



CK ASSET HOLDINGS LIMITED
長江實業集團有限公司

(Incorporated in the Cayman Islands with limited liability)



STOCK CODE: 1113

2025 SUSTAINABILITY REPORT



TRANSITIONING INTO A
**GREENER FUTURE
TOGETHER**

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About CKA

CK Asset Holdings Limited (“CKA” or the “Company”, together with its subsidiaries, the “Group”) began a new chapter of growth in 2015 following the strategic reorganisation of Cheung Kong (Holdings) Limited. The name “Cheung Kong” originates from the Yangtze River, which aggregates countless streams and tributaries. Inspired by the Yangtze’s unique power of synergy, the Group’s vision is to inspire societal improvement and contribute to the development of a brighter future through the combined efforts of all. This vision has been reinforced over the years by the Group’s founder and the current Chairman together with a dedicated management team whose diligence, perseverance and innovation have collectively contributed to the continuing success of the Group.

With its foundation laid over 70 years ago, the Group is a leading multinational conglomerate that has diverse capabilities with business activities presently encompassing property development and investment, hotel and serviced suite operation, property and project management, pub operation and investment in infrastructure and utility asset operation, as well as interests in three listed real estate investment trusts. The Group’s purpose is to enrich lives through an array of assets and services it offers in the current and other sectors and geographies in which its businesses operate, and may operate as the opportunity arises, while sharing its corporate and financial successes with shareholders and creating long-term value for stakeholders through the sustainable development of its businesses.

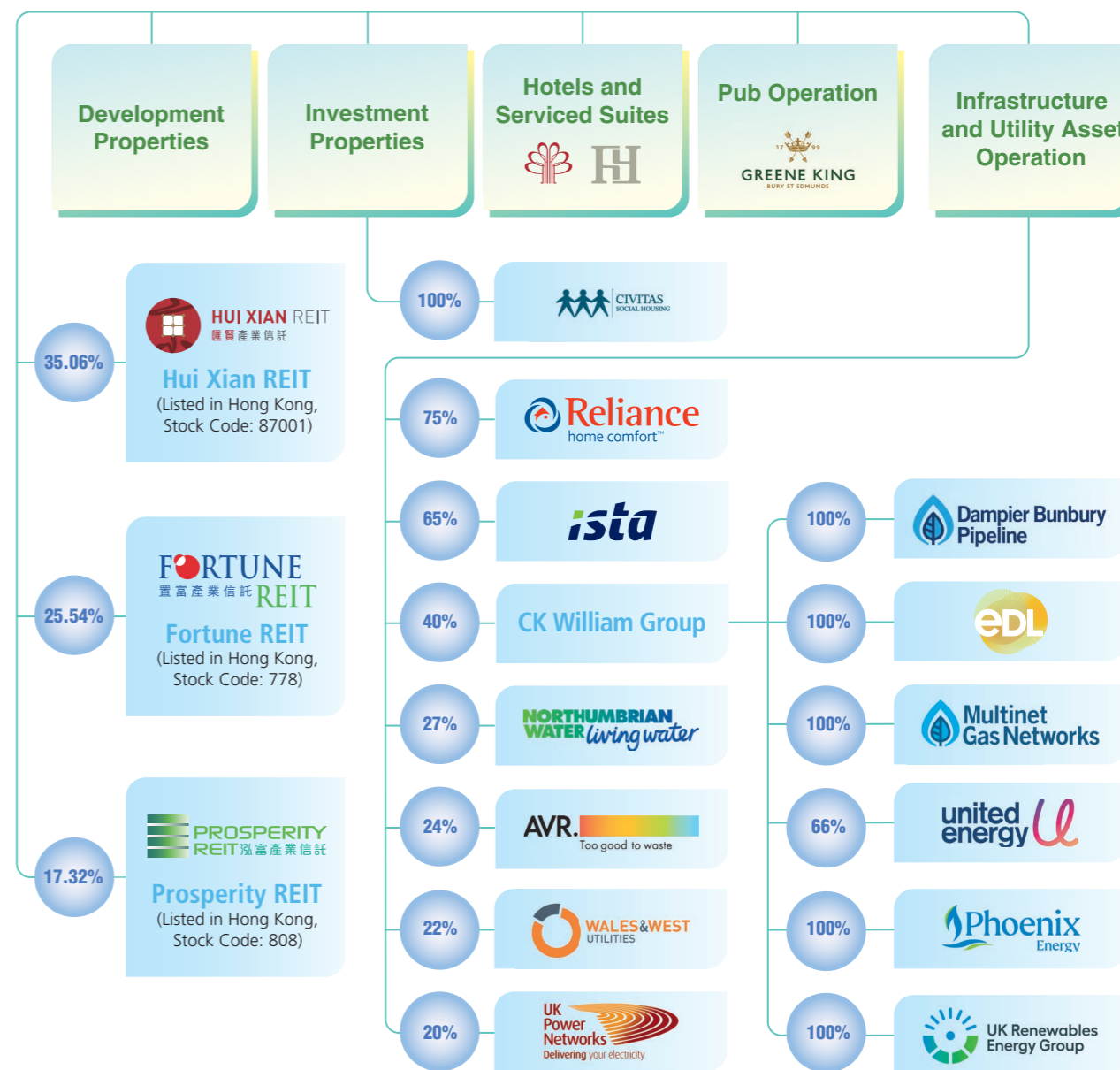
One of the pillars of the strategy of the Group is to “**Embrace Innovation and Sustainability for Long-term Growth**”. The Group recognises the increasing value of innovation and the growing importance of sustainability in driving corporate values as the established international order undergoes transformation. It makes ongoing efforts to support a strong innovation culture and to integrate environmental, social, and governance principles into its investment decisions and business operations to build an ethical corporate culture at all levels. The Group takes a special interest in social infrastructure investments that generate significant and quantifiable impact benefits as well as projects that improve ecosystem performance and drive transformative change to reduce carbon emissions. It will continue to advance its transition to carbon neutrality and work proactively towards a sustainable future.

GROUP STRUCTURE



CK ASSET HOLDINGS LIMITED

(A limited liability Cayman Islands company registered and listed in Hong Kong)
Stock Code: 1113



BUSINESS ACTIVITIES AND REGIONS



PROPERTY DEVELOPMENT

The Group has a strong market share in property development in Hong Kong and on the Mainland, and an international presence represented by its operations in Singapore and the United Kingdom (“UK”). As at 31 December 2025, the Group had a development land bank (including developers’ interests in joint development projects but excluding agricultural land and completed properties) of approximately 65 million square feet (“sq.ft.”), of which 6 million sq.ft., 56 million sq.ft. and 3 million sq.ft. were located in Hong Kong, on the Mainland and overseas respectively.



PROPERTY INVESTMENT

The Group’s property investment includes retail, office, industrial, social infrastructure and other properties, primarily located in Hong Kong. As at 31 December 2025, the Group had an investment property portfolio of approximately 22.4 million sq.ft. (including share of joint ventures but excluding car parking spaces), of which 13.1 million sq.ft., 4.5 million sq.ft. and 4.8 million sq.ft. were located in Hong Kong, on the Mainland and overseas respectively.



HOTEL AND SERVICED SUITE OPERATION

The Group’s hotel and serviced suite properties are mostly located in Hong Kong, comprising Harbour Grand Hotels, Harbour Plaza Hotels & Resorts, Horizon Hotels & Suites, Sheraton Hong Kong Hotel & Towers, Hotel Alexandra and a few others.



PROPERTY AND PROJECT MANAGEMENT

As at 31 December 2025, the Group provided property management and related services to approximately 248 million sq.ft. of properties mainly in Hong Kong and on the Mainland.



PUB OPERATION

The Group’s subsidiary, Greene King Limited (“Greene King”), is a leading integrated brewer and pub retailer operating 2 breweries, over 2,500 pubs, restaurants and hotels across England, Wales and Scotland. The operation of Greene King comprises three divisions: (i) pub company – Greene King operates food-led and drink-led destination pubs and restaurants and community-focused local pubs; (ii) pub partners – Greene King owns a portfolio of mainly drink-led pubs which are run as franchised or leased pubs; and (iii) brewing & brands – Greene King sells and distributes a wide range of beers including ale brands brewed in own breweries.



INFRASTRUCTURE AND UTILITY ASSET OPERATION

As at 31 December 2025, the Group had interests in the following joint ventures which operate infrastructure and utility asset businesses (the “Infrastructure Investments”) primarily across the UK, continental Europe, Australia and Canada.

The Group has:

- (i) 40% interest in CK William JV – an owner and operator of energy utility assets in Australia, the UK, the United States (“US”) and Canada;
- (ii) 75% interest in CKP (Canada) JV – a building equipment and service provider under the consumer brand identity of “Reliance Home Comfort” in Canada;
- (iii) 65% interest in ista JV – a fully integrated energy management service provider operated by ista Group in Europe;
- (iv) 20% interest in UK Power Networks JV – a power distributor that serves London, the South East and East of England;
- (v) 27% interest in Northumbrian Water JV (“Northumbrian Water”) – a regulated water and sewerage company in England and Wales;
- (vi) 24% interest in Dutch Enviro Energy JV (“AVR”) – an operator of energy-from-waste business in the Netherlands;
- (vii) 22% interest in Wales & West Utilities JV (“WWU”) – a gas distributor that serves Wales and the South West of England; and
- (viii) 20% interest in UK Rails JV (“UK Rails”) – a rolling stock leasing company in the UK.

The Group also has interests in the economic benefits of other Infrastructure Investments as follows:

- (i) 20% interest in Park’N Fly – an off-airport car park provider in Canada; and
- (ii) 11% interest in Australian Gas Networks – a distributor of natural gas in Australia.



INTERESTS IN REAL ESTATE INVESTMENT TRUSTS (“REITS”)

The Group has interests in three listed REITs, namely Hui Xian Real Estate Investment Trust, Fortune Real Estate Investment Trust and Prosperity Real Estate Investment Trust.

Message from the Chairman

Transitioning into a greener future together

I am pleased to present our Sustainability Report for 2025 (this “Report”), where we share our progress in embedding sustainability within our operations to build long-term resilience and to create and protect value across our businesses. The theme of this year’s Report, “Transitioning into a Greener Future Together”, reflects the steps that we have taken to advance our net zero transition, strengthen our sustainability reporting and governance, support the global shift to net zero through our investments, and deliver meaningful progress in sustainable development and environmental stewardship.

Advancing our net zero transition

The World Meteorological Organization has confirmed that 2025 was one of the three warmest years on record, underscoring the accelerating pace of climate change and the growing importance of climate adaptation. We recognise our responsibility to reduce emissions and have formalised a climate transition plan and decarbonisation roadmap to guide our net zero pathway. The plan identifies six key levers to support implementation: energy efficiency, electrification, sustainable building, green supply chain, renewable energy and responsible investment. This Report also includes a feature story that showcases the collaborative efforts of colleagues and business units across the Group to formulate a credible and tailored transition plan.



Enhancing our sustainability reporting

We are progressively enhancing the transparency of our sustainability disclosures. In this Report, we track and disclose, for the first time, our progress against the Group’s science-based targets, which were validated by the Science Based Targets initiative (SBTi) in 2024. We achieved a 42% reduction in Scope 1 and 2 emissions from 2019 levels, driven primarily by energy efficiency improvements and reduced electricity use. In addition, we achieved an 83% reduction in Scope 3 emissions from 2021 levels, mainly attributable to the use of a more recent emissions factor database for capital goods, and the use of actual emission data instead of investment value in respect of infrastructure-related and other emissions. We have expanded our Scope 3 disclosures to include multiple upstream and downstream sources, and adopted the HKEX’s new climate-related disclosure requirements ahead of the mandatory timeline. We have also attempted to enhance our climate-related financial disclosures by quantifying the capital deployed towards mitigation and adaptation initiatives, and the potential financial impacts arising from climate-related risks.

Strengthening governance through dialogue

Good sustainability governance is conducive to create long-term business resilience. We regularly review our sustainability policies to reinforce the desired culture and expected behaviours that underpin our values, and to identify gaps in a fast-evolving regulatory landscape. We have strengthened existing policies and established a new Stakeholder Engagement Policy to affirm our longstanding commitment to maintain close dialogue with stakeholders to better understand their evolving needs, concerns and expectations. This engagement is critical to identifying emerging sustainability trends, navigating potential risks and capturing suitable opportunities that may arise. Our risk inventory has also been updated to emphasise sustainability-related drivers such as climate change and artificial intelligence.



Investing for a greener future

We remain committed to invest in businesses that deliver long-term sustainable returns for our shareholders and other stakeholders, and the local communities where our businesses operate. As part of this commitment, we expanded our Civitas social infrastructure portfolio over the years. The Civitas portfolio continues to deliver significant and quantifiable social impact benefits by providing community-based healthcare housing and specialist education facilities. In the UK, two Civitas social infrastructure funds that invest in special schools, specialist residential care facilities and healthcare housing are estimated by independent consultants (based on fund-specific and consistently applied metrics) to generate approximately £730 million in social value annually. In Germany, the portfolio benefits from green lease obligations and targeted capital upgrades that seek to reduce emissions and achieve EPC (Energy Performance Certificate) A ratings for over half of the assets.

We stay dedicated to driving the global net zero transition through our investments in low-carbon solutions and renewables. This includes the acquisition of additional biogas capacity in the UK through EDL during the year and the acquisition of renewable energy assets and a gas network capable of delivering greener gases in the prior year. In 2025, the Group, in partnership with CK Life Sciences Int'l., (Holdings) Inc., also acquired pastoral leases and rights to over 350,000 hectares of agricultural land in Australia designated for carbon sequestration. Through regenerating native forests, this nature-based initiative generates tradeable carbon credits that the local public and private sectors could use to offset their carbon emissions. This investment reflects our creative strategy to address climate challenges through innovative and sustainable practices that are economically viable.

Sustainable building for sustainable living

As a conglomerate with property development as one of its key business activities, we continue to emphasise sustainable building practices and green building designs that benefit residents, tenants, the community and the environment. We aim to create vibrant communities and sustainable work and living spaces that extend beyond our buildings. Through thoughtful and integrated urban redevelopment and biodiversity initiatives, we seek to enhance neighbourhood engagement, community well-being and social inclusivity. We have included a feature story and case study in this Report that showcase several urban redevelopment and biodiversity projects undertaken by the Group. Our efforts to embrace sustainable development and environmental stewardship were met with market recognition, including the award for Best Apartment/Condominium Development for Perfect Ten at the 2025-2026 Asia Pacific Property Awards in Singapore, and final platinum rating for BEAM Plus NB V2.0 and platinum rating for LEED V4.1 for Operations and Maintenance for Cheung Kong Center II. Developments projects at Wing Kwong Street/Kai Ming Street, Hung Fook Street/Kai Ming Street, Sung Wong Toi and Queen's Road West/In Ku Lane have also received provisional gold ratings for BEAM Plus NB V2.0.

Building safety remains a core priority of the Group. We uphold stringent fire safety standards across all of our developments through robust design, regular inspections and proactive maintenance. Additional measures, including enhanced emergency drills and tenant engagement, have been introduced to further strengthen fire safety awareness across our managed properties.

Empowering people and caring for communities

Our employees are central to the Group's ongoing success. We remain committed to fostering an inclusive workplace and empowering and supporting our employees through health and well-being initiatives, as well as opportunities for growth and development. As we advance our sustainability journey, we continue to pursue initiatives that deliver positive environmental and societal impacts through partnerships and collective efforts.

Over the years, my family has fostered social and community development through the Li Ka Shing Foundation. In partnership with the Foundation, the Group supports education and healthcare initiatives that promote community well-being, such as the Community Chest Rainbow Fund and the We R Family Foundation. Since 2010, the CK Group and the Foundation have donated over HK\$107 million to support the operation and development of the "333 Learning Companion Leadership Programme". This programme provides academic assistance, moral education and whole-person development programmes free of charge to underprivileged children from low-income families who do not receive government subsidies. Our philanthropic efforts reflect our commitment to addressing community needs for a better future shared by all. Some recent projects undertaken by the Foundation are included in this Report.

Charting the path forward

As we look ahead, we remain focused on embracing sustainability while achieving long-term growth and resilience across our business operations and the communities in which we operate. On behalf of the Board, I would like to express our gratitude to our customers, partners and other stakeholders for their ongoing support and trust. I also wish to commend my colleagues for their dedication to realising the Group's vision through a meaningful transition plan. Together, we are advancing towards a greener future and creating sustainable value for generations to come.

Victor T K Li

Chairman

19 March 2026



About this Report

REPORTING SCOPE AND INDEPENDENT VERIFICATION

This Sustainability Report for 2025 covers the Group's sustainability-related information for the financial year from 1 January to 31 December 2025 ("Reporting Period"). It is published alongside the Group's Annual Report 2025, which includes a review of its financial performance and its corporate governance report, and a review of the Company's key policies that are available on its website. Together, these reports and policies present how the Group integrates financial and environmental, social, and governance ("ESG") considerations into its strategic planning, investment decisions, and risk management processes.

This Report provides an overview of the Group's sustainability strategies and performance, including its governance framework, environmental initiatives, value chain management, engagement with employees and the broader community, and investments highlights. Quantitative data in this Report is consolidated on an operational control basis and includes the Group's business activities in property development and investment, hotel and serviced suite operation, property and project management, and pub operation. Achievements related to the Group's diverse investments in infrastructure and utility asset operation are detailed in the "Infrastructure Investments" section. Additional information on the Group's Infrastructure Investments can be found in the 2025 Sustainability Report of CK Infrastructure Holdings Limited, an investment partner of CKA.

The Board of Directors (the "Board") oversees the content of this Report, which has been reviewed by the Sustainability Committee and approved by the Board.

To further enhance the credibility of this Report, the Company has engaged an independent third party to verify the contents of this Report. Details of the verification scope can be found in the "Independent Assurance Report" section of this Report.

REPORTING FRAMEWORK AND PRINCIPLES

CKA is listed on the Main Board of The Stock Exchange of Hong Kong Limited ("SEHK"). This Report is prepared in compliance with the requirements of the Environmental, Social and Governance Reporting Code ("ESG Code") set out in Appendix C2 to the Rules Governing the Listing of Securities on the SEHK ("Listing Rules").

As a LargeCap issuer, CKA is required to adopt the SEHK's new climate-related disclosure requirements under Part D of the ESG Code, which aligns with the International Financial Reporting Standards ("IFRS") S2 Climate-related Disclosures. These requirements are effective on a "comply or explain" basis for financial year commencing on or after 1 January 2025 and will become mandatory for financial year commencing on or after 1 January 2026. In this report, the Group has attempted to adopt the HKEX's new climate-related disclosure requirements ahead of the mandatory timeline aligning with international best practices.

The reporting principles below, as set out in the SEHK's ESG Code, have been adhered to in preparing this Report.



MATERIALITY

"Double Materiality" assessment has been adopted for this Report. Both financial and impact materiality were assessed based on the results obtained from stakeholder engagement. The identified topics were reviewed and approved by the Sustainability Committee.



QUANTITATIVE

Information regarding the standards, methodologies, assumptions, and/or calculation references, and sources of key conversion factors used for these key performance indicators ("KPIs") is stated wherever appropriate.



CONSISTENCY

This Report adopts consistent methodologies to allow a fair comparison of the Group's performance over time. Any changes to the methods or KPIs used have been disclosed, where applicable.



BALANCE

This Report discloses information in an objective manner, aiming to provide stakeholders with an unbiased picture of the Group's overall sustainability performance.

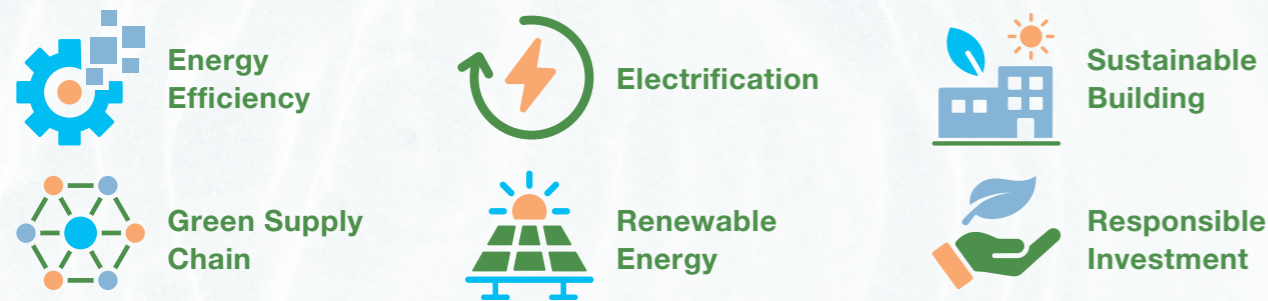
2025 ESG Highlights

NET ZERO AND THE ENVIRONMENT

Driving a greener future through strategic investment and clear targets to lower our environmental footprint.

Climate Transition Plan

Developed a climate transition plan, underpinned by six decarbonisation levers applied across our diverse portfolio of operations and investments.



For details, please refer to pages 48 to 61.

Improved Environmental Footprint

Reducing resource use intensity per gross floor area across operations to meet the Group's environmental targets.

PROGRESS VS 2019



Intensity per total gross floor area

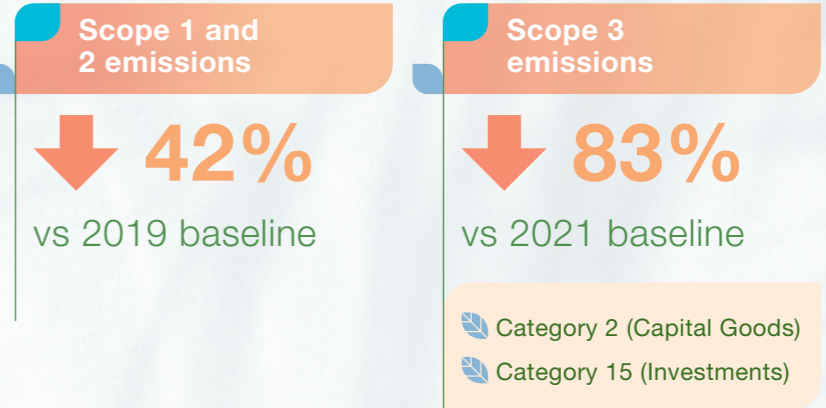
(Excluding pub operation which has revenue-based resource use targets.)

For details, please refer to page 83.



Reduced Carbon Footprint

Reporting progress on **near-term science-based targets**, supported by enhanced Scope 3 emissions transparency by category.



For details, please refer to pages 80 to 82.

Climate-related Financial Disclosures

Allocated capital towards **climate and environmental initiatives** across our operations.

HK\$ 370 million Capital Expenditure and Operating Expenditure

- Property Development, Property Investment, Hotels and Serviced Suites, Property Management, Pub Operation**
 - Climate mitigation: Energy efficiency, Green building, Green supply chain, Renewable energy, Electrification
 - Climate adaptation: Flooding, heat and drought mitigation
 - Environmental stewardship: Waste, water and biodiversity
- Infrastructure and Utility Operation**
 - Low-carbon transition technology
 - Water, biodiversity and circular economy
 - Asset modernisation and energy efficiency
 - Sustainable transportation

HK\$ 2,028 million Capital Expenditure and Operating Expenditure

Note: Figures represent capital and operating expenditure amounts attributable to specific joint ventures of the Group, pro-rated based on the Group's percentage interest in such joint ventures.

For details, please refer to page 52.

INTEGRATED GOVERNANCE

Embedding sustainability at the core of our governance and enterprise-wide decision-making.

Board Composition

Gender Diversity
37.5%
 6 out of the 16 members of our Board of Directors are female

Independence
56.3%
 Majority (9 out of the 16 members) of our Board of Directors are Independent Non-executive Directors

4 of 5 Board Committees (Audit Committee, Remuneration Committee, Nomination Committee and Sustainability Committee) are chaired by Independent Non-executive Directors (As at 31 December 2025)

Directors Training

210+ continuous professional development training hours completed in 2025

Evolving climate disclosure requirements and sustainability management practices

AI trends, adoption practices, responsible integration into corporate strategies



Policy Enhancement

Policies overseen by the Audit Committee/ Sustainability Committee

Updated policies

New Stakeholder Engagement Policy

ESG Risks and Opportunities

Updated the ESG risks in the corporate risk inventory

New framework to identify and capture climate-related opportunities

INVESTMENTS IN POSITIVE IMPACT

Creating environmental and social impact through strategic investments.



Social infrastructure

A diversified portfolio of social infrastructure across the UK and Europe.

Healthcare
Housing

1,285 properties

Specialist Education and Residential Care Homes

27 properties

Social Value generated in the UK across three investment strategies:

Civitas Social Housing portfolio (CSH)

£3.51

created for every £1 of annualised investment

approximately

£730m*

Social Healthcare Properties portfolio (SHP)

£567m

CIM Healthcare Properties portfolio (CHP)

£163m

Green lease obligations in Germany with a target to achieve Energy Performance Certificate (EPC) A ratings for over half of the assets

* £730m is estimated by independent consultants (based on fund-specific and consistently applied metrics)

Infrastructure investments

Driving the global net zero transition through renewable and low-carbon solutions.

Acquisition of additional biogas capacity in the UK through EDL

- Produces up to 750 m³ of biomethane per hour
- Generates renewable electricity for ~8,000 homes
- Biomethane powers an additional 6,000 households

Latest regulatory resets: Northumbrian Water, WWU

Opportunities to direct investments related to energy transition, asset resilience and environmental protection



Note: The infrastructure portfolio figures reflect total capacity without adjusting for the Group's percentage interests held by the Group.



Regenerative agriculture

Acquired the pastoral leases and rights to over 350,000 hectares of agricultural land in Australia for carbon sequestration, using native forest regeneration to generate carbon credits and support broader emission offsetting efforts.

GREEN BUILDING

Advancing sustainable building practices, backed by the Group's experience in property development, investment and management.

Property rental

96%

of gross floor area of Hong Kong office rental properties has achieved green building certification

65%

of revenue of Hong Kong property rental comes from office properties that have achieved green building certification

Managed properties

64%

of managed properties are ISO 9001-certified

62%

of managed properties are ISO 14001-certified

Note: Percentages for managed properties are based on property count.

Property development

Green building certificates

<p>Provisional gold rating under BEAM Plus New Buildings V2.0</p> <p>URA Project at Wing Kwong Street/ Kai Ming Street</p>	<p>Final platinum rating under BEAM Plus New Buildings V2.0 LEED v4.1 Operations and Maintenance: Existing Buildings - Platinum WELL Health-Safety Rating</p> <p>Cheung Kong Center II</p>	<p>Provisional gold rating under BEAM Plus New Buildings V2.0</p> <p>URA Project at Queen's Road West/In Ku Lane, Sai Ying Pun</p>
<p>Provisional gold rating under BEAM Plus New Buildings V2.0</p> <p>URA Project at Hung Fook Street/ Kai Ming Street</p>		<p>Provisional gold rating under BEAM Plus New Buildings V2.0</p> <p>Residential Development at Kai Tak Sung Wong Toi Station</p>

OUR EMPLOYEES AND COMMUNITIES

Creating a positive workplace and lasting community value.

Employees



No. of employees

54,300+

Our workforce

By region

Hong Kong **21%**

Mainland **8%**

UK, Singapore **71%**



Women in workforce

50%

Gender diversity

Women in management positions in revenue-generating functions

54%
of all such managers



Lost-time injury rate for employees

1.139

Health and safety

Zero
fatalities for employees and contractors



% workforce received training

97%

Training & development

Training themes

Digital transition, climate change, sustainability, etc.

Communities

Donations

HK\$ **10 million**

Education, healthcare and other charitable causes



Awards and Achievements

The Group's sustainability achievements were acknowledged through various awards during the year. Selected highlights are as follows:



2025-2026 Asia Pacific Property Awards – Best Apartment/Condominium Development Singapore (Perfect Ten)



Hong Kong Economic Journal – Listed Company Awards of Excellence 2025: 榮耀大獎 (CK Asset Holdings Limited)



Now Finance – Leadership Business Award 2025: Prestigious MTR Residence in Southern District Award of Excellence (CK Asset Holdings Limited – Blue Coast)



UNSDG Achievement Awards Hong Kong 2025 – Recognised Project (Goodwell Property Management Limited)



TTG Travel Awards 2025 – Travel Hall of Fame Award (Harbour Plaza Hotels & Resorts)



Yazhou Zhoukan – Asia Excellence Brand Award (Harbour Plaza Hotels & Resorts)



2025 FIABCI World Prix d'Excellence Awards – Silver in Masterplan Category (Hutchison Property Group (UK) Limited – Chelsea Waterfront)

Sustainability

at CKA

At CKA, sustainability is a catalyst for long-term value creation and transformative growth. Integrated across governance, strategy, risk management, and performance metrics and targets, it has guided the Group's evolution into a leading multinational conglomerate over the past 70 years.

Material ESG topics:

- Anti-Corruption
- Business Ethics and Integrity
- Climate Adaptation and Resilience
- Data Protection and Cybersecurity
- Responsible Investment
- Risk and Crisis Management
- Stakeholder Engagement and Collaboration
- Innovation
- Intellectual Property Rights

The Sustainable Development Goals (SDGs) and the relevant material ESG topics covered in this section are outlined below.



8 DECENT WORK AND ECONOMIC GROWTH

SDG 8.7:

Prohibiting child and forced labour, modern slavery and human trafficking

SDG 8.8:

Protecting labour rights and promoting safe and secure working environments



16 PEACE, JUSTICE AND STRONG INSTITUTIONS

SDG 16.5:

Reducing corruption and bribery

SDG 16.10:

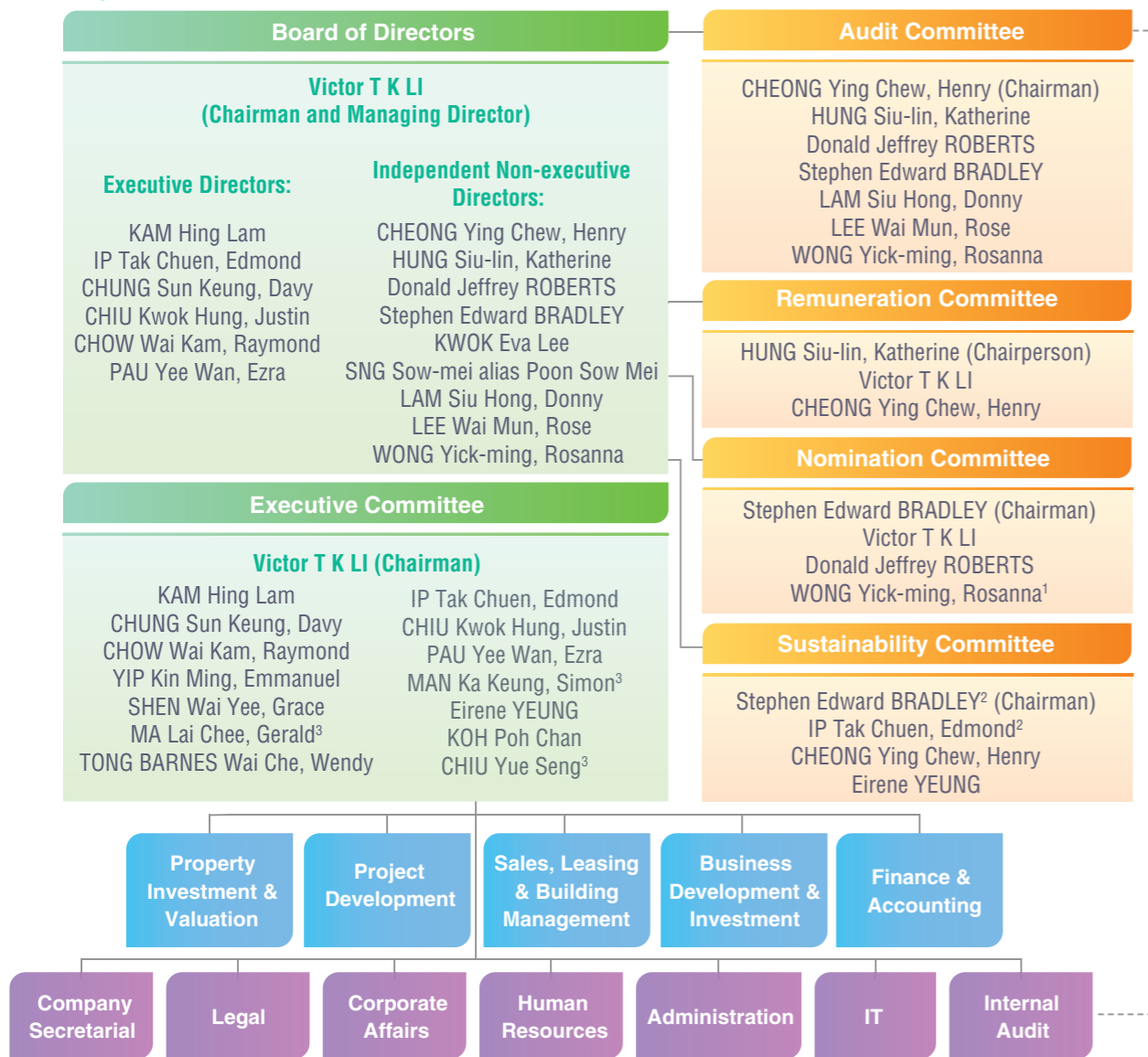
Protecting human rights and freedoms

GOVERNANCE

CORPORATE GOVERNANCE

The Board and the management of the Company are committed to the maintenance of good corporate governance practices and procedures of the Group. The Company acknowledges that a good corporate governance framework is essential for effective management, a healthy corporate culture, business growth and shareholder value enhancement. The corporate governance principles of the Company emphasise a quality Board, sound internal controls, and transparency and accountability to all shareholders.

