expense	虧損及全面支出總額	(13,065,108)
Balance at 31 December 2025	於 2025 年 12 月 31 日的結餘	\$ 120,814,412

Consolidated Cash Flow Statement

綜合現金流量表

For year ended 31 December 2025 (Expressed in Hong Kong dollars)
截至 2025 年 12 月 31 日止年度 (以港幣列示)

		Note 附註	2025 2025 年	2024 2024 年
Operating activities	經營業務			
Loss before taxation	除稅前虧損		\$ (13,065,108)	\$ (10,694,509)
Adjustments:	調節：			
Depreciation	折舊	6	2,467,871	3,028,590
Interest income	利息收入	5	(5,259,271)	(7,124,584)
Finance costs	財務成本	6	107,675	192,327
Operating loss before changes in working capital	營運資金變動前的經營虧損		\$ (15,748,833)	\$ (14,598,176)
(Increase)/decrease in trade and other receivables	貿易應收賬款及其他應收款 增減		(2,155,160)	3,409,086
Increase in other payables	其他應付款增加		1,539,917	1,425,522
Increase in deferred registration income	遞延註冊收入增加		539,115	48,460
Net cash used in operating activities	經營業務所用現金淨額		\$ (15,824,961)	\$ (9,715,108)
Investing activities	投資活動			
Interest received	已收利息		\$ 5,259,271	\$ 7,124,584
(Increase)/decrease in bank deposits maturing after three months when placed	存款期超過三個月之 銀行存款增減		(15,372,649)	56,943,544
Purchases of property, plant and equipment	購置物業、廠房及設備付款		(1,667,840)	(260,715)
Net cash (used in)/generated from investing activities	投資活動 (所用) / 所得現金淨額		\$ (11,781,218)	\$ 63,807,413
Financing activities	融資活動			
Repayment of lease liabilities	償還租賃負債	12	(1,872,406)	(2,359,831)
Interest paid	已付利息	12	(107,675)	(192,327)
Net cash used in financing activities	融資活動所用現金淨額		\$ (1,980,081)	\$ (2,552,158)
Net (decrease) increase in cash and cash equivalents	現金及現金等價物增減淨額		\$ (29,586,260)	\$ 51,540,147
Cash and cash equivalents at 1 January	於 1 月 1 日的現金及現金等價物		58,329,716	6,789,569
Cash and cash equivalents at 31 December	於 12 月 31 日的現金及現金等價物	12	\$ 28,743,456	\$ 58,329,716

Notes to the Consolidated financial statements

綜合財務報表附註

(Expressed in Hong Kong dollars) (以港幣列示)

1. General

Hong Kong Internet Registration Corporation Limited ("the Company") is a private limited company incorporated in Hong Kong. The address of the registered office and principal place of business of the Company is Unit 501, Level 5, Core C, Cyberport 3, 100 Cyberport Road, Hong Kong.

The principal activity of the Company is to administer the registration system for all levels of internet domain names under the Hong Kong country-code top level domain "hk" and "香港" and its equivalents.

The financial statements are presented in Hong Kong dollars ("HK\$") which is also the functional currency of the Company.

2. Application Of New And Amendments To HKFRS Accounting Standards

Amendments to an HKFRS Accounting Standards that are mandatorily effective for the current year

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

Amendments to HKAS 21: Lack of Exchangeability

Except as described below, the application of the new and amendments to HKFRS Accounting Standards in the current year has had no material impact on the Group's financial positions and performance for the current and prior years and or on the disclosures set out in these consolidated financial statements.

1 重大會計政策

香港互聯網註冊管理有限公司（「本公司」）是一間在香港註冊成立的私人有限公司。公司的註冊辦事處及主要營業地點均設於香港數碼港道100號數碼港3座C區5樓501室。

本公司的主要業務是管理香港地區頂級域名「.hk」及「.香港」及其等效域名下各級互聯網域名的註冊系統。

財務報表以港幣（「HK\$」）列示，港幣亦為本公司的功能貨幣。

2. 新應用的香港財務報告準則及修訂

適用於本年度的香港財務報告準則的修訂

本集團於本年度首次採用由香港會計師公會發佈的以下香港財務報告準則修訂，該修訂對本集團自2025年1月1日起開始的會計年度的綜合財務報表編制具有強制性效力：

對《香港會計準則第21號》的修訂：匯兌受限

本年度對香港財務報告準則的修訂進行應用，對本集團本年度及以前年度的財務狀況及經營業績並無重大影響。

2. Application Of New And Amendments To HKFRS Accounting Standards - continued
Amendments to HKFRS Accounting Standards in issue but not yet effective

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

Amendments to HKAS 21: Translation to a Hyperinflationary Presentation Currency³

Amendments to HKFRS 9 and HKFRS7: Amendments to the Classification and Measurement of Financial Instruments²

Amendments to HKFRS 9 and HKFRS7: Contracts Referencing Nature-dependent Electricity²

Amendments to HKFRS 10 and HKAS 28: Sale or Contribution of Assets between an Investor and its Associate or Joint Venture¹

Amendments to HKFRS Accounting Standards: Annual Improvements to HKFRS Accounting Standards - Volume 11²

HKFRS 18: Presentation and Disclosure in Financial Statements³

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

The Group anticipated that the application of all these amendments to HKFRS Accounting Standards had no material impact on the Group's financial position and financial performance.

2. 新應用的香港財務報告準則及修訂 (續)

已發佈但尚未生效的香港財務報告準則的修訂

本集團尚未提前採用以下已發佈但尚未生效的香港財務報告準則的修訂：

對《香港會計準則第 21 號》的修訂：惡性通貨膨脹呈報貨幣的換算³

對《香港財務報告準則第 9 號》及《香港財務報告準則第 7 號》的修訂：修訂金融工具的分類及計量²

對《香港財務報告準則第 9 號》及《香港財務報告準則第 7 號》的修訂：參考依賴自然條件的電力合約²

對《香港財務報告準則第 10 號》及《香港會計準則第 28 號》的修訂：投資者之間資產的出售或投入以及其聯營公司或合營企業¹

對《香港財務報告準則》的修訂：香港財務報告準則年度改進修訂會計準則 - 第 11 章²

《香港財務報告準則第 18 號》：財務報表的列報及披露³

1. 自確定的某個日期或之後開始的年度期間生效。
2. 自 2026 年 1 月 1 日或之後開始的年度期間生效。
3. 自 2027 年 1 月 1 日或之後開始的年度期間生效。

本集團預期所有該等香港財務報告準則修訂的應用不會對本集團的財務狀況及表現產生重大影響。

3. Material Accounting Policies

Basis of preparation of the financial statements

The consolidated financial statements for the year ended 31 December 2025 comprise the Company and its subsidiary.

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

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

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

3. 重大會計政策

財務報表的編製基礎

截至 2025 年 12 月 31 日的合併財務報表包括本公司及其子公司。

財務報表編製所使用的計量基礎是歷史成本基礎。

根據香港財務報告準則編製的財務報表要求管理層做出判斷、估計和假設，這些判斷會影響政策的應用以及資產、負債、收入和費用的報告金額。這些估計及相關假設是基於歷史經驗和其他各種被認為在當時情況下合理的因素，其結果形成對資產和負債的賬面價值做出判斷，這些價值在其他來源中並不明顯。實際結果可能與這些估計有所不同。

估計及基本假設會持續進行審查。如果會計估計的修訂僅影響該修訂階段，則在修訂的期間內確認；如果修訂同時影響當前和未來的階段，則在修訂的期間及未來間確認該修訂。

3. Material Accounting Policies - continued

Subsidiaries

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

An investment in a subsidiary is consolidated into the consolidated financial statements from the date that control commences until the date that control ceases. Intra-group balances, transactions and cash flows and any unrealised profits arising from intra-group transactions are eliminated in full in preparing the consolidated financial statements. Unrealised losses resulting from intra- group transactions are eliminated in the same way as unrealised gain but only to the extent that there is no evidence of impairment.

Changes in the Group's interests in a subsidiary that do not result in a loss of control are accounted for as equity transactions, whereby adjustments are made to the amounts of controlling and non-controlling interests within consolidated equity to reflect the change in relative interests, but no adjustments are made to goodwill and no gain or loss is recognised.

When the Group loses control of a subsidiary, it is accounted for as a disposal of the entire interest in that subsidiary, with a resulting gain or loss being recognised in profit or loss. Any interest retained in that former subsidiary at the date when control is lost is recognised at fair value and this amount is regarded as the fair value on initial recognition of a financial asset or, when appropriate, the cost on initial recognition of an investment in an associate or joint venture.

In the Company's statement of financial position, an investment in a subsidiary is stated at cost less impairment losses.

3. 重大會計政策（續）

附屬公司

附屬公司是指本集團控制的實體。當本集團因參與實體業務而承擔可變動回報的風險或因此享有可變動回報，且有能力透過向實體施加權力而影響該等回報時，則本集團控制該實體。在評估本集團是否擁有上述權力時，僅考慮（本集團及其他方所持有的）實質權利。

於附屬公司的投資由控制開始當日至控制終止當日在綜合財務報表中合併計算。集團內部往來的結餘以及交易、現金流量，以及集團內部交易所產生的任何未實現溢利，會在編製綜合財務報表時全數抵銷。集團內部交易所引致未變現虧損的抵銷方法與未變現收益相同，但抵銷額只限於並無證據顯示已出現減值的部分。

本集團於附屬公司的權益變動，如不會導致喪失控制權，便會按權益交易列賬，並在綜合權益項目中調整控股及非控股權益的數額，以反映相對權益的變動，但不會調整商譽，亦不會確認損益。

當本集團喪失於附屬公司的控制權時，按出售有關附屬公司的全部權益列賬，由此產生的收益或虧損在損益中確認。在喪失控制權日期所保留有關前附屬公司的任何權益，按公允價值確認，而此筆金額在初始確認金融資產時當作公允價值，或（如適用）在初始確認於聯營公司或合營公司的投資時當作成本。

本公司的財務狀況表所示的於附屬公司的投資是按成本減去減值虧損後入賬。

3. Material Accounting Policies - continued

Property, plant and equipment

Property, plant and equipment, including right-of-use assets arising from leases of underlying property, plant and equipment, is stated at cost less accumulated depreciation and impairment losses.

Depreciation is calculated to write off the cost of items of property, plant and equipment, less their estimated residual value, if any, using the straight-line method over their estimated useful lives as follows:

Office machinery and equipment	3 years
Furniture and fixtures	3 - 6 years
Network and computer hardware/ software and equipment	3 - 5 years
Right-of-use assets are depreciated over the -unexpired term of lease	

Both the useful life of an asset and its residual value, if any, are reviewed annually.

The carrying amounts of property, plant and equipment are reviewed for indications of impairment at the end of each reporting period. An impairment loss is recognised in profit or loss if the carrying amount of an asset, or the cash-generating unit to which it belongs, exceeds its recoverable amount. The recoverable amount of an asset, or of the cash generating unit to which it belongs, is the greater of its fair value less costs of disposal and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. An impairment loss is reversed if there has been a favourable change in the estimates used to determine the recoverable amount.

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

3. 重大會計政策（續）

物業、廠房及設備

物業、廠房及設備包括租賃相關物業、廠房及設備而產生的使用權資產是以成本減去累計折舊及減值虧損後入賬。

物業、廠房及設備項目的折舊是以直線法在以下預計可使用年內沖銷其成本（已扣除估計殘值（如有））計算：

辦公室機器及設備	3年
傢具及裝置	3-6年
網絡及電腦硬件/ 軟件及設備	3-5年
使用權資產於未屆滿租期內折舊	

本集團會每年審閱資產的可使用年限及其殘值（如有）。

在每個結算日，物業、廠房及設備的賬面值均會被審閱是否出現減值跡象。如果資產或其所屬的現金產生單位的賬面值超過其可收回數額，則在損益內確認減值虧損。資產或其所屬的現金產生單位的可收回數額是按其公允價值減出售成本與使用價值兩者中的較高額。在評估使用價值時，預計未來現金流量會按照能反映當時市場對貨幣時間值及資產特定風險的評估的稅前折現率，折現至其現值。如果用以釐定可收回數額的估計出現有利的變化，有關的減值虧損便會撥回。

報廢或出售物業、廠房及設備項目所產生的損益是以出售所得款項淨額與項目賬面值之差額釐定，並於報廢或出售日在損益內確認。

3. Material Accounting Policies - continued

Leased assets

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

As a lessee

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

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

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

3. 重大會計政策（續）

租賃資產

本集團會於合約初始生效時評估該合約是否屬租賃或包含租賃。倘合約為換取代價而給予在一段時間內控制可識別資產使用的權利，則該合約屬租賃或包含租賃。倘客戶有權主導可識別資產的使用及從該使用中獲取幾乎所有的經濟收益，則表示控制權已轉讓。

作為承租人

當合約包含租賃部分及非租賃部分，本集團選擇不區分非租賃部分及將各租賃部分及任何關聯非租賃部分入賬列為所有租賃的單一租賃部分。

於租賃開始日期，本集團確認使用權資產及租賃負債，惟租期為12個月或更短的短期租賃及低價值資產的租賃除外。倘本集團就低價值資產訂立租賃，則本集團逐項決定是否將租賃資本化。與未資本化的租賃相關的租賃付款在租賃期內有系統地確認為開支。

當租賃已資本化，租賃負債初步按租期應付租賃付款額的現值確認，並按租賃中所隱含的利率貼現，或倘該利率不能輕易釐定，則以相關遞增借款利率貼現。於初步確認後，租賃負債按攤銷成本計量，而利息開支則採用實際利率法計量。租賃負債的計量並不包括不依賴指數或利率的可變租賃付款，因此可變租賃付款於其產生的會計期間在損益中扣除。

3. Material Accounting Policies - continued

Leased assets - continued

As a lessee - continued

The right-of-use asset recognised when a lease is capitalised is initially measured at cost, which comprises the initial amount of the lease liability plus any lease payments made at or before the commencement date, and any initial direct costs incurred. Where applicable, the cost of the right-of-use assets also includes an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, discounted to their present value, less any lease incentives received. The right-of-use asset is subsequently stated at cost less accumulated depreciation and impairment losses.

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

In the consolidated statement of financial position, the current portion of long-term lease liabilities is determined as the present value of contractual payments that are due to be settled within twelve months after the reporting period. The Group presents right-of-use assets within the same line item as similar underlying assets and presents lease liabilities separately.

3. 重大會計政策 (續)

租賃資產 (續)

作為承租人 (續)

於資本化租賃時確認的使用權資產初步按成本計量，其中包括租賃負債的初始金額，加上於開始日期或之前作出的任何租賃付款以及任何所產生的初始直接成本。倘適用，使用權資產的成本亦包括拆卸及移除相關資產或還原相關資產或該資產所在地而產生的估計成本，按其現值貼現並扣減任何所收的租賃優惠。使用權資產其後按成本減去累計折舊及減值虧損呈列。

倘指數或利率變化引致未來租賃付款出現變動，或本集團預期根據剩餘價值擔保應付的估計金額產生變化，或就本集團是否合理確定將行使購買、續租或終止選擇權的有關重新評估產生變化，則租賃負債將重新計量。倘以此方式重新計量租賃負債，則應當對使用權資產的賬面值進行相應調整，而倘使用權資產的賬面值已調減至零，則應於損益列賬。

於綜合財務狀況表中，長期租賃負債當前部分是以報告期後十二個月內償付的合約付款現值釐定。本集團於類似相關資產的相同項目下呈列使用權資產，並分別列示租賃負債。

3. Material Accounting Policies - continued

Trade and other receivables

A receivable is recognised when the Group has an unconditional right to receive consideration. A right to receive consideration is unconditional if only the passage of time is required before payment of that consideration is due. If revenue has been recognised before the Group has an unconditional right to receive consideration, the amount is presented as a contract asset.