Management Structure Chart



Notes:
 1. Dr. Wong Yick-ming, Rosanna was appointed as a member of Nomination Committee of the Company with effect from the conclusion of the Board meeting held on 20 March 2025.
 2. Mr. Ip Tak Chuen, Edmond has retired as chairman and remains a member of the Sustainability Committee of the Company, and Mr. Stephen Edward Bradley, another member of the Sustainability Committee, has been appointed as chairman of the Sustainability Committee of the Company, with effect from 1 November 2025.
 3. Members of the Company's Finance Committee, a working team under the Executive Committee.

Board and Board Committees

The Board consists of 16 Directors, comprising seven Executive Directors and nine Independent Non-Executive Directors ("INEDs"). More than half of the Board are INEDs and more than one of them have appropriate professional qualifications, or accounting or related financial management expertise. The Board is responsible for shaping and monitoring the corporate culture, setting long-term strategic objectives, policies and directions of the Company with appropriate focus on values creation and risk management. The Board evaluates the Group's operating, financial and sustainability performance and oversees the executive management of the Company with the support of various standing committees, and ensures the Company maintains effective communication with shareholders and appropriate engagement with other key stakeholders. The Board is accountable for its actions or inactions, and where appropriate, the Board takes the shareholders' and stakeholders' view into account in its decisions.

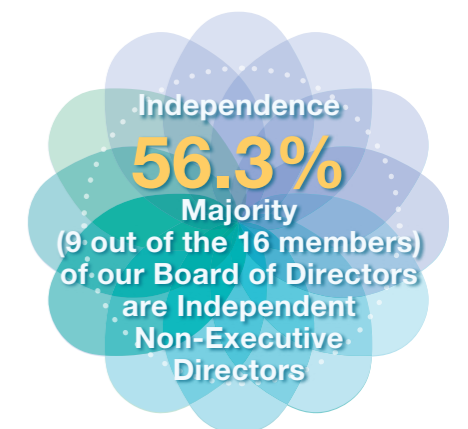
The Board meets regularly and at least four times a year at approximately quarterly intervals. The Directors also consider and approve affairs and matters of the Company by way of written resolutions supported by relevant and sufficient information and explanatory materials, as well as further clarification provided through calls, where necessary for the Directors to make informed decisions. Between scheduled meetings, the management of the Company provides the Directors with monthly updates and other information in order to enable the Directors to keep abreast of the business affairs of the Group and involved in scrutinizing the Group's performance in achieving the Group's corporate goals and objectives.

All the Board and Board Committee meetings are held as hybrid meeting enabling the Directors, including those residing overseas, to attend through electronic communication channels such as video/audio conferencing. Conducting Board and Board Committee

meetings in hybrid mode has also led to a lower carbon footprint by minimising the need for business travel associated with in-person meetings. Arrangements were in place for Board and Board Committee meeting materials to be made available via a secured online platform, resulting in minimum use of paper.

Board Composition

The Board, accountable to the shareholders under the leadership of the Chairman, leads, directs and supervises the Company's affairs to enable the long-term success of the Company. Although the positions of Chairman and Managing Director are held by the same individual, all major decisions are made, in accordance with current practice, in consultation with members of the Board and relevant Board Committees and key personnel of the Group after thorough discussions. As at 31 December 2025 and the date of this Report, the Board has a majority of INEDs. These nine INEDs have a balance of expertise, skills, experience and diversity of perspectives appropriate to the requirements of the Group's business. The Company's INEDs will continue to provide views and comments to Mr. Victor T K Li as Chairman and Managing Director as they have done so over the years.



The Chairman provides leadership for the Board and ensures effective performance of the duties of the Board and that all key and appropriate issues are discussed in a timely manner. The Chairman leads the Board in fostering the Group's corporate culture in alignment with its purpose, values and strategy set by the Board, to reinforce the Group's vision and pursuit of success.

All Directors have made active contributions to the Board's affairs and the Board has always acted in the best interest of the Company. In addition to regular Board meetings, the Chairman meets with the INEDs without the presence of other Directors twice every year. Executive Directors are in charge of different business units and functional divisions of the Group in accordance with their respective areas of expertise.

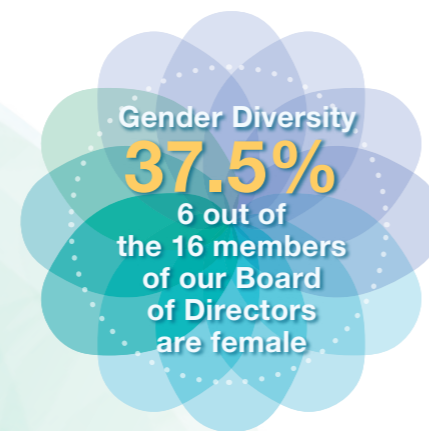
Biographical details of the Directors and key personnel of the Group are set out under the sections headed "Directors' Biographical Information" and "Key Personnel's Biographical Information" on pages 28 to 31 and 32 to 40 of the Annual Report 2025 of the Company, respectively. The Company maintains an updated List of Directors on the websites of the Company and Hong Kong Exchanges and Clearing Limited ("HKEX"). The Company has also posted on its website and/or the website of HKEX the Terms of Reference of its Board Committees, to enable shareholders and other stakeholders to understand the roles played by those INEDs who serve on the Board Committees.

Mechanisms ensuring independent views and input are available to the Board and are set out under the section headed "Corporate Governance Report" on pages 59 to 105 of the Company's Annual Report 2025. The Board evaluates the said mechanisms annually.

None of the INEDs of the Company has been involved in its daily management nor has been financially dependent on the Company which would materially interfere with their exercise of independent judgment.

In identifying suitable candidates for the appointment to the Board as INEDs, apart from independence, the Nomination Committee takes into account the Board's composition, skill set, experience, expertise and diversity of perspectives (including gender, culture, educational background, etc.) appropriate for the strategies of the Company, pursuant to the Board Diversity Policy and Director Nomination Policy. The Nomination Committee also reviews, on a timely basis, any changes in the Directors' professional engagements, as well as other directorships or commitments, to ensure compliance with the independence criteria and their commitment and devotion to the Board.

There are currently six female Directors, representing about 37.5% of the Board. However, the Board is of the view that gender should not be the only driving factor in considering a candidate to the Board. The Company would follow the Board Diversity Policy and the Director Nomination Policy to take into account various factors to identify suitable candidates for appointment to the Board, and may adjust the proportion of female directors over time as and when appropriate.



Board Committees

The Board is supported by five permanent Board Committees, namely, the Audit Committee, the Remuneration Committee, the Nomination Committee, the Sustainability Committee and the Executive Committee.



Audit Committee

The Audit Committee comprises seven members, all of whom are INEDs, with more than one of the members possessing appropriate professional qualifications, or accounting or related financial management expertise. The principal duties of the Audit Committee include overseeing the Group's financial reporting, risk management and internal control systems, monitoring of the integrity of the Group's financial information, overseeing the relationship with the Company's external auditor and performing of corporate governance functions delegated by the Board. The Audit Committee is scheduled to meet four times a year.

Remuneration Committee

A majority of the members of the Company's Remuneration Committee are INEDs. The Remuneration Committee is chaired by an INED with another INED and the Chairman and Managing Director as members. The principal responsibilities of the Remuneration Committee include making recommendations to the Board on the Company's policy and structure for the remuneration of Directors and the management, and on remuneration of INEDs, and with delegated responsibility, determining the remuneration packages of individual Executive Directors and the management.

The remuneration packages of all Executive Directors and the management are determined with reference to various factors, including individual and the Group's performance, and the corporate goals and objectives of the Board resolved from time to time. The Remuneration Committee has noted HKEX's requirement for listed issuers to disclose whether and how climate-related considerations would be factored into remuneration policies, and evaluates the effectiveness of the remuneration policy of the Company from time to time. The Remuneration Committee, in assessing remuneration proposals (including those of Executive Directors, management and other employees), also takes into account the progress of the Company's performance towards achieving short and long-term climate-related sustainability metrics and targets as adopted by the Company, and the Company's performance in other matters, such as climate and environment, health and safety and sustainable building, against applicable metrics and targets as adopted by the Company from time to time. The Remuneration Committee is scheduled to meet once a year.

Nomination Committee

A majority of the members of the Company’s Nomination Committee are INEDs, with at least one member of a different gender. The Nomination Committee is chaired by an INED with two other INEDs and the Chairman and Managing Director as members. The principal responsibilities of the Nomination Committee include reviewing the structure, size and composition (including the skills, knowledge, experience and diversity profile) of the Board at least annually, and assisting the Board in maintaining a Board skills matrix; identifying suitable director candidates and making recommendation to the Board on the selection of individuals to be nominated as Directors; assessing the independence of INEDs; making recommendations to the Board on the appointment or re-appointment of Directors and succession planning for Directors; assessing time commitment and contribution of each Director to the Board; supporting the regular evaluation of the performance of the Board; and reviewing the Director Nomination Policy and the Board Diversity Policy of the Company periodically. The Nomination Committee is scheduled to meet once a year.

Sustainability Committee

The Sustainability Committee comprises three Directors, a majority of whom are INEDs, and the Company Secretary. The main duties of the Sustainability Committee are to oversee the management, and advise the Board on the development and implementation, of the sustainability initiatives of the Group, including reviewing the related ESG policies and

practices, and assessing and making recommendations on matters concerning the Group’s sustainability development and ESG risks and opportunities. It is supported by the Sustainability Working Group which comprises members from various departments, operating subsidiaries and business units of the Group. For details, please refer to the section below headed “Sustainability Governance” of this Report and the Terms of Reference of the Sustainability Committee. The Sustainability Committee is scheduled to meet twice a year.

Executive Committee

The Executive Committee is chaired by the Chairman and Managing Director of the Company and comprises all Executive Directors and eight general managers/business unit heads of the Group. The Executive Committee is responsible for discussing and making decisions on matters relating to the management and operations of the Company, assessing and making recommendations to the Board on acquisitions or disposals of, or investments in, businesses or projects; and reviewing and discussing any other matters as may from time to time be delegated by the Board.

For further information on the Group’s corporate governance approach and practices, please refer to the Corporate Governance Report in the Annual Report 2025.

SUSTAINABILITY GOVERNANCE

Integrated Governance for Sustainability

CKA embeds sustainability into its governance framework, integrating it into business strategy and decision-making. The Group establishes clear accountability to align strategic objectives with corporate values and ensure effective sustainability oversight. This accountability is maintained at the highest levels, with the Board, Executive Committee, and management overseeing and ensuring integration across all operational levels.

CKA’s sustainability governance structure











Sustainability Committee and Working Group

The Group's sustainability governance supports its commitment to sustainable development and strengthens its ability to manage material sustainability topics, including climate-related risks and opportunities that impact stakeholders such as employees, shareholders, communities, and the environment.

Established in 2020, the Sustainability Committee assists and advises the Board on the development and implementation of the Group's sustainability and climate-related policies and practices. The Sustainability Committee oversees, reviews, and evaluates actions taken by the Group to advance its sustainability priorities, goals, and targets. The Committee meets at least twice a year to review material sustainability and climate change topics and ensure alignment with the Group's overall goals and commitments.

The principal responsibilities of Sustainability Committee include:

-  to propose and recommend to the Board on the Group's corporate social responsibility and sustainability objectives, strategies, priorities, initiatives, goals and targets;
-  to oversee, review and evaluate actions taken by the Group in furtherance of the corporate social responsibility and sustainability priorities, goals and targets, including coordinating with the business units of the Group and ensuring that their operations and practices adhere to the relevant priorities and goals;
-  to review and report to the Board on sustainability and ESG risks and opportunities;
-  to monitor, evaluate and review emerging corporate social responsibility and sustainability-related issues, trends and best practices that could impact the business operations and performance of the Group;
-  to oversee and review the Group's corporate social responsibility and sustainability and ESG policies, practices, frameworks and management approaches, and to recommend improvements;
-  to consider the impact of the Company's corporate social responsibility and sustainability on its stakeholders, including employees, shareholders, local communities and the environment;
-  to review and advise the Board on the Company's public communication, disclosure and publications (including sustainability reports) as regards its corporate social responsibility and sustainability performance; and
-  to perform such further functions related or incidental to the foregoing which the Sustainability Committee deems appropriate.

Details of the Sustainability Committee's responsibilities are outlined in its Terms of Reference, which allow for the delegation of certain duties to working groups. The Company considers board performance evaluation as an essential tool for assessing Board effectiveness. The Board conducted an internal board and committees performance evaluation for 2025 with assistance from the Company Secretarial Department. The evaluation involved each Director completing a questionnaire to provide individual ratings and comments and identify areas for enhancement (if any) covering a range of topics. The evaluation parameters included, amongst others, board composition and expertise, board processes, board accountability and leadership, and continuous development. The results show that the Directors are satisfied with the performance of the Board.

The Sustainability Working Group, established in 2016, comprises members appointed by management from across departments, subsidiaries, and business units. It is responsible for implementing sustainability strategies, initiatives, and reporting.

Reporting to the Chairman, the Company Secretary advises the Board on corporate governance and other regulatory compliance matters. The Company Secretary further assists the Board in fostering a strong compliance culture to meet regulatory and shareholder expectations. The Company Secretary is supported by the Company Secretarial Department in carrying out her duties and responsibilities. The Company Secretary is an employee of the Company, and a member of the Executive Committee and the Sustainability Committee.

Enhancing Board Competence in Sustainability and Climate

The Group provides Directors with tailored training each year to enhance their understanding of key and emerging topics, including sustainability and climate. These programmes are aligned with the Group's strategic goals and are designed to meet the specific needs of the Board.

Training covers a wide range of subjects such as corporate governance, sustainability governance, business ethics, anti-corruption, climate-related issues, and the latest legal, accounting, and regulatory developments. It is delivered through various formats, including reading materials, webcasts, seminars, and in-house sessions organised by internal teams and external providers. Directors also receive monthly updates on business performance to stay informed about the Group's operations.



To ensure the Board, key personnel, and the Sustainability Working Group remain up to date on relevant sustainability trends, the Group engages external subject matter experts to deliver targeted training. An annual hybrid training event was held for Directors and the management across the CK Group, focusing on forward-looking topics of strategic importance.

During the 2025 annual training for Directors and the management across the CK Group, the Group covered the following key sustainability areas:

- ✓ The Evolving Landscape of Digital Transition: This includes the adoption of artificial intelligence (AI) and cybersecurity risks, with a focus on governance, risk management, and responsible digital practices.
- ✓ Sustainability trends: Topics included climate integration practices, nature-related disclosures, and the growing role of AI in advancing sustainability across various sectors.



Directors and senior management participated in the annual training held in November 2025.

POLICIES, CONDUCT AND BUSINESS ETHICS

CKA's governance framework is underpinned by a comprehensive set of Group policies. These policies articulate the desired culture and expected behaviours that align with the Group's core values.

The Board, with the support of management, is responsible for cultivating a corporate culture that drives the Group's pursuit of long-term value creation. A key part of this responsibility involves embedding sustainability and ethics into the Group's decision-making, operations, and stakeholder engagement.

To ensure compliance and accountability, the Group regularly monitors developments in ESG-related laws and regulations, identifies those relevant to its operations, and informs the responsible teams to ensure adherence. Through these efforts, CKA upholds its responsibilities to employees, stakeholders, and the broader community, reinforcing integrity and transparency across the organisation.

Group Policies

To integrate sustainability into its operations, the Company maintains and regularly reviews a comprehensive set of Corporate Governance and Sustainability Policies. These Group-level frameworks reflect CKA's commitment to responsible business practices, exceeding regulatory requirements in areas such as workplace standards, environmental sustainability, community engagement, and ethical conduct.

Policies are reviewed and updated to remain aligned with changing operational needs and regulatory developments. As part of the Company's strong governance framework, the Board, together with relevant committees and Senior Management, provides oversight of these policies. During the Reporting Period, several policies were created or revised to strengthen governance, align with evolving ESG standards and stakeholder expectations.

Corporate Governance Policies of the Group



- 🌿 Anti-Fraud and Anti-Bribery Policy
- 🌿 Anti-Money Laundering Policy
- 🌿 Board Diversity Policy
- 🌿 Competition Compliance Policy
- 🌿 Director Nomination Policy
- 🌿 Employee Code of Conduct
- 🌿 GenAI Use Policy
- 🌿 Information Security Policy *(updated)*
- 🌿 Media, Public Engagement and Donation Policy
- 🌿 Policy on Appointment of Third Party Representatives
- 🌿 Policy on Handling of Confidential Information, Information Disclosure, and Securities Dealing *(updated)*
- 🌿 Sanctions Compliance Policy
- 🌿 Shareholders Communication Policy
- 🌿 Stakeholder Engagement Policy *(new)*
- 🌿 Whistleblowing Policy – Procedures For Reporting Possible Improprieties *(updated)*
- 🌿 Procedures for a Shareholder to Propose a Person for Election as a Director of the Company
- 🌿 Privacy Policy and Personal Information Collection Statement

Sustainability Policies of the Group



- 🌿 Anti-Harassment Policy *(updated)*
- 🌿 Biodiversity Policy *(updated)*
- 🌿 Corporate Social Responsibility Policy
- 🌿 Environmental Policy *(updated)*
- 🌿 Health and Safety Policy
- 🌿 Human Rights Policy *(updated)*
- 🌿 Modern Slavery & Human Trafficking Statement
- 🌿 Supplier Code of Conduct *(updated)*
- 🌿 Sustainable Building Guidelines *(updated)*
- 🌿 Workforce Diversity Policy

The Group promotes transparency by publishing its policies and guidelines on the Company's website. In line with the Group's overarching policies, individual business units and subsidiaries develop implementation policies and practices that better suit their specific business and operating circumstances.

Code of Conduct

The CKA Employee Code of Conduct sets out the ethical and professional standards expected of all employees across the Company and its subsidiaries. It promotes integrity, legal compliance, and a respectful, safe, and inclusive workplace. Key principles include honesty, conflict of interest prevention, confidentiality, anti-bribery, anti-competition prevention, and environmental responsibility. The document emphasises accountability, fair dealing, and transparency, ensuring that all business operations align with CKA's commitment to ethical practices.

The code establishes clear responsibilities and reporting lines to ensure consistent adherence across all divisions and the Group companies. Each business unit and subsidiary is required to align its operations with the code's principles. All employees, including directors and officers, must comply with the code, while supervisors and department heads are responsible for fostering a culture of integrity and addressing any violations.

Business Ethics

The Group upholds high standards of business ethics and is committed to conducting its business with uncompromising integrity, honesty and transparency. Any form of bribery, fraud, or unethical behaviour is strictly prohibited across all business activities. Employees should report suspected misconduct in accordance with established reporting and escalation procedures, with reasonable liaison maintained with the relevant functional/department heads, the Human Resources and Internal Audit departments of the relevant business units/subsidiaries of the Group as well as the CKA Internal Audit Department and Audit Committee, as applicable, to ensure effective oversight and support.

The Anti-Fraud and Anti-Bribery Policy and Employee Code of Conduct set out the minimum ethical standards required of all directors, officers, employees, and third-party representatives acting on behalf of the Group. The Board has overall responsibility for the anti-fraud and anti-bribery framework, which includes values, codes of conduct, risk management, internal controls, communication, training, and monitoring. Executive Directors are responsible for ensuring the effectiveness of these mechanisms and for investigating and addressing any material incidents of fraud or bribery.

The Competition Compliance Policy reinforces the Group's adherence to competition laws in all its business dealings and conduct. It prohibits anti-competitive agreements, market abuse, and unfair practices, while emphasising employee responsibility in mitigating legal and reputational risks. The policy also provides ethical guidance and training resources to support compliance.

The Anti-Money Laundering Policy affirms the Group's commitment to high ethical and legal standards by complying with applicable laws in Hong Kong and other jurisdictions in which it may operate. It prohibits the acceptance of funds suspected to be the proceeds of illegal activities and mandates the reporting of suspicious transactions. The policy also outlines training requirements, record-keeping obligations, and compliance procedures.

The Internal Audit Department conducts regular audits on ethical standards and related risks across business units, including assessments of fraud and bribery risks. These audits follow the annual audit plan and help ensure that potential risks are effectively identified and managed.

The Group maintains political neutrality, as set out in the Media, Public Engagement, and Donation Policy. It does not make contributions to political parties, individuals, or campaigns, ensuring impartiality and focus on core business objectives. Given this position, the Company does not engage in climate-related direct lobbying or formal policy advocacy. However, the Group remains committed to global climate goals through its science-based targets, which are aligned with the objectives of the Paris Agreement. This reflects the Group's broader commitment to climate action, even in the absence of direct policy engagement.



Strengthening Ethical Standards Through Training

CKA is committed to maintaining high ethical standards, integrity, and compliance across its operations. To support this, CKA and Hutchison Property Group provide regular training to Directors and employees on ethics, anti-corruption, and governance-related topics. These initiatives are designed to enhance awareness, encourage ethical decision-making, and equip employees to identify and manage ethical and legal risks in their day-to-day operations.

During the Reporting Period, updated anti-corruption training materials were distributed to all Directors, reinforcing awareness of corporate ethics and evolving regulatory expectations. For employees, anti-corruption training is embedded in onboarding, with orientation sessions covering key policies such as the Anti-Fraud and Anti-Bribery Policy and the Employee Code of Conduct.

To reinforce ongoing awareness, the Independent Commission Against Corruption (ICAC) was invited to deliver anti-corruption training to new employees and refresher sessions for employees in Hong Kong. These sessions enhanced employees' understanding of anti-corruption practices, conflicts of interest, and related risks, supporting a culture of vigilance and accountability.

Over 270 employees attended a webinar on Hong Kong's competition laws and recent regulatory developments organised by CKA, with an aim to strengthen compliance with fair competition practices.

Whistleblowing Channel

The Group encourages employees and external stakeholders, including customers, suppliers, creditors, and debtors, to report suspected misconduct or legal breaches directly to the Audit Committee. Our Whistleblowing Policy provides clear, confidential, and anonymous reporting channels, outlines procedures for handling and investigating reports, and protects individuals who make good-faith disclosures from retaliation. The policy is available in English and Chinese and is regularly reviewed by the Audit Committee to ensure its effectiveness.

Employees may submit concerns using the Whistleblowing Report Form. All reports are handled promptly and fairly, with investigations

overseen by the Audit Committee under the direction of its Chairman. Whistleblowers' identities and reported information are kept confidential, except where disclosure is required by law or to regulators or law enforcement authorities.

During the Reporting Period, the Group was not aware of any non-compliance with laws and regulations relating to conflict of interest, corruption or bribery, extortion, fraud, anti-competition, and money laundering that would have a significant impact on its operations. Accordingly, the Group recorded zero fines and no convictions in these areas during the Reporting Period.

STRATEGY

APPROACH TO SUSTAINABILITY

With more than 70 years of experience, the Group's long-standing culture and values drive its vision of building a better future through collective impact. Sustainability is at the core of its operations, corporate culture, and business model.

As a multinational conglomerate, the Group respects the distinct legal, social, environmental, and economic contexts of each market and integrates these into its practices. Guided by a forward-thinking mindset, it remains committed to addressing global challenges and advancing sustainable development.

The Group's commitment to environmental stewardship, social well-being, and community development underpins its strategic intent. This includes addressing environmental challenges, supporting a just transition of the workforce, creating decent work opportunities and quality jobs, and generating lasting value within the communities in which it operates. These principles are embedded throughout the Group's value chain.

A strong governance framework, supported by comprehensive risk management and internal controls, enables the Group to identify and manage emerging ESG issues. Climate-related risks are integrated into the enterprise risk management system, while potential opportunities from climate change are proactively assessed to support a resilient and forward-looking strategy.

Three-pronged Approach



The Group's approach towards its sustainability efforts is centred on the following:

Corporate Governance

Upholding a governance framework rooted in robust corporate governance practices, integrated with sustainability considerations.

Employees and the Community

Building and promoting a corporate culture that supports the Group's success while prioritising the well-being of employees and the communities in which it operates.

Environmental Stewardship

Driven by environmental and decarbonisation commitments to combat climate change and minimise environmental impacts.



Collaboration Across All Levels

The Group’s sustainability engagement is built on a foundation of responsibility, transparency, and accountability, and is driven by collaboration at all levels of the organisation through a structured approach:

- **Top-Down Leadership** – The Board sets the purpose, values, and strategic priorities that guide the Group’s sustainability agenda.
- **Bottom-Up Engagement** – Employees actively contribute to sustainability initiatives, fostering a culture of responsibility and collaboration.
- **Horizontal Collaboration** – The Group engages closely with key stakeholders, including business partners, customers and communities, to promote shared values and sustainable growth.

This integrated model reinforces a positive and productive culture that embraces diversity, collaboration, and innovation. By leveraging its sustainable business model, the Group drives long-term value creation while promoting sustainable living and shaping a brighter future for the communities it serves.

The Group’s sustainability strategy is further supported by comprehensive policies and leadership at the Group level, ensuring a unified effort across all business units.



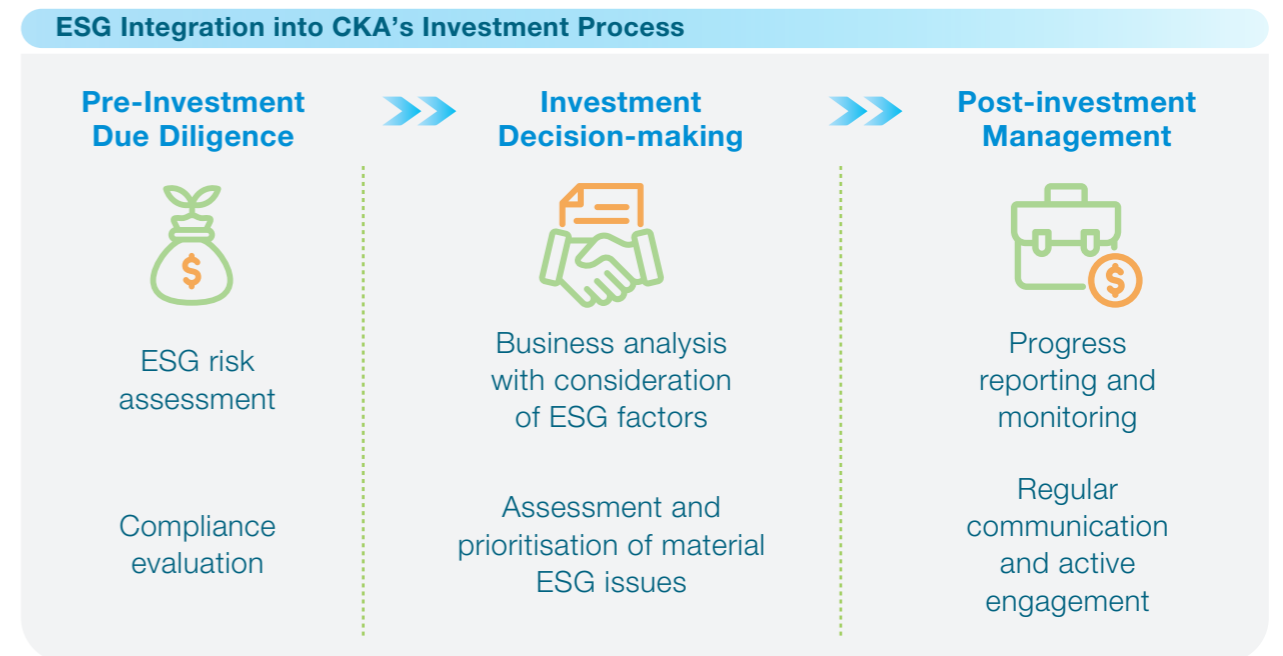
SUSTAINABLE INVESTMENT

Guided by its vision to inspire societal progress and shape a brighter future, the Group integrates sustainability into every aspect of its operations and investment approach. A core pillar of the Group’s strategy, “**Embrace Innovation and Sustainability for Long-term Growth**”, reflects its commitment to innovation and sustainable value creation. Aligned with its strategy, the Group maintains a high-quality, diversified portfolio across geographies and sectors, balancing fundamentals, growth prospects, and sustainability performance.

The Group engages in strategic collaborations, including partnerships with listed companies within the CK Group, to amplify sustainable value creation, foster innovation, and deliver lasting benefits for all stakeholders.

Integrating ESG into Investing

The Group takes ESG principles into account throughout its investment process and across the investment lifecycle as part of its commitment to responsible investment. This approach aims to address sustainability risks while delivering long-term, sustainable returns. The Group regularly reviews its ESG practices, including related risk assessments, to identify areas for improvement and enhance overall investment performance.



Guided by its Corporate Social Responsibility Policy, sustainability performance is a core component of the Group’s investment decision-making, with oversight provided by CKA’s Investment Committee. This approach promotes the stability of social, environmental, and economic systems, while ensuring medium- and long-term value creation.

Under its responsible investment framework, the Group evaluates potential investments using ESG factors during the pre-investment due diligence and decision-making stages. The Investment Committee ensures that new investments are assessed thoroughly for their ESG impact. During due diligence, the Group evaluates key ESG areas, including compliance with environmental regulations, labour practices, supply chain management, customer engagement, management integrity, and broader social and environmental risks and opportunities. Any ESG concerns identified are critically assessed and directly influence final investment decisions.

The Group has established clear evaluation criteria and collects detailed ESG data from potential investees. These evaluations combine qualitative and quantitative analysis, supplemented by meetings with investee representatives to gain deeper understanding of their ESG performance and associated risks. When necessary, the Group engages third-party experts for independent ESG assessments.

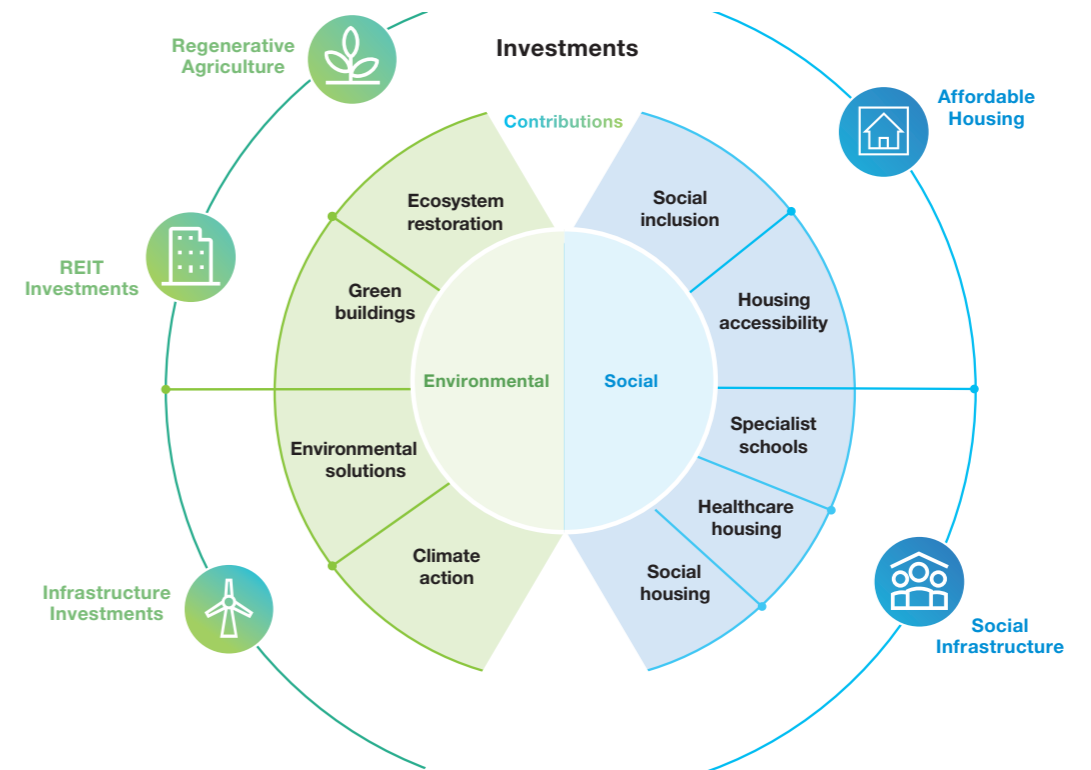
To ensure ongoing ESG performance, the Group actively monitors investees through regular reporting, annual compliance reviews, and incident reporting protocols. Dedicated investment monitoring committees oversee ESG factors throughout the investment lifecycle, holding regular meetings with investees to provide guidance and ensure accountability. The Group encourages investees to disclose key ESG metrics, such as carbon footprints, to promote transparency and align with sustainable practices.

Post-investment, formal committees review ESG performance and recommend enhancements to uphold consistent standards across investee companies. This integrated approach strengthens the long-term resilience of the Group’s assets while advancing sustainable and socially responsible business practices.

Values-driven Investing

The Group seeks investment opportunities that deliver meaningful social and environmental impacts for local communities while achieving financial returns. The investments span across diverse sectors, including social and affordable housing, REITs, infrastructure, and regenerative agriculture. An overview of these investments and their associated benefits is set out below.

Environmental and Social Contributions of the Group’s Investments



Social Infrastructure

Through Civitas, the Group strategically invests in institutional-scale portfolios of community-based social infrastructure designed to provide essential, long-term homes and facilities for vulnerable and underserved populations.

Working with trusted partners and operators, these investments are concentrated in three high-impact sectors: Healthcare housing for individuals with life-long care needs and elderly care (in Europe); Special Educational Needs (SEN) schools offering bespoke environments for neurodiverse children and young people; and social and affordable housing through dedicated housing associations, including Quartz Housing.

Civitas, which manages our UK and Europe portfolios, looks after more than 1,310 properties supporting approximately 13,100 residents. Our commitment to delivering measurable social value is evidenced by the £163 million and £567 million generated in the UK through the CHP and SHP strategies respectively, as estimated by independent consultants (based on fund-specific and consistently applied metrics). Furthermore, Civitas maintains oversight of care quality through its own Quality Assurance Board of clinical staff.