Receivables are stated at amortised cost using the effective interest method less allowance for credit losses as determined below:

The loss allowance is measured at an amount equal to lifetime expected credit losses ("ECLs"), which are those losses that are expected to occur over the expected life of the trade receivables. The loss allowance is estimated using a provision matrix based on the Group's historical credit loss experience, adjusted for factors that are specific to the debtors and an assessment of both the current and forecast general economic conditions at the reporting date.

ECLs are remeasured at each reporting date with any changes recognised as an impairment gain or loss in profit or loss. The Group recognises an impairment gain or loss with a corresponding adjustment to the carrying amount of trade and other receivables through a loss allowance account.

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

3. 重大會計政策（續）

貿易應收賬款及其他應收款

應收款項於本集團擁有無條件收取代價之權利時確認。如果在支付該代價到期之前僅需要經過一段時間，則視為獲得該代價的權利是無條件的。如果在本集團有權無條件接收代價之前確認收入，則該金額作為合約資產列報。

應收款項採用實際利率法減去信貸虧損撥備，按攤銷成本列賬，具體如下：

虧損撥備的計算金額等於永久預期信貸虧損（「預期信貸虧損」），即預期在貿易應收賬款預計使用年限內發生的損失。虧損撥備乃使用基於本集團歷史信貸虧損經驗的撥備矩陣估計，並根據債務人特定因素作出調整，並於報告日期評估當前及預測一般經濟狀況。

預期信貸虧損在每個結算日重新計量，任何變更均於損益中確認為減值損益。本集團確認減值損益，並通過虧損撥備賬戶對貿易應收賬款及其他應收款的賬面值作出相應調整。

貿易債務人或其他應收款的賬面總額在無實際收回可能的情況下（部分或全部）予以沖銷。本集團在決定沖銷金額時通常以此方式確定債務人並無可產生足夠現金流量以償還沖銷金額的資產或收入來源。

3. Material Accounting Policies - continued

Other payables and contract liabilities

Other payables

Other payables are initially recognised at fair value and subsequently stated at amortised cost unless the effect of discounting would be immaterial, in which case they are stated at cost.

Contract liabilities

A contract liability is recognised when the customer pays non-refundable consideration before the Group recognises the related revenue. A contract liability would also be recognised if the Group has an unconditional right to receive non-refundable consideration before the Group recognises the related revenue. In such cases, a corresponding receivable would be recognised.

Cash and bank deposits

Cash and bank deposits comprise cash at bank and on hand, demand deposits with banks and other financial institutions, and short-term, highly liquid investments that are readily convertible into known amounts of cash and which are subject to an insignificant risk of changes in value, having been within three months of maturity at acquisition.

Employee benefits

Short term employee benefits and contributions to defined contribution retirement plans

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

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

3. 重大會計政策（續）

其他應付款及合約負債

其他應付款

其他應付款首先按公允價值確認，其後按攤銷成本入賬，惟倘貼現影響並不重大，則按成本入賬。

合約負債

當客戶在本集團確認相關收入前支付不可退還的代價時，合約負債即確認。倘本集團於確認相關收入前擁有無條件接收不可退還價款之權利，則合約負債亦予確認。在此情況下，應確認相應的應收款。

現金及現金等價物

現金及現金等價物包括銀行存款及手頭現金、存放於銀行及其他財務機構的活期存款，以及短期及高流動性的投資。該等投資可以隨時換算為已知的現金額且價值變動方面的風險不大，並在購入後三個月內到期。

僱員福利

短期僱員福利及固定繳款退休計劃的供款

短期僱員福利在提供相關服務時會記為費用。如果因僱員過去提供的服務，本集團目前有法律或推定義務支付預計要支付的金額，而且該義務可以可靠地估算，則確認為負債。

固定繳款退休計劃的繳款義務在提供相關服務時記為費用。

3. Material Accounting Policies - continued Employee benefits - continued

Defined benefit plan obligations - long service payment ("LSP") under the Hong Kong Employment Ordinance

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

Remeasurements arising from defined benefit plans are recognised immediately in OCI. Net interest expense and other expenses related to defined benefit plans are recognised in profit or loss.

Income tax

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

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

Deferred tax assets and liabilities arise from deductible and taxable temporary differences respectively, being the differences between the carrying amounts of assets and liabilities for financial reporting purposes and their tax bases. Deferred tax assets also arise from unused tax losses and unused tax credits. Apart from differences which arise on initial recognition of assets and liabilities, all deferred tax liabilities, and all deferred tax assets to the extent that it is probable that future taxable profits will be available against which the asset can be utilised, are recognised.

3. 重大會計政策 (續) 僱員福利 (續)

定義福利計劃債務——《香港僱傭條例》規定的長期服務金 (LSP)

本集團與界定福利計劃有關的債務淨額按每項計劃分別計算，方法是估算員工在當前和以往期間所賺取的未來福利金額，並將該金額折現。就長期服務計劃的義務而言，未來福利的估計金額是在扣除本集團的強積金供款產生的應計福利所產生的負服務成本後確定的，這些供款已歸屬於僱員，並被視為相關僱員的供款。

界定福利計劃產生的重新計量立即在損益表中確認。與界定福利計劃有關的淨利息支出和其他支出在損益中確認。

所得稅

本年度所得稅包括本期稅項及遞延稅項資產與負債的變動。本期稅項及遞延稅項資產與負債的變動均在損益內確認，但在其他全面收益或直接在權益中確認的相關項目，則相關稅款分別在其他全面收益或直接在權益中確認。

本期稅項是按本年度應稅所得，根據已執行或在結算日實質上已執行的稅率計算的預期應付稅項，加上以往年度應付稅項的任何調整。

遞延稅項資產與負債分別由可抵扣及應稅暫時性差異產生。暫時性差異是指資產與負債在財務報表上的賬面金額跟該等資產與負債的計稅基礎的差異。遞延稅項資產也可以由未利用稅務虧損及未利用稅款抵減產生。除了初始確認的資產及負債產生的差異外，所有遞延稅項負債及所有遞延稅項資產有可能得以利用來抵扣未來可能取得的應稅溢利的部分均予以確認。

3. Material Accounting Policies - continued

Income tax - continued

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

Provisions and contingent liabilities

Provisions are recognised for other liabilities of uncertain timing or amount when the Group has a legal or constructive obligation arising as a result of a past event, it is probable that an outflow of economic benefits will be required to settle the obligation and a reliable estimate can be made.

Where the time value of money is material, provisions are stated at the present value of the expenditure expected to settle the obligation.

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

3. 重大會計政策（續）

所得稅（續）

已確認遞延稅額是按照資產與負債賬面金額的預期實現或清償方式，根據已執行或在結算日實質上已執行的稅率計量。遞延稅項資產與負債均不折現計算。

撥備及或有負債

如果本集團須就已發生的事件承擔法律或推定責任，而履行責任預期會導致經濟效益外流，在可以作出可靠的估計時，本集團便會就該時間或數額不確定的其他負債確認撥備。

如果貨幣時間值重大，則撥備按預計須就履行該義務所需支出的現值列賬。

如果經濟效益外流的可能性較低，或是無法對有關數額作出可靠的估計，便會披露為或有負債，但經濟效益外流的可能性極低則除外。如果本公司的義務須視乎某宗或多宗未來事件是否發生才能確定是否存在，亦會披露為或有負債，但經濟效益外流的可能性極低則除外。

3. Material Accounting Policies - continued

Revenue and other income

Income is classified by the Group as revenue when it arises from the provision of services in the ordinary course of the Group's business.

Revenue is recognised when control over a service is transferred to the customer at the amount of promised consideration to which the Group is expected to be entitled, excluding those amounts collected on the behalf of third parties.

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

Registration fees income

Registration fees income is recognised over time on a straight-line basis over the registration period of one to five years. Fees received relating to future periods are classified as deferred registration income in the consolidated statement of financial position.

Service fees income

Service fees income is recognised based on the performance obligation identified in the contract with customers.

Interest income

Interest income is recognised as it accrues under the effective interest method using the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to the gross carrying amount of the financial asset.

Government grants

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

3. 重大會計政策（續）

收入及其他收入

當本集團於其日常業務過程中提供服務產生收入時，本集團將此分類為營業額。

收入於服務控制權轉移至客戶且本集團預期獲得承諾代價時確認，惟不包括代表第三方收取的金額。

有關本集團收入及其他收入確認政策的進一步詳情如下：

註冊費收入

註冊費收入在一至五年的註冊期內以直線法隨時間確認。收到的與未來期間有關的費用在綜合財務狀況表中歸類為遞延註冊收入。

服務費收入

服務費收入根據與客戶簽訂的合約中確定的履約義務確認。

利息收入

利息收入以實際利率法按應計基準，採用將金融資產預計年期之估計未來現金收入準確貼現至金融資產總賬面值確認。

政府補助

政府補助將於收到合理保證及本集團將符合附帶條件時，於綜合財務狀況表初步確認。補償本集團所產生開支的補助，於報告相關開支時產生或扣除開支的相同期間按系統基準在損益內確認為收入。

3. Material Accounting Policies - continued

Translation of foreign currencies

Foreign currency transactions during the year are translated at the foreign exchange rates ruling at the transaction dates. Monetary assets and liabilities denominated in foreign currencies and non-monetary assets and liabilities denominated in foreign currencies that are stated at fair value are translated at the foreign exchange rates ruling at the end of the reporting period. Exchange gains and losses are recognised in profit or loss.

Related parties

- (a) A person, or a close member of that person's family, is related to the Group if that person:
- (i) has control or joint control over the Group;
 - (ii) has significant influence over the Group; or
 - (iii) is a member of the key management personnel of the Group or the Group's parent.
- (b) An entity is related to the Group if any of the following conditions apply:
- (i) The entity and the Group are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others).
 - (ii) One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member).
 - (iii) Both entities are joint ventures of the same third party.
 - (iv) One entity is a joint venture of a third entity and the other entity is an associate of the third entity.
 - (v) The entity is a post-employment benefit plan for the benefit of employees of either the Group or an entity related to the Group.

3. 重大會計政策（續）

外幣換算

年內的外幣交易按交易日的的外幣匯率換算。以外幣為單位的貨幣資產及負債及以外幣為單位並按公允價值列賬的非貨幣資產及負債，則按結算日的的外幣匯率換算。匯兌收益及虧損於損益內確認。

關聯方

- (a) 如屬以下人士，即該人士或該人士的近親是本集團的關聯方：
- (i) 控制或共同控制本集團；
 - (ii) 對本集團具有重大的影響力；或
 - (iii) 是本集團或本集團母公司的關鍵管理人員。
- (b) 如屬下列任何一種情況，實體可視為本集團的關聯方：
- (i) 該實體與本集團隸屬同一集團（意指彼此的母公司、附屬公司及同系附屬公司互有關聯）。
 - (ii) 一家實體是另一實體的聯營公司或合營企業（或是另一實體所屬集團旗下成員公司的聯營公司或合營企業）。
 - (iii) 兩家實體是同一第三方的合營企業。
 - (iv) 一家實體是第三方實體的合營企業，而另一實體是第三方實體的聯營公司。
 - (v) 該實體是為本集團或作為本集團關聯方的實體的僱員福利而設的離職後福利計劃。

3. Material Accounting Policies - continued

Related parties - continued

- (b) An entity is related to the Group if any of the following conditions apply - continued:
- (vi) The entity is controlled or jointly controlled by a person identified in (a).
 - (vii) A person identified in (a)(i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity).
 - (viii) The entity, or any member of a group of which it is a part, provides key management personnel services to the Group or the Group's parent.

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

3. 重大會計政策（續）

關聯方（續）

- (b) 如屬下列任何一種情況，實體可視為本集團的關聯方（續）：
- (vi) 該實體受到上述第 (a) 項內所認定人士控制或共同控制。
 - (vii) 上述第 (a)(i) 項內所認定人士對該實體具有重大的影響力或是該實體（或該實體母公司）的關鍵管理人員。
 - (viii) 該實體或其所屬集團內的任何成員公司向本集團或本集團母公司提供關鍵管理人員服務。

任何人士的近親是指預期會在與該實體的交易中影響該名人士或受其影響的家屬。

4. Revenue

The principal activity of the Company is administrating the registration of internet domain names under "hk" and "香港" country-code top level domains. The Company provides registration of domain names through its registrars, one of which is its wholly-owned subsidiary.

Revenue represents total income from provision of domain name registration services. The amount of each significant category of revenue from contracts with customers within the scope of HKFRS 15, Revenue from Contracts with Customers, is as follows:

		2025 2025年		2024 2024年	
Registration fees	註冊費	\$	29,947,789	\$	30,795,569
Service fees	服務費		1,269,515		1,398,340
		\$	31,217,304	\$	32,193,909

As at 31 December 2025, the aggregated amount of the transaction price allocated to the remaining performance obligations under the Company's existing contracts is HK\$41,483,228 (2024: HK\$40,944,113). This amount represents revenue expected to be recognised in the future from deferred registration income (see note 14).

5. Other net income

		2025 2025年		2024 2024年	
Bank interest income	銀行利息收入	\$	5,259,271	\$	7,124,584
Sundry income	雜項收入		554,936		482,455
		\$	5,814,207	\$	7,607,039

4. 營業額

本公司的主要業務為管理香港地區頂級域名（即「.hk」及「.香港」）的註冊事宜。本公司通過註冊服務商提供域名註冊，其中之一為其全資附屬公司。

營業額代表提供域名註冊服務的收入總額。依照香港財務報告準則第15號—與客戶所訂立合約的收益範圍內與客戶訂立的合約的各項重大收入金額如下：

截至2025年12月31日，公司現有合同中分配給剩餘履約義務的交易價格總額為41,483,228元（2024年：40,944,113元）。該金額代表預期未來將確認的遞延註冊收入（見附註14）。

5. 其他收入淨額

6. Loss Before Taxation

Loss before taxation is arrived at after charging:

Finance costs

		2025 2025 年	2024 2024 年
Interest on lease liabilities (note 12)	租賃負債利息 (附註 12)	\$ 107,675	\$ 192,327

Staff costs

		2025 2025 年	2024 2024 年
Contributions to defined contribution retirement plan	界定供款退休計劃的供款	\$ 426,192	\$ 659,021
Salaries, wages and other benefits	薪金、工資及其他福利	17,999,228	19,066,873
		\$ 18,425,420	\$ 19,725,894

There were no wage subsidies from the Government to compensate the Group for employment of IT Trainees (2024: HK\$Nil).

6. 除稅前虧損

除稅前虧損已扣除下列各項：

財務成本

員工成本

本年沒有員工成本扣除補償本集團僱用 IT 培訓僱員的政府工資補貼 (2024 年：零元)。

Other items

		2025 2025 年	2024 2024 年
Depreciation charge (note 9)	折舊開支 (附註 9)		
Owned property, plant and equipment	- 擁有的物業、廠房及設備	\$ 421,187	\$ 695,205
Right-of-use assets	- 使用權資產	2,046,684	2,333,385
		\$ 2,467,871	\$ 3,028,590
Auditor's remuneration	核數師酬金		
Audit services	- 審計服務	\$ 194,200	\$ 194,600
Tax services	- 稅務服務	37,500	37,500

6. Loss Before Taxation (continued)

Public mission activities expenses

Public mission activities expenses represent the expenses incurred in respect of public mission activities including Free Website Security Scanning and Healthy Web Service, Cybersecurity Seminar Series, Cyber Attack and Defence Elite Training and Tournament, China Cybersecurity Week, China Cybersecurity Week Hong Kong Sub-forum, Hong Kong Cybersecurity Attack and Defence Drill, Cyber Security Staff Awareness Recognition Scheme, Cybersecurity Symposium, Cybersec Training Hub, Cybersec Infohub, Digital Accessibility Recognition Scheme and Promoting Digital Inclusion. Public mission activities of the Group are to organise and co-organise activities to make Hong Kong an inclusive and secured environment for the use of the internet, and to encourage the use of the internet and related technologies. All direct expenses incurred for the primary and dominant purpose of public mission and that contribute to the successful running of public mission activities are considered as public mission activities expenses.