As a leading investor in the UK healthcare housing sector, Civitas has adopted the Sustainability Reporting Standard for Social Housing and promotes its application across its operating partners to improve data collection, energy efficiency, and service quality, supporting resident well-being and long-term housing stability.

In Europe, Civitas has strengthened access to high-quality elderly care by acquiring and enhancing our portfolio of 26 later-life facilities across Berlin and Hamburg. The investment directly supports social needs linked to an aging population and a growing shortfall in care capacity, with the stationary care market anticipated to grow 5.6% annually through 2035.

Affordable Housing

The Group delivers affordable housing properties in the UK through its residential projects, including Chelsea Waterfront, Convoys Wharf and Albion Riverside. These properties help addressing unmet housing needs in the open market by supporting first-time homebuyers as well as people on lower incomes. By enhancing housing accessibility, the Group contributes to greater community stability and social inclusion.

REIT Investments

REITs invested in by the Group have earned multiple prestigious sustainability certifications and awards, including WELL Certification, GRESB 5-Star ratings, and green building recognitions – highlighting their leadership in sustainable real estate practices. These REITs have pioneered initiatives in emissions reduction and green renovations, such as setting science-based targets and achieving Hong Kong’s first green certification for mall renovations.

Infrastructure Investments

The Group’s infrastructure investments incorporate decarbonisation and environmental initiatives focused on achieving net-zero emissions and supporting ecological restoration, while remaining responsive to emerging sustainability trends. The Group oversees the progress of these initiatives through the CKA Investment Committee, which monitors progress, evaluates developments, and ensures informed, responsible decision-making aligned with the Group’s sustainability objectives.

Regenerative Agriculture

During the year, the Group acquired pastoral leases and rights to over 350,000 hectares of agricultural land in Australia, designated for carbon sequestration. This initiative reflects the Group’s commitment to addressing climate change through innovative and sustainable land use practices. By implementing regenerative techniques such as controlled grazing, the project not only supports carbon capture but also promotes the restoration of native vegetation and forest ecosystems, delivering long-term environmental benefits.



STAKEHOLDER ENGAGEMENT

Engagement with diverse stakeholders is central to the Group’s effective operations and value chain. Stakeholder needs and concerns shape the Group’s sustainability approach and guide its future initiatives. This collaborative approach ensures that the Group’s business strategy and objectives are aligned with stakeholder expectations, which is integral to building a resilient and sustainable business.

The Group prioritises trust and mutual understanding in its stakeholder relationships. By integrating stakeholder feedback into business planning, it reinforces transparency and accountability. This is supported by the Group’s three-pronged sustainability approach, which encourages collaboration across all levels of the organisation.

To strengthen and formalise its engagement practices, the Group introduced a Stakeholder Engagement Policy. This policy promotes inclusive and structured engagement, aligned with the Group’s goal of creating long-term stakeholder and community value. The Group’s Media, Public Engagement, and Donation Policy complements this by guiding consistent and transparent external communication, particularly with those affected by or influencing the Group’s operations.

Recognising regional differences in stakeholder needs, the Group adopts a tailored engagement approach. Stakeholders are consulted through daily interactions and regular engagement initiatives, which help the Group identify and address needs and expectations. In line with this approach, the Group’s business operations are responsible for managing community relations and implementing consultations, stakeholder engagement guidelines, and feedback mechanisms as appropriate.

ESG STORY

Consultation for the Westgate Masterplan



The Group’s UK pub operation, Greene King, has undertaken a transparent community consultation process to shape the future of its historic Westgate Brewery site in Bury St Edmunds. As part of this initiative, Greene King engaged with local community groups, neighbouring residents, team members and the wider community through public events, workshops, and surveys. Two rounds of engagement were held in 2025, attracting hundreds of participants and generating valuable feedback on themes such as heritage, community use, green space and housing.



Aerial Image of the Westgate Masterplan area

Key statistics



Stakeholder engagement channels

CKA recognises the importance of engaging a wide range of stakeholders to support its sustainable growth. Seven key stakeholder groups, both internal and external, have been identified as integral to the Group’s operations. Engagement methods such as meetings, surveys, and seminars are used to facilitate open, accessible communication. These channels encourage feedback and dialogue, reflecting the Group’s commitment to collaboration and the value of shared progress.

Stakeholder Group	Importance to CKA	Engagement Channel
<p>Employees</p>	<p>Employees are key to CKA’s success, driving innovation, efficiency, and operational excellence. They shape the organisational culture and play a vital role in the Group’s growth.</p>	<ul style="list-style-type: none"> Performance reviews Regular meetings Emails, notice boards, hotlines, surveys and SMS Intranet
<p>Suppliers and Contractors</p>	<p>Suppliers and contractors are essential partners in ensuring smooth operations, maintaining quality standards, and embedding sustainability into CKA’s supply chain.</p>	<ul style="list-style-type: none"> Tendering Supplier screening and assessments Written feedback and responses Meetings, training and on-site visits
<p>Customers and Tenants</p>	<p>Customers and tenants influence demand for CKA’s products and services. Their satisfaction and loyalty are crucial for business performance and future growth.</p>	<ul style="list-style-type: none"> Customer satisfaction surveys Customer service hotlines and emails Community events Meetings Newsletters and emails Opinion surveys
<p>Shareholders and Investors</p>	<p>Shareholders and investors provide financial resources enabling CKA to pursue growth opportunities and achieve long-term objectives.</p>	<ul style="list-style-type: none"> Regular reports and announcements Regular general meetings Official company website Meetings with key investors Responding to shareholder enquiries via telephone/email Engagement with rating agencies
<p>Government Bodies</p>	<p>Government bodies set policies, regulations, and industry standards that influence CKA’s compliance, operations, and strategic planning.</p>	<ul style="list-style-type: none"> Compliance supervision Routine reports and tax submissions On-site inspections
<p>Media</p>	<p>The media shapes public perception, enhances CKA’s reputation, and raises awareness of its initiatives, ensuring effective communication with broader audiences.</p>	<ul style="list-style-type: none"> Interviews Responses to media enquiries Corporate news releases Regular meetings with media representatives
<p>Local Communities and NGOs</p>	<p>Local communities (including (vulnerable) individuals or groups whose well-being may be impacted by CKA’s community activities) that are integral to CKA’s operations and reputation. Building trust and supporting community initiatives strengthen relationships, foster goodwill, and contribute to sustainable development.</p>	<ul style="list-style-type: none"> Public/community events Community initiatives Volunteering activities Feedback through mail or email

MATERIALITY ASSESSMENT

Sustainability serves as both a core value and a strategic enabler for long-term success at CKA. The Group’s sustainable business model is built on managing the sustainability topics most critical to its future success. As part of this commitment, CKA conducts an annual materiality assessment to identify the sustainability issues that matter most and to ensure its priorities stay aligned with emerging risks, opportunities, and stakeholder expectations.

Our approach to double materiality

A robust sustainability strategy is anchored in a clear understanding of the issues that matter most. To support this, the Group adopted a double materiality approach in the prior year. This method evaluates both the Group’s impacts on society and the environment, as well as how sustainability-related matters may affect its business and financial performance.

The Group undertook double materiality assessment for 2025, once again with the support of an external party. Building on the previous year’s findings, the latest assessment incorporated updated stakeholder input to further refine the prioritisation of key sustainability topics. The process remains aligned with the materiality assessment framework set out by the European Financial Reporting Advisory Group (EFRAG).

The assessment followed five key steps:



The materiality assessment process began by reviewing megatrends shaping the world that are relevant to the Group. These trends encompass four core areas: climate, technology, society, and global order. They have implications for long-term value creation across the Group’s diverse business activities.

Megatrends

<p>Climate change Changing climate disrupts lives, businesses, and driving transition</p>	<p>Technological acceleration Breakthroughs in technologies are set to reshape the next decade</p>	<p>Demographic and social change Ageing populations and rising social awareness create localised challenges</p>	<p>Geostrategic shifts Evolving power dynamics influence the global order</p>
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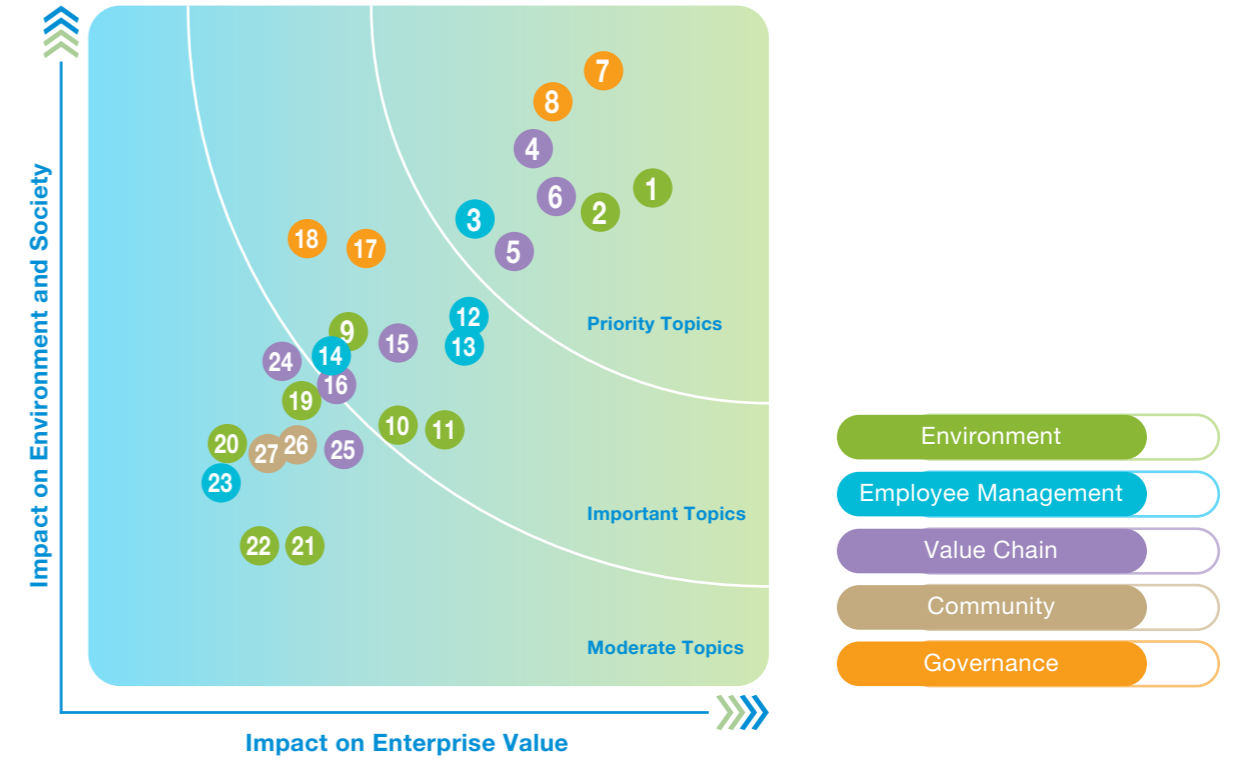
The Group identified 27 material sustainability topics based on its sustainability context, including two newly introduced topics: **Climate Adaptation and Resilience**, and **Stakeholder Engagement and Collaboration**. These were added in response to the increasing frequency of extreme weather events during the year, and the growing importance of transparent, collaborative stakeholder relationships in addressing complex sustainability challenges.

Both internal and external stakeholders were engaged to evaluate the significance of each sustainability topic. As part of this year’s materiality assessment, questionnaires were distributed to a wide range of stakeholder groups to collect diverse perspectives and feedback.

Stakeholders assessed each topic based on its relevance to the Group’s business and its broader impact on society and the environment, using the following criteria:

- ✓ **Financial Materiality:** the potential financial impact of each topic, including the severity (effects on cash flow, access to finance, cost of capital, reputational risks or opportunities, regulatory risks or opportunities), and the likelihood of their impact on enterprise value over time.
- ✓ **Impact Materiality:** the severity (scale, scope, and irremediability) and likelihood of each topic’s effects on people and the environment.

2025 Materiality Matrix



	Environment	Social	Governance
Priority Topics	1 GHG Emissions Management 2 Energy Efficiency	3 Employee Well-being, Health and Safety 4 Data Protection and Cybersecurity 5 Product Quality and Safety 6 Customers and Tenants Well-being and Engagement	7 Anti-corruption 8 Risk and Crisis Management
Important Topics	9 Waste Management and Reduction 10 Sustainable Building Design 11 Climate Adaptation and Resilience	12 Employee Attraction and Retention 13 Employee Training and Development 14 Human Rights and Labour Practice 15 Responsible Supply Chain Management 16 Responsible Marketing	17 Responsible Investment 18 Business Ethics and Integrity
Moderate Topics	19 Water and Wastewater Management 20 Air Pollution Reduction 21 Packaging Materials Management 22 Biodiversity Conservation	23 Equality, Diversity and Inclusion 24 Intellectual Property Rights 25 Innovation 26 Community Investment and Development 27 Stakeholder Engagement and Collaboration	



Priority Topics

The materiality assessment results are illustrated in a materiality matrix, which maps each topic based on two dimensions: the significance of its impact on the Group, and the Group’s impact on that topic. Topics located in the top-right quadrant represent priority areas with the highest mutual impact, as they are both significantly influenced by, and have a significant effect on, CKA.

This year’s assessment shows that the ranking of topics remains consistent with the previous year. The two new topics, **Climate Adaptation and Resilience**, and **Stakeholder Engagement and Collaboration**, are ranked as second and third in materiality, respectively. The Group will monitor these topics to ensure continued alignment with stakeholder expectations and emerging market developments.

All assessment outcomes were validated to ensure alignment with the Group’s strategic objectives and sustainability context. The findings directly informed the content of this Sustainability Report, which was reviewed and approved by the Sustainability Committee. This process ensures the report accurately reflects the Group’s material priorities and reinforces its commitment to long-term value creation. The materiality assessment process was independently verified by a third-party assurance provider.

From a broader list of seven priority topics, the Group has identified three top topics based on their relevance to key ESG risks under the Group’s Enterprise Risk Management Framework and their potential near-term impact on the business. Consistent with the prior year, these top topics are **GHG Emissions Management**, **Data Protection and Cybersecurity**, and **Employee Well-being, Health and Safety**.

While **Community Investment and Development** is not financially material, it remains material to the Group from an impact perspective. The Group is committed to strengthening communities through targeted investment and placemaking initiatives that foster inclusion, trust, and resilience.

These outcomes highlight the Group’s commitment to responsible corporate citizenship and long-term value creation. As the sustainability landscape evolves, the Group will continue to monitor emerging issues, risks, and opportunities to inform its strategy for resilient and sustainable growth.



Top 3 Sustainability Topics: Importance, Potential Impacts, and the Group’s Strategies

Importance	Potential impact	CKA’s Strategies
<p>GHG Emissions Management Managing GHG emissions across the Group’s operations and value chain is vital for mitigating climate risks, ensuring compliance, meeting stakeholder expectations, and demonstrating its commitment to a greener future.</p>	<p>Impacts to the Group <ul style="list-style-type: none"> Negative: Physical climate risks, such as extreme weather and resource shortages, may damage infrastructure and increase costs. Transition risks, like stricter regulations and shifts to low-carbon resources, may raise compliance costs and reduce revenue. Positive: Effectively managing GHG emissions can enhance resilience, drive innovation, capture new market opportunities, and reinforce the Group’s reputation. </p> <p>Impacts to stakeholders <ul style="list-style-type: none"> Negative: Climate risks can disrupt the Group’s supply of products and services to customers, and drive demand for suppliers to manage emissions and resilience, potentially raising their operational costs. Positive: Effective management of climate risks can contribute to reliable delivery of products and services to customers, an orderly transition for suppliers, and reduced uncertainty for both customers and suppliers. </p>	<ul style="list-style-type: none"> The Group has set science-based targets for GHG emissions reduction and established climate transition plan to guide decarbonisation. Executive remuneration is linked to climate-related considerations. Details can be found in the Sustainability Governance, and Carbon and Energy sections
<p>Data Protection and Cybersecurity The Group collects, stores, and processes personal data as part of its operations, products, and services. Compliance with evolving privacy regulations and safeguarding data are essential for maintaining trust and regulatory adherence.</p>	<p>Impacts to the Group <ul style="list-style-type: none"> Negative: The growing sophistication of cyberattacks threatens the Group’s systems and assets, risking breaches that may cause regulatory actions, legal costs, disruptions, and impact financial performance. Positive: Strong cybersecurity measures can enhance the Group’s resilience, protect critical assets, ensure compliance, and strengthen stakeholder trust. </p> <p>Impacts to stakeholders <ul style="list-style-type: none"> Negative: Failure to protect data or prevent cyberattacks may result in unauthorised access, identity theft, and information or financial losses for the Group’s customers and counterparties. Positive: Robust data protection can safeguard sensitive information, ensure operational resilience, and mitigate supply chain risks for the Group’s customers and partners in the value chain. </p>	<ul style="list-style-type: none"> The Group safeguards intellectual property, personal data, and cybersecurity through strict policies, robust measures, and a multi-layered approach. The Group monitors the number of non-compliance related to information security and data privacy. For details, see the Data Protection, Cybersecurity and Business Continuity section.
<p>Employee Well-being, Health and Safety Prioritising employee well-being, health, and safety fosters a resilient workforce and ensures smooth operations, even in the face of challenges like a global health crisis or disease outbreak.</p>	<p>Impacts to the Group <ul style="list-style-type: none"> Negative: Health crises or unsafe conditions can disrupt operations, increase absenteeism, and raise medical costs, potentially leading to non-compliance and long-term performance impacts. Positive: Enhanced well-being can improve productivity, retention, and recruitment while strengthening the Group’s reputation. </p> <p>Impacts to stakeholders <ul style="list-style-type: none"> Negative: Declining employee well-being can lead to increased stress and health issues among staff, disrupting operations and negatively affecting customer satisfaction. Positive: Enhanced employee well-being can improve staff’s mental health, boost productivity, and strengthen confidence, leading to improved customer satisfaction. </p>	<ul style="list-style-type: none"> The Group has introduced various initiatives to enhance employees’ physical and emotional well-being, including wellness programmes, access to healthcare resources, and workplace safety training. For more information, refer to the Well-being, Health and Safety section.



CLIMATE TRANSITION PLAN: OUR PATHWAY TO NET ZERO



We are pleased to present our Climate Transition Plan in this Report. The Plan outlines our approach to reducing emissions across the Group's operations and value chain, in alignment with the goals of the Paris Agreement and evolving regulatory and stakeholder expectations.

The Plan has been reviewed, approved and adopted by the Board of Directors. The Sustainability Committee will oversee and monitor progress and implementation of the Plan, and may recommend revisions to the Board of Directors from time to time as initiatives are implemented and new information, technologies and emissions reduction measures emerge.

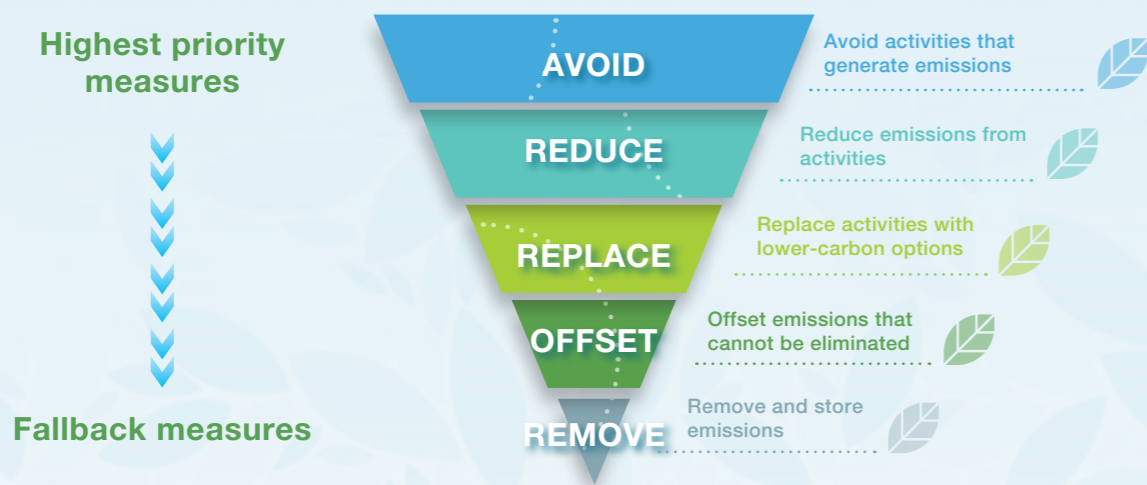
In December 2024, our science-based targets for 2030 and our commitment to achieve net zero by 2050 were validated by the SBTi, marking a significant milestone and important first step in the Group's decarbonisation journey. Transition planning commenced in 2025 to support delivery of these targets.

Our Decarbonisation Framework

The Plan identifies six key decarbonisation levers, following a clear hierarchy: avoid, reduce, replace, offset and remove. Priority is given to avoiding and reducing emissions through behavioural change and efficiency improvements, followed by replacing higher-carbon activities with electrification and lower-carbon alternatives. Offsets and removal solutions are used selectively where credible and well-regulated.



GHG EMISSIONS MANAGEMENT HIERARCHY



Together, these levers translate targets into practical actions, forming a clear pathway to decarbonisation. The rationale, key actions and key stakeholders for each lever are outlined below.

GHG EMISSIONS REDUCTION TARGETS	NEAR-TERM TARGET 2030	LONG-TERM TARGET 2050
	Scope 1 and 2 ▼ 46.8% vs 2019 Scope 3 ▼ 42.0% vs 2021	Scope 1 and 2 ▼ 99.6% vs 2019 Scope 3 ▼ 99.6% vs 2021







Decarbonisation Levers	Key Actions	Key Stakeholders within the Value Chain
1. Energy Efficiency	Continue to implement initiatives to reduce energy consumption	<ul style="list-style-type: none"> Upstream – Our suppliers Operations – Our employees Downstream – Our customers and tenants
2. Electrification	Transition from fossil fuel-based energy sources to electricity use	<ul style="list-style-type: none"> Upstream – Our suppliers Operations – Our employees Downstream – Our customers and tenants
3. Sustainable Building	Integrate green building designs and innovative technologies	<ul style="list-style-type: none"> Upstream – Our business partners, government bodies, suppliers, contractors and subcontractors Operations – Our employees Downstream – Our customers and tenants
4. Green Supply Chain	Procure lower-carbon products and services	<ul style="list-style-type: none"> Upstream – Our suppliers, contractors and subcontractors Operations – Our employees Downstream – Our customers and tenants
5. Renewable Energy	Increase electricity supply from renewable energy sources	<ul style="list-style-type: none"> Upstream – Our suppliers Operations – Our employees Downstream – Our customers and tenants
6. Responsible Investment	Facilitate the global transition to renewable and low-carbon energy solutions	<ul style="list-style-type: none"> Upstream – Our business partners Operations – Our employees Downstream – Our investees

2050 Net Zero

- **Energy Efficiency:** We seek to enhance our energy performance through targeted measures to reduce consumption across buildings and operations, including system optimisation and equipment upgrades. These initiatives support the reduction of Scope 1 and Scope 2 emissions.
- **Electrification:** We seek to replace fossil fuels with electricity across operations, transport and equipment, leveraging the increasing share of low-carbon and renewable energy in the grid to reduce Scope 1 and Scope 2 emissions.
- **Sustainable Building:** We seek to integrate green building design and innovative technologies across property development projects and managed properties to reduce energy consumption. Embedding sustainability and climate resilience in new and existing assets supports reductions in Scope 1, Scope 2 and Scope 3 emissions while enhancing asset quality and user well-being.

- **Green Supply Chain:** We seek to engage meaningfully with suppliers to implement measures that reduce their carbon footprint, including the adoption of low-carbon materials and circular economy principles in the development and refurbishment of our assets, which help reduce embodied carbon and upstream Scope 3 emissions.
- **Renewable Energy:** We seek to increase the proportion of electricity sourced from renewable sources through supplier engagement, on-site solar generation and procurement of green electricity, supporting reductions in Scope 2 emissions.
- **Responsible Investment:** We seek to engage with business partners and investees to support the transition to low-carbon and renewable energy solutions, addressing Scope 3 emissions associated with investments (Category 15).

From Plan to Practice – Transition Enablers

 <p>Governance and Oversight Board-level oversight through the Sustainability Committee, with regular reviews to monitor progress against climate targets and transition milestones.</p>	 <p>Strategic Capital Allocation Targeted allocation of capital and resources to initiatives that support emissions reduction, resilience, and the transition to a low-carbon economy.</p>
 <p>Business Unit Execution Decarbonisation strategies developed and implemented at the business unit level, aligned with Group objectives and responsive to regulatory, market, and technological developments.</p>	 <p>Stakeholder Collaboration Active engagement with regulators, suppliers, customers, tenants, and value chain partners to accelerate decarbonisation across operations, assets, and infrastructure.</p>
 <p>Technology and Data Enablement Deployment of emerging technologies to enhance energy efficiency, strengthen emissions monitoring, and identify innovative lower-carbon solutions.</p>	 <p>People and Inclusivity Commitment to fair employment practices, workforce training, and upskilling to support an inclusive and just transition.</p>



Moving from plan to practice across a diverse portfolio requires consistent and effective implementation, supported by the Group's strong governance, clear accountability and coordinated execution. Six drivers enable delivery of the Plan across the business. Climate considerations are embedded within our governance structure, and climate-related risks and opportunities are integrated into our enterprise risk management framework.

Collaboration with stakeholders is integral to achieving our climate goals. Business units work closely with regulators, government agencies, suppliers, customers, tenants and other partners to advance decarbonisation across the value chain, while leveraging emerging technologies to enhance efficiency, monitor emissions data and identify innovative low-carbon solutions.

A fair and inclusive transition remains a priority for the Group. It continues to support stable and fair employment practices while providing employees with access to training and upskilling opportunities. By integrating environmental and social considerations into its transition strategy, the Group aims to strengthen the long-term resilience of its businesses and deliver opportunities.

The Group is focused on strategically allocating resources, including capital investments, to initiatives that advance its net zero objectives and support the transition to a low-carbon economy. In 2025, the Group undertook, for the first time, an exercise to identify and quantify approximately HK\$2,398 million of capital in climate and environmental initiatives across its business units, operations and investments. The Group continues to encourage its business units, operations and investments to continue developing and implementing their decarbonisation strategies.

The global transition to net-zero continues to evolve, shaped by policy developments, regulatory changes, market conditions, technological availability and affordability, supply chain readiness and shifting stakeholder expectations. The Group recognises that the effectiveness of its transition efforts will depend on these external factors, but through the actions outlined in this Plan, the Group aims to establish a credible pathway towards a more resilient portfolio, a decarbonised economy, and a greener and more sustainable future for all of us.



Capital Deployment for Climate and Nature Actions Across Our Operations in 2025

Quantifiable Commitment

Property Development, Property Investment, Hotels and Serviced Suites, Property Management and Pub Operation

HK\$ 370 million
Capital Expenditure and Operating Expenditure
(Notes 1 and 2)



Climate mitigation

HK\$ 306 million | Capex 98% | Opex 2%

Energy efficiency and renewable energy: Investments are directed towards enhancing energy efficiency and renewable energy use through key initiatives such as upgrading energy management systems, retrofitting buildings with LED lighting, deploying smart meters for real-time energy monitoring and optimisation, and installing solar panels.

Electrification: Investments focus on transitioning from fossil fuels to electric systems across buildings, such as induction cooking in commercial kitchens and expanding electric vehicle charging infrastructure.

Sustainable building and green supply chain: Investments support sustainable construction and building design through measures such as efficient building design, low-carbon construction methods and the use of low-carbon, recycled or renewable materials.

Climate adaptation

HK\$ 35 million | Capex 94% | Opex 6%

Investments focus on adaptation measures such as flood risk management, extreme heat mitigation, drought-resilient landscaping, urban heat island reduction and nature-based cooling solutions.

Environmental stewardship

HK\$ 29 million | Capex 94% | Opex 6%

Investments that support an integrated approach to managing climate and nature, such as sustainable water management, circular economy practices and biodiversity preservation.

Infrastructure and Utility Operation

HK\$ 2,028 million Capital Expenditure and Operating Expenditure (Note 3)



Low-carbon transition technology

HK\$ 84 million | Capex 65% | Opex 35%

Investments are aimed at combating climate change, renewable energy deployment, grid connectivity for green sources, carbon capture innovations, bioenergy development, and smart grid upgrades to optimise energy distribution.

Asset modernisation and energy efficiency

HK\$ 604 million | Capex 95% | Opex 5%

Investment in asset modernisation and integrity is being prioritised to mitigate physical risks impacts, enhance energy efficiency, reduce environmental impact, and uphold the reliability and safety of operational procedures.

Water, biodiversity and circular economy

HK\$ 1,326 million | Capex 94% | Opex 6%

Capital is directed towards a comprehensive approach that encompasses sustainable water management, active preservation of biodiversity within ecosystems, and circular economy principles.

Sustainable transportation

HK\$ 14 million | Capex 53% | Opex 47%

Projects focus on transitioning to electric transport, expanding electric vehicle ("EV") infrastructure, and promoting eco-friendly urban mobility.

Notes: 1. The Group seeks to quantify the capital deployed towards climate and environmental related initiatives across business units. The scope of capital deployment covers the Group's business activities under operational control and does not include investments such as infrastructure and utility asset operation or interests in REITs. Capital and operating expenditure amounts are presented as approximate values due to rounding. Any discrepancies between totals and the sum of the figures presented are due to rounding.
2. These capital and operating expenditures are incurred across multiple business segments and are consequently integrated into various line items within the Group's financial statements. Such expenditures are generally recognised as operating costs in the consolidated income statement; fixed assets, investment properties, properties for sale, prepayments and others in the consolidated statement of financial position; and operating activities and investing activities in the consolidated statement of cash flows.
3. Figures represent capital and operating expenditure amounts attributable to specific joint ventures of the Group, pro-rated based on the Group's percentage interest in such joint ventures. Climate related spending at the business unit level is disclosed in the relevant climate related disclosure reports or annual reports of those entities.



A Tailored Pathway to Turn Targets into Action

The Climate Transition Plan provides a structured framework for the Group to achieve its decarbonisation targets

In developing a roadmap to achieve the Group's net zero targets, we recognised the scale and complexity of the challenge. The Group's businesses span a wide range of activities and operating environments across multiple geographies and sectors, with each asset characterised by distinct emissions profile, corporate models, regulatory frameworks and lifecycle considerations. Property developments often lock in emissions at the design stage, while building management and leasing require close collaboration with tenants. Hotels and serviced suites operate continuously, balancing energy efficiency with guest comfort. Some heritage pubs date back several centuries. Critical infrastructure assets operate within unique and highly regulated environments.

A tailored, multi-faceted approach was required to reflect the specific operating realities of the Group's businesses. In line with the Group's three-pronged sustainability approach, the Plan has been developed through top-down leadership and bottom-up collaboration with business units, supported by ongoing stakeholder engagement. It establishes clear principles and practical initiatives that can be adapted across asset management, financial planning, procurement and other functions – turning targets into action and forming a credible pathway to deliver our net zero ambitions.

Mr. Stephen Bradley, Chairman of the Sustainability Committee and an Independent Non-executive Director, notes that "the Climate Transition Plan provides a structured framework for the Group to achieve its decarbonisation targets. This is an ongoing journey, and the Committee's role is to oversee its implementation and to ensure it is embedded into decision-making and supported by clear accountability and performance tracking across the Group".



Mr. Stephen Edward Bradley
Independent Non-executive Director and Chairman of the Sustainability Committee of CKA

Property Development: Building a Sustainable Operating Model from the Ground Up



The greatest opportunity lies in the early stages of development

Buildings developed today shape emissions performance for generations, with early development decisions influencing both embodied emissions from materials and construction, and long-term building performance, including energy use, operating costs and comfort for future residents and tenants. In January 2024, the Group introduced its Sustainability Building Guidelines, setting out low-carbon principles across every stage of planning, design and construction. Emissions reduction is considered from the outset through thoughtful design, the use of low-carbon and more efficient materials, and the selection of high-performance building systems. During construction, streamlined site practices, modern construction methods and digital tools help to reduce energy use, fuel consumption and material waste, lowering emissions even before the buildings are occupied.



Ms. Shen Wai Yee, Grace
Executive Committee Member and General Manager of Construction Management Department of CKA

Mr. Chung Sun Keung, Davy
Executive Director and Executive Committee Member of CKA

Mr. Chung Sun Keung, Davy, Executive Director, and Ms. Shen Wai Yee, Grace, General Manager of the Construction Management Department, who are both members of the Executive Committee, have been instrumental in leading the Group’s green building journey and shaping a sustainable operating model from the ground up. As Mr. Chung notes, “the greatest opportunity lies in the early stages of development. By integrating low-carbon strategies into design and decision-making from the outset, we can influence emissions and efficiency across the full life cycle of our developments, helping to reduce energy use and costs for both the Group and its customers and tenants.” Ms. Shen adds, “delivering this on the ground means focusing on the elements that drive performance – improving insulation, glazing, shading and ventilation to reduce energy demand while enhancing comfort, and deploying energy-efficient solutions such as district cooling systems and smart technologies in new properties to strengthen efficiency, adaptability and long-term performance”. This approach is supported by the incorporation of features such as electric vehicle charging, solar-powered lighting, solar water heating, energy-efficient lifts and smart metering systems, enabling electrification, the use of renewable energy and more efficient energy management.

Our efforts to embrace sustainable development and environmental stewardship were met with market recognition, reflecting our application of low-carbon design principles from planning through delivery. Cheung Kong Center II achieved final platinum rating for BEAM Plus NB V2.0 and platinum rating for LEED V4.1 Operations and Maintenance: Existing Buildings, and developments projects at Wing Kwong Street/Kai Ming Street, Hung Fook Street/Kai Ming Street, Sung Wong Toi and Queen’s Road West/In Ku Lane have received provisional gold ratings for BEAM Plus NB V2.0.