7. Directors' Emoluments

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

		2025 2025年	2024 2024年
Directors' fees	董事袍金	\$ -	\$ -
Salaries, allowance and benefits in kind	薪金、津貼及實物收益	-	-
Discretionary bonuses	酌情獎金	-	-
Retirement scheme contributions	退休計劃供款	-	-

6. 除稅前虧損（續）

公眾使命活動費用

公眾使命活動費用是指免費網站安全掃描服務、網絡安全研討會系列、網絡攻防精英培訓暨攻防大賽、國家網絡安全宣傳周、國家網絡安全宣傳周——香港分論壇、香港網絡安全攻防演練、共建員工防火牆嘉許計劃、網絡安全技術論壇、網絡安全員工培訓平台、網絡安全資訊共享夥伴計劃、數碼無障礙嘉許計劃以及推廣數碼共融。本集團的公眾使命活動包括籌辦及合辦各類活動，以促進香港成為一個具包容性及安全的互聯網使用環境，並鼓勵市民使用互聯網及相關科技。所有直接因公眾使命為主要目的所產生以及所有有助於公眾使命活動成功運作的費用均被歸納為公眾使命活動費用。

7. 董事酬金

根據香港《公司條例》第 383(1) 條及《公司（披露董事利益資料）規例》第 2 部披露之董事酬金如下：

8. Income Tax Expense

The provision for Hong Kong Profits Tax for 2025 is calculated at 16.5% (2024: 16.5%) of the estimated assessable profits for the year. The Company is exempted from Hong Kong Profits Tax according to section 87 of the Inland Revenue Ordinance.

Income tax expense for the year is reconciled to the loss before taxation per the consolidated statement of profit or loss and other comprehensive income as follows:

		2025 2025 年	2024 2024 年
Loss before taxation	除稅前虧損	\$ (13,065,108)	\$ (10,694,509)
Tax at Hong Kong Profits Tax rate of 16.5%	按香港利得稅稅率 16.5% 計算的稅款	\$ (2,155,743)	\$ (1,764,594)
Tax effect of income not taxable for tax purpose	毋須課稅收入的稅務影響	(1,085)	(3,072)
Tax effect of unused tax losses utilised	已動用未利用稅務虧損的稅務影響	(7,478)	(5,966)
Tax effect of loss exempted from profits tax calculation	豁免利得稅計算的虧損的稅務影響	2,164,306	1,773,632
Income tax expense for the year	實際稅項支出	\$ -	\$ -

8. 所得稅

2025 年度香港利得稅的撥備是按估計應評稅利潤的 16.5% (2024 年：16.5%) 計算。根據《稅務條例》第 87 條，公司免除香港利得稅。

年度所得稅費用與綜合損益及其他全面收益表中的稅前虧損調節如下：

9. Property, Plant And Equipment

9. 物業、廠房及設備

		Right-of-use assets 使用權資產	Office machinery and equipment 辦公室機器及設備	Furniture and fixtures 傢具及裝置	Network and computer hardware/software and equipment 網絡及電腦硬件/軟件及設備	Total 總計
Cost:	成本：					
At 1 January 2025	於 2025 年 1 月 1 日	\$ 6,493,114	\$ 303,690	\$ 3,763,314	\$ 16,232,655	\$ 26,792,773
Additions	增置	5,055,261	13,840	-	1,654,000	6,723,101
Disposals	處置	(5,107,649)	(17,480)	-	(881,789)	(6,006,918)
At 31 December 2025	於 2025 年 12 月 31 日	\$ 6,440,726	\$ 300,050	\$ 3,763,314	\$ 17,004,866	\$ 27,508,956
Accumulated depreciation:	累計折舊：					
At 1 January 2025	於 2025 年 1 月 1 日	\$ 4,344,244	\$ 303,690	\$ 3,763,314	\$ 15,537,287	\$ 23,948,535
Charge for the year	本年度支出	2,046,684	769	-	420,418	2,467,871
Written back on disposals	處置時撥回	(5,107,649)	(17,480)	-	(881,789)	(6,006,918)
At 31 December 2025	於 2025 年 12 月 31 日	\$ 1,283,279	\$ 286,979	\$ 3,763,314	\$ 15,075,916	\$ 20,409,488
Net book value:	賬面淨值：					
At 31 December 2025	於 2025 年 12 月 31 日	\$ 5,157,447	\$ 13,071	\$ -	\$ 1,928,950	\$ 7,099,468
Cost:	成本：					
At 1 January 2024	於 2024 年 1 月 1 日	\$ 8,227,713	\$ 377,190	\$ 3,763,314	\$ 16,059,505	\$ 28,427,722
Additions	增置	-	-	-	260,715	260,715
Disposals	處置	(1,734,599)	(73,500)	-	(87,565)	(1,895,664)
At 31 December 2024	於 2024 年 12 月 31 日	\$ 6,493,114	\$ 303,690	\$ 3,763,314	\$ 16,232,655	\$ 26,792,773
Accumulated depreciation:	累計折舊：					
At 1 January 2024	於 2024 年 1 月 1 日	\$ 3,745,458	\$ 377,190	\$ 3,759,540	\$ 14,933,421	\$ 22,815,609
Charge for the year	本年度支出	2,333,385	-	3,774	691,431	3,028,590
Written back on disposals	處置時撥回	(1,734,599)	(73,500)	-	(87,565)	(1,895,664)
At 31 December 2024	於 2024 年 12 月 31 日	\$ 4,344,244	\$ 303,690	\$ 3,763,314	\$ 15,537,287	\$ 23,948,535
Net book value:	賬面淨值：					
At 31 December 2024	於 2024 年 12 月 31 日	\$ 2,148,870	\$ -	\$ -	\$ 695,368	\$ 2,844,238

9. Property, Plant And Equipment - continued
Right-of-use assets

The analysis of the net book value of right-of-use assets by class of underlying asset is as follows:

		2025 2025年	2024 2024年
Property leased for own use, carried at depreciated cost	租賃自用的物業，按折舊成本入賬	\$ 4,839,945	\$ 1,485,002
Internet facilities, carried at depreciated cost	互聯網設施，按折舊成本入賬	317,502	663,868
		\$ 5,157,447	\$ 2,148,870

The analysis of expense items in relation to leases recognised in profit or loss is as follows:

		2025 2025年	2024 2024年
Depreciation charge of right-of-use assets by class of underlying asset	按相關資產類別劃分的使用權資產的折舊開支		
Property leased for own use	租賃自用的物業	\$ 1,700,318	\$ 1,702,550
Internet facilities	互聯網設施	346,366	630,835
		\$ 2,046,684	\$ 2,333,385
Interest on lease liabilities (note 6)	租賃負債利息 (附註 6)	\$ 107,675	\$ 192,327

During the year, there were additions to right-of-use assets of HK\$5,055,261 (2024: HK\$Nil)

Details of total cash outflows for leases and the maturity analysis of lease liabilities are set out in notes 12 and 19, respectively.

9. 物業、廠房及設備 (續)
使用權資產

按相關資產類別劃分的使用權資產賬面淨值分析如下：

按相關資產類別劃分的使用權資產賬面淨值分析如下：

本年度內，使用權資產增加為5,055,261元（2024年：零元）

租賃的現金流出總額及租賃負債的到期分析詳情分別載於附註12和19。

9. Property, Plant And Equipment - continued
Right-of-use assets-continued

Property leased for own use

The Group has obtained the right to use a property as its office through a tenancy agreement. The lease runs for a period of 3 years.

Other leases

The Group leases internet facilities under leases running for a period of 4 years. None of the leases includes variable lease payments.

10. Investment In A Subsidiary

The Company's investment in a subsidiary was fully impaired during the year ended 31 December 2014 based on an assessment of its recoverable amount. At 31 December 2025, the directors carried out an assessment of the recoverable amount of the investment in a subsidiary. Based on their review, no reversal of impairment losses was recognised during the year.

9. 物業、廠房及設備 (續)
使用權資產 (續)

租賃自用的物業

本集團已通過租賃協議獲得使用物業作為辦公室的權利。租賃為期 3 年。

其他租賃

本集團根據 4 年到期的租約租賃互聯網設施。所有租賃均不包含可變租賃付款。

10. 於附屬公司的投資

截至 2014 年 12 月 31 日止年度，根據對本公司可收回數額的評估，本公司於附屬公司的投資全數減值。於 2025 年 12 月 31 日，董事會就於附屬公司的投資的可收回數額進行評估。根據彼等的評估，本年度未對減值虧損轉回進行確認。

Name of company 公司名稱	Place of incorporation and operation 註冊成立及經營地點	Particulars of issued capital 已發行股本的詳情	Percentage of issued capital directly held by the Company 本公司直接持有的已發行股本百分比	Principal activity 主要業務
Hong Kong Domain Name Registration Company Limited	Hong Kong	2 ordinary shares of HKD500 each	100%	Provision of ".hk" and ".香港" domain name registration services
香港域名註冊有限公司	香港	2 股普通股 (每股 500 港元)	100%	提供「.hk」及「.香港」域名註冊服務

11. Trade And Other Receivables

		2025 2025 年	2024 2024 年
Trade receivables	貿易應收賬款	\$ 230,515	\$ 119,250
Deposits, prepayments and other receivables	按金、預付款項及其他應收款	7,928,447	5,884,552
		8,158,962	6,003,802
Representing:	分別為：		
Current portion	流動部分	7,478,861	5,324,262
Non-current portion	非流動部分	680,101	679,540
		\$ 8,158,962	\$ 6,003,802

The amount of the Group's trade and other receivables expected to be recovered or recognised as expenses after more than one year is HK\$680,101 (2024: HK\$679,540). All of the other trade and other receivables are expected to be recovered or recognised as expenses within one year.

Trade receivables are due within 30 days from the date of billing. Further details on the Group's credit policy are set out in note 19.

本集團預期在一年以上收回或確認為費用的貿易及其他應收款項金額為 680,101 元（2024 年：679,540 元）。所有其他貿易及其他應收款項預期在一年內收回或確認為費用。

貿易應收款項在開票日期後 30 天內到期。集團信貸政策的更多詳情載於附註 19。

12. CASH AND BANK DEPOSITS

Cash and bank deposits comprise:

		2025 2025 年	2024 2024 年
Bank deposits maturing after three months when placed	銀行存款在存入時到期超過三個月	\$ 140,542,336	\$ 125,169,687
Cash and bank deposits maturing within three months when placed (cash and cash equivalents in consolidated statement of cash flow)	現金和銀行存款在存入時到期不超過三個月（綜合現金流量表中的現金及現金等價物）	\$ 28,743,456	\$ 58,329,716
		\$ 169,285,792	\$ 183,499,403
Cash and bank deposits in consolidated statement of financial position	綜合財務狀況表中的現金和銀行存款		

11. 貿易應收賬款及其他應收款

12. 現金及銀行存款

現金及銀行存款包括：

12. Cash And Bank Deposits - continued

Reconciliation of liabilities arising from financing activities:

The table below details changes in the Group's liabilities from financing activities, including both cash and non-cash changes. Liabilities arising from financing activities are liabilities for which cash flows were, or future cash flows will be, classified in the cash flow statement as cash flows from financing activities.

		Lease liabilities 租賃負債
At 1 January 2024	2024年1月1日	\$ 4,614,138
Financing cash flows	融資現金流	(2,552,158)
Non-cash change: Interest expenses (note 6)	非現金變動：利息費用（附註6）	192,327
At 31 December 2024	2024年12月31日	\$ 2,254,307
Addition	增加	5,055,261
Financing cash flows	融資現金流	(1,980,081)
Non-cash change: Interest expenses (note 6)	非現金變動：利息費用（附註6）	107,675
At 31 December 2025	於2025年12月31日	\$ 5,437,162

Total cash outflow for leases

Amounts included in the consolidated statement of cash flows for leases comprise the following:

		2025 2025年	2024 2024年
Within financing cash flows	於融資現金流量內	\$ 1,980,081	\$ 2,552,158

13. Other payables

		2025 2025年	2024 2024年
Accrued charges and other creditors	應計費用及其他應付賬款	\$ 13,249,767	\$ 12,178,727
Advances received	已收預付款	3,559,653	3,090,776
		\$ 16,809,420	\$ 15,269,503

All of the other payables are expected to be settled within one year.

12. 現金及銀行存款（續）

融資活動產生的負債之對賬：

下表詳述本集團來自融資活動的負債變動，包括現金及非現金變動。融資活動所產生的負債為現金流量或未來現金流量將於現金流量表中分類為融資活動所產生的現金流。

租賃現金流出總額

綜合現金流量表中有關租賃的款項包括下列各項：

13. 其他應付款

所有其他應付款預計會在一年內償付。

14. Deferred Registration Income

At 31 December 2025, the deferred registration income expected to be recognised as income is as follows:

		2025 2025 年	2024 2024 年
Within 1 year	1 年內	\$ 20,333,438	\$ 19,630,604
After 1 year but within 2 years	1 年後但 2 年內	\$ 8,118,750	\$ 7,864,697
After 2 years but within 5 years	2 年後但 5 年內	9,812,063	9,931,391
After 5 years	5 年後	3,218,977	3,517,421
		\$ 21,149,790	\$ 21,313,509
		\$ 41,483,228	\$ 40,944,113

The Group typically receives full prepayments from customers when they register internet domain names. Fee received relating to future periods is recognised as a contract liability and is classified as deferred registration income in the consolidated statement of financial position. Registration fees income is recognised over time on a straight-line basis over the registration period of one to ten years.

Movements in contract liabilities

		2025 2025 年	2024 2024 年
Balance at 1 January	於 1 月 1 日的結餘	\$ 40,944,113	\$ 40,895,653
Decrease in contract liabilities as a result of recognising revenue during the year that was included in the contract liabilities at the beginning of the year	於年初確認包含在合約負債中的年度收入導致合約負債減少	(19,630,604)	(20,422,505)
Increase in contract liabilities as a result of receiving registration fees during the year	由於在年內收到註冊費而導致合約負債增加	30,646,538	30,983,456
Decrease in contract liabilities as a result of recognising revenue from registration fees received during the year	由於確認年度內收到的註冊費收入而導致合同負債減少	(10,476,819)	(10,512,491)
Balance at 31 December	於 12 月 31 日的結餘	\$ 41,483,228	\$ 40,944,113

14. 遞延註冊收入

於 2025 年 12 月 31 日，遞延註冊收入預計會於下列期間確認為收入如下：

本集團通常會在客戶註冊互聯網域名時收到全額預付款。收到與未來期間有關的費用確認為合約負債，並在綜合財務狀況表中歸類為遞延註冊收入。註冊費收入在一至十年的註冊期內以直線法隨時間確認。

合約負債的變動

15. Lease Liabilities

15. 租賃負債

		2025 2025 年	2024 2024 年
Lease liabilities payable:	應付租賃負債：		
Within one year	一年內	\$ 1,857,867	\$ 1,908,800
Within a period of more than one year but not exceeding two years	超過一年但不超過兩年	1,864,896	345,507
Within a period of more than two years but not exceeding five years	超過兩年但不超過五年	1,714,399	-
		\$ 5,437,162	\$ 2,254,307
Less: Amount due for settlement within 12 months shown under current liabilities	減：在流動負債中顯示的 12 個月內到期金額	(1,857,867)	(1,908,800)
Amount due for settlement after 12 months shown under non-current liabilities	在非流動負債中顯示的 12 個月後到期金額	\$ 3,579,295	\$ 345,507

16. Income Tax In The Consolidated Statement Of Financial Position

Deferred tax assets and liabilities recognised:

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

			Depreciation allowances in excess of the related depreciation 超出有關折舊的折舊免稅額	Future benefits of tax losses 稅務虧損的未來利益	Total 總計
Deferred tax arising from:	遞延稅項來自於：				
At 1 January 2024 (Credited)/charged to profit or loss	於 2024 年 1 月 1 日 於損益 (計入) / 扣除	\$	110,391 (52,039)	\$ (110,391) 52,039	\$ - -
At 31 December 2024 (Credited)/charged to profit or loss	於 2024 年 12 月 31 日 於損益 (計入) / 扣除	\$	58,352 (34,527)	\$ (58,352) 34,527	\$ - -
At 31 December 2025	於 2025 年 12 月 31 日	\$	23,825	\$ (23,825)	\$ -

Deferred tax assets not recognised:

In accordance with the accounting policy set out in note 3, the Group has not recognised deferred tax assets in respect of cumulative tax losses of HK\$633,391 (2024: HK\$680,175) as it is not probable that future taxable profits against which the losses can be utilised will be available in the relevant tax jurisdiction and entity. The tax losses do not expire under the current tax legislation.