Property Management: Partnering with Tenants



Achieving meaningful progress requires close partnership with the people who use or live in our buildings

Tenant engagement plays a critical role in improving energy efficiency and reducing emissions. Green leasing clauses and fit-out standards in certain operations encourage more efficient equipment choices, improved after-hours energy management and responsible renovation practices. Energy and carbon reviews support retrofit planning and help align tenant actions with shared emissions reduction goals. Certain REITs in which the Group has interests have also implemented emissions reduction initiatives, including setting science-based targets and achieving green building certifications.



Dr. Chiu Kwok Hung, Justin
Executive Director and Executive Committee Member of CKA

These measures are delivering steady reductions in energy use across managed properties and offices. Dr. Chiu Kwok Hung, Justin, Executive Director and Executive Committee Member of CKA, has played a key role in guiding these efforts, leading Citybase Property Management Limited (“Citybase”), Goodwell Property Management Limited (“Goodwell”) and Cheung Kong Center Property Management Limited (“CKCPML”) through the practical challenges of improving sustainability in day-to-day operations and strengthening collaboration with tenants and residents. As Dr. Chiu notes, “achieving meaningful progress requires close partnership with the people who use or live in our buildings. By working together to adopt energy-efficient technologies, improve resource use and encourage more sustainable behaviours, we can drive sustainable change across our properties”.



EV chargers are installed in car parks of Cheung Kong Center to advance the sustainability initiatives.

In our managed properties and offices, energy use is a major source of emissions, driven by tenant activity, building systems and occupancy patterns. Our approach focuses on practical and scalable improvements, supported by better visibility of energy use and more active management of building systems. Monitoring and control tools optimise heating, cooling, lighting and lifts, reducing unnecessary consumption, while lighting upgrades, smart controls and ongoing system optimisation further improve performance. Technology integration is also enhancing operations, with Goodwell deploying IoT- and AI-driven platforms for real-time monitoring and predictive maintenance of lift and escalator systems, reducing downtime and improving energy use efficiency and long-term operational resilience.

While reducing energy demand remains the priority, emissions from electricity use are also affected by the carbon intensity of the power supply. As electricity grids decarbonise, we are progressing electrification in a phased and practical manner, taking into account available technologies and operational requirements. Renewable energy solutions such as rooftop solar panels and solar-powered external lighting have been installed at suitable locations to further reduce operational emissions. Electric vehicle charging infrastructure is being expanded across residential, commercial, retail, construction and hotel properties to support the transition to lower-emission transport.

Mr. Raymond Chow, Executive Director and Executive Committee Member of CKA, adds “Operational performance depends on how well systems are managed and optimised over time. Through initiatives such as retro-commissioning and the use of data-driven monitoring tools, we can identify inefficiencies, improve reliability and deliver measurable reductions in energy use across our portfolio”. At Cheung Kong Center, the retro-commissioning of the chiller plant has delivered measurable results. The installation of water-cooled chillers, completed in 2025, reduced electricity consumption for cooling by 13% compared with the previous year and by 19% over the past five years, demonstrating how systematic equipment optimisation can unlock significant efficiency gains in existing buildings.



Mr. Chow Wai Kam, Raymond
Executive Director and Executive Committee Member of CKA



CKCPML replaced the air-cooled chiller system with water-cooled chiller system, resulting in significant reduction in electricity consumption.



Hotel and Serviced Suite Operation: Delivering Comfort with Low-carbon Hospitality Around the Clock



“Delivering a greener guest experience requires sustainability to be part of how we operate day to day”

Our hotel and serviced suite business operates differently, with energy demand fluctuating daily in response to occupancy rates and weather conditions, while guest comfort and service expectations leave little room for rigid controls. Delivering lower-carbon hospitality requires a dynamic, people-led approach embedded into daily operations. Across the portfolio, the focus is on reducing emissions while preserving the quality of the guest experience. Energy efficiency is built into how the business operates, with energy-efficient lighting and smart controls installed in guestrooms, public areas, and back-of-house spaces to ensure that energy is used only when needed.

Cooling, ventilation and lift systems are continuously fine-tuned to balance efficiency with guest comfort and convenience, supported by centralised monitoring systems and preventive maintenance. Regular reviews and real-time tracking allow teams to respond quickly to changes in demand, maintaining efficiency in a highly dynamic environment. Housekeeping, laundry and kitchen teams adopt energy-efficient practices that reduce emissions behind the scenes while maintaining service quality. Linen and towel reuse programmes, efficient laundry loading and well-maintained refrigeration systems help lower energy use without compromising the guest experience. Pilot projects explore on-site solar power and solar hot water solutions adapted to site-specific conditions.

Together, these operational controls and staff-led practices are helping to lower energy intensity across our hotels over time, while maintaining guest comfort and service standards. As Ms. Koh Poh Chan, Executive Committee Member of CKA and Finance Director of Harbour Plaza, notes, “delivering a greener guest experience requires sustainability to be part of how we operate day to day. Through initiatives such as energy conservation programmes and collaborations with industry and community partners, we are reducing energy use while continuing to meet evolving guest expectations”.

Serviced suites present additional complexity as fully furnished units function like private residences, with household-scale appliances contributing to baseline energy demand. At Horizon Hotels & Suites, efficiency is addressed at the procurement stage: when replacements are required, energy-efficiency-labelled washer-dryers, refrigerators and televisions are selected to reduce lifecycle emissions and long-term energy consumption. The Horizon properties also integrate nature into their design, with more than 3,000 square metres of landscaped greenery in common areas contributing to urban cooling, carbon sequestration and improved air quality.



Ms. Koh Poh Chan
Executive Committee Member of CKA and Finance Director of Harbour Plaza

CO₂ Pubs: Raising the Bar on Decarbonising across Our Estate



Progress comes from discipline and visibility

Our pub estate presents a distinct challenge. Spread across a large and geographically diverse network, it includes heritage pubs that serve as historic community landmarks alongside newer or refurbished ones. While each pub has its own character, emissions reduction must be delivered consistently and at scale. Regular monitoring and benchmarking provide insight into performance, while technologies such as voltage optimisation, IoT and connected energy management systems help reduce energy use without affecting the customer experience. Lower-carbon technologies are introduced progressively, balancing ambition with operational practicality, with phased electrification of kitchen and back-of-house equipment reducing reliance on fossil fuels over time.

Operational practices also play an important role. Through the Greene Habits programme, Greene King promotes behavioural change by implementing clear start-up and shutdown procedures to minimise unnecessary energy use. Preventive maintenance and structured staff training help to support consistent performance across the portfolio. The estate operates on 100% renewable electricity through the procurement of renewable energy certificates, reducing reported market-based Scope 2 emissions. Circular initiatives address complex waste streams, including food redistribution, anaerobic digestion of food waste, biodiesel production from used cooking oil, reusable packaging trials, keg return schemes and standardised waste segregation. A recent trial to reuse, refurbish, repurpose or recycle pub kitchen equipment diverted seven tonnes of redundant equipment from waste.



Mr. Jonathan Fearn
Chief Financial Officer of Greene King

Together, these measures are delivering steady reductions in energy use across the estate. Mr. Nick Mackenzie, Chief Executive Officer of Greene King, notes “it is vital that we play our part – this is the right thing to do, it helps our customers make more sustainable choices and it supports the long-term commercial sustainability of our pubs and breweries across the UK”. Mr. Jonathan Fearn, Chief Financial Officer of Greene King, adds that “at the operational level, progress comes from discipline and visibility. By standardising routines, leveraging data and introducing practical technologies, we can deliver steady improvements in energy performance across a large and diverse estate”.



Mr. Nick Mackenzie
Chief Executive Officer of Greene King



The Old Ferry Boat, a Greene King Inn, sits peacefully on the banks of the River Great Ouse. It was claimed to date back to 560 AD – that is around 1,465 years old.

Sustainable Infrastructure: Investing in the Low-Carbon Transition



Investing in sustainable infrastructure is central to how we support the low-carbon transition

We continue to support the net zero transition through investments in low-carbon solutions, renewables and energy transition opportunities. Through long-term capital commitments and active partnerships, we aim to support practical decarbonisation pathways while strengthening the resilience of essential services that communities rely on every day.



Den Brook Wind Farm generates enough renewable electricity to meet the annual energy needs of approximately 13,000 homes in the UK.



(from left to right)
Mr. Man Ka Keung, Simon
Executive Committee Member and General Manager of Accounts Department of CKA
Mr. Ma Lai Chee, Gerald
Executive Committee Member and General Manager of Corporate Business Development Department of CKA
Mr. Chiu Yue Seng
Executive Committee Member and Head of Special Projects of CKA

Our infrastructure portfolio plays an important role in the global energy transition, spanning the energy, water, waste management and household services sectors across Europe, Australia, Canada and the UK. These large-scale regulated utilities and essential service businesses support local communities in transitioning to a low-carbon economy through emissions reduction initiatives, power and gas network upgrades, efficiency improvements and preparation for cleaner energy systems. Several of our businesses have also established decarbonisation targets and set ambitions to achieve net-zero emissions by 2050. Together with other CK Group companies, including CK Infrastructure Holdings Limited, we continue to pursue investment opportunities that support the energy transition and long-term decarbonisation.

Mr. Ma Lai Chee, Gerald, Executive Committee Member and General Manager of Corporate Business Development Department of CKA, notes that “investing in sustainable infrastructure is central to how we support the low-carbon transition. By deploying long-term capital into essential services, we can enable practical decarbonisation while strengthening the resilience of our businesses and the communities we serve”. Mr. Man Ka Keung, Simon, Executive Committee Member and General Manager of Accounts Department of CKA adds that, “we evaluate both financial performance and nonfinancial factors and our approach is grounded in delivering long-term returns while reducing risks and generating meaningful positive impacts for society and the environment”.

This strategic focus is reflected in our recent investment activities. In 2025, EDL acquired GWE Biogas and its biogas plant, one of the UK's most advanced anaerobic digestion facilities. The plant produces biomethane for the gas network and generates electricity and heat on site through a combined heat and power system, supporting local industry with surplus electricity that is supplied to the national grid. The facility also uses advanced technology to capture around 5,000 tonnes of biogenic carbon dioxide each year.

In 2024, the Group, through CK William UK Holdings Limited, acquired an indirect 40% interest in the UK Renewables Energy Group, which expanded renewable electricity supply and added 32 onshore wind farms with 175 MW of capacity, and an indirect 40% interest in Phoenix Energy, which supports the energy transition in Northern Ireland by enabling a shift from oil-based heating towards natural gas, with more than 99% of its pipeline network capable of carrying lower-carbon gases such as biomethane and hydrogen.

In 2025, the Group, in partnership with CK Life Sciences Int'l., (Holdings) Inc., also acquired pastoral leases and rights to over 350,000 hectares of agricultural land in Australia designated for carbon sequestration. This nature-based initiative supports local public and private sectors in offsetting their emissions and generates tradeable carbon credits by regenerating native forests. This project is expected to sequester approximately 1,000,000 tonnes of carbon dioxide equivalent, reflecting our creative strategy to address climate challenges through innovative and sustainable practices that are economically viable.

Alongside our core infrastructure investments, we have expanded our Civitas social infrastructure portfolio, which continues to deliver significant and quantifiable social impact benefits by providing community-based healthcare housing and specialist education facilities. Mr. Chiu Yue Seng, Executive Committee Member and Head of Special Projects, adds that "our approach to social infrastructure is centred on high-quality assets that support local communities and deliver positive, measurable social impact alongside resilient, long-term returns". In the UK, two Civitas social infrastructure funds that invest in special schools, specialist residential care facilities and healthcare housing are estimated by independent consultants (based on fund-specific and consistently applied metrics), to generate approximately £730 million in social value annually. In Germany, the portfolio benefits from green lease obligations and targeted capital upgrades that seek to reduce emissions and achieve EPC A ratings for over half of the assets.



Potterspurty Lodge School in East Midlands is a special day school for children and young people diagnosed with Autism Spectrum Condition, complex needs and challenging behaviours. The school is set in large grounds with multiple playing fields and features spacious low-density classrooms.



Looking Ahead: Next Steps in Our Transition Journey

Sustainability plays an important role in how we operate, allocate capital and measure performance. Our recent focus has been on building the systems and capabilities needed to deliver decarbonisation across a highly diverse portfolio, setting us on a clear path towards a greener and more sustainable future. With our Climate Transition Plan now established, the next phase centres on implementation – translating priorities into disciplined execution. This includes scaling actions under our decarbonisation levers and integrating climate considerations into decision-making across the business. Delivery will require close collaboration with stakeholders to identify practical and scalable solutions that reduce emissions.

In 2025, the Group's Scope 1 and 2 operational emissions decreased by 42% compared to its 2019 science-based target baseline, reflecting meaningful progress. Looking ahead, Scope 3 emissions across our value chain will be an increasing focus. The Group reported Scope 3 emissions for the first time in 2025, establishing a baseline for future performance. These emissions accounted for approximately 89% of the Group's total, highlighting the importance of engagement beyond our direct operations. We will explore expanding supplier engagement to improve emissions transparency, encourage the use of lower-carbon materials and services, and progressively integrate climate considerations into procurement processes, extending the reach of our Climate Transition Plan across the value chain.

This roadmap builds on the progress achieved to date and sets the direction for the next phase of our transition journey. While the scale and complexity of the challenge remain significant, our focus is on translating ambition into action, and working with our stakeholders to deliver measurable emissions reductions and build a more resilient, lower-carbon portfolio over time. The decisions we make today will shape our carbon footprint and define the pace and impact of our transition in the years ahead.



CLIMATE RESILIENCE

The Group integrates climate resilience into its long-term business strategy to safeguard value across its diversified global portfolio. Scenario analysis is used to assess the potential impact of physical and transition risks under different climate pathways, providing insights that inform strategic planning and risk management. These assessments strengthen the Group’s ability to adapt to evolving climate conditions, mitigate risks, and identify opportunities arising from the global transition to a low-carbon economy. By embedding climate considerations into investment decisions, capital planning, and operational management, the Group is well-positioned to enhance portfolio resilience and deliver sustainable, long-term value.

Climate Scenario Analysis

The Group proactively identifies and assesses climate-related risks and opportunities to enhance the resilience of its assets, investments, and long-term strategy. Climate considerations are embedded into our overall business strategy and operations, while climate-related risks are integrated into our Enterprise Risk Management framework.

Scenario analysis is a key tool used to evaluate how physical and transition risks may impact future performance under different climate pathways. It provides a structured, forward-looking approach to explore a range of potential outcomes. These scenarios are not forecasts or predictions, but exploratory narratives designed to support strategic planning and risk management. The Group is supported by an external advisor in developing the modelling and underlying assumptions. The time horizons used are 2030, 2040 and 2050, aligning with our strategic planning cycles, science-based targets, and relevant policy frameworks.

The Group began its formal climate risk assessments from 2022 to 2023, identifying material climate-related risks and opportunities, and analysing their potential financial impacts across business activities and geographies through scenario analysis to 2050. In 2024, the Group reviewed the initial findings to plan the next phase of analysis to strengthen decision-making. In 2025, this work was expanded to include the quantification of financial impacts from key risks, such as flood-related damages and changes in electricity prices, under two climate scenarios. This enhanced analysis has deepened our understanding of climate exposure.

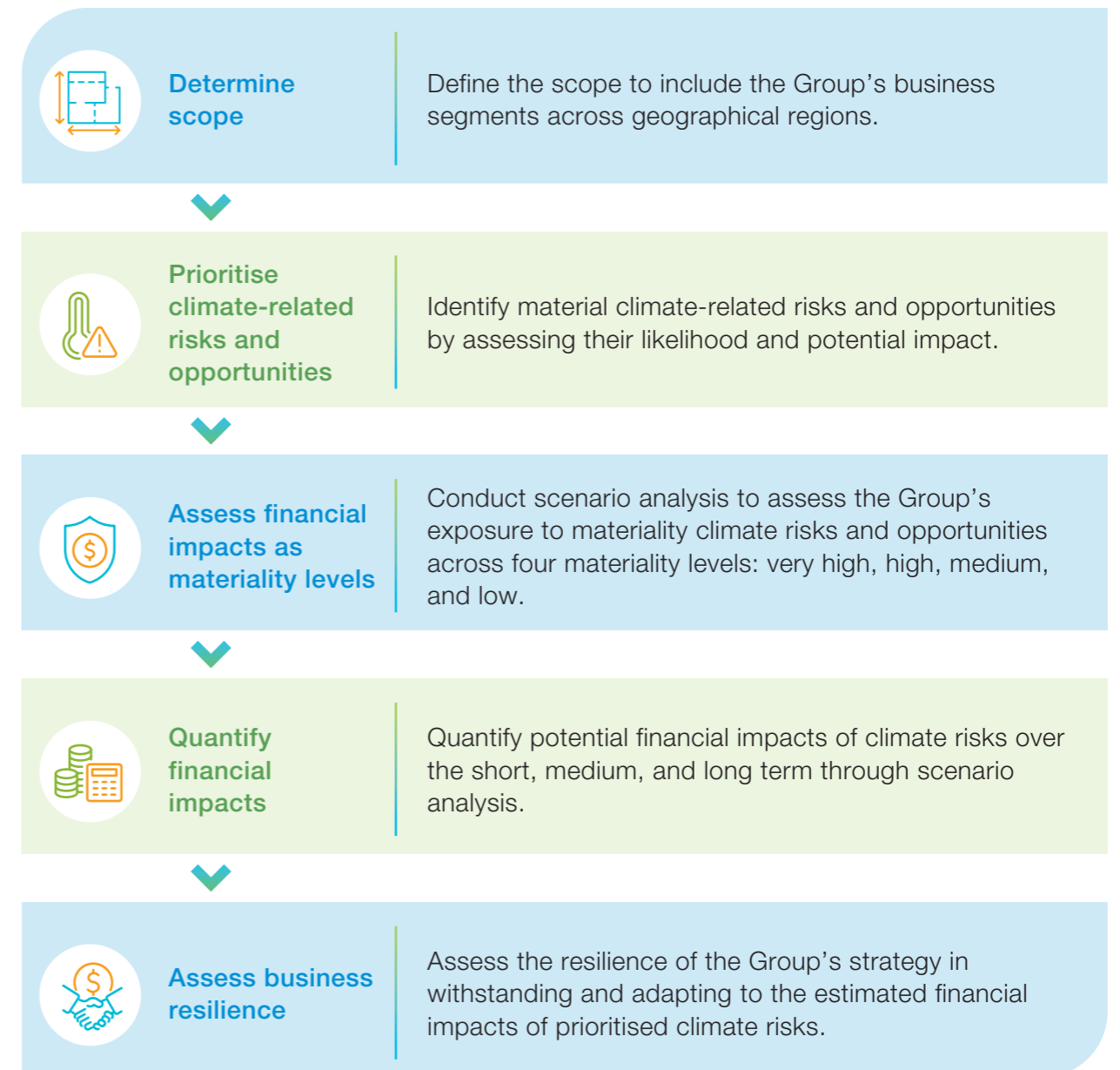
While scenario analysis offers valuable strategic insights, it is subject to inherent uncertainties and limitations arising from underlying assumptions, methodological approaches, and the complexity of the net-zero transition. The Group uses this analysis to support the identification of material climate-related risks and opportunities, to assess the resilience of its strategy and business model to climate-related changes, and remains committed to updating the analysis as conditions evolve.



Our Approach and Process

The Group undertook a structured scenario analysis to understand how the impacts of climate change may evolve over time and affect its operations. The assessment covered a range of physical risks, including acute events such as extreme weather, and chronic risks such as sea-level rise. It also examined transition risks and opportunities associated with the global shift toward a net-zero economy, including

policy changes, market dynamics, and technological developments. Importantly, the analysis was conducted on a pre-mitigation basis and does not reflect the impact of existing risk management measures such as decarbonisation initiatives, infrastructure upgrades, or emergency response plans. As a result, actual risk exposure is expected to be lower once these mitigation strategies are accounted for.





Climate-related Risks and Opportunities

Climate factor	Type	Description	Time Horizon
Physical risk			
Increase in extreme hot weather	Acute	Rise in the frequency and intensity of extremely hot days, impacting health, ecosystems, and infrastructure.	Medium-/long-term
Storm surge	Acute	Rapid rise in sea level caused by strong winds during storms, leading to coastal flooding and damage.	Medium-/long-term
Increase in extreme cold weather	Acute	Rise in the occurrence of severe cold spells, affecting health, ecosystems, and infrastructure.	Medium-/long-term
Increase in dry spell days	Acute	Rise in the number of consecutive days without rainfall, leading to droughts and water shortages.	Medium-/long-term
Increase in extreme rain days	Acute	Rise in the frequency of heavy rainfall events, causing flooding and related damage.	Medium-/long-term
Increase in annual mean temperature	Chronic	Gradual rise in the average temperature over a year, impacting ecosystems, and human activities.	Medium-/long-term
Increase in total annual rainfall	Chronic	Rise in the overall amount of rainfall received in a year, which can affect water resources and increase flood risks.	Medium-/long-term
Decrease in average wind speed	Chronic	Reduction in typical wind speeds, which can impact weather patterns, energy production, and air quality.	Medium-/long-term
Sea level rise	Chronic	Gradual increase in the ocean's surface height, leading to coastal flooding and habitat loss.	Medium-/long-term
Transition risk or opportunity			
Carbon price	Policy and Legal/ Technology/ Reputation	Cost assigned to carbon emissions to encourage reduction of greenhouse gases and support the transition to a low-carbon economy.	Short-/medium-term
Green building Policy	Market/Reputation/ Resource Efficiency	Regulations and incentives that promote environmentally sustainable construction and energy-efficient buildings to reduce carbon emissions.	Short-/medium-term
Carbon emissions for building materials	Policy and Legal/ Reputation	GHG emissions produced during the extraction, production, and transportation of materials used in construction.	Short-/medium-term
Greenhouse gas emissions	Policy and Legal/ Technology/ Reputation	Release of gases like carbon dioxide and methane that trap heat in the atmosphere and contribute to global warming.	Short-/medium-term
Investment in energy efficiency	Technology/ Reputation/Market	Policies and funding aimed at improving energy use in operations to reduce emissions and lower costs.	Short-/medium-term
Consumer awareness of sustainable living	Market/Product & Services	Efforts to educate and encourage individuals to adopt eco-friendly habits and support sustainable products, driving demand for greener alternatives.	Short-/medium-term
Electricity price	Technology/Energy Source	Policies, technology and market factors influencing the cost of electricity.	Short-/medium-term



Qualitative Analysis

Scenarios and Assumptions

The Group's selected scenarios, referred to as the Turquoise and Brown Scenarios, draw from publicly available pathways developed by reputable institutions, including the Intergovernmental Panel on Climate Change (IPCC), the International Energy Agency (IEA), and the Network for Greening

the Financial System (NGFS). By leveraging these scenarios, the Group incorporates a comprehensive range of social, environmental, political, and economic factors into its climate analysis, supported by detailed, location-specific research assumptions.

Turquoise Scenario (Representing a global mean temperature increase of 1.5°C to 2°C by 2100)

The Turquoise Scenario represents a future that is committed to combating climate change. The stringency of climate policies sets a high probability of limiting global warming to below 2°C. The reduction in CO₂ emissions occurs gradually with an accelerated global push for decarbonisation in the current decade by governments and businesses. This is achieved by an immediate and smooth policy reaction decarbonising the energy supply, accelerating electrification and switching to low-carbon fuels in industry, transport and buildings, deploying bioenergy with carbon capture and storage and increasing afforestation and reforestation.

Brown Scenario (Representing a global mean temperature increase of above 3°C by 2100)

The Brown Scenario represents a future where business continues as normal with little to no climate action being taken. Only current policies and Nationally Determined Contributions ("NDCs") are implemented with limited investment and climate action. The physical impact of climate change is persistent, severe, and unpredictable due to feedback loops and systemic collapse of the ecosystem. Businesses are focused on climate adaptation and the risk from the transition is limited.

Physical Risk Impacts

Physical risks associated with climate change can be broadly categorised as acute or chronic. Acute risks are event-driven, such as extreme weather events, while chronic risks result from long-term shifts in climate patterns, such as the gradual increase in average annual temperatures. The Group acknowledges that the impacts of physical risks on its operations are expected to intensify over time, as highlighted by climate scenario analyses. For instance, an increase in the frequency and severity of extreme weather events could potentially damage the Group's assets, disrupt operations, or lead to higher costs related to insurance premiums and repair work.

To better understand the potential impacts of physical risks, the Group conducted a comprehensive risk assessment for key locations, including Hong Kong, Shanghai, Beijing, and the UK. This assessment leveraged the latest publicly available databases from globally recognised climate institutions. The findings are summarised in a heatmap, which highlights material physical risks for the long-term (2050). The heatmap also identifies the geographic areas and industries most affected, as well as the potential high-level business impacts relevant to the Group.



The Group recognises that climate physical risks may pose impacts to our businesses across various regions:

- Acute risks – such as extreme heat, cold, heavy rainfall, dry spells, and storm surges – can disrupt supply chains, delay construction timelines, reduce water availability, impact tourism demand, and cause flooding and property damage.

- Chronic risks – including rising temperatures, increased rainfall, reduced wind speeds, and sea level rise – heighten operational vulnerabilities, disrupt supply chains, lower productivity, worsen air quality, and amplify flooding risks, ultimately threatening its business resilience and sustainability.

The Group’s assets in Hong Kong and on the Mainland face heightened exposure to physical risks, especially storm surges, extreme heat, and heavy rainfall.

Potential Impacts of Physical Risks

Climate Factor	Estimated Impact on Asset Value in 2050	Hong Kong		The Mainland		UK	
		Brown Scenario	Turquoise Scenario	Brown Scenario	Turquoise Scenario	Brown Scenario	Turquoise Scenario
Acute Risk	Increase in extreme hot weather	Low	Low	Low	Low	Medium	Medium
	Storm surge	Low	Low	Low	Low	Medium	Medium
	Increase in extreme cold weather	Medium	Medium	Low	Low	Low	Low
	Increase in dry spell days	Medium	Medium	Low	Low	Medium	Medium
	Increase in extreme rain days	Low	Low	Low	Low	Medium	Medium
Chronic Risk	Increase in annual mean temperature	Low	Low	Low	Low	Medium	Medium
	Increase in total annual rainfall	Low	Low	Low	Low	Medium	Medium
	Decrease in average wind speed	Low	Low	Low	Low	Low	Low
	Sea level rise	Low	Low	Low	Low	Low	Low

Estimated Impact on **Asset Value** in 2050 Low Medium High Very High



Transition Risk Impacts

Transition risks emerge as governments and businesses take action to mitigate the impacts of climate change. These risks span a variety of areas, including policy and regulation, market dynamics, technological advancements, and reputational factors. However, the low-carbon transition not only introduces challenges but also creates opportunities for the Group. For instance, while new climate regulations may necessitate additional expenditure, they also present opportunities to develop greener, more energy-efficient properties, reduce energy costs, and adapt to the evolving regulatory landscape, market trends, and customer preferences.

In evaluating its exposure to transition risks, the Group took into account the nature and location of its business operation. A business dependency survey was conducted with representatives from the Group’s property development, property management, hotels and serviced suite operation, and pub operation in selected geographies. This survey provided valuable insights into the relevance of various transition risks for each business segment. The survey findings were integrated with qualitative and quantitative analyses, drawing on data from leading global climate research and scenario models, to create heatmaps. These heatmaps are instrumental in assessing the severity of climate-related business risks and identifying opportunities for sustainable growth.

The assessment highlights that transition risks and opportunities can significantly impact our business and value chain:

- Property development and property management operations in Hong Kong, the Mainland, and the UK: High exposure to carbon emissions and GHG regulations may require adopting low-carbon materials and energy-efficient technologies, increasing compliance costs but also enhancing brand value through sustainability and innovation.
- Hotel and serviced suite operation in Hong Kong: Growing consumer demand for sustainable living may pose challenges, such as higher costs and supply volatility, but creates opportunities to strengthen brand value through green hotels and sustainable services.
- Pub operation in the UK: Regulatory uncertainty including carbon taxation may increase operating costs, but investing in low-carbon technologies can improve resource efficiency, reduce expenses, and enhance market competitiveness.

Proactively addressing these risks and opportunities allows the Group to align with regulations, meet customer expectations, enhance brand value, and make meaningful progress in sustainability.



Potential Impacts of Transition Risks or Opportunities for Property Development and Property Management Operations

Climate Factor	Estimated Severity of Business Impact in 2050 <i>R = Risk</i> <i>O = Opportunity</i>	Hong Kong		The Mainland		UK	
		Brown Scenario	Turquoise Scenario	Brown Scenario	Turquoise Scenario	Brown Scenario	Turquoise Scenario
Carbon price	(R) Policy and Legal: • Carbon price is expected to increase significantly under Turquoise Scenario which may lead to increases in operating costs of the business. • Unexpected changes in the local regulatory landscape and global trends may lead to uncertainties in business. (R/O) Technology; Reputation: • Increased pressure to invest in low-carbon technologies for logistics and operations to lower operating costs. • Company's competitiveness in the market can be enhanced if it becomes the first mover in the industry, to lower overall carbon emissions.	Low	High	Low	High	Low	High
Green building policy	(R) Market: • Increasing consumer demand for green buildings may impact costs and revenues and pose supply volatility risks for acquiring green building materials. (R) Reputation: • Lower competitiveness of assets if unable to meet consumers changing demands, which may result in loss of reputation and public trust. (O) Resource Efficiency: • Gain consumer interest by implementing energy efficiency measures to match current demand trends for green building development and management.	Low	High	Low	High	Low	High
Carbon emissions for building materials	(R) Policy and Legal: • Emissions reduction requirements are expected to be more stringent, which will affect planning and design as well as the construction due to additional considerations for low-carbon building materials, in order to comply with new regulations. (R/O) Reputation: • Increased pressure to procure low-carbon materials (e.g., green steel or cement), to align with social expectations, which may lead to increased costs. • Improve the Company's brand value through sustainable procurement and manufacturing of materials used in construction.	Medium	High	Medium	High	Low	High
Greenhouse gas emissions	(R) Policy and Legal: • Energy efficiency regulations and decarbonisation requirements are expected to become more stringent, which will lead to an increase in operating costs (i.e., cost of upgrading equipment) to comply with new regulations. (R/O) Technology; Reputation: • Increased pressure to invest in advanced technologies to align with social expectations and compete with other market players. • Improve the Company's brand value by reducing GHG emissions of developed and managed properties, through the adoption advanced technologies or implementing energy efficiency initiatives.	Medium	High	Medium	High	Low	High
Investment in energy efficiency	(R) Technology; Reputation: • As investments in energy efficiency increase, new technologies are expected to become more widely adopted, requiring businesses to adjust their capital expenditure to align with market trends. • Lower competitiveness of products/services if unable to meet consumers changing demands, which may result in loss of reputation and public trust. (R) Market: • The technologies that result from these investments may reduce asset valuations due to assets and technology becoming obsolete.	Low	High	Low	High	Low	High

Estimated Impact on **Asset Value:** Low Medium High Very High



Potential Impacts of Transition Risks or Opportunities for Hotels and Serviced Suite Operation

Climate Factor	Estimated Severity of Business Impact in 2050 <i>R = Risk</i> <i>O = Opportunity</i>	Hong Kong	
		Brown Scenario	Turquoise Scenario
Consumer awareness of sustainable living	(R) Market: • Consumer pressure for green hotels and low-emission buildings, as well as sustainable services, which may impact costs and revenues, as well as pose supply volatility risk. (O) Product/Services: • Improve brand value by positioning hotel operations as being green and having sustainable procurement and services.	Low	High
Electricity price	(R/O) Technology: • Emissions reduction requirements are expected to be more stringent, which will affect planning and design as well as construction due to additional considerations for low-carbon building materials, in order to comply with new regulations. (O) Energy Source: • Adopt the use of renewable energy such as setting up on-site solar panels.	Low	Medium
Carbon price	(R) Policy and Legal: • The carbon price is expected to increase significantly under Turquoise Scenario with may lead to increases in operating costs to the business. • Unexpected changes in the local regulatory landscape and global trends may lead to business uncertainty. (R/O) Technology; Reputation: • Increased pressure to invest in low-carbon technologies for logistics and operations, to lower operating costs. • The company's competitiveness in the market can be enhanced if it becomes the first mover in the industry, to lower overall carbon emissions.	Low	High

Potential Impacts of Transition Risks or Opportunities for Pub Operation

Climate Factor	Estimated Severity of Business Impact in 2050 <i>R = Risk</i> <i>O = Opportunity</i>	UK	
		Brown Scenario	Turquoise Scenario
Carbon price	(R) Policy and Legal: • The carbon price is expected to increase significantly under Turquoise Scenario which may lead to increases in operating costs of the business. • Unexpected changes in the local regulatory landscape and global trends may lead to business uncertainty. (O) Resource Efficiency: • Invest in low-carbon technologies for logistics and operations, to lower operating costs.	Low	Medium
Consumer awareness of sustainable living	(R) Market: • Consumer pressure for sustainable sourcing and processing of material, as well as sustainable services, which may impact costs and revenues, as well as pose supply volatility risk. (R) Reputation: • Lower competitiveness of products/services if unable to meet consumers' changing demands, which may result in loss of reputation and public trust.	Low	High
Greenhouse gas emissions	(R) Policy and Legal: • Energy efficiency regulations and decarbonisation requirements are expected to become more stringent, which will lead to an increase in operating cost (i.e., cost of upgrading equipment) to comply with new regulations.	Low	Medium

Estimated Impact on **Asset Value:** Low Medium High Very High

Financial Impact Quantification

Following the qualitative assessment, the Group conducted a quantitative analysis to better evaluate the financial materiality of key climate-related risks. From the identified material risks, two physical risks and one transition risk were selected for detailed evaluation based on their potential to affect the Group’s financial position, performance, and cash flows. The analysis focused on flood-related risks and electricity cost risks across short- (2030), medium- (2040), and long-term (2050) horizons. The assessment covered major operations across multiple geographies and property types.