16. 綜合財務狀況表所示的所得稅

已確認遞延稅項資產及負債：

本集團已在綜合財務狀況表確認的遞延稅項 (資產) / 負債的組成部分及本年度變動如下：

未確認的遞延稅項資產：

根據附註 3 所載的會計政策，集團未確認 633,391 元 (2024 年：680,175 元) 的累積稅務虧損的遞延稅項資產，因為在相關稅務管轄區和實體中未來可利用這些虧損的應稅利潤的可能性不大。該稅務虧損在現行稅務法例下並無到期日。

17. Capital Management

The Group's primary objectives when managing capital are to safeguard the Group's ability to continue as a going concern, so that it can continue to serve the internet community of the Hong Kong Special Administrative Region, as well as the global internet community, in relation to the administration of the "hk" and ". 香港 " country-code top-level domain.

The Group defines "capital" as including all components of equity.

The Group's capital structure is regularly reviewed and managed. Adjustments are made to the capital structure in light of changes in economic conditions affecting the Group, to the extent that these do not conflict with the directors' fiduciary duties towards the Group or the requirements of the Hong Kong Companies Ordinance.

The Group was not subject to externally imposed capital requirements in either the current or the prior year.

18. Capital And Reserve

The reconciliation between the opening and closing balances of each component of the Group's consolidated equity is set out in the consolidated statement of changes in equity. Details of the changes in the Company's individual components of equity between the beginning and the end of the year are set out below:

		Retained profits 保留溢利
Balance at 1 January 2024	於 2024 年 1 月 1 日的結餘	\$ 145,493,944
Change in equity for 2024:	於 2024 年的權益變動：	
Loss and total comprehensive expense	虧損及全面支出總額	(10,749,284)
Balance at 31 December 2024 and 1 January 2025	於 2024 年 12 月 31 日及 2025 年 1 月 1 日的結餘	\$ 134,744,660
Change in equity for 2025:	於 2025 年的權益變動：	
Loss and total comprehensive expense	虧損及全面支出總額	(13,117,005)
Balance at 31 December 2025	於 2025 年 12 月 31 日的結餘	\$ 121,627,655

17. 資本管理

本集團管理資本的主要目的是保障本集團可持續經營，使其可以繼續為香港特別行政區及全球的互聯網社群提供香港地區頂級域名（即「.hk」及「.香港」）的註冊及管理服務。

本集團把「資本」界定為權益的所有組成部分。

本集團會定期檢討及管理資本架構，並在不抵觸董事對本集團的受託人責任或香港《公司條例》的規定的範圍內，因應對本集團構成影響的經濟狀況的轉變而調整資本架構。

本集團在本年度或上年度均毋須受外部訂立的資本規定所規限。

18. 資本及儲備

本集團綜合權益各項目的期初及期末結餘對賬載於綜合權益變動表。本公司個別權益項目由年初及年末的變動詳情載列如下：

19. Financial Risk Management And Fair Values Of Financial Instruments

Exposure to credit, liquidity and currency risks arises in the normal course of the Group's business. The Group's exposure to these risks and the financial risk management policies and practices used by the Group to manage these risks are described below.

Credit risk

The Group's credit risk is primarily attributable to cash and deposits with banks and trade and other receivables. Management has a credit policy in place and exposures to these credit risks are monitored on an ongoing basis.

The Group's cash and deposits with banks are placed with major financial institutions.

In respect of trade and other receivables, individual credit evaluations are performed on all customers requiring credit over a certain amount. These take into account the customer's past payments history, financial position and other factors. Trade receivables are due within 30 days from the date of billings. Normally, the Group does not obtain collateral from customers.

At the end of the reporting period, there is no significant concentration of credit risk with respect to trade and other receivables from third party customers. The Group measures loss allowances for the trade receivables at an amount equal to lifetime ECLs (which is calculated using a provision matrix). Due to the financial strength of its customers and the short duration of the trade receivables, the ECL allowance is considered insignificant.

The maximum exposure to credit risk is represented by the carrying amount of cash and deposits with banks and trade and other receivables in the consolidated statement of financial position.

The Group does not provide any guarantees which would expose the Group to credit risk.

19. 財務風險管理及金融工具的公允價值

本集團在日常業務過程中承受信貸風險、流動資金風險及貨幣風險。本集團就該等風險所承受的程度，以及本集團為管理該等風險而採用的財務風險管理政策及措施，載述如下。

信貸風險

本集團的信貸風險主要來自現金及銀行存款，以及貿易應收賬款及其他應收款。管理層制定信貸政策，並按持續基準監察此等信貸風險。

本集團的現金及銀行存款存放於大型金融機構。

就貿易應收賬款及其他應收款而言，本集團會對所有申請超逾某水平信貸金額的客戶進行信貸評估。該等評估考慮客戶過往償還貸款的記錄、財務狀況及其他因素。貿易應收賬款在發出賬單日起計 30 天內到期。在一般情況下，本集團並無持有客戶提供的抵押品。

於結算日，本集團於第三方客戶的貿易應收賬款及其他應收款並無重大及集中的信貸風險。本集團以相等於整個存續期預期信貸虧損（使用撥備矩陣計算）的金額計量貿易應收賬款的虧損撥備。鑒於其客戶的財務實力及貿易應收賬款的時間過短，預期信貸虧損撥備被視為影響較少。

本集團所承受的信貸風險上限為綜合財務狀況表中現金及銀行存款、貿易應收賬款及其他應收款的賬面值。

本集團並無提供任何可能令本集團承受信貸風險的擔保。

19. Financial Risk Management And Fair Values Of Financial Instruments - continued

Liquidity risk

The Group's policy is to regularly monitor its liquidity requirements to ensure that it maintains sufficient reserves of cash to meet its liquidity requirements in the short and longer term.

The following table shows the remaining contractual maturities at the end of the reporting period of the Group's financial liabilities, which are based on contractual undiscounted cash flows (including interest payments computed using contractual rates or, if floating, based on rates current at the end of the reporting period) and the earliest date the Group can be required to pay:

2025 2025 年		Contractual undiscounted cash outflow 合約未貼現現金流出				
		Within 1 year or on demand 1 年內或 按要求 HK\$	More than 1 year but less than 2 years 超過 1 年但 少於 2 年 HK\$	More than 2 years but less than 5 years 超過 2 年但 少於 5 年 HK\$	Total 總計 HK\$	Carrying amount at 31 Dec 於 12 月 31 日 的賬面值 HK\$
Lease liabilities	租賃負債	2,121,609	2,018,639	1,760,702	5,900,950	5,437,162
Other payables	其他應付款	16,809,420	-	-	16,809,420	16,809,420
		18,931,029	2,018,639	1,760,702	22,710,370	22,246,582

2024 2024 年		Contractual undiscounted cash outflow 合約未貼現現金流出				
		Within 1 year or on demand 1 年內或 按要求 HK\$	More than 1 year but less than 2 years 超過 1 年但 少於 2 年 HK\$	More than 2 years but less than 5 years 超過 2 年但 少於 5 年 HK\$	Total 總計 HK\$	Carrying amount at 31 Dec 於 12 月 31 日 的賬面值 HK\$
Lease liabilities	租賃負債	1,977,549	355,300	-	2,332,849	2,254,307
Other payables	其他應付款	15,269,503	-	-	15,269,503	15,269,503
		17,247,052	355,300	-	17,602,352	17,523,810

19 財務風險管理及金融工具的公允價值 (續)

流動資金風險

集團的政策是定期監控其流動性需求，以確保其保持足夠的現金儲備，以滿足短期和長期的流動性需求。

下表載列本集團金融負債於結算日的餘下合約到期情況，此乃根據合約未貼現現金流量（包括按訂約利率或（若為浮息）按結算日的即期利率計算的利息付款）以及本集團可能需要支付的最早日期而得出：

19. Financial Risk Management And Fair Values Of Financial Instruments - continued

Currency risk

The Group is exposed to currency risks through certain transactions that are denominated in the United States dollars ("USD"). As the HK\$ is pegged to the USD, the Group considers the risk of movements in exchange rate between the HK\$ and the USD to be insignificant.