Physical Risks: Flooding

Climate change is expected to intensify the frequency and severity of tropical cyclones and storms, increasing riverine and coastal flooding risks. These events could disrupt operations, damage assets, and lead to costly repairs, reduced rental income, and lower asset values, particularly for properties in coastal and low-lying areas.

To assess this, the Group evaluated the potential impact of flooding on asset value under two climate scenarios. Results showed that up to 0.1% of the Group’s asset value is at risk, indicating negligible exposure. To manage this risk, the Group has been implementing anti-flooding measures to enhance the climate resilience of its properties.

Transition Risks: Electricity Price

The global shift to a low-carbon economy may lead to rising electricity prices, driven by the cost of developing and scaling renewable energy technologies. This transition risk could affect business segments with higher Scope 2 emissions, such as property management, hotel and serviced suite and pub operations.

The Group assessed how increased electricity prices could impact operating expenses. Under both scenarios, electricity costs are projected to rise, with a more significant increase (15 to 30%) anticipated under a net-zero 2050 scenario. However, the overall impact is considered immaterial, as electricity expenses account for a small proportion of total operating costs. To mitigate this risk, the Group continues to implement energy efficiency initiatives and expand the use of renewable energy across its operations.

Scenarios and Assumptions

Scope of operations

The Group’s major investment and self-occupied properties located in Hong Kong, the Mainland, and the UK. These properties include:

- Office/Retail/Hotel/Industrial
- Social infrastructure
- Pub operation

Time horizon

Short-term: 1-5 years (reference year 2030)
 Medium-term: 5-15 year (reference year 2040)
 Long-term: 15+ years (reference year 2050)

Base year

2024

Scenarios

Physical risk:

- IPCC SSP1-2.6 (low-emission scenario) ^(Note)
- IPCC SSP5-8.5 (high-emission scenario)

Transition risk:

- NGFS Net Zero 2050 Scenario
- NGFS Current Policies Scenario

Limitations

- Climate hazard levels do not reflect any mitigation measures implemented at the asset level.
- Scenario analysis is constrained by the use of publicly available data sources only.
- The Group’s asset values and electricity consumption remain unchanged over time.

Note: IPCC SSP1-4.5 is used as a proxy for IPCC SSP1-2.6 due to data availability constraints, based on the WRI Aqueduct Optimistic Scenario

Potential Quantitative Impacts of Climate Risks

	Climate factor	Parameter of financial impact	Current Policies			Net Zero 2050		
			2030	2040	2050	2030	2040	2050
Physical risk	Riverine flooding (Acute)	Percentage of asset value at risk	<0.05%	<0.05%	<0.05%	<0.05%	<0.05%	<0.05%
	Coastal flooding (Acute)	Percentage of asset value at risk	<0.05%	<0.05%	0.05-0.1%	<0.05%	<0.05%	<0.05%
Transition risk	Electricity price (Technology/Energy Source)	Change in electricity cost with respect to base year	↑ 0.1-1%	↑ 1-5%	↑ 1-5%	↑ 15-20%	↑ 30-35%	↑ 25-30%

Business Resilience to Climate Change

The Group recognises the potential impact of both transition risks and physical risks on our business strategy and financial planning. We continue to strengthen our capability to adapt our strategy and business model in response to climate-related developments, ensuring long-term resilience and value creation.

Climate scenario analysis indicates that the proportion of the Group's assets and activities currently exposed to material climate-related physical and transition risks is insignificant. This reflects the inherent resilience of our diversified portfolio across geographies, asset classes, and investment types, which helps mitigate concentration risks associated with climate change. Consistent with this assessment, the Group recorded no material physical climate impacts in 2025, despite the increasing frequency and severity of extreme weather events globally.

Integrating Climate Risk into Strategic Planning

To manage climate risks proactively, climate considerations are embedded into the Group's overarching strategy, capital allocation decisions, and investment planning processes. Capital expenditure is directed towards initiatives that mitigate both physical and transition risks, while also enhancing asset performance and strengthening resilience at the asset level. These efforts are aligned with our long-term sustainability goals and support the Group's transition to a low-carbon operating model.

Greenhouse gas emissions reduction programmes are central to our climate transition strategy. They help mitigate transition risks linked to regulatory changes, energy price fluctuations, and evolving market expectations. In 2025, the Group invested HK\$306 million in decarbonisation initiatives. Of this, HK\$229 million was allocated to energy efficiency improvements and the deployment of renewable energy solutions. These investments supported both emissions reduction and effective risk management. To continue this momentum, the Group has allocated an additional budget of over HK\$669 million over the next three years to further accelerate our climate transition efforts.

Positioning for Climate-related Opportunities

Alongside risk mitigation, the Group is also positioning itself to capture emerging opportunities created by the global shift towards a low-carbon and climate-resilient economy. Through its infrastructure and utility asset operation, the Group maintains strategic investments in joint ventures operating across the UK, continental Europe, Australia, and Canada. These ventures include renewable energy portfolios, gas networks that support the energy transition, and regenerative agriculture initiatives.

Together, they reflect the Group's focused investment in climate-aligned sectors that offer both environmental and financial returns. In 2025, infrastructure and utility asset operation contributed 32.1% (HK\$27,588 million) of total Group revenue, underscoring the material contribution of these assets to our financial performance and long-term value creation. These contributions are embedded in line items within the Group's financial statements ("Revenue and Profit Contribution" in Notes to Consolidated Financial Statements).

Adapting to a Changing Climate

To strengthen the resilience of its operations to climate-related physical risks, the Group has implemented a range of adaptation measures across its portfolio. These include flood risk mitigation, extreme heat management, drought-resilient landscaping, urban heat island reduction, and the use of nature-based cooling solutions. In 2025, total expenditure on climate adaptation measures amounted to HK\$35 million. These actions are tailored to the specific location and operational context of the asset, ensuring that physical climate risks are addressed in a locally relevant and effective manner.

Climate Adaptation Measures

Flood Risk Management: Installation of sump and water pumps, provision of water storage tanks and temporary pumps, anti-flood barriers, car park gullies, enhancement of drainage systems, and annual inspections.

Extreme Heat Management: Adjustment of outdoor work schedules, upgrades to ventilation systems, and provision of shading, cooling measures, and appropriate protective equipment for workers. For residential recreational facilities, thermal performance calculations are conducted in accordance with applicable building code of practice to support improved indoor comfort.

Drought-Resilient Design: Use of irrigation systems in landscaped areas to support efficient water management during dry periods.

Urban Heat Island Mitigation: Adoption of cool roof design and reflective building materials, including roof tiles with high Solar Reflective Index to reduce heat absorption.

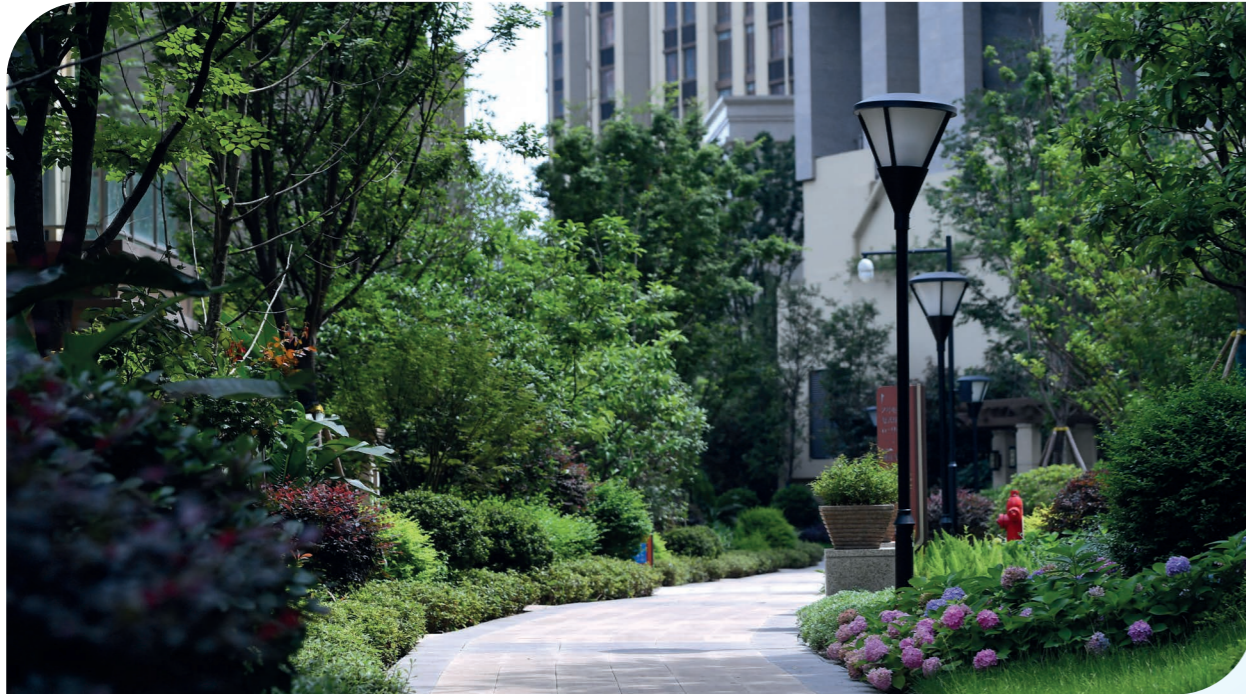
Natural Cooling Design: Incorporation of tree planting, green spaces, and enhanced natural ventilation to provide shading, improve airflow, and reduce ambient temperatures.



ESG STORY

Sponge City Innovation in Chongqing

Regency Hills



The Regency Hills mixed-use development in Chongqing highlights how the Group is embedding climate resilience into property design in response to increasingly intense rainfall and riverine flooding. By integrating sponge city principles into the masterplan, the project manages stormwater at source, reducing reliance on off-site municipal infrastructure. Features such as rain gardens and permeable paving temporarily store and gradually release rainwater, support groundwater recharge, and strengthen site-level resilience to extreme weather.

Located in the Yangjiashan area of Chongqing’s Nan’an District, approximately 8 km from the Jiefangbei CBD, Regency Hills occupies a site of over 10,000,000 sq.ft. and is being developed into a large-scale, high-end residential district with supporting commercial and social facilities. The development has a green space ratio of 30%, and one of the plots, covering approximately 668,546 sq.ft., adopts a sponge city design that has been certified as “qualified” under Chongqing’s statutory construction drawing review process, confirming compliance with applicable sponge city, green building, and safety standards.

Within the plot, an integrated Low Impact Development stormwater system, combining rain gardens and permeable pavements intercepts runoff before it enters the municipal network. Together, these measures are expected to reduce peak runoff, lower local flood risk, improve downstream water quality, and reduce potable water demand, providing a practical, government-endorsed example of climate-resilient and water-sensitive urban development.

RISK MANAGEMENT

ENTERPRISE RISK MANAGEMENT

During 2025, the Group reviewed its enterprise risk management system (ERM System) and implemented relevant measures to enhance this system. The Group now also addresses the HKEx’s new Environmental, Social and Governance Reporting Code by integrating sustainability practices into the ERM System.

The Group maintains a robust internal controls framework that is designed to provide reasonable assurance regarding the prevention, detection and handling of any material misstatement, financial loss or operational failure as well as to support the achievement of its objectives including those relating to sustainability.

A “Top-Down” approach is adopted for the Group’s risk management activity. This is manifested by the strong oversight exercised by the Group’s Board of Directors, as well as its Executive, Audit, Remuneration, Nomination and Sustainability Committees, the Risk Management Taskforce and department or functional heads, with respect to the development and maintenance of the ERM System.

The Governance Structure for the Group’s ERM System



Note:

▲ Accountability and reporting ▼ Delegation, direction, resources, oversight ◀▶ Alignment, communication coordination, collaboration

The ERM System comprises an integrated framework of governance practices, methodologies, roles and responsibilities, and protocols for the reporting and escalation of risk-related matters, and that is established by the Group to support its risk management activity. The ERM System also applies to and covers the Group's subsidiaries. The Board is ultimately responsible for determining and evaluating the risks that the Group is willing to take in achieving its objectives, including those relating to sustainability, for ensuring effective risk management and internal controls systems are established and maintained, and for overseeing these on an ongoing basis. The Audit Committee also plays a vital role in overseeing the ERM System on behalf of the Board. It reviews, on at least an annual basis, the Group's ERM System and internal controls framework with the Risk Management Taskforce and the Internal Audit Department, to ensure that management has fulfilled its duties of establishing and maintaining effective risk management and internal controls systems. The Internal Audit Department acts as an independent assessor of the ERM System and assesses the adequacy and effectiveness of the Group's ERM System. It carries out annual risk assessments of the Group's operations to produce yearly risk-based audit plans. Audits of all major operations are performed at least once every five years.

In addition, the Risk Management Policy provides direction to all of the Group's management and staff for applying a consistent approach to the identification, prioritisation, mitigation and monitoring of the Group's significant risks (including sustainability risks). It also serves to provide continuity in the Group's risk management activities, by facilitating transition as turnover of personnel may take place.

SUSTAINABILITY RISK AND OPPORTUNITY MANAGEMENT

Sustainability-related risks and opportunities are integrated into the Group's ERM System to ensure a structured and consistent approach to risk management across the organisation. The Sustainability Committee provides the Board with oversight and guidance on key sustainability-related risks and associated opportunities, while management is responsible for identifying, assessing, monitoring and managing these risks, such as those related to climate change, regulatory compliance, supply chains, employment practices, and information security, alongside other principal business risks.

Recognising the importance of sustainability trends to long-term value creation, the Group continues to enhance its approach to managing sustainability-related risks and opportunities. In 2025, the corporate risk inventory was updated to reflect emerging developments, including climate change and artificial intelligence. These risks are continuously monitored to ensure they are incorporated into the Group's product development, business decision-making, and approval processes. As part of the Company's approach, it assesses potential risk drivers, the likelihood of risks occurring, potential consequences, and the mitigating controls in place. This enables the Company to meet stakeholders' expectations regarding sustainability and climate change. Additionally, it evaluates the impact of emerging risks over a long-term horizon, ensuring that employees at all levels understand and integrate risk considerations into their daily operations.

In parallel, the Group has established a framework for the ongoing identification and evaluation of climate-related opportunities to support the transition to a low-carbon and climate-resilient future. Each business unit is responsible for identifying, assessing and monitoring opportunities relevant to its market as part of their ongoing performance reviews. Potential investments are evaluated through a structured framework encompassing business development, strategic planning, investment decision-making and capital allocation. Through its comprehensive and integrated approach to sustainability, the Group ensures the long-term resilience of its assets whilst fostering a sustainable and socially responsible business environment.

Further details on the Group's risk management and internal control framework, including the management of emerging risks and the Risk Management Policy, are set out in the Corporate Governance Report in the Annual Report 2025.

Sustainability-related risks are managed through a comprehensive policy framework at both the Group and subsidiary levels. For example, the Group's Environmental Policy addresses risks associated with climate change, environmental impacts, and dependencies on natural resources. Our approach to managing sustainability risks and opportunities is increasingly data-driven. To enhance ESG monitoring and decision-making, the Group is exploring the implementation of an ESG data management system to improve data accuracy, streamline reporting, and support more effective risk assessment and performance tracking.

DATA PROTECTION, CYBERSECURITY AND BUSINESS CONTINUITY

The Group places a high priority on data protection and cybersecurity to safeguard sensitive information, protect intellectual property, and maintain stakeholder trust as reliance on digital technologies continues to grow. These efforts support the Group's operational integrity, legal compliance, and long-term resilience.

Information security-related issues are integrated into the Group's Enterprise Risk Management framework and are subject to oversight by the Audit Committee.

Personal Data Protection and Privacy Management

The Group is committed to safeguarding personal data as part of its broader responsibility to protect stakeholder privacy and maintain trust. Comprehensive privacy policies, including the Employee Code of Conduct and the Information Security Policy, set out clear requirements for the collection, use, storage, access, retention, and disposal of personal data. Transparency is reinforced through a publicly available Privacy Policy and Personal Information Collection Statement, while subsidiaries are encouraged to adopt supplementary or tailored policies, such

as the Privacy Policy specific to hotel and serviced suite operation.

The Group has also established a reference guide on personal information protection, which governs access controls, handling procedures, and retention requirements. The Group only collects personal data to the extent necessary to meet business needs and securely destroys such data once it is no longer required. To further safeguard employee data, Hutchison Property Group has also established dedicated policies for protecting employee data privacy across jurisdictions.

The Group's Privacy Management Programme ("PMP") aligns with best practices issued by the Office of the Privacy Commissioner for Personal Data in Hong Kong and reinforces accountability in personal data handling. The PMP comprises three core elements:

1. **Organisational Commitment** – establishing governance and accountability for data protection;
2. **Programme Controls** – developing policies, procedures, tools, and mechanisms to safeguard personal data; and
3. **Ongoing Assessment and Revision** – promoting continuous monitoring and enhancement of programme effectiveness.

To uphold high standards of data protection, the Group conducts regular reviews through its Internal Audit Department to ensure compliance with applicable privacy laws. Additionally, the Information Technology Department performs security assessments to ensure effective cybersecurity measures are in place.

Employees receive continuous training on data privacy, access to sensitive information is limited to authorised personnel, and data is securely destroyed or erased when no longer required. During the Reporting Period, the Group was not aware of any non-compliance with laws and regulations relating to customer data privacy that would have a significant impact on the Group.

Cybersecurity and Business Continuity Management

The Group's Information Security Policy sets the overarching framework for managing information security, setting standards to guide implementation across the organisation. The Group has updated the Information Security Policy to strengthen

its commitment to continuously improving its information security practices and management systems in response to evolving threats and cybersecurity risks. The policy has been approved and adopted by the Board, with the Sustainability Committee responsible for overseeing its implementation, monitoring effectiveness, and recommending updates in response to evolving cybersecurity risks and threat landscapes. In parallel, cybersecurity risk is included in the Group's corporate risk inventory and is subject to oversight by the Audit Committee.

As digital threats continue to evolve, the Group prioritises cybersecurity as a vital pillar of its information security strategy. A multi-layered, defence-in-depth approach is employed, combining preventive, detective, and corrective controls. Core measures include firewalls, antivirus protection, access controls, data encryption, and regular patch management to safeguard against cyber threats, including Distributed Denial of Service (DDoS) attacks.

Regular vulnerability assessments are conducted by independent third-party IT experts to evaluate system resilience. The Group's internal email system is ISO/IEC 27001 certified, demonstrating alignment with internationally recognised information security standards.

To further mitigate cybersecurity risks, the Group has established an information security-focused Business Continuity and Incident Response Plan. The plan defines procedures for identifying, responding to, and recovering from cybersecurity incidents, with communication protocols, Recovery Time Objectives (RTOs), and Recovery Point Objectives (RPOs) established to minimise operational disruption. Annual drill tests are conducted to validate effectiveness.



The Group also conducts regular assessments of risks related to information assets, information systems, and cybersecurity to evaluate the effectiveness of installed controls. Cybersecurity implementations are independently reviewed by external parties on a regular basis and when significant changes may alter risk profiles, with remedial actions taken where vulnerabilities or weaknesses are identified.

During the Reporting Period, the Group was not aware of any non-compliance with such laws or regulations in relation to information security matters that would have a significant impact on the Group.

To strengthen cyber resilience, the Group provides continuous cybersecurity training for employees, covering practical topics such as recognising cyber threats, avoiding phishing scams, understanding ransomware and CEO fraud, and securing mobile devices. External vulnerability assessments are conducted using SecurityScorecard, which currently assigns the Group an overall rating of A.



Both Citybase and Goodwell received "Gold Award" under Privacy-Friendly Awards 2025 for their data privacy practices.

Artificial Intelligence

Recognising the potential risks associated with generative artificial intelligence ("GenAI"), including breaches of confidentiality, privacy violations, and intellectual property issues, the Group has established a GenAI Use Policy to promote the ethical, responsible, and lawful use of GenAI across its operations.

The Policy restricts work-related use to IT-approved GenAI tools and strictly prohibits the input of confidential or personal data. It further emphasises human oversight, accuracy checks, and compliance with applicable laws and internal policies.

Supported by employee training, regular policy reviews, and clear reporting mechanisms, the Policy strengthens risk management practices while safeguarding data integrity and protecting the Group's reputation as it adopts responsible innovation.

Intellectual Property Protection and Records Management

Protecting intellectual property is essential to the Group's innovation, brand integrity, and competitive advantage. The Group upholds strong policies to safeguard its own intellectual property and respect the rights of third parties. Employees are required to protect company assets and comply with relevant laws and licensing agreements. Global trademark and domain name registrations are maintained, while proactive measures, including annual compliance assessments, are taken to prevent infringement. Software deployment is conducted via centralized systems and controlled procedures, ensuring effective protection against the installation of unauthorised software.

To further protect personal and company data, the Group has established robust record-keeping requirements. The Employee Code of Conduct and the Anti-Fraud and Anti-Bribery Policy set clear standards for maintaining accurate books and records, including retention of supporting documentation, logging of changes, and prohibitions against false, misleading, incomplete, or inaccurate information. The internal user security policy further specifies secure storage and protection requirements for records and personal data.

METRICS AND TARGETS

CLIMATE TARGETS

The Group remains firmly committed to decarbonisation and aligning its climate action with the goals of the Paris Agreement. In December 2024, the Group’s science-based targets were formally validated by the Science Based Targets initiative (SBTi) as aligned with the SBTi Corporate Net-Zero Standard. The Group’s Scope 1 and 2 emissions reduction targets for 2030 and 2050 are consistent with a 1.5°C decarbonisation pathway, reflecting a high level of ambition and commitment to climate science.

To support the broader transition to a low-carbon economy, the Group has set a target to achieve **net zero GHG emissions across its value chain by 2050**. This target underscores the importance of collaboration with customers, tenants, and suppliers to drive emissions reductions beyond the Group’s direct operations. The timeline and approach for updating targets will follow SBTi guidelines to ensure alignment with the latest developments in climate science and policy.

In May 2025, the SBTi approved a 2040 net-zero target for the Group’s pub operation, Greene King, and re-validated its near-term target to halve GHG emissions by 2030.

Please refer to SBTi’s website at <https://sciencebasedtargets.org/target-dashboard#dashboard> for validation details.

The Group’s Science-based Targets

	Scope 1 and 2	Scope 3
NEAR-TERM TARGET	Reduce absolute Scope 1 and 2 GHG emissions 46.8% by 2030 from a 2019 base year	Reduce absolute Scope 3 GHG emissions from Category 2 (Capital Goods) and Category 15 (Investments) 42.0% by 2030 from a 2021 base year
LONG-TERM TARGET	Reduce absolute Scope 1 and 2 GHG emissions 99.6% by 2050 from a 2019 base year	Reduce absolute Scope 3 GHG emissions 99.6% by 2050 from a 2021 base year
OVERALL NET-ZERO TARGET	Reach net-zero greenhouse gas emissions across the value chain by 2050	

In setting its targets, the Group considered emissions reduction potential across business units, national climate action plans in its operating jurisdictions, business planning assumptions, and investment strategy. The transition to a net zero economy is influenced by evolving policy, market conditions, technological developments, and societal expectations. To address these dynamics, the Group has developed a transition plan to support informed decision-making and the management of climate-related risks and opportunities. For hard-to-abate and residual emissions, the Group will consider the use of credible carbon credits as a last resort, in line with recognised best practices.

GHG Emissions Performance

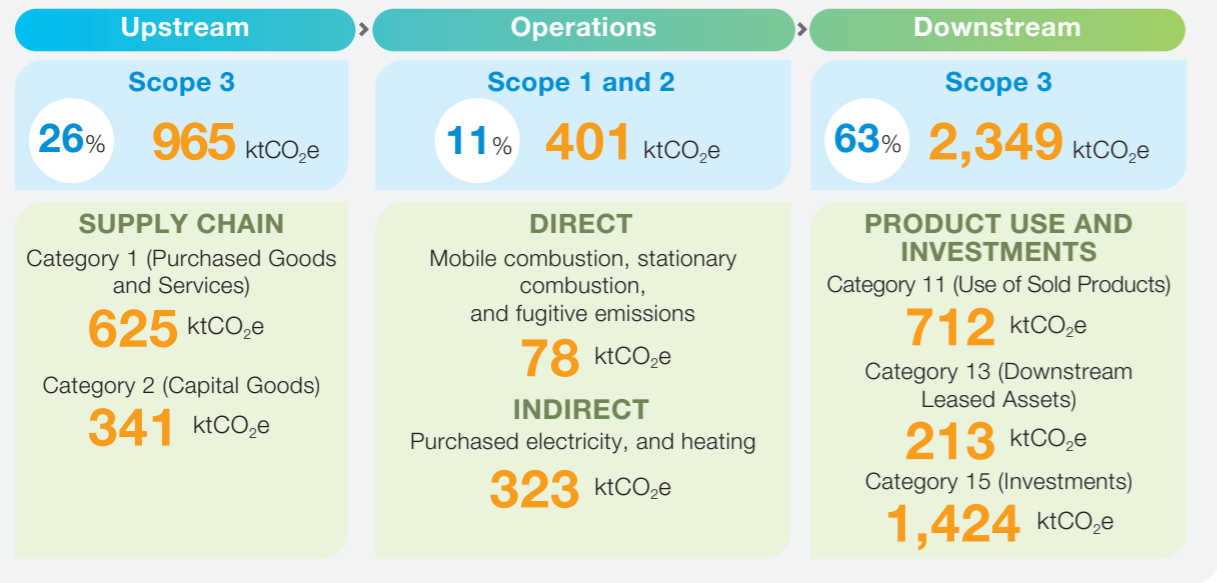
Ahead of setting its science-based targets, the Group conducted a Scope 3 screening in 2023 to identify relevant and material categories for the year 2021, which serves as the baseline for its Scope 3 targets. Emissions were calculated across all 15 Scope 3 categories in accordance with the GHG Protocol, using methodologies available at the time. These results informed the development and subsequent validation of the Group’s science-based targets.

To improve the robustness and accuracy of its emissions inventory, the Group reassessed its Scope 3 emissions in 2025. This update incorporated methodological enhancements, including the adoption of a more recent emissions factor database for supplier goods and services, and a shift from a spend-based to an activity-based approach for calculating investment-related emissions. Following these improvements, the Group disclosed Scope 3 emissions by category for the first time, covering five material categories: Category 1 (Purchased Goods and Services), Category 2 (Capital Goods), Category 11 (Use of Sold Products), Category 13 (Downstream Leased Assets), and Category 15 (Investments). Details of the methodologies and data sources applied are provided in the Performance Data Summary section of this report.

In 2025, total Group GHG emissions (Scopes 1, 2, and 3) amounted to 3,716 kt CO₂e. Scope 1 and 2 emissions accounted for approximately 11% of the total, with Scope 3 emissions comprising the remaining 89%, a profile consistent with the Group’s low direct emissions business model. Within Scope 3, Category 15 (Investments) was the most significant, representing roughly half of total Scope 3 emissions, reflecting the emissions intensity of the infrastructure and utility sector in which the Group’s investees operate.

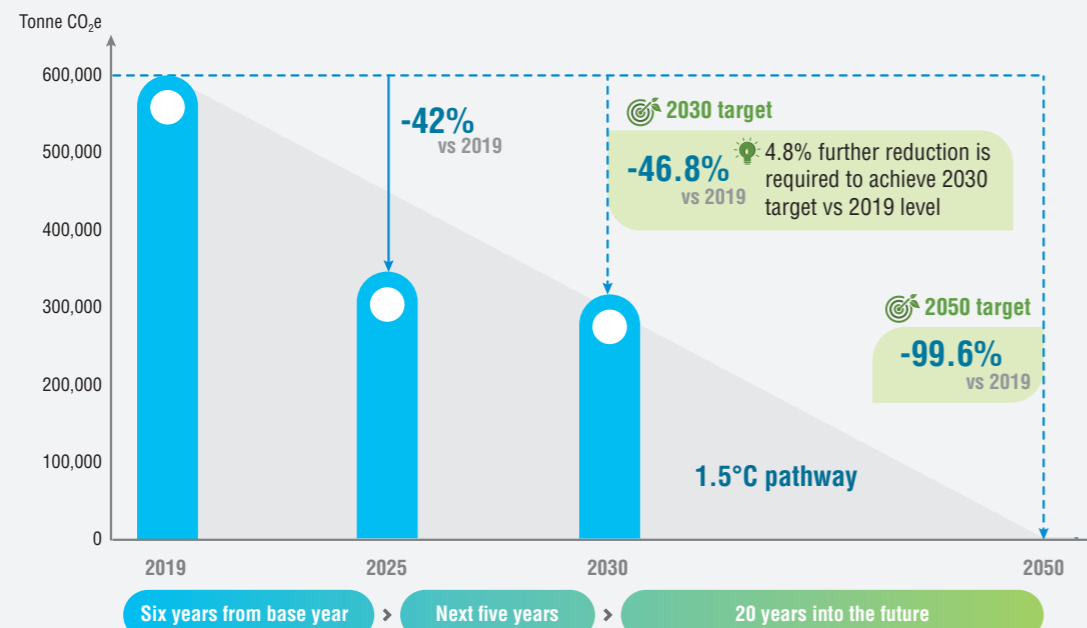
The Group achieved a reduction in Scope 1 and 2 emissions (market-based) in 2025, decreasing by 13% year-on-year and by 42% compared to the 2019 baseline established under its science-based targets. These reductions were driven by continued energy efficiency initiatives, increased use of renewable energy sources, and decarbonisation of the power grid.

Our GHG inventory in 2025 and main sources of emissions



The Group also reported a reduction in Scope 3 emissions in 2025. Compared to the 2021 near-term target baseline, emissions from Categories 2 and 15 declined by 83%, while total emissions across the five reported Scope 3 categories decreased by 73%. These reductions were driven by a combination of factors, including fluctuations in the business activity levels, notably property sales, property leasing and construction activities. In addition, updates to the Group’s Scope 3 calculation methodologies in 2025 contributed to variations in reported emissions relative to the 2021 base year.

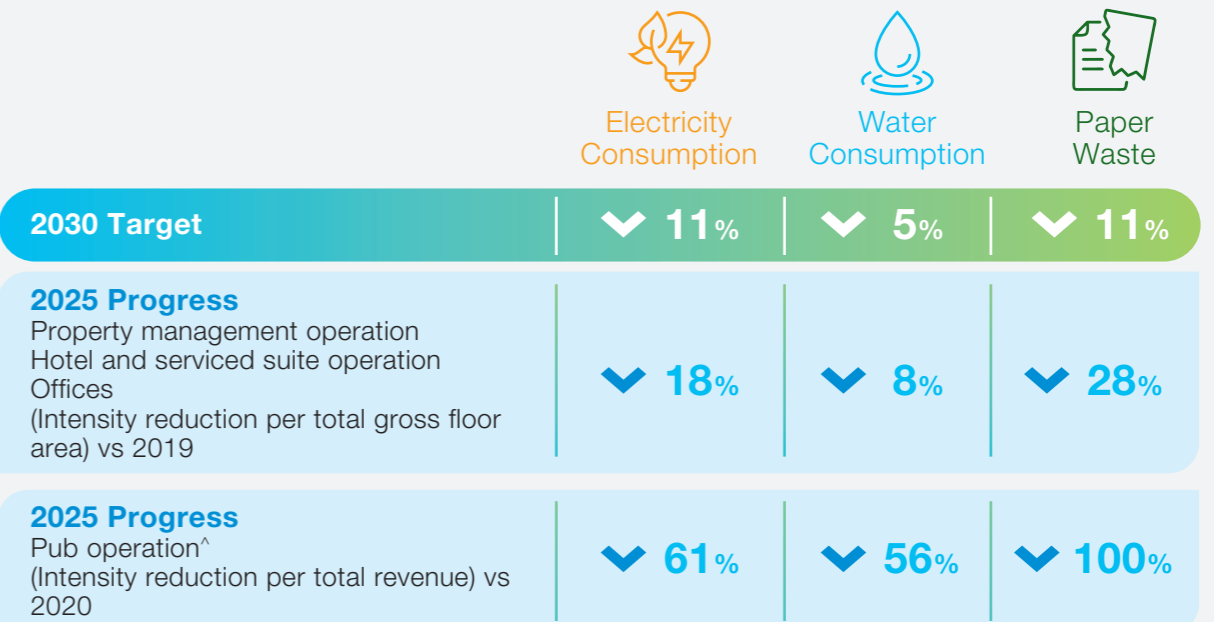
Scope 1 and 2 Emissions: Achievements over time



SUSTAINABILITY TARGETS

As part of its ongoing commitment to environmental stewardship, the Group established a set of environmental targets in 2021, addressing key areas such as GHG emissions, electricity consumption, water usage, and paper waste. Beginning with this 2025 Sustainability Report, the Group’s science-based targets replace the Group’s existing GHG emissions reduction targets. In line with previous performance, the Group has maintained stable progress and achieved the environmental targets in 2025 against the base year of 2019/2020.

The Group’s Environmental Targets



Note: The above targets are based on 2019 figures for the Group’s property management operation, hotel and serviced suite operation and offices, and on 2020 figures for the Group’s pub operation. 2019 was adopted as the general base year for all operations except pub operation and has been revised to enhance data accuracy, as 2019 is considered to be more representative of a year that was not impacted by the COVID-19 pandemic. 2020 was adopted as the base year for pub operation as this business was not owned by the Group for the full year in 2019.

* All paper waste from pub operation has been collected and recycled during the year. No paper waste was recorded.

[^] The 2020 (base year) intensity figures for pub operation were impacted by the COVID-19 pandemic.


Environment

The Group is driving a greener future by cutting emissions, adopting sustainable energy, conserving water, embracing circularity, and protecting biodiversity. These priorities reduce our environmental footprint and resource dependencies, and are reflected in how we design and build sustainable buildings for better living.

Material ESG topics:


- Air Pollution Reduction
- Sustainable Building Design
- Biodiversity Conservation
- Packaging Materials Management
- Energy Efficiency
- Waste Management and Reduction
- GHG Emissions Management
- Water and Wastewater Management

The SDGs and the relevant material ESG topics covered in this section are outlined below.




SDG 6.3: Reducing water pollution and enforcing proper handling of hazardous waste

SDG 6.4: Increasing water-use efficiency




SDG 7.2: Increasing adoption of renewable energy


SDG 7.3: Increasing adoption of energy-efficient technology



SDG 9.4: Increasing resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes




SDG 11.6: Reducing environmental impacts from air pollutants and municipal solid waste



SDG 12.2: Practicing the efficient use of natural resources

SDG 12.5: Reducing waste generation through prevention, reduction, recycling and reuse



SDG 13.2: Integrating climate change measures into business strategy and planning

Solar panels at EDL's Jabiru Hybrid Renewable Power Station in the Northern Territory, Australia.

CARBON AND ENERGY

Commitments and Approach

The Group adopts a policy-driven approach to managing carbon emissions and energy use. Our Environmental Policy prioritises climate change mitigation and energy efficiency, while the Corporate Social Responsibility Policy supports compliance with relevant regulations on greenhouse gas emissions. In 2025, the Environmental Policy was refreshed to formalise the establishment of environmental objectives and targets, including long-term decarbonisation goals. It also reinforces our commitment to tracking and monitoring emissions across the Group’s operations. The Policy is reviewed and approved by the Board, with implementation oversight provided by the Sustainability Committee, which also recommends updates as appropriate.

To support its net-zero ambition, the Group has developed a climate transition plan aligned with its science-based targets. Energy management is a core component of the Group’s decarbonisation strategy, encompassing energy efficiency improvements, electrification, and the adoption of renewable energy.

To advance its decarbonisation objectives, the Group implements a suite of initiatives across its operations. These initiatives focus on building systems and HVAC (heating, ventilation, and air conditioning) efficiency, smart controls and automation, lighting efficiency, renewable energy and energy optimisation technologies, equipment and asset upgrades, energy monitoring, audits and data management, operational and behavioural energy management, and transport, logistics and cold-chain efficiency. Together, these measures form an integrated approach to reducing energy consumption, lowering emissions, and strengthening the resilience of the Group’s operations.

As a property developer and manager, the Group applies a structured, building-centric approach to carbon and energy management.

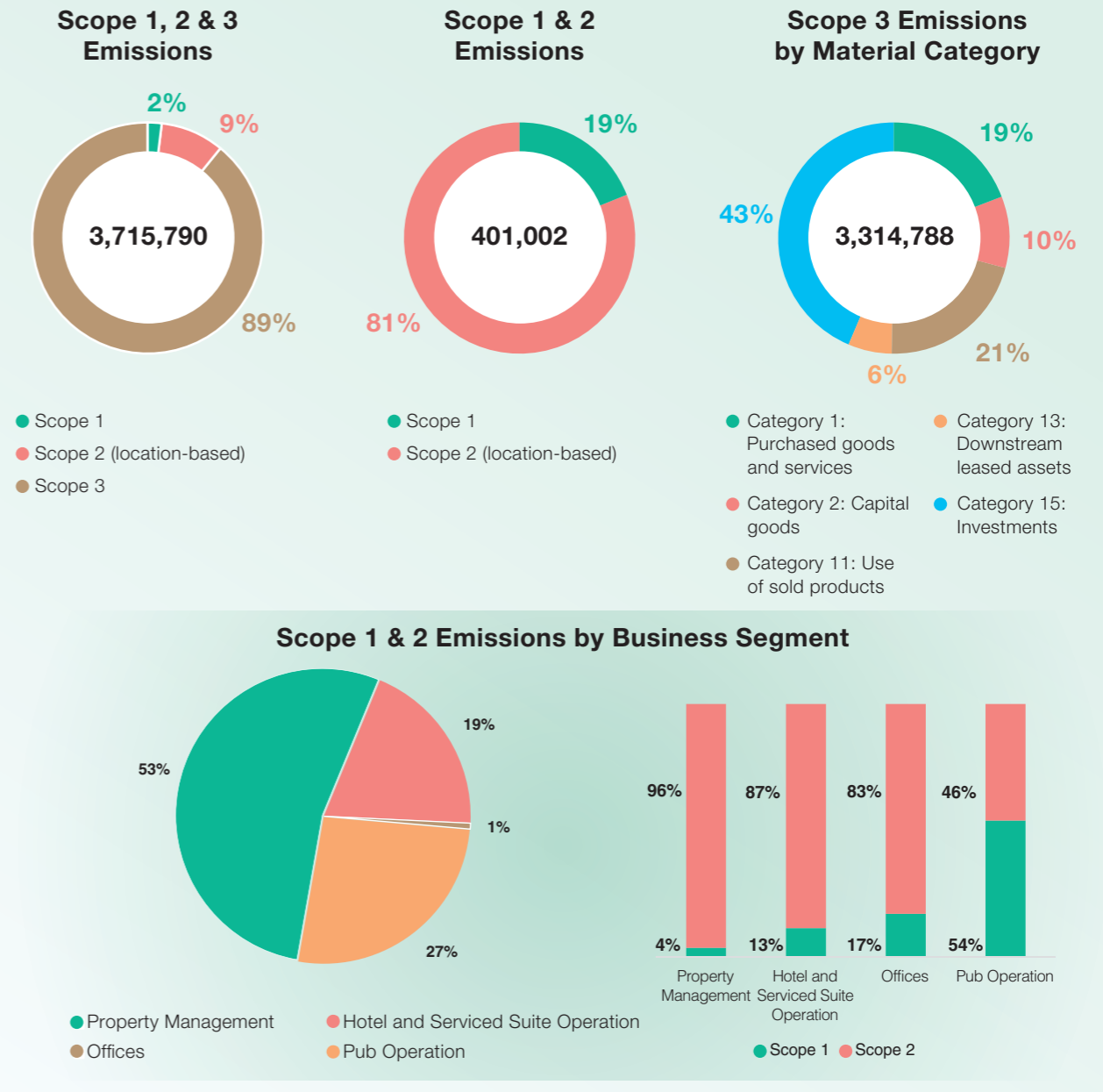
Progress and Initiatives

In 2025, the Group’s total greenhouse gas emissions across Scope 1, 2 and 3 amounted to 3,715,790 tCO₂e. Operational emissions (Scope 1 and 2) accounted for approximately 11% of total emissions, with Scope 2 representing 81% of operational emissions. The remaining 89% of total emission was attributable to value chain emissions (Scope 3), spanning five key categories.

The Group’s energy consumption intensity performance across its business segments has remained stable or improved since 2023, reflecting the effectiveness of its ongoing energy management initiatives. These outcomes demonstrate the benefits of sustained investments in energy-efficient technologies, enhanced monitoring and controls, and operational optimisation measures. The stabilisation and reduction in energy consumption intensity provides a solid foundation for achieving its longer-term decarbonisation targets.



GHG Emissions Profile, 2025 (tCO₂e)



The Group is committed to full compliance with laws and regulations across its operations. It has implemented mechanisms to monitor adherence, track regulatory updates, and provide staff with relevant training to ensure ongoing compliance. During the Reporting Period, the Group

was not aware of any non-compliance with such laws or regulations in relation to GHG emissions or energy management, or of any significant negative environmental impacts within its supply chain, that would have a material adverse effect on the Group.

Electricity and Heat Consumption Intensity by Business Segment, 2017-2025



Note: As the electricity and heat consumption intensity of the pub operation is calculated on the basis of revenue earned, it is not directly comparable to other operations of the Group and therefore is not shown in the above chart. Please see the section "Performance Data Summary" for relevant data.

Energy Efficiency

Given that Scope 2 emissions represent a significant portion of the Group's operational carbon footprint, the Group places strong emphasis on energy management, focusing on energy efficiency improvements and energy reduction measures. Due to the nature and scale of its business, the property management segment accounted for approximately half of the Group's Scope 2 emissions in 2025 and therefore remains a key focus area. In response, the segment proactively implements targeted energy management measures. In 2025, 38% of managed properties in Hong Kong has achieved Energywise energy efficiency certification, representing 63 managed properties, of which 19 achieved an Excellent rating. Energywise certification is awarded under the Hong Kong Green Organisation Certification led by the government-appointed Environmental Campaign Committee.

More broadly, the Group has implemented a wide range of energy management initiatives across its operations, delivering measurable energy savings and strengthening overall energy performance. These efforts are complemented by investments in innovation and research to identify and trial new solutions that further reduce energy consumption and enhance sustainability outcomes. All initiatives are supported by regular performance reviews to assess effectiveness and drive continuous improvement. To build internal capability, the Group also provides energy efficiency training to employees, raising awareness of energy use and promoting responsible energy saving behaviours.

Environment

The chart below illustrates the suite of energy-saving initiatives implemented across the Group's operations.

Energy-saving Measures

Building Systems & HVAC Efficiency

- Installing **Variable Refrigerant Flow (VRF) systems** to reduce energy consumption
 - Selected offices and clubhouses
- Installing or upgrading to **HVAC** equipment with higher energy efficiency
 - Selected hotels, serviced suites, managed properties, properties under development, and offices
- Replacing **chiller plant or existing chiller units with high-efficiency models** to reduce electricity consumption, improve energy efficiency and extend lifespan
 - Selected offices and clubhouses

Smart Controls & Automation

- Automating air conditioning and lighting controls with **Building Management Systems (BMS)** to reduce unnecessary energy use
 - Selected hotels, serviced suites, and managed properties
- Using motion-sensor-controlled escalators to reduce energy consumption
 - Selected managed properties
- Optimising lift operations** by restricting service lifts to essential use and suspending selected guest lifts during off-peak hours to improve energy efficiency
 - Selected hotels, serviced suites, and managed properties
- Incorporating smart meters in new buildings to enable tenant energy monitoring
 - Selected properties under development

Energy Monitoring, Audits & Data Management

- Monitoring and analysing **electricity consumption** monthly
 - Pub operation, selected managed properties, and offices
- Monitoring and analysing energy and water consumption** monthly
 - Selected hotels, serviced suites and managed properties
- Conducting **energy audits** to identify energy-saving and GHG-reduction opportunities
 - Selected managed properties and hotels and serviced suites

Lighting Efficiency

- Using LED lighting and energy-saving lighting to reduce energy consumption
 - Selected managed properties and hotels
- Installing **energy-efficient T5 fluorescent lamps** powered by Electronic Ballast ("EB") technology or LED lamps
 - Selected managed properties and hotels

Equipment & Asset Upgrades

- Replacing/trialling replacing end-of-life equipment with **energy-efficient options**
 - Pub operation and selected hotels
- Ensuring all personal computers, monitors and printers are **ENERGY STAR** certified
 - Offices and selected hotels

Operational & Behavioural Energy Management

- Promoting **energy-saving practices** through reminders
 - Selected hotels, serviced suites, managed properties, and offices
- Engaging tenants** in energy-saving through issuing notices and reminders
 - Selected managed properties
- Providing **energy-efficiency training** to employees, including property managers, to raise awareness of reducing energy consumption
 - Pub operation, selected hotels, serviced suites, managed properties and offices
- Mandatory training** on decarbonisation strategies and practices including energy management for new joiners, with an annual refresher required for all staff
 - Hotels and serviced suites

Renewable Energy & Energy Optimisation Technologies

- Installing **solar panels** to generate clean energy for on-site use
 - Selected managed properties
- Trialling **voltage optimisation technology** to minimise energy losses
 - Pub operation
- Investing in **energy-reduction technology research and development**
 - Selected managed properties

Efforts across the Group’s diverse business segments demonstrate a proactive approach to integrating smart technologies and embedding energy efficiency into daily operations. Through the implementation of targeted programmes, the Group has achieved tangible results that support its broader decarbonisation objectives.

In Hong Kong, offices of CKA, implemented a phased lighting-efficiency upgrade programme designed to reduce energy consumption while maintaining occupant comfort. Key measures included the installation of zonal lighting controls to illuminate only occupied areas, the transition to energy-saving lamps such as cold cathode lighting where appropriate, and the progressive replacement of conference room and office fixtures with high-efficiency LED lighting. Legacy lighting panels were also fully upgraded to modern LED systems. External assessments estimate that these initiatives will deliver annual energy savings of approximately 71,217 kWh, reinforcing the Group’s commitment to operational efficiency.

In parallel, the Group’s social infrastructure investment, Civitas, is progressing a targeted capital investment programme to enhance the energy performance of its healthcare housing portfolio. These initiatives are designed to improve energy efficiency, deliver positive social impact, and reduce energy-related emissions across its assets.

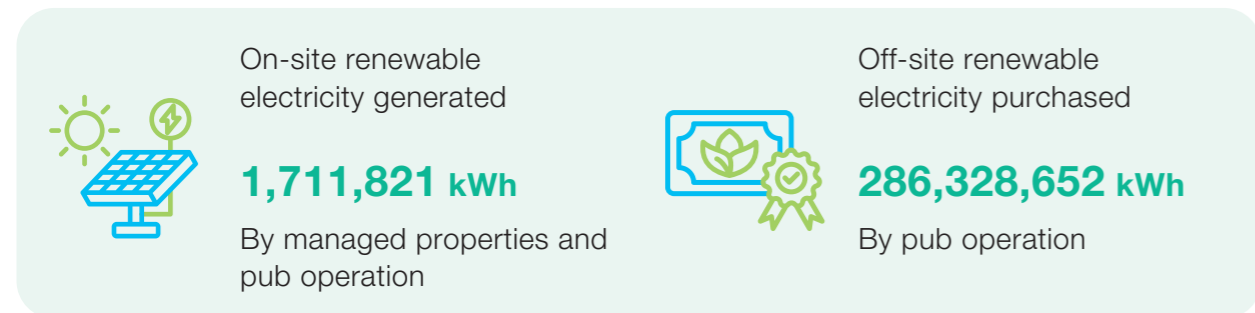
Renewable Energy

The Group actively promotes the adoption of renewable energy to reduce its operational carbon footprint through a combination of on-site generation and off-site renewable electricity solutions.

The Group installs on-site renewable energy facilities at its properties and integrates renewable energy into the design of new developments. These initiatives include:

- Deployment of solar-powered lighting and solar water-heating systems at selected managed properties. In 2025, total on-site renewable electricity generation from the Group’s managed properties amounted to 1,711,821 kWh, with 11 out of 68 properties managed by Citybase equipped with solar panels.
- Installation of solar panel systems at property development projects.

The Group recognises that the adoption of renewable energy is subject to practical constraints in certain regions. For example, in dense, high-rise Asian cities such as Hong Kong, achieving 100% on-site renewable energy at the individual building level is often physically and economically challenging. Limited roof area, combined with high cooling demand in hot and humid climates, means that on-site renewable generation can typically meet only a small proportion of a building’s



energy needs. As a result, most projects deploy a mix of measures, including energy efficiency improvements, maximising feasible on-site renewable generation, and relying on grid decarbonisation to achieve meaningful carbon reductions. Within the Group, 5% of the managed properties have installed renewable energy generation facilities.

For sites with limited solar potential, the Group continues to explore alternative renewable electricity procurement options, including energy attribute certificates and power purchase agreements (PPAs). The Group’s pub operation, Greene King, joined the RE100 global initiative in 2024, committing to source 100% renewable electricity, and has since matched its electricity consumption with certified renewable sources. In 2025, Greene King achieved full matching of its electricity consumption with certified renewable generation.

Greener Transport

The Group actively promotes green transportation to shape a more sustainable operation and greener ways of living. To enhance accessibility and convenience for

EV users while supporting the Government’s EV-charging at Home Subsidy Scheme. EV-charging stations have been installed at both existing properties and properties under development across multiple property types, including managed residential properties, commercial buildings, shopping malls, and some hotels. In addition, in the hotel operation, our shuttle bus contractor has deployed a fleet of Euro VI-compliant vehicles to provide hotel services. The Group will continue to expand existing EV charging network and strive to decarbonise our transportation activities.

Within its pub operation, Greene King has made significant progress in promoting sustainable transport. By the end of 2025, over 1,365 EV charging bays had been installed across pubs and support centres nationwide, including super-fast EV charging facilities or super-fast EV chargers. These initiatives support the transition to cleaner transportation while providing added convenience for customers and local communities to adopt more sustainable travel options.



EV chargers are installed in car parks of Cheung Kong Center II to advance the sustainability initiatives.



WATER RESOURCES

Commitments and Approach

The Group is committed to enhancing water efficiency and reducing water consumption across its operations. Guided by its Environmental Policy, the Group promotes the efficient and sustainable use of water through reduced freshwater consumption, continuous monitoring of usage, and proactive management of water scarcity risks, supporting long-term operational resilience and responsible water stewardship.

The Group recognises that pressure on freshwater ecosystems is intensifying, driven by climate change and increasing demand for water resources. Water scarcity presents physical, financial, regulatory, and reputational risks that may affect operational stability, particularly for water-dependent activities such as property management, pub, and hotel operations. Water risk assessment and stewardship underpin the Group’s water management approach and business strategy. Accordingly, water-related risks are integrated into the Group’s Enterprise Risk Management framework, and water stewardship forms part of the sustainability matters overseen by the Board, with support from the Sustainability Committee in the development and implementation of relevant strategies, policies, and practices.

To better understand its exposure to water stress, the Group conducts water risk assessments to identify areas facing elevated water-related risks and adopts a targeted, site-specific water management approach. Using the World Resources Institute’s Aqueduct Water Risk Atlas, the Group assessed baseline water stress across its operational locations, enabling water management strategies to be tailored accordingly. The assessment indicated that operations in Hong Kong experience low to medium baseline water stress. While some operations are located in water-stressed regions, the Group has not encountered material challenges in securing adequate water supplies. Property management, hotel, and property development operations primarily rely on municipal water supplies, with minimal reliance on alternative sources.

Despite the absence of material constraints to date, the increasing scarcity of water introduces uncertainty and potential operational risk. In response, the Group continues to monitor water availability and related risks, and to develop adaptation and investment plans to enhance resilience. Dedicated investment programmes support water efficiency initiatives and the continuous improvement of water management performance across operations.

As part of its structured approach to water risk management, the Group has established quantitative water consumption reduction targets, with progress overseen by the Sustainability Committee.



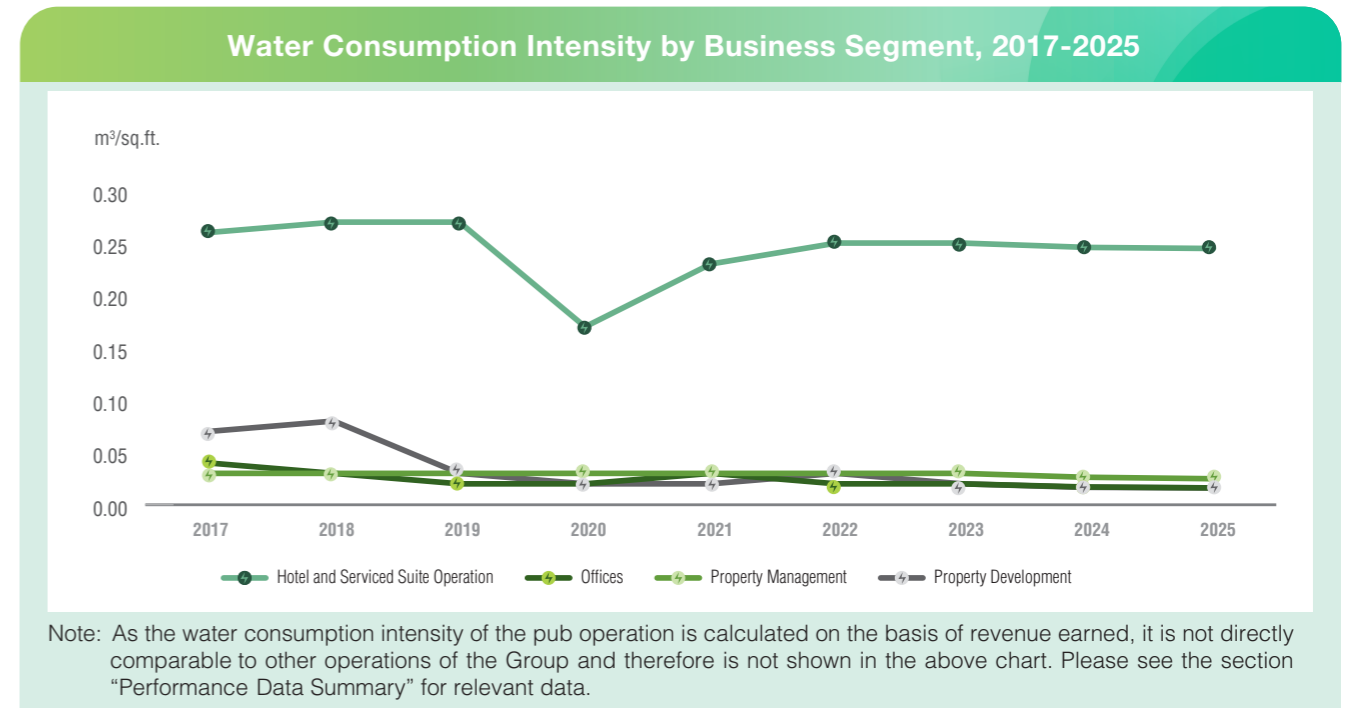
Progress and Initiatives

The Group continues to focus on reducing water consumption intensity in 2025 through the implementation of water-saving measures across its operations. Water consumption intensity has remained stable over the past three years, reflecting the effectiveness of ongoing initiatives such as improved monitoring, optimisation of water-using equipment, maintenance practices, and employee awareness programmes.

Within the Group’s property development operation, water efficiency measures are integrated into property design, including the installation of water-saving features. The use of water-efficient flow devices is estimated to deliver annual water savings of approximately 10%.

Reliable water availability is critical to Greene King’s pub and brewing operations, where water scarcity represents a particularly material risk. Greene King plans to construct a new purpose-built brewing facility, which received planning approval in January 2025. The new facility aims to reduce water usage in the brewing process and Greene King is developing a water strategy to better understand and manage water stress and scarcity risks across different regions in the UK.

During the Reporting Period, the Group was not aware of any non-compliance with laws or regulations applicable to the Group in relation to water management in its operations, or of any significant negative environmental impacts within its supply chain, that would have a material adverse effect on the Group.



ESG STORY

Driving Water Conservation Through Tenant Engagement



Cheung Kong Center Property Management Limited

CKCPML continues to advance responsible water stewardship by working closely with tenants to reduce water consumption across its property portfolio. Through regular tenant newsletters, CKCPML promotes water-saving practices, shares practical efficiency tips, and highlights water conservation initiatives implemented within tenant offices.

As part of its sustainability efforts, CKCPML participates in the ECH₂O – Enterprises Cherish Water Campaign, co-organised by the Water Supplies Department and the Green Council in Hong Kong. Under the Campaign, Cheung Kong Center (“CKC”) installed water-efficient devices, achieving meaningful reductions in water consumption while improving operational efficiency.

In recognition of these efforts, CKCPML received the Grand Water Reuse and Recycling Award – Merit and the Grand Cherishing Water Promotion Award – Merit in 2025. CKC was also recognised under the Water Efficient Device Installation Commendation Scheme for achieving an installation rate of 90% or above. These awards highlight the Group’s ongoing commitment to water conservation through tenant engagement and operational improvements.



Grand Water Reuse and Recycling Award – Merit

Grand Cherishing Water Promotion Award – Merit



Environment

Water-saving Measures

- 
Water-Saving Technologies
 -  Installing water-saving nozzles, automatic sensor taps, and flow controllers in hotels, serviced suites, selected offices and managed properties.
 -  Continuous investment in technologies such as smart meters at pubs, new centrifuges, and water treatment plant to improve water efficiency.
- 
Rainwater Collection
 -  Using rainwater for landscaping and cleaning in selected managed properties.
- 
Sea Water for Flushing
 -  Replacing potable water with sea water in flushing systems at selected hotels, serviced suites and managed properties.
- 
Leakage Inspections
 -  Conducting regular pipe leakage inspections in hotels, serviced suites, selected offices and managed properties.
- 
Water Monitoring
 -  Measuring and monitoring water usage through meters installed in selected offices and managed properties for tenants with wet pantries, enabling effective monitoring of water consumption.
- 
Awareness Campaigns
 -  Promoting water conservation through the display of water-saving signage and the distribution of regular newsletters to tenants, including in hotels, serviced suites, and selected managed properties.
- 
Water Audits
 -  Identifying inefficiencies in water usage to further reduce consumption in selected managed property.
 -  Conducting optimisation study on water footprint at the pub operation.
- 
Water Quality
 -  Safeguarding water quality at managed properties through measures such as regular water quality testing and routine cleaning of freshwater and flushing water tanks.

Selected managed properties were recognised for their water quality under the Water Supplies Department’s Quality Water Supply Scheme for Buildings. During the Reporting Period, 36 managed properties maintained certification under the Flushing Water scheme and 59 properties under the Fresh Water (Management System) or Fresh Water (Plus) schemes. This safeguard the health and well-being of tenants, customers and other building users through the provision of safe and reliable water.

WASTE AND CIRCULARITY

Commitments and Approach

The Group is committed to minimising the environmental impact of waste generated by its operations and strengthening waste management practices to support sustainable and circular operations. Guided by its Environmental Policy, the Group promotes waste reduction, reuse, recycling, and the adoption of sustainable materials, while encouraging the use of advanced technologies to minimise waste at source and ensure regulatory compliance across all waste handling processes.

Applying circular economy principles, the Group seeks to reduce waste and pollution while lowering its operations' dependence on virgin raw materials and contributing to a more resource-efficient economy. Non-hazardous waste accounts for the majority of waste generated across the Group's operations. Recyclable materials, including paper, glass bottles, aluminium, plastic bottles, and food waste, are separated from general waste and collected for recycling. In property development operations, construction waste management is governed by the Group's Environmental Policy and Sustainable Building Guidelines, which require the implementation of waste management plans and on-site waste separation practices.

To manage hazardous waste, the Group enforces stringent requirements for safe handling, storage, and disposal, ensuring full compliance with applicable laws and regulations. Across the Group, all hazardous waste must be securely sealed, accurately labelled, and collected by licensed contractors. Designated storage areas and standardised procedures are implemented across operations. For property development projects, contractors are required to establish and maintain their own hazardous waste management procedures in line with legal and contractual obligations. Regular reviews are conducted to monitor compliance and contractor performance, ensuring consistent and safe waste management practices.

Complementing its operational measures, the Group implements environmental awareness campaigns to promote waste prevention, resource efficiency, and responsible consumption among employees, tenants, contractors, and the wider community, reinforcing a culture of sustainability and circularity across its value chain.



Progress and Initiatives

In 2025, the Group generated a total of 3,469.9 tonnes of non-hazardous waste and 896.1 tonnes of hazardous waste, representing a minor increase of 4% and decrease of 14%, respectively, compared to the previous year. The rise in non-hazardous waste was mainly driven by increased business activities in the hotel and serviced suite operation and the pub operation in 2025. The Group's hazardous waste decreased in 2025 due to ongoing chemical-use reduction initiatives in pub operation. The Group recycled 240,291.1 tonnes of waste in 2025. Major types of recycled waste are construction materials, paper, glass bottles, and food waste.



Operational Waste Management

The Group adopts an operation-specific approach to waste management, integrating waste reduction, resource recovery, and material efficiency in line with the nature of each operation.

Property development operation manages construction waste through a structured and preventive approach as set out in the Waste Management Practices on page 99. In 2025, construction waste generated on site was recycled where feasible, including materials such as concrete, steel, metal, and rocks.

Managed properties implement waste management plans and programmes focused on waste separation and reduction. In addition, robust hazardous waste management practices have been established, including the provision of separate, clearly labelled collection bins at designated waste collection points and the implementation of ISO 14001-compliant procedures for the handling and disposal of chemical waste. In 2025, 67 Wastewi\$e Certificates have been awarded to managed properties, recognising their achievements in waste reduction and their ongoing commitment to improving waste management practices.



Goodwell has introduced mobile-app reward schemes to incentivise recycling and expanded recycling facilities to reduce waste sent to landfill, strengthening participation among residents and tenants.

While packaging materials do not constitute the main source of waste for the Group's businesses, cutting down on packaging waste remains a vital focus. This commitment aligns with the Group's overarching objective to lessen environmental impact and encourage sustainable consumption throughout its operations. To support this goal, the Group's hotel and serviced suite

operation has introduced measures to reduce and replace packaging materials whenever feasible. These efforts aim not only to decrease waste but also to enhance resource efficiency.

During the Reporting Period, the Group was not aware of any non-compliance with laws or regulations applicable to the Group in relation to waste management in its operations, or of any significant negative environmental impacts within its supply chain, that would have a material adverse effect on the Group.

Sustainable Packaging Practices in Hotel Operation

- Reducing the use of disposable items and excessive packaging, such as providing shopping bags only upon request, providing bathroom liquid amenities in large pump bottles instead of small plastic ones, and providing non-liquid bathroom amenities without external cardboard packaging.
- Using compostable or biodegradable materials in the production of takeaway food containers, bathroom amenities packaging, laundry bags, and garbage bags.
- Using paper bags from Forest Stewardship Council ("FSC")-certified paper.

Collaborative Waste Management

The Group engages a wide range of stakeholders, including industry players and community partners, to support effective waste management and the advancement of circular economy practices across its operations.

Property management operation actively participate in community-based waste management and environmental initiatives.

These include the Tree Conservation Scheme organised by the Hong Kong Environmental Protection Association, as well as the Natural Christmas Trees Recycling Programme and Peach Blossom Trees Recycling Programme implemented by the Environmental Protection Department, supporting waste diversion and resource recovery at the community level.

Waste Management Practices

General Practices Across Business Operations

- **Standardised Waste Management:** Standard waste management plans and procedures have been established across selected managed properties, hotels, serviced suites, offices and pub operation.
- **Environmental Awareness:** Programmes on waste separation and reduction are implemented at managed properties, hotels and serviced suites to raise awareness.
- **Digital Workflows:** Offices, property management, and hotel operation promote digital workflows to reduce paper usage.
- **Recyclables Segregation:** Recyclable waste is sorted by material types such as paper, plastic, glass, aluminium/metal, etc. before collection by the contractors of the respective recycling programmes.

Hotel and Serviced Suite Operation

- **Charitable Donations:** Reusable fixtures and furniture are donated to charities or sister hotels.
- **Encouraging Reusables:** Guests are encouraged to bring their own personal care items.
- **Sustainable Materials:** FSC-certified paper packaging is used for slippers and room amenities.
- **Transition to Pump Bottles:** Single use toiletries have been replaced with multi-use pump bottles.
- **Food Waste Recycling:** Food waste are converted into biogas for electricity generation with the residual being used as compost.
- **Training on Waste Handling:** Comprehensive training is provided to upskill employees on waste classification, correct waste disposal and recycling techniques.

Property management operation also works with a non-profit organisation through its "Mooncake Madness" programme to encourage the donation of surplus mooncakes and vouchers for redistribution to those in need. This is complemented by a Mooncake Box Recycling Programme, which collects used festive packaging for recycling, reducing seasonal waste while promoting responsible consumption and community support.

Pub Operation

- **Biodegradable Tableware:** Polylactic acid (PLA) disposable tableware and cutlery are provided, with paper straws available upon request.
- **Eliminating Single-Use Plastics:** Single-use plastics are being replaced with biodegradable takeaway containers, cutlery, laundry bags, and rubbish bags.
- **Food Waste Reduction:** As a signatory to the UK Food and Drink Pact, Greene King is committed to reducing food waste by 50% by 2030. High-quality surplus food is redistributed to food banks, while unavoidable food waste is converted into energy via anaerobic digestion, and used cooking oil is processed into biodiesel.
- **Redistributing food at discounted rates:** In partnership with a non-profit organisation, surplus meals from Greene King's operations were sold at a reduced price, saving approximately 1 million meals from disposal since 2018.
- **Waste Diversion and Recycling:** Greene King recycles significant volumes of used cooking oil and cardboard and has diverted substantial quantities of food waste from landfill, with over 90% of surplus food at depots donated, resulting in an estimated 240,000 meals provided on an annual basis.
- **Data-driven Waste Management:** Site-level food waste measurement was introduced and supported by an AI-enabled trial across selected sites, with findings informing targeted operational improvements in 2026.

Construction Sites

- **Waste Management Plans:** Contractors are required to develop and implement waste management plans for property development projects.
- **Reducing Construction Waste:** Practices such as prefabrication, recycling, and reuse are employed to minimise construction waste.
- **Adoption of BIM for Waste Reduction:** Building Information Modelling (BIM) is adopted for precise facade measurements to optimise material use and avoid over-ordering.

Hotel and serviced suite operation seeks to collaborate with multiple stakeholders including industry players to apply circular economy principles. Through cross-sector partnerships and stakeholder engagement, these efforts contribute to the promotion of sustainable waste management practices and a more circular and resilient urban environment in Hong Kong.

BIODIVERSITY

Commitments and Approach

CKA is committed to protecting natural habitats and conserving biodiversity across its operations. Guided by its Biodiversity Policy, the Group integrates biodiversity considerations into business activities to support healthy and sustainable ecosystems. The Biodiversity Policy has been strengthened to enhance governance and is reviewed and approved by the Board, with oversight of implementation and enforcement provided by the Sustainability Committee, which may recommend updates to the Board as appropriate.