Fair values

The carrying amounts of the Group's financial instruments carried at cost or amortised cost are not materially different from their fair values as at 31 December 2025 and 2024.

20. Material Related Party Transactions

In addition to the transactions and balances disclosed elsewhere in these financial statements during the year, the Group entered into the following material related parties transactions:

		2025 2025 年	2024 2024 年
Key management personnel, including directors:	管理要員，包括董事：		
- Short-term employee benefits	- 短期僱員福利	\$ 5,324,544	\$ 5,114,460
- Capitalised lease payments paid under lease agreements for certain internet facilities and an office with related companies (note)	- 根據租賃協議支付的資本化租賃付款，用於若干互聯網設施及相關公司的辦公室（附註）	2,966,990	3,089,528

Note:

During the year ended 31 December 2022, the Group has leased certain internet facilities for a term of four years, from a company whose director is also a director of the Company. At 31 December 2025, the remaining lease liability was HK\$345,507.

During the year ended 31 December 2025, the Group has renewed the tenancy agreement for its office for an additional three years, from a company whose director is also a director of the Company. At 31 December 2025, the remaining lease liability was HK\$5,091,655.

19. 財務風險管理及金融工具的公允價值（續）

外幣風險

本集團因進行若干以美元計價的交易而須面對外幣風險。由於港幣與美元掛鈎，本集團認為港幣兌美元匯率不會出現重大變動。

公允價值

集團按成本或攤銷成本計量的金融工具的賬面金額與其在 2024 年和 2025 年 12 月 31 日的公允價值並無重大差異。

20. 重大關聯方交易

除本財務報表其他部分所披露的交易及結餘外，本集團於年內亦與關聯方進行下列重大交易：

附註：

截至 2022 年 12 月 31 日止年度內，集團從一家其董事也是本公司董事的公司租賃了某些互聯網設施，租期為四年。截至 2025 年 12 月 31 日，剩餘租賃負債為 345,507 元。

截至 2025 年 12 月 31 日止年度內，集團與一家其董事也是本公司董事的公司續簽了辦公室租賃協議，租期延長三年。截至 2025 年 12 月 31 日，剩餘租賃負債為 5,091,655 元。

21. Company-Level Statement Of Financial Position 21. 本公司之財務狀況表

		2025 2025 年	2024 2024 年
Non-current assets	非流動資產		
Property, plant and equipment	物業、廠房及設備	\$ 6,670,647	\$ 2,148,870
Deposits	按金	680,101	676,265
		\$ 7,350,748	\$ 2,825,135
Current assets	流動資產		
Deposits, prepayments and other receivables	按金、預付款及其他應收款	\$ 6,710,361	\$ 4,726,855
Cash and bank deposits	現金及銀行存款	167,043,489	182,227,408
		\$ 173,753,850	\$ 186,954,263
Current liabilities	流動負債		
Other payables	其他應付款	\$ 10,012,952	\$ 8,520,430
Deferred registration income	遞延註冊收入	16,260,928	15,441,048
Amount due to a subsidiary	應付附屬公司款項	11,352,694	12,352,050
Lease liabilities	租賃負債	1,857,867	1,908,800
		\$ 39,484,441	\$ 38,222,328
Net current assets	流動資產淨值	\$ 134,269,409	\$ 148,731,935
Total assets less current liabilities	資產總值減流動負債	\$ 141,620,157	\$ 151,557,070
Non-current liabilities	非流動負債		
Deferred registration income	遞延註冊收入	\$ 16,413,207	\$ 16,466,903
Lease liabilities	租賃負債	3,579,295	345,507
		\$ 19,992,502	\$ 16,812,410
NET ASSETS	資產淨值	\$ 121,627,655	\$ 134,744,660
Representing:	代表：		
Retained profits	保留溢利	\$ 121,627,655	\$ 134,744,660

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

LEE Fan Fung, Sean
李帆風
Chairman
主席

董事會於 2026 年 4 月 24 日核准並許可發出。

CHENG Siu Hong
鄭小康
Director
董事

Corporate Information

公司資料

Registered Address and Contact Information

Address: Unit 501, Level 5, Core C, Cyberport 3,
100 Cyberport Road, Hong Kong

Tel: 2319 2303

Fax: 2319 2626

Email: info@hkirc.hk

Website: www.hkirc.hk

Board of Directors

Mr Sean, LEE Fan Fung (Chairman)

Mr Leonard, CHAN Tik Yuen, MH (Deputy Chairman)

Mr Raymond, CHENG Siu Hong (Deputy Chairman)

Dr Winnie, TANG Shuk Ming, MH, JP

Mr Hendrick, SIN, MH, JP

Mr Peter, SHUM Kin Wai

Mr Charles, LEE Chung Tak

Mr Leo, LIU Binxing

Mr Eugene, HA Kee Choy
(Appointed on 16 December 2025)

Ms Cari, WU Wa
(Appointed on 07 February 2026)

Mr Simon, CHAN Sai Ming, BBS, JP
(Retired on 16 December 2025)

Mr Daniel, CHEUNG Yee Wai, JP
(Retired on 07 February 2026)

Chief Executive Officer

Ir Wilson, WONG Ka Wai

Auditor

Deloitte Touche Tohmatsu
Certified Public Accountants

Company Secretary

Tricor Corporate Secretary Limited

Bankers

Bank of China (Hong Kong) Ltd.

Bank of Communications Co. Ltd.

The Bank of East Asia, Ltd.

The Hongkong and Shanghai Banking Corp. Ltd.

Industrial and Commercial Bank of China (Asia) Ltd.

China Construction Bank (Asia) Corporation Ltd.

註冊地址及聯絡資料

地址：香港數碼港道 100 號
數碼港 3 座 C 區 5 樓 501 室

電話：2319 2303

傳真：2319 2626

電郵：info@hkirc.hk

網址：www.hkirc.hk

董事會

李帆風先生 (主席)

陳迪源先生, MH (副主席)

鄭小康先生 (副主席)

鄧淑明博士, MH, JP

冼漢迪先生, MH, JP

岑健偉先生

李松德先生

劉彬星先生

夏其才先生
(於 2025 年 12 月 16 日委任)

胡擘女士
(於 2026 年 2 月 7 日委任)

陳細明先生, BBS, JP
(於 2025 年 12 月 16 日退任)

張宜偉先生, JP
(於 2026 年 2 月 7 日退任)

行政總裁

黃家偉工程師

核數師

德勤會計師事務所
執業會計師

公司秘書

Tricor Corporate Secretary Limited

往來銀行

中國銀行 (香港) 有限公司

交通銀行股份有限公司

東亞銀行有限公司

香港上海滙豐銀行有限公司

中國工商銀行 (亞洲) 有限公司

中國建設銀行 (亞洲) 有限公司



Unit 501, Level 5, Core C, Cyberport 3, 100 Cyberport Road, Hong Kong
香港數碼港道 100 號數碼港 3 座 C 區 5 樓 501 室

Tel. 電話 : 2319 2303

Fax 傳真 : 2319 2626

www.hkirc.hk