Before commencing property development projects, the Group conducts Environmental Impact Assessments (where required) to evaluate potential environmental impacts, including biodiversity risks where applicable, and its dependence on natural ecosystems. In line with the mitigation hierarchy, the Group seeks, where practicable, to avoid locating development projects in biodiversity-sensitive areas. Where impacts cannot be fully avoided, the Group works to minimise and mitigate potential adverse effects on natural habitats through early risk identification, project design optimisation, and the implementation of appropriate mitigation plans relevant to its business activities. These measures are supported by ongoing engagement with stakeholders to promote environmental protection and biodiversity conservation, with the overall objective of minimising the Group's impact on biodiversity and ecosystem integrity.

ESG STORY

Partnering with Cement Manufacturer to Advance Circular Economy Through Oyster Shell Upcycling

Harbour Plaza Hotel Management Group

Harbour Plaza Hotel Management Group has partnered with Green Island Cement to launch the Oyster Shell Upcycling Pilot Programme with 8 of its hotels, an initiative that applies circular economy principles to reduce waste and promote resource reuse in Hong Kong. Total of 20 hotels in Hong Kong partnered with Green Island Cement on this initiative.

The programme addresses the disposal of oyster shells from local consumption, which typically end up in landfills, by upcycling them into alternative raw materials for sustainable cement production. By 2025, around 60 tonnes of oyster shells have been successfully converted into cement products in this programme (including 14 tonnes from Harbour Plaza Hotels).

By linking the hospitality and construction sectors in a closed-loop system, the initiative demonstrates the Group's commitment to material circularity and cross-sector collaboration in transforming waste into valuable resources and supporting a more sustainable urban economy.



Oyster shells will be cleaned after collecting from restaurants of hotels and ground to be used as an ingredient for making cement.

Through proactive engagement and awareness initiatives, the Group aims to inspire collective efforts to safeguard the environment. These actions not only preserve natural ecosystems but also contribute to creating greener, more resilient communities.

The Group recognises the growing expectations around nature and biodiversity, driven by the recommendations of the Taskforce on Nature-related Financial Disclosures (TNFD). In response, the Group is actively reviewing the TNFD framework to assess its relevance and applicability to its operations, with a view to strengthening the identification, management, and disclosure of nature-related risks and opportunities over time.

Progress and Initiatives

Environmental considerations are integrated into the Group's project development process through the proactive assessment and management of ecological impacts. For designated projects under Hong Kong's Environmental Impact Assessment Ordinance, the Group evaluates potential ecological impacts as part of the EIA process and proposes appropriate mitigation measures. Ecological impact assessments are also conducted at the planning stage to ensure a comprehensive understanding of potential effects on the natural environment and to minimise significant harm. Where necessary, the Group undertakes habitat restoration to support the recovery of natural environments and the ecosystem functions and services they provide.

impacts within its value chain through responsible sourcing practices. As part of its near-term and net zero science-based targets, Greene King is committed to no deforestation across its primary deforestation-linked commodities with a target date of 31 December 2025. Greene King is also committed to meeting the upcoming UK Forest Risk Commodities Regulations. This commitment applies to high-risk commodities including soya, beef, palm oil, wood, cocoa, coffee, and rubber. To support these commitments, Greene King uses only Roundtable on Sustainable Palm Oil (RSPO) certified palm oil and is working to ensure the use of deforestation-free and conversion-free soya across its operations. In addition, and in line with EU legislation, Greene King is committed to ensuring that no genetically modified soya is used in its food products.

Complementing these project-based measures, Greene King addresses biodiversity



Citybase organised the Kadoorie Farm and Botanic Garden Group Guide Tour for participating staff to experience the wonders of nature, enabling them to learn more about local biodiversity and its challenge, conservation of flora and fauna, organic farming, and sustainable living.

ESG STORY

Fung Yuen Butterfly Reserve: Advancing Biodiversity Conservation through Partnership

CKA recognises the need to balance housing needs with environmental protection. We adopt a proactive stewardship approach to land adjacent to our development sites. This helps manage potential environmental impacts while supporting sustainable urbanisation and long-term biodiversity conservation.



Cigaritis syama found in Fung Yuen Butterfly Reserve. (Source: Eddy Cheng)

The Fung Yuen Valley in the northern part of Tai Po covers approximately 42 hectares and has been listed as a "Site of Special Scientific Interest" since 1980 for its high ecological value. The Fung Yuen Butterfly Reserve is located within this "Site of Special Scientific Interest". CKA licenses agricultural lots within the Reserve to the Environmental Association, which is responsible for maintaining and enhancing its ecological value. This aligns with the Government's New Nature Conservation Policy and the management agreement framework between the landowners and non-governmental organisation to protect ecologically important private land.

As a priority conservation site, the Fung Yuen Butterfly Reserve provides a natural environment for various butterfly species and other wildlife, while promoting the importance of butterfly conservation and biodiversity protection. The site was originally characterised by unmanaged grassland and has since undergone progressive habitat restoration and active ecological management. Conservation efforts focus on habitat enhancement, species protection and long-term ecological monitoring, including the planting of native vegetation to support a balanced ecosystem.

Over 200 butterfly species have been recorded in Fung Yuen, representing about 90% of all butterfly species in Hong Kong. The site is also home to key host plants, including the Aristolochia acuminata and Illigera celebica, for the larvae of the Common Birdwing (Troides helena) and White



Delias pasithoe (Red-base Jezebel) found in Fung Yuen Butterfly Reserve. (Source: Environmental Association Limited)

Dragontail (Lamproptera curius). These plants are protected by the Forests and Countryside Ordinance. Ongoing monitoring and research conducted with academic and professional partners support adaptive management, while guided tours and workshops raise community awareness.

Through this sustained collaboration, CKA helps to safeguard a high-value ecological asset and demonstrates how development and conservation can progress together.

SUSTAINABLE BUILDINGS

Commitments and Approach

Sustainability is embedded across CKA's property development and property management activities, guiding decision-making from project design and construction through to the operation of existing properties. Through the adoption of advanced green technologies, sustainable materials, and innovative design approaches, the Group delivers energy-efficient and environmentally responsible buildings that are designed to remain resilient and adaptable over the long term, supporting healthier and more sustainable communities.

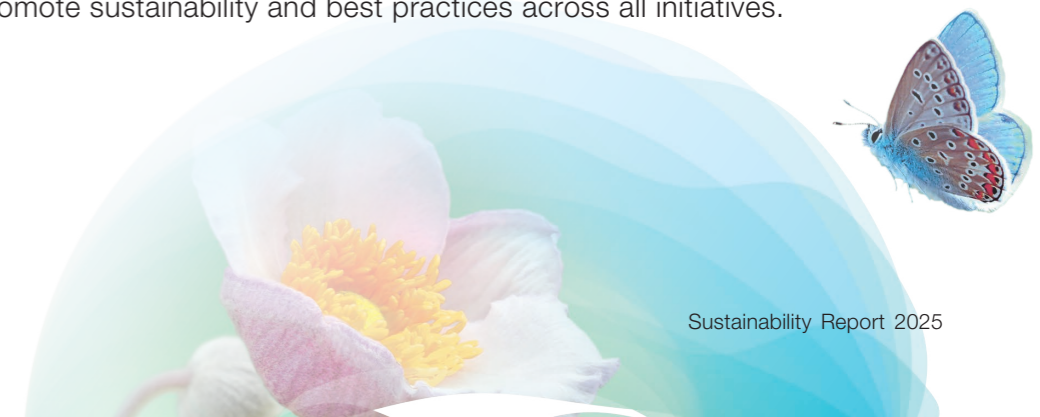
Guided by its Environmental Policy, CKA adopts a life-cycle approach to sustainability, with a focus on resource efficiency, waste reduction, and minimising environmental impacts at every stage of a building's life. This commitment is reflected in the Group's active participation in leading green certification schemes, which help set benchmarks for sustainable building practices and contribute to the development of greener urban environments.

CKA's Sustainable Building Guidelines ensure sustainability and biodiversity considerations are integrated into every stage of property development. This approach aligns with its business goals while creating long-term value for customers and fostering environmentally conscious communities. The Sustainable Building Guidelines have been updated, approved, and adopted by the Board, with oversight of their implementation and enforcement provided by the Sustainability Committee, which may recommend revisions to the Board for approval from time to time.

To reinforce these commitments, CKA integrates its Environmental and Biodiversity Policies into each project, helping to minimise environmental impacts, enhance the quality of life for building occupants, and promote sustainable living within the wider community. The Group also adopts a responsible approach to site selection for its developments. If construction is required on previously contaminated sites, appropriate remediation would be undertaken to remove pollutants prior to development.

The Group leverages innovation and technology to improve efficiency while upholding rigorous quality and safety standards. By embedding advanced technologies in construction activities and working closely with partners, it advances sustainable practices throughout the value chain.

Recognising the value of partnerships in fostering innovation, the Group actively engages with industry organisations and builds strong relationships with business partners. These collaborations encourage knowledge sharing and the development of forward-thinking solutions, helping to promote sustainability and best practices across all initiatives.





Progress and Initiatives

In 2025, the Group achieved sustainable building certifications, including LEED, BEAM, and WELL, across its portfolio of buildings that are developed, managed, or currently under development. These certifications reflect the Group's ongoing commitment to integrate sustainable practices into its property development and property management operations.

To effectively manage environmental impacts, the Group's operations strive to adopt Environmental Management System (EMS) certified to the ISO 14001 standard by an independent third party, where applicable. This certification provides a systematic framework for identifying, monitoring, and mitigating significant environmental risks. 62% of the Group's managed properties hold ISO 14001 certification. The property management operation has set up different committees to develop energy-saving policies and monitor the implementation of ESG initiatives.

Sustainable Building Guidelines

- 1

Land Acquisitions and Site Selections

Environmental and ecological assessments are conducted to select suitable sites, with mitigation plans implemented as needed to minimise ecological impact.
- 2

Planning and Design

Smart technologies, such as Building Information Modelling, are used to optimise resource efficiency and reduce waste.
- 3

Material Sourcing

The use of sustainable building materials is encouraged, with a preference for local suppliers.
- 4

Construction

Efforts are made to minimise environmental disruption, promote material reuse and recycling, and reduce public disturbances during construction.
- 5

Supplier and Contractor Collaboration

Suppliers and contractors are required to meet CKA's sustainability standards, with regular training and monitoring to ensure compliance and continuous improvement.



The Group's Green Building Certifications

BEAM New Buildings

No.	Property Name	Platinum
1	City Point	✓
2	Trinity Towers	✓

BEAM Plus New Buildings

No.	Property Name	Platinum	Gold	Bronze
3	Cheung Kong Center II	✓		
4	Victoria Blossom	Provisional Platinum		
5	Ocean Pride Development		✓	
6	My Central		✓	
7	Seaside Sonata		✓	
8	Sea to Sky		✓	
9	Blue Coast		Provisional Gold	
10	Residential Development at Sung Wong Toi, Kai Tak, N.K.I.L. 6649		Provisional Gold	
11	Queen's Road West/ In Ku Lane Development Project		Provisional Gold	
12	Hung Fook Street/Kai Ming Street Development Project (DL-8:KC & KC-011)		Provisional Gold	
13	Wing Kwong Street/Kai Ming Street Development Project (KC-012 & KC-013)		Provisional Gold	
14	Harbour Glory			✓
15	Grand Jeté			✓

LEED Operations and Maintenance/WELL Certification: Existing Buildings

No.	Property Name	Platinum	Gold
16	Cheung Kong Center (LEED)	✓	
17	Cheung Kong Center II (LEED)	✓	
18	Prosperity Millennia Plaza (WELL)	✓	
19	Watson Centre (LEED)		✓

BEAM Plus Existing Buildings V2.0 Comprehensive Scheme

No.	Property Name	Platinum
20	The Metropolis Tower	✓
21	Ma On Shan Plaza	✓
22	Cheung Kong Center	✓
23	Prosperity Place	✓

BEAM Plus Existing Buildings V2.0 Selective Scheme

No.	Property Name	Excellent	Very Good	Good	Satisfactory
24	China Building	✓			
25	The Hub	✓			
26	The Whampoa	✓			
27	The Harbourfront	✓			
28	99 Cheung Fai Road	✓			
29	Hutchison Logistics Centre	✓			
30	Aberdeen Centre (Commercial)	✓			
31	Watson Centre	✓			
32	Rambler Plaza	✓			
33	Chun Fai Centre	✓			
34	9 Chong Yip Street	✓			
35	Fortune City One	✓			
36	Jubilee Square	✓			
37	Ma On Shan Plaza	✓			
38	Metro Town	✓			
39	New Treasure Centre	✓			
40	Prosperity Center	✓			
41	Prosperity Place	✓			
42	Prosperity Millennia Plaza	✓			
43	The Metropolis Tower	✓			
44	Trendy Centre	✓			
45	Fortune Metropolis	✓			
46	Laguna Plaza	✓			
47	Caribbean Square	✓			
48	+Woo			✓	
49	Belvedere Square			✓	
50	Centre de Laguna			✓	
51	Smartland			✓	
52	Hampton Loft			✓	
53	Lido Avenue			✓	
54	Fortune Malls			✓	
55	Rhine Avenue			✓	
56	Tsing Yi Square			✓	
57	Waldorf Avenue			✓	

Sustainable Construction Management

Effective collaboration with construction contractors is essential to delivering the Group's environmental sustainability objectives. To minimise environmental impacts, the Group has implemented programmes to enhance contractor performance through raising awareness, promoting best practices, and providing the necessary tools and knowledge. These efforts help ensure that sustainability principles are embedded throughout the construction process, contributing to a greener future.

- Engaging consultants to provide oversight on sustainability and environmental issues to ensure environmental targets are met in accordance with the Group's planning permission requirements and local legislation;
- Requiring construction contractors to submit monthly environmental monitoring reports on emissions performance;
- Promoting environmental awareness among contractors through regular communication and initiatives;
- Establishing an Environmental Management Plan to educate staff and contractors on related environmental regulations, potential environmental impacts and control measures; and
- Providing environmental training to contractors to increase awareness of issues related to noise and air pollution, sewage management, and waste reduction.

To reduce the environmental impacts associated with construction activities, the Group implements targeted control measures, including noise and dust management. At selected construction sites, we require environmental noise impact assessments to inform mitigation, along with the preparation and implementation of a construction noise permit management plan. Noise management measures are built into contractor contracts

and supported by practical controls such as temporary noise barriers and noise-management training for contractors' staff. To minimise dust, selected sites are equipped with water spray systems and wheel-washing facilities at site entrances, and cover stockpiles with anti-dust netting, particularly during early construction phases. Together, these measures help us reduce disturbance to neighbouring communities and embed sustainable construction practices across our projects.

Building Green Through Adopting Sustainable Construction Materials

The Group strives to mitigate the environmental impacts of its construction activities through various measures. One of our approaches is requiring our contractors to adopt more sustainable construction materials at selected construction materials. Examples include:

- Adoption of timber or composite timber products that have been accredited by internationally recognised certification schemes, including the Forest Stewardship Council (FSC), Programme for the Endorsement of Forest Certification Schemes (PEFC), American Forest and Paper Association (AFPA) or other equivalent schemes
- Piloting the use of more environmentally friendly construction materials, including pulverised fuel ash (PFA) as a partial cement replacement in concrete, and concrete blocks manufactured with recycled aggregate.
- Adoption of painting materials that emit lower level of Volatile Organic Compound (VOC) for indoor works
- Using lower embodied carbon construction materials that fulfils requirements of green building certification schemes
- Sourcing construction materials from suppliers within defined distance limits, in close proximity to the construction sites, such as within 800 km for materials delivered via land transportation

Sustainable Building Design Features

- Residential development project at Sung Wong Toi, Kai Tak
 District cooling system for basement underground street, clubhouse and residential main lift lobbies to reduce overall cooling-related energy consumption
- Selected construction sites
 Double-glazed low-emissivity (low-E) windows, comprising two panes of glass with a low-E coating, together with insulated roofs and external walls, are used to enhance building envelope performance and reduce cooling demand
- Selected construction sites
 Energy efficient appliances at residential units, including EMSD Energy Label Grade 1 or 2 washers and dryers, refrigerators, induction cookers, and gas hobs
- Blue Coast and development project at To Kwa Wan
 Heat recovery wheels in HVAC systems, serving common areas, such as commercial arcades, to enhance energy efficiency
- Residential development project at Kai Tak and development project at To Kwa Wan
 On-site greywater recycling systems for non-potable uses
- Development project at To Kwa Wan and at Hok Yuen Street, Hung Hom
 Rainwater harvesting systems to collect rainwater for uses such as irrigation
- Selected construction sites
 Solar power for uses such as water heating and outdoor landscape lighting
- Selected construction sites
 Motion sensors and LED lighting in common areas such as car parks and staircases to optimise energy usage
- Blue Coast, Residential development project at Sung Wong Toi and development project at To Kwa Wan
 Water leakage detection systems in water pump rooms, tank rooms, and all plantrooms serving both commercial and residential areas

ESG STORY

Harmonising Living with Nature

Perfect Ten

Perfect Ten, a luxury residential development by CKA in Singapore, has received the Best Apartment/Condominium Development award at the 2025–2026 Asia Pacific Property Awards. Located along Bukit Timah Road in Singapore’s prestigious District 10, 80% of the units face the Bukit Timah Nature Reserve, the project is designed to achieve a harmonious balance between nature and luxury. Its biophilic design is reflected in the thoughtful integration of natural elements, including tower orientations that enhance natural ventilation and daylight, expansive views of surrounding greenery, a transparent infinity pool that blends with the landscape, and a rooftop garden offering a 360-degree panoramic retreat. Together, these features promote a connection with nature while delivering a refined and comfortable living environment.



Perfect Ten, a luxury residential development in Singapore with biophilic design.

Green Lease

The Group adopts a collaborative approach to reducing the carbon footprint of its buildings, working with tenants to support greener living and more sustainable operations. To advance this goal, a green lease clause has been incorporated into standard leases of its investment properties where feasible, encouraging the adoption of eco-friendly practices such as energy conservation, waste recycling, and water-saving measures. This approach fosters a shared responsibility for sustainability while aligning environmental goals with commercial objectives. Within our Civitas social infrastructure portfolio, green leases are deployed in Germany to reduce GHG emissions.

To support tenants in adopting more sustainable practices during fit-out works, CKCPML has developed a Green Fit-out Guideline that provides practical guidance on sustainable design and renovation. This promotes a collaborative approach to minimising the environmental impact of building operations, contributing to healthier and more sustainable living and working environments.

A division of our pub operation, Greene King Pub Partners, the leased and tenanted side of the pub business, engages tenants through sustainability programmes, including a carbon footprint calculator that helps measure emissions and offers practical solutions for reducing them. Greene King also delivers an ESG guide to tenants and business partners to improve awareness and encourage adoption of sustainable environmental practices. In addition, Greene King has introduced clauses into its commercial agreements to strengthen expectations around responsible operations, specifically by promoting awareness of renewable energy sources and encouraging actions that minimise the environmental and social impacts associated with the production and supply of goods and services. These initiatives not only reduce environmental impacts but also inspire a culture of sustainability among tenants, supporting the broader goal of greener communities.



URBAN REDEVELOPMENT: RENEWING THE URBAN FABRIC



Revitalising urban spaces for sustainability and community well-being

CKA is a leading property developer with a diverse portfolio of residential and commercial development projects in Hong Kong, the Mainland, the UK and Singapore. We focus on sustainable development as well as environmental stewardship and emphasise sustainable building practices along with green building designs that benefit residents, tenants, communities and the environment.

In well-developed, dense and land-scarce cities, the Group plays a role in transforming underused or derelict urban areas into vibrant communities and sustainable spaces to live and work. The Group's renewal efforts focus on thoughtful and integrated urban redevelopment and placemaking initiatives that aim to enhance neighbourhood engagement, community well-being, social inclusivity, while improving the lives of individuals who live and work in the areas where our developments are located.



Mr. Davy Chung,
Executive Director
and Executive
Committee
Member



**Mr. Raymond
Chow,**
Executive Director
and Executive
Committee
Member



Powerhouse is an iconic residential landmark at Chelsea Waterfront, situated on the north bank of the River Thames in London.

Two of our Executive Directors, Mr. Chung Sun Keung, Davy, and Mr. Chow Wai Kam, Raymond, have been instrumental in driving our urban redevelopment efforts. Their leadership underscores the Group's commitment to ensure that these projects are economically and environmentally sustainable, while delivering long-term value for our shareholders and the communities in which we operate.



1. Chelsea Waterfront, London, UK: fusion of heritage and modernity

Designed by the late Sir Terry Farrell who was renowned for his work in urban regeneration and adaptive reuse, Chelsea Waterfront reflects a masterplan shaped by long-term thinking, architectural responsibility and respect for context. Sir Terry Farrell's vision for the site placed sustainability, heritage preservation and community integration at the heart of the development.

The Lots Road Power Station was originally completed in 1905. It once played a vital role in London's infrastructure, supplying electricity to the London Underground network. Today, the historic site has been thoughtfully transformed by the Group into Chelsea Waterfront, an 8.8-acre mixed-use development that demonstrates how heritage preservation and sustainable urban regeneration can be successfully combined.

A defining element of the redevelopment is the former power station, now known as the Powerhouse, which the Group has carefully repurposed to accommodate residential and retail spaces. The retention of the building’s iconic chimneys and brick facades has avoided the environmental impact associated with full demolition, significantly reducing construction waste and carbon emissions. This approach preserves architectural heritage while supporting more sustainable construction practices.

The Group’s masterplan delivers approximately 700 homes, including a mix of private and affordable housing, making efficient use of a previously disused brownfield site. By regenerating industrial land, the project aligns with the UK Government’s objectives to optimise limited land resources while delivering high-quality, sustainable communities in urban locations.

Environmental stewardship is embedded throughout the design and construction of Chelsea Waterfront. The Group incorporated sustainable timber, non-chlorofluorocarbon (CFC) materials and green roofs to enhance environmental performance and support biodiversity. The development’s layout has been carefully considered, with the two residential towers arranged along an east–west axis parallel to the Powerhouse. This orientation maximises natural daylight, optimises solar gain and contributes to improved energy efficiency within the buildings.

Significant investment has also been made in the public realm. Landscaped gardens, open spaces and approximately 600 metres of publicly accessible Thames-side walkway reconnect the site with the river for the first time in over a century. These enhancements strengthen community integration, encourage sustainable lifestyles and provide long-term environmental and social benefits for residents and visitors alike.

The Group has received multiple industry recognitions for Chelsea Waterfront, including awards at the UK Property Awards 2025 for Best Architecture Multiple Residence (London and UK), as well as innovation and jury awards at the Architizer A+ Awards in the Urban & Masterplan and Architecture + Urban Transformation categories. In addition, the development has achieved positive environmental benchmarks, including BREEAM “Good” ratings for commercial spaces and “Good” assessments under EcoHomes and EPC evaluations. Together, these acknowledgments underline Chelsea Waterfront’s success as a sustainable regeneration project that balances heritage, design excellence and environmental responsibility.



Cheung Kong Center II



2. CKCII: from legacy to innovation

Cheung Kong Center, located in Central, Hong Kong, was redeveloped from the site of the Hilton Hotel and completed in 1999. This 70-storey skyscraper of the Group has since become a landmark building and has received multiple green building certifications. More recently, Cheung Kong Center II (CKCII) was developed to build on the success of the original Cheung Kong Center. CKCII is located on the site of the former Hutchison House in Central, redefining Hong Kong’s iconic skyline and offering breathtaking views of Victoria Harbour. The redevelopment of Hutchison House showcases urban renewal and has transformed the aging 22-storey building into a new Super Grade A 41-storey skyscraper, adding 560,000 sq ft of prime office space in Hong Kong’s premier business district.



Overlooking Victoria Harbour, Cheung Kong Center II is set to become the new jewel in the crown that is the Central waterfront skyline.

CKCII features advanced technology, sustainable design and wellness-focused amenities. Approximately 20% of the site is landscaped with greenery, including a living wall, while the Sky Garden on the 26th floor offers a jogging track, yoga zone and observation deck. The facade combines linen-finish stainless steel cladding with high-performance laminated glass to maximise natural light while reducing solar gain. Smart IoT systems enable remote control of lighting and air-conditioning, and enhanced ventilation with ionisation and high-efficiency filtration ensures superior indoor air quality. The building also provides electric vehicle charging and targets annual reductions of energy consumption by 27% and water usage by 40% to support energy efficiency and carbon neutrality. CKCII has achieved final platinum rating for BEAM Plus NB V2.0, platinum rating for LEED v4.1 Operations and Maintenance: Existing Buildings and the WELL Health-Safety Rating, reflecting the Group’s commitment to sustainable redevelopment.



3. URA projects: urban renewal partnerships in Hong Kong

We have redeveloped several residential sites across Hong Kong in collaboration with the Urban Renewal Authority (URA). These projects aim to revitalise ageing neighbourhoods and to enhance the liveability of surrounding districts through modern sustainability features and community-focused design.



To Kwa Wan



To Kwa Wan redevelopment project

Our residential and retail redevelopment project in To Kwa Wan, Kowloon, aims to revitalise the district through local identity preservation, sustainable design and smart city innovation. The project seeks to enhance pedestrian walkways and communal spaces to create a vibrant, car-free and people-friendly environment, while retaining old street numbers and recreating the character of a traditional shopping street through carefully selected materials and craftsmanship. The development is expected to also incorporate interactive sustainability features, such as photovoltaic panels that will be integrated into landscaped areas to produce renewable energy for lighting and enhance the project’s environmental performance.

A comprehensive building management system will use sensors and a central server to monitor and control key building services, including air-conditioning, ventilation, lighting, power, water, fire services, lifts and security, improving energy efficiency, reducing operational costs and enhancing occupant comfort. Smart water meters provided by the Hong Kong Water Supplies Department will supply data and alerts to enable effective monitoring of water



Queen’s Road West/In Ku Lane

Our redevelopment project at Queen’s Road West/In Ku Lane in Sai Ying Pun aims to revitalise the area by redeveloping old tenement buildings into new residential and retail properties, reprovisioning the existing In Ku Lane government refuse collection point and public toilet, and transforming the existing football pitch into a new public open space. An environmental impact assessment has been conducted to evaluate potential environmental impacts during construction, including noise, land contamination and waste management.



During the design stage, we focused on three key objectives in response to the surrounding site context: reconfiguring public open space, creating a green corridor to enhance pedestrian circulation and connectivity with nearby playgrounds, and improving the overall environment through integrated landscape and urban design that harmonises with the surrounding area. A holistic and integrated design approach will guide the project throughout its development.



Shaping urban change through a sustainable green vision

Our redevelopment portfolio demonstrates how a developer can drive both urban transformation and environmental sustainability. Guided by the vision of Mr. Chung and Mr. Chow, these projects maximise energy efficiency through technical innovation while strengthening communities through essential infrastructure. As Mr. Chung notes, “our redevelopment efforts aim to preserve local heritage through thoughtful conservation, enriching the project’s cultural value while creating neighbourhoods that are more functional and accessible to all”. Echoing this, Mr. Chow adds that “we see redevelopment as an opportunity to balance social integration, community well-being and environmental sustainability. This harmony underpins every redevelopment project we undertake and reflects our broader commitment to building better buildings and communities for all.”

Our Employees

Our employees represent a key source of social capital for the Group and are central to its transition to a greener future. With approximately 54,000 employees worldwide, the Group fosters an inclusive and supportive workplace that empowers its people to grow, thrive, and adopt more sustainable ways of living, while collectively building organisational capability and positive social impact.

Material ESG Topics:

- Equality, Diversity and Inclusion
- Employee Attraction and Retention
- Employee Training and Development
- Employee Well-being, Health and Safety
- Human Rights and Labour Practice

The SDGs and the relevant material ESG topics covered in this section are outlined below.



SDG 3.4:

Promoting mental health and well-being

SDG 3.9:

Reducing work-related injuries and fatalities from hazardous chemicals and air and water pollution



SDG 4.1:

Facilitating free, equitable and quality education opportunities for children and young people

SDG 4.4:

Equipping youth and adults with technical and vocational skills

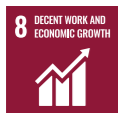


SDG 5.1:

Eliminating all forms of discrimination against women and girls

SDG 5.5:

Providing equal job opportunities to women

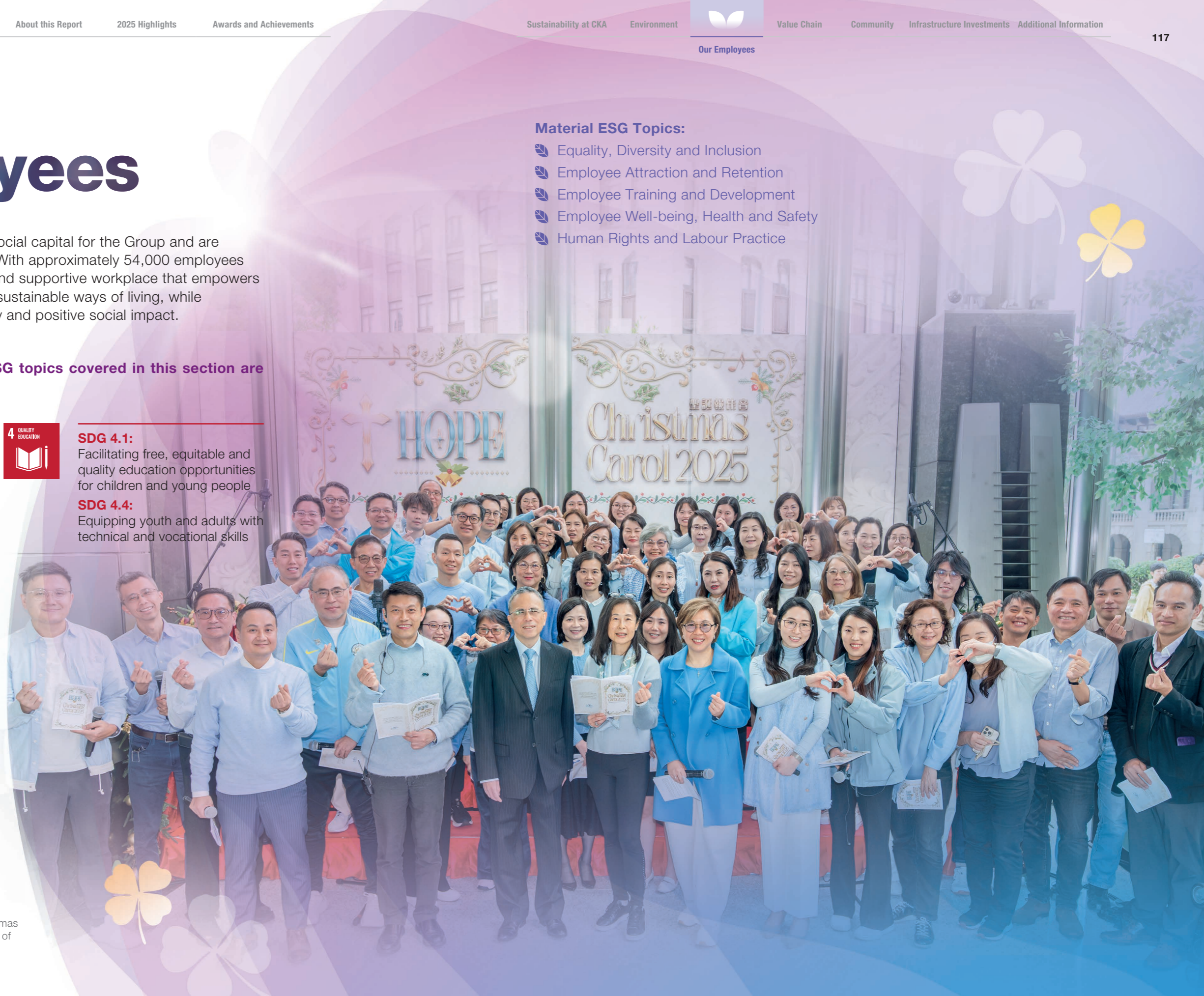


SDG 8.5:

Providing decent work for women and men

SDG 8.8:

Protecting labour rights and promoting safe and secure working environments



"Living Water@Workplace" Christmas Carol 2025 marked the 12th year of the annual carolling events.

HUMAN CAPITAL MANAGEMENT

Talent Attraction and Retention

Commitments and Approach

The Group's success is built on the strength, talent, and dedication of its people, whose diverse skills and perspectives drive innovation and operational excellence. Recognising the strategic importance of talent, the Group attracts and retains high-performing employees through competitive remuneration and a comprehensive benefits package, including medical insurance, life insurance, personal accident insurance, pension plans, and staff discounts, available to both permanent and contract employees.

The Group is committed to adhering all applicable employment laws and has established policies covering recruitment, compensation, dismissal, working hours, rest periods, and employee welfare. Equal opportunities and non-discriminatory practices are prioritised across employment procedures, with policies regularly reviewed to create a fair, inclusive, and supportive work environment.

The Group adopts a structured and transparent approach to performance management to align individual goals with team and Group objectives. Annual performance reviews are complemented by open and ongoing feedback channels, such as suggestion boxes, one-on-one check-ins between employees and managers, and employee engagement surveys. In selected operations, we deploy 360-degree performance review and employee surveys.

Supporting employee growth and internal mobility is a key priority for the Group. The Group promotes career advancement through a range of recruitment and development initiatives, including job fairs, internal job postings, referral programmes, and internship and apprenticeship schemes across sectors such as hospitality, pub operation, and property management.

Succession planning forms an integral part of the Group's human capital management strategy. At Greene King, a Critical Role Planning process is implemented to support business continuity by identifying roles that are essential to operations. This process is reviewed annually, with outcomes reported to Greene King's Executive Board. For each critical role, Greene King defines emergency backfill arrangements and builds a talent pipeline to ensure seamless transitions, enabling proactive workforce planning and targeted development. By providing practical experience and fostering professional growth, these initiatives serve as critical talent pipelines, driving long-term growth and workforce development.

Progress and Initiatives

The Group gathers valuable feedback from its employees to help identify areas of improvement in the work environment and provide a reference for decision-making processes. At the UK office of Hutchison Property Group Limited, formal appraisal interviews between managers and employees are held, and employees are encouraged to provide feedback during these meetings to

support open and two-way communication. Greene King promotes an open feedback culture through annual employee surveys that reach all employees over the course of the year, a 360-degree performance review system that enables both top-down and bottom-up feedback and holds regular check-ins and conversations on performance.

Workforce profile, 2025

TOTAL WORKFORCE
54,374
employees

By employment type

- Permanent: 44%
- Contract: 2%
- Part-time and temporary: 54%

By geographical region

- Hong Kong: 21%
- The Mainland: 8%
- Overseas (UK, Singapore): 71%

By nationality

- Chinese (Hong Kong): 20%
- Chinese (The Mainland): 9%
- British: 60%
- Others: 11%



New Hires

Total number of new employee hires

2,881

Note: Numbers exclude pub operation.

Percentage of open positions filled by internal candidates (internal hires)

16.16

Average hiring cost/FTE (new hires)(HKD)

2,267



Turnover rate

Voluntary employee turnover rate

12%



Absentee rate

3% of total days scheduled

The Group offers a comprehensive range of staff benefits to support employee well-being and reinforce a sense of belonging. By regularly reviewing workforce composition, compensation, and benefits in line with

market trends, the Group demonstrates its commitment to motivating and retaining talent. Employee contributions are recognised and appreciated, which helps to cultivate a supportive and rewarding work environment.



Job fair to introduce hotel industry and career prospect to the graduates.

The Group adopts a market-informed approach to compensation management, with its human resources teams benchmarking remuneration packages against a range of factors, including local inflation rates and cost of living standards, as part of regular remuneration reviews. Depending on the nature of operations, the Group monitors working hours, including overtime, and provides appropriate overtime compensation in accordance with local regulations and internal policies.

Paid annual leave is a standard benefit offered across the Group, and measures are in place to encourage employees to take

their full leave entitlements. Greene King provides its managers with visibility of leave utilisation to help ensure employees are able to rest, recharge, and maintain a healthy work-life balance.

To support employees facing financial hardship, the Group encourages our operations to provide support where appropriate. Greene King incorporates financial assistance measures within its benefits framework, including emergency financial options to help employees manage unexpected life events.

The table below outlines key staff benefits offered at the Group:

Staff Benefits

Paid Leaves

- ✓ Annual Leave (full/half/quarter day)
- ✓ Maternity and Paternity Leave

Medical Care

- ✓ Medical Insurance
- ✓ Employees' Compensation Insurance
- ✓ Free Annual Health Check-up
- ✓ Life and Personal Accident Insurances

Perks and Bonus

- ✓ Discretionary Bonus
- ✓ Employee Discount

Appreciation and Recognition

- ✓ Long Service Award



Tsz Shan Monastery – Spring Festival Peach Blossoms Offering tickets were provided to employees and families.

Flexibility Initiatives

The Group introduces flexibility initiatives to create a workplace that values and supports the diverse needs of its employees, enhancing overall job satisfaction and productivity. The table below highlights key flexibility initiatives implemented:

Support for Working Parents	<ul style="list-style-type: none"> • Provides 14 to 39 weeks of paid maternity leave and five days to four weeks of paid paternity leave. <ul style="list-style-type: none"> • Greene King also provides up to 12 weeks of paid leave for parents whose baby needs neonatal care. • Offers dedicated facilities such as breastfeeding room and exclusive-use refrigerator.
Support for Carers beyond Parents	<ul style="list-style-type: none"> • Carer's leave for dependants, including emergency leave of up to five days of paid leave, is provided by Greene King.
Leave Policy	<ul style="list-style-type: none"> • Quarter Day Leave enables employees to better manage personal and family commitments alongside work.
Employee Engagement and Well-being	<ul style="list-style-type: none"> • Organises regular social, recreational, and interest-based activities for employees and their families.
Flexible working hours, work-from-home, and part-time arrangement	<ul style="list-style-type: none"> • Flexible working via request is made available to Greene King team members via the flexible working policy. The agile working policy provides flexibility to work from home. • Part-time employment arrangement available for certain positions.

Talent Development

Commitments and Approach

Developing employee capabilities is a key priority for the Group, supported by structured learning and development programmes that foster a positive workplace culture and strengthen the Group's position as an employer of choice. The Group supports employee growth through training aligned with career progression, providing tailored programmes for new hires, existing employees, and young talent seeking practical experience.

Clear targets have also been established to reinforce the Group's commitment to talent development. For example, Citybase has set an annual target of at least 25 training hours per employee. These initiatives support individual development while contributing to the Group's long-term competitiveness and sustainable growth.

Talent development initiatives are designed to equip employees with the skills, knowledge, and capabilities needed to grow with the Group.

- **New Joiners:** The Group runs orientation programmes to help new employees settle into their roles, understand the Group's culture, and ensure a smooth transition to their new journey.

- General Staff:** The Group offers a variety of training sessions to help employees build important skills and knowledge. These include job-specific courses, professional seminars, certification training, and technical skills like data protection and engineering. In view of the recent development of digitalisation and Artificial Intelligence (“AI”), training on digital transition and AI tools is provided to employees to promote work productivity and efficiency. Employees can also develop soft skills such as leadership, communication, and customer service. Additionally, programmes on mental health and workplace safety support employees’ well-being.
- Young Talents:** The Group provides internship and apprenticeship opportunities for young people to gain hands-on experience across diverse industries. For example, Greene King has established apprenticeship programmes for younger people from all backgrounds, while summer placements are available at our property management operation. These programmes help participants develop practical skills, broaden their knowledge, and enhance their job prospects, while also preparing them future leaders for the Group.

The Group promotes a culture of continuous learning through accessible and flexible development opportunities, including financial support for professional qualifications and access to e-learning platforms. For instance, Greene King uses an online portal to deliver compliance training and a variety of courses aimed at enhancing both individual and team performance. At the property management business, company sponsorship, reimbursement for external training and leaves for taking examinations are available for eligible employees.



Student internship program of Sheraton to provide industrial placement for students.

Key areas of talent development:



Information Security

Training on key information security topics, including security awareness, recognising insider threats, and avoiding phishing scams, to strengthen employees’ ability to safeguard sensitive data.



Sustainability

Training on climate, environmental and other ESG topics are provided on a regular basis in various operations. For example, Greene King offers online training and regular internal communications to engage and educate employees and new joiners on sustainability, fostering awareness and embedding environmental stewardship into operations while encouraging sustainable living practices. In the hotel operation, new joiners are also required to attend training focused on climate transition and decarbonisation strategies and practices.



Job-specific skills development

The property management operation delivers targeted training programmes for employees, covering topics such as improving property management quality and security guard training, to enhance job-specific expertise and upskill the workforce. Training on, for example, culture and leadership are also provided for holistic skills development.

In our property management operation, surveys on needs for training were conducted to understand which skills or competence employees wished to focus on improving. Additionally, in the hotel and serviced suite operation, development programmes are designed to shape a skilled and capable workforce for the future. These initiatives focus on equipping students and young people with practical knowledge, boosting their confidence, and enhancing their employability.

In parallel, the Group is innovating our approach to talent development through implementing cutting-edge initiatives. Greene King continues to implement its Reverse Mentoring programme, a talent development initiative that offers a chance for senior management to learn from team members with perspectives and lived experiences. Mentees of this programme include members of Greene King’s executive board and leadership teams. The programme is expected to expand to our broader leadership team in a bid to facilitate more exchanges between leaders and team members. This initiative reflects our continuous commitment to talent development.



Human Rights and Labour Practices

Commitments and Approach

Respect for human rights is a fundamental principle guiding the Group’s operations and its engagement with communities across its value chain. The Group strictly prohibits all forms of child or forced labour, including prison labour, bonded labour, slavery, and human trafficking. Guided by ethical conduct and integrity, the Group aligns its practices with internationally recognised human rights standards and respects employees’ rights to freedom of association, including participation in collective bargaining and labour unions.

These commitments are underpinned by a robust policy framework, including the Human Rights Policy, the Modern Slavery and Human Trafficking Statement, and the Supplier Code of Conduct. Together, these policies set clear ethical expectations for business partners, suppliers, and contractors, and are guided by international frameworks such as the United Nations Declaration on Human Rights and the International Labour Organisation’s Declaration on Fundamental Principles and Rights at Work. The Group enforces a zero-tolerance approach to child and forced labour through stringent policy implementation and ongoing monitoring. To reinforce our human rights commitment, the Group has updated our Human Rights Policy, and we are committed to prioritising equal opportunities and non-discriminatory practices across employment procedures, with policies regularly reviewed to create a fair, inclusive and supportive work environment. Our Human Rights Policy has been approved and adopted by the Board and the Sustainability Committee is responsible for overseeing and monitoring its implementation and enforcement, and may recommend revisions to the Board for approval from time to time.

Progress and Initiatives

In line with the CKA Modern Slavery and Human Trafficking Statement, the Group conducts due diligence as part of its initiative to identify and mitigate risk where appropriate. This includes identifying potential new suppliers (both direct and indirect), contractors and sub-contractors, business partners, and products and service providers, as well as protecting whistleblowers.

100% of the Group’s employees reported have fundamental rights to freedom of association and the right to be members of trade unions, which is compliant with all applicable laws. Greene King has a Collective Bargaining Agreement which covers around 385 people across its operational areas.

The Group’s operations conduct human rights assessments to identify and manage potential risks across the business. At Greene King, modern slavery risks are incorporated into the internal control self-assessment process to ensure leaders are aware of relevant risks and opportunities within their areas of responsibility. In addition, divisional risk registers are developed and maintained to capture modern slavery risks where applicable, supporting effective oversight and risk management. Where such risks are identified, Greene King designs and implements measures to mitigate those risks and remediate any associated adverse human rights impacts.

Our Employees

During the Reporting Period, the Group was not aware of any reported cases of any non-compliance with human rights and labour practices that would have a significant

impact on its operation. This reflects the effectiveness of the Group’s measures and its dedication to maintaining ethical and responsible operations.

ESG Story

Against Modern Slavery: Strengthening Governance, Vigilance and Supplier Engagement



Greene King

The Group is committed to preventing modern slavery in all its forms, with Greene King taking a proactive lead on human rights. Greene King’s Modern Slavery Statement, Modern Slavery Policy and Human Rights Policy guide the company’s efforts to reduce human rights risks. They set clear expectations for ethical conduct and integrity, and establish systems and controls to prevent modern slavery across the business and its supply chains.

Greene King follows its annually published modern slavery action plan and has undertaken a range of initiatives to further protect human rights:

- rolling out a two-way supplier engagement platform to assess modern slavery approaches and policies;
- training over 1,500 employees to identify and escalate potential issues; and
- partnering with the Slave Free Alliance to provide subject matter expertise and guidance in developing and delivering their Modern Slavery mitigation action plan.

Recognising higher-risk areas such as its supply chain, third party contract workforce, tenanted pubs, hotels and staff accommodation, Greene King is developing divisional risk registers and targeted engagement for these specific teams. Mandatory training for all employees has been developed and is on track to be delivered by the end of 2026 to ensure team members are equipped to help mitigate against modern slavery.

Greene King has published its three-year plan focused on policy review and escalation processes, supplier risk assessment and due diligence (including third-party hiring agencies), mandatory e-learning and workshops, and embedding modern slavery into group-wide risk registers. Through stronger governance, informed people, and active supplier dialogue, the Group aims to protect vulnerable workers, reduce risk across our value chain and uphold our commitment to ethical business.



EQUALITY, DIVERSITY, AND INCLUSION

Commitments and Approach

Equality, diversity, and inclusion are core to the Group’s values and its approach to building a collaborative, high-performing workplace. The Group is committed to fostering an environment where employees are treated with respect and dignity and feel empowered to contribute their diverse perspectives and skills, supporting both ethical conduct and long-term business success.

The Group upholds a zero-tolerance approach to discrimination and harassment of any kind, regardless of race, ethnicity, religion, age, gender, sexual orientation, disability, or political views. These principles are embedded in the Human Rights Policy, which sets clear expectations for behaviour and provides for disciplinary action, including termination, in cases of non-compliance. Fair and transparent practices in recruitment, promotion, and compensation further support equal opportunity, as outlined in employee handbooks and codes of conduct.

To maintain a safe and respectful workplace, the Group has implemented an Anti-Harassment Policy that defines unacceptable behaviours, including sexual harassment, and establishes confidential reporting and investigation procedures that uphold fairness and dignity. The policy has been approved and adopted by the Board, with oversight of its implementation and enforcement provided by the Sustainability Committee, which may recommend updates to the Board as appropriate.

The Group’s commitment to workforce diversity is further reinforced through its Workforce Diversity Policy, which promotes gender equality and inclusivity at all organisational levels while respecting cultural values and beliefs. Supporting initiatives include regular anti-discrimination and inclusive-communication training provided by the UK office of Hutchison Property Group.

In addition, equal opportunity in hiring, remuneration, training, development, and promotion is clearly articulated in the Employee Code of Conduct. At Greene King, progress on gender equality is supported through annual gender pay gap reporting, global gender pay gap audits, and compensation reviews. These insights inform targeted initiatives such as employee affinity groups, diversity councils and networking groups, mentorship programmes, and diversity-focused training, helping to build and sustain a diverse and inclusive workforce.

Progress and Initiatives

Promoting gender diversity across all levels of the Group is a key priority. The following metrics demonstrate the effectiveness of the Group’s initiatives in advancing gender equality and in attracting and retaining female talent.

Gender Diversity, 2025

Share of women in total workforce **50%**

Share of women in management positions in revenue-generating functions (as% of all such managers) **54%**

Share of women in STEM-related positions (as% of total STEM positions) **33%**

During the Reporting Period, the Group was not aware of any reported cases of workplace harassment or non-compliance with our Anti-Harassment Policy that would have a significant impact on its operation. This reflects the effectiveness of the Group’s policies and training programmes in maintaining a safe, respectful, and equitable environment for all employees.

Workplace Relation Training

To strengthen fairness and inclusion in the workplace, the Group provides targeted

workplace relations training within its UK property development operation. The training ensures employees understand their responsibilities under the UK Equality Act and promotes a culture of respect and fairness. It also addresses the prevention and handling of unfair treatment, empowering staff to recognise and report concerns. Through the integration of these principles into daily practices, the Group reinforces its commitment to eliminating abusive behaviours, such as bullying, and fostering a diverse and harmonious working environment for all employees.



To introduce the hotel industry to students by letting them understand and gain more information on the hotel.



Key elements of the training include:

- **Protected Characteristics:** Explanation of the nine protected characteristics under the Equality Act, ensuring clarity on the legislation's scope.
- **Prohibited Conduct:** Guidance on identifying and preventing discrimination, harassment, and victimisation to maintain a respectful workplace.
- **Disability Inclusion:** Emphasis on employers' duty to make reasonable adjustments, enabling equal opportunities for individuals with disabilities and long-term illnesses.
- **Positive Action:** Promotion of measures to increase diversity, including initiatives for under-represented groups.
- **Unconscious Bias:** Raising awareness of implicit biases and encouraging decisions based on objective criteria.

ESG Story

Pubs, Pints & Progress: Greene King's Commitment to Equality, Diversity and Inclusion

Fostering an inclusive workplace culture is a key priority for the Group and Greene King. This commitment is championed by its four Employee-Led Inclusion Groups (ELIGs) – The Village Greene (LGBTQ+), Unity (ethnic-minority team members), Greene Sky (women) and Ability (disability), which are central to its cultural journey. Through key events, awareness campaigns and learning opportunities, these groups create safe spaces for discussion, build understanding of Equality, Diversity and Inclusion (“ED&I”) issues and help embed inclusive behaviours across the business. They act as consultants to the business, helping to shape policy and influence strategic decisions across the organisation. They also contribute diversity-focused questions to Greene King’s annual employee engagement survey to identify opportunities to improve equity for the communities they represent.

In 2025, Greene King’s ED&I work received external recognition. Greene King’s Chief Executive Officer, Mr. Nick Mackenzie was named “Most Inclusive Group Chief Executive Officer in HTL” at WiHTL’s “inclusion in” Awards. Unity, its ELIG representing minority ethnic groups, received the award for “Most Impactful Employee Resource Group in HTL”. In addition, Mr. Nick Mackenzie has also been recognised as one of the 2025 Top 30 Advocates within INvolve’s Empower Role Model Lists. Greene King continues to build on this momentum and maintains its commitment to fostering a diverse, inclusive workplace where everyone can belong.



WELL-BEING, HEALTH AND SAFETY

Commitments and Approach

Employee health, safety and well-being are core priorities for the Group. Recognising that a healthy workforce underpins organisational success, the Group has implemented a range of initiatives to support employees' physical, mental and emotional well-being, and work-life balance.

A structured occupational health and safety framework underpins the Group's approach to employee well-being, supported by clear guidelines and a proactive management system. Through the identification and management of workplace hazards, the promotion of a strong safety culture, and adherence to relevant industry standards, the Group works to ensure a safe and supportive working environment.

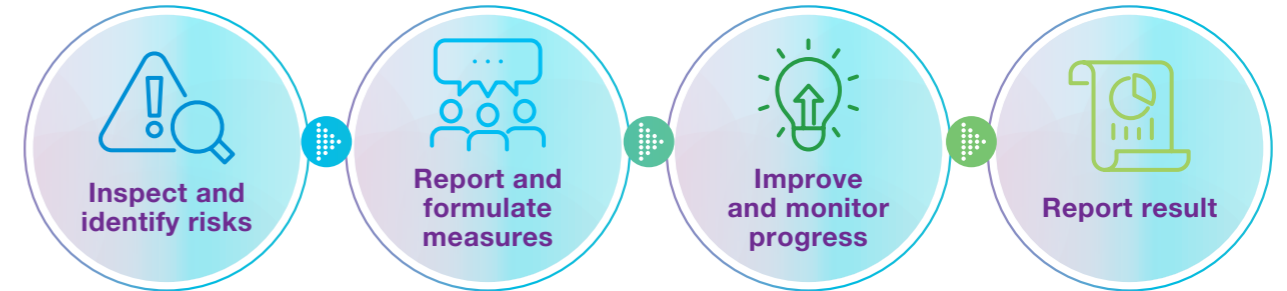
Safety Management System

Clear policies form the foundation of the Group's health and safety management. The Health and Safety Policy establishes internal standards for safe working practices and ensures compliance with applicable laws and regulations. Its effectiveness is regularly reviewed through internal audits across operations, while the Employee Code of Conduct outlines expected health and safety behaviours in the workplace.

Safety committees operate actively across subsidiaries, including property management, hotel operation, and pub operation. These committees comprise management who oversee health and safety performance, drive initiatives, and address workplace risks specific to their operations. Regular meetings ensure alignment with safety goals, while external safety consultants conduct inspections and training to enhance safety practices.

To facilitate effective Occupational Safety and Health ("OHS") management, the Group has established a series of procedures and working instructions for a wide range of situations. For instances, third-party consultants are engaged to conduct risk assessment in order to identify potential OHS risks at selected managed properties, with action plans implemented and monitored by safety committees. Internal teams will also carry out regular internal inspections on a wide range of material OHS risk sources and their compliance with safety standards, such as working at height, first-aid availability and staircase environment. Safety handbooks for employees with specific instructions have also been enforced to guide correct responses to high-risk activities, including operating machineries, using chemicals and construction works. Additionally, in view of rising risks from emergency situation, dedicated emergency plans have been established for employees at property management business to guide effective and safe responses to extreme situations, such as extreme weathers, collapses of structures or landslides.

Safety inspection workflow at property management



- Safety inspection must be regularly co-conducted by employees and external safety consultants to identify potential OHS risks.
- Once risks are identified, internal teams are required to implement corrective actions under an expected timeline.
- Progress of corrective action implementation is monitored by safety committees and safety consultants.

The Group's property development and property management businesses work closely with contractors and sub-contractors to uphold high standards of occupational health and safety across construction sites and managed properties. For example, the Group's property development conducts regular safety audits and risk assessments

to maintain compliance and prevent hazards. Contractor safety management measures are in place, encompassing pre-qualification requirements, project-specific safety planning, emergency preparedness, and the adoption of technology-enabled safety solutions.



Citybase was recognised for its remarkable performance in Occupational Safety and Health Award at the 24th Hong Kong Occupational Safety & Health Award.

Safety Measures for Property Operations

Construction sites

- ✓ Contractors tendering for our projects would submit safety plans detailing how health and safety will be managed across their workforce and sub-contractors.
- ✓ Contractors conduct safety risk assessments prior to or at the start of construction to identify potential hazards and define mitigation measures.
- ✓ Safety plans set out standard procedures for managing significant risks, including fire safety, working at height, and the handling of hazardous substances, as well as for ensuring construction activities are carried out safely.
- ✓ Safety plans specify emergency preparedness measures, including emergency response procedures and the establishment of dedicated response teams.
- ✓ Contractors perform regular safety audits and maintain records to continuously monitor health and safety performance on construction sites.
- ✓ Selected construction sites implemented smart site safety system implementation plan, including AI-powered camera to monitor ambient temperature and potential fires and smart monitoring devices and personal protective equipment equipped with Radio Frequency Identification (RFID) technology to further mitigate risks.

Selected managed properties

- ✓ Contractors' health and safety performance is pre-screened and reviewed during the tender process.
- ✓ Standard safety requirements for contractors are established; the scope includes, but is not limited to, mandatory safety training before work commences, submission of safety plans, and implementation of key safety measures.
- ✓ Failure to comply may result in suspension or termination of work.
- ✓ Targets of ≤ 20 and ≤ 18 reportable accidents per 1,000 employees have been set by Goodwell and Citybase respectively.

Health and Safety Training

Ongoing training and engagement are central to the Group's approach to workplace safety. The Group provides regular safety training and toolbox talks for employees, contractors and sub-contractors involved in property development to enhance safety awareness and reduce occupational risks. Particular emphasis is placed on construction-related hazards through targeted briefings and workplace safety webinars, covering topics such as safety rules, the proper use of personal protective equipment, and safe working practices under varying conditions, including adverse weather. All relevant employees with work involved in construction management have completed necessary health and safety training.

Incident Management System

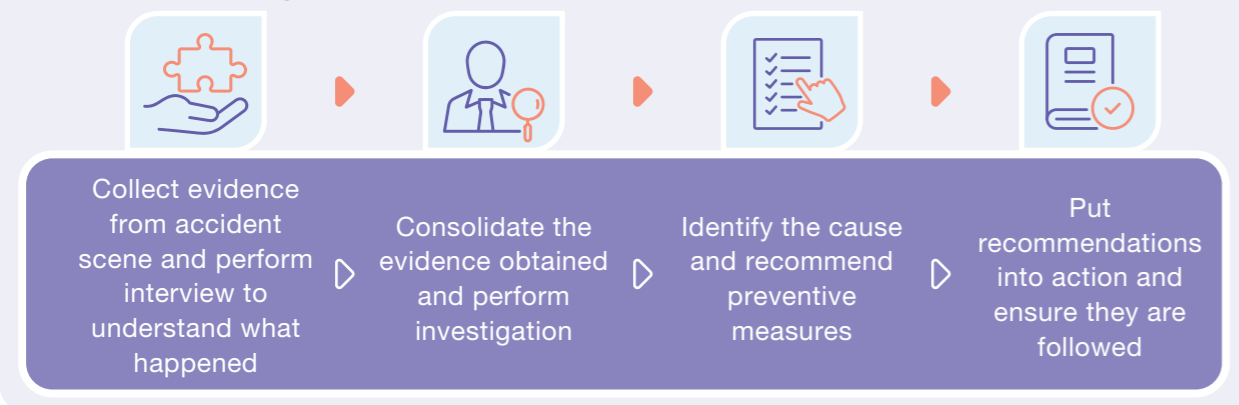
A structured incident management process is in place to strengthen workplace safety. In the event of an accident or incident, the Group conducts thorough investigations to identify root causes and prevent recurrence. Corrective actions may include reviewing and enhancing safety protocols, providing additional training to employees, contractors and sub-contractors and implementing new procedures to reinforce safety and regulatory compliance.



Employees and contractors participated in safety and quality training at a construction site.



Incident Handling Procedures



Progress and Initiatives

The Group continues to advance initiatives addressing occupational health and safety and employee well-being. These efforts are designed to safeguard employees’ physical and mental health, while also supporting their personal and professional growth.



Notes:

- 1) Lost Time Injury Rate represents the number of work-related injuries per 100 employees per year. It is calculated as “total number of injuries multiplied by 200,000 and then divided by total hours worked”.
- 2) Accident frequent rate represents the number of work-related accidents per 1,000 workers per year. It is calculated as “total number of accidents divided by the average number of workers, multiply by 1,000”. This data point covers 20 construction sites.

Safety System Certification, Management and Training

Health and safety management across the Group has been reinforced through the attainment of safety certifications and the delivery of comprehensive training programmes.

In 2025, the Group’s key health and safety achievements include:

- Accreditation under the ISO 45001:2018 Occupational Health and Safety Management System Standard for property management subsidiaries.
- Greene King’s compliance with the UK Health and Safety Executive’s HSG65 guidance and ISO 45001:2018 standards.

- Greene King’s recognition with the Royal Society for the Prevention of Accidents (RoSPA) Order of Distinction for 20 consecutive years, reflecting sustained excellence in risk management.

Our commitment to a safe work environment also extends to contractors working at our construction sites. Our contractors received regular various types of safety training. These include:

- Safety induction training provided for all newly joined contractors;
- Quality training and regular toolbox talks provided to contractors, covering specific technical knowledge and relevant safety practices; and
- Safety drills.

In addition, all contractors, prior to starting their work at our construction sites, are required to take the Mandatory Basic Safety Training Courses, as mandated by the Labour Department. According to records submitted by our contractors, those working at our construction sites have completed a total of 21,849 hours of safety training. The Group remains committed to fostering a safe and secure work environment for all our contractors.

To protect the workforce, health and safety protocols are enforced across various operations of our subsidiaries:

- Offices are equipped with emergency tools such as first aid kits, fire extinguishers, and defibrillators, as well as mechanical aids like trolleys and ladders for staff’s occupational health and safety.
 - At the UK office of Hutchison Property Group, employees are required to complete a standard risk assessment form on the use of display screen equipment (DSE) to identify potential health issues.
- Employees, contractors, sub-contractors at construction sites, hotels and serviced suites and managed properties are provided with personal protective equipment, including helmets, dust masks and goggles, to safeguard their health and safety.
- To further prevent health risks, equipment and facilities are regularly cleaned and disinfected.

In 2025, the Group maintained zero fatal accidents across operations and reported a total of 13,557 lost days due to work-related injuries. The Group continues to foster a secure and well managed workplace.

Employee Mental Health and Well-being

The Group promotes employee well-being by encouraging healthy and balanced lifestyles. To support physical health, it organises a range of activities, including site visits, sports events and health-related workshops, which encourage employees to adopt active and sustainable habits.

Hutchison Property Group

- Offers health checks for employees in the Hong Kong Office
- Promote health awareness throughout e-newsletters and health and safety training across property management operation

Hong Kong and UK office of Hutchison Property Group and Greene King

- Implements an employee assistance programme to provide professional support and assist employees with stress management



CKCPML organised novuss activity for staff members.



In parallel, the Group places strong emphasis on employees' mental health and well-being by fostering a culture of open communication, trust and respect, ensuring employees feel supported both personally and professionally. Targeted initiatives are implemented across operations to address specific employee needs. For example, Greene King has appointed Mental Health First Aiders throughout the business to provide support during mental health-related incidents, complemented by access to 24/7 online medical services. In addition, managers conduct stress risk assessments to better understand and support the mental well-being of their teams.

To support employees through different life stages, the Group has introduced initiatives addressing fertility and family-building needs. Within its pub operations, Greene King has launched a Fertility and IVF Treatment Policy that provides up to five days of paid leave per treatment cycle, alongside support through its Employee Assistance Programme. The policy also offers guidance for managers to ensure sensitive and appropriate support, reinforcing Greene King's commitment to employee well-being and an inclusive workplace.



Colleagues celebrated the Chinese New Year with traditional calligraphy.

EXPRESSIVE ARTS PRESSURE RELEASE WORKSHOP

Citybase



The instructor offered participants guidance on how to observe their physical reactions caused by stress and express the emotions concerned through various forms of expressive arts.

Goodwell



SELF-APPLIED ACUPRESSURE MASSAGE WORKSHOPS

Self-applied Acupressure Massage Workshops were held in May and June 2025.

ANNUAL CRICKET MATCH

Greene King



Greene King cricket team

FOOTBALL TEAM

Citybase



Football team of Citybase

EMOTIONAL MANAGEMENT TRAINING

CKCPML



An in-house training on emotional management was arranged for customer service executives at CKCPML.

HORTICULTURAL THERAPY WORKSHOP

Goodwell



Horticulture sharing to share green tips and promote green lives.

EMPLOYEE BADMINTON GAME

Mainland office of Hutchison Property Group



Colleagues gave their all in a badminton game to demonstrate their unified team spirit.

Goodwell



Trainings provided to staff of Goodwell to raise their occupational health and safety awareness.

Value Chain

By working closely with suppliers, customers, tenants and partners, the Group promotes responsible practices, ethical sourcing and the sustainable use of resources. Through embedding environmental, social and governance principles across its value chain, the Group is transitioning towards a greener, more resilient future for all stakeholders.

Material ESG Topics:

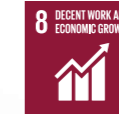
- Customers and Tenants Well-being and Engagement
- Product Quality and Safety
- Responsible Supply Chain Management
- Responsible Marketing

The SDGs and the relevant material ESG topics covered in this section are outlined below.



SDG 3.4: Promoting mental health and well-being

SDG 3.9: Reducing work-related injuries and fatalities from hazardous chemicals and air, and water pollution.



SDG 8.5: Providing decent work for women and men

SDG 8.8: Protect labour rights and promoting safe and secure working environments



SDG 5.1: Eliminating all forms of discrimination against women and girls

SDG 5.5: Providing equal job opportunities to women

Gold Fields and EDL teams come together to celebrate the Agnew Hybrid Renewable Microgrid opening, Australia.



RESPONSIBLE SUPPLY CHAIN MANAGEMENT

Commitments and Approach

The Group works closely with its suppliers to maintain high standards of quality, ethics, and sustainability across the supply chain, while fostering long-term, mutually beneficial partnerships. Our approach focuses on enhancing ESG performance across the supply chain, decarbonising the supply chain, and strengthening supply chain resilience. To support these objectives, the Group has established clear and transparent policies to promote sustainable supply chain management. Environmental and social considerations are embedded in procurement decisions and supported by supplier screening, evaluation, engagement, and ongoing monitoring. Compliance with the Group's requirements is reinforced through contractual obligations and continuous engagement with suppliers.

These supply chain practices are underpinned by the Group's broader risk management strategy, which integrates sustainability to address both emerging ESG challenges and traditional supply chain risks, including global raw material shortages. This proactive approach informs the development of a robust supply chain strategy and ESG framework, to minimise risks and potential losses. To enhance operational stability and long-term sustainability, the Group also seeks to reduce reliance on individual suppliers by diversifying its supplier base.

The Group's Supplier Code of Conduct, approved and adopted by the Board, sets out clear expectations for ethical and sustainable conduct. It covers legal compliance, anti-bribery and corruption, the avoidance of conflicts of interest, anti-competitive behaviour, health and safety, labour standards, human rights, carbon and energy footprint reduction, pollution prevention, biodiversity protection, and quality assurance. The code applies to all direct and indirect suppliers, contractors, and sub-contractors. Oversight of implementation and enforcement is provided by the Sustainability Committee, which may recommend updates to the Board as needed.

Complementing the Supplier Code of Conduct, the Group encourages suppliers to align with key Group policies, including the Environmental Policy, the Human Rights Policy, and the Modern Slavery and Human Trafficking Statement. Together, these policies address environmental and social risks across the supply chain. Suppliers are required to communicate these requirements to their employees, agents, sub-contractors, and upstream suppliers to ensure accountability throughout the value chain. Any instances of non-compliance are subject to investigation and corrective action, with termination of the business relationship considered where issues remain unresolved.

In line with internationally recognised human rights standards, including the United Nations Universal Declaration of Human Rights and the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, the Group expects suppliers and business partners to provide safe, inclusive, and equitable working environments. This includes preventing harassment and discrimination, managing health and safety risks, prohibiting unlawful labour practices, and respecting freedom of association and collective bargaining rights.

Progress and Initiatives

During the Reporting Period, 23% (2024: 38%) of the Group's total purchases were sourced from its five largest suppliers. By geographic location, procurement spend was distributed across Hong Kong (13%), the UK (8%) and Singapore (2%). This supplier profile reflects the Group's diversified operational footprint and ongoing efforts to manage supplier concentration risks while supporting operational resilience.

The Group implements a range of tailored supply chain initiatives across its business segments to support quality, safety, and sustainability objectives while strengthening supply chain resilience. These initiatives reflect the specific operational needs of each business and are designed to promote responsible sourcing, manage ESG risks, and enhance supplier performance across the value chain.

Within the hotel and serviced suite operations, a dedicated Supplier Code of Conduct sets out clear environmental requirements, such as pollution prevention and biodiversity conservation, as well as social expectations, including community engagement. Non-compliance may result in corrective actions and, where necessary, suspension or termination of the supplier relationship.



In the Group's pub operations, Greene King requires suppliers to align to policies addressing modern slavery, and sustainability-related clauses are being incorporated into food and beverage procurement contracts to reinforce responsible sourcing practices.

For property development and construction projects, the Group has established a Tender Committee to ensure fairness and transparency in contractor selection. The Committee conducts rigorous bid assessments with input from external consultants and internal project teams. To address supply chain risks and operational challenges, the Group maintains regular engagement with suppliers and contractors and provides training programmes for suppliers, contractors, and sub-contractors that emphasise safety, quality standards, and environmental stewardship. In 2025, 102 participants attended such training programmes.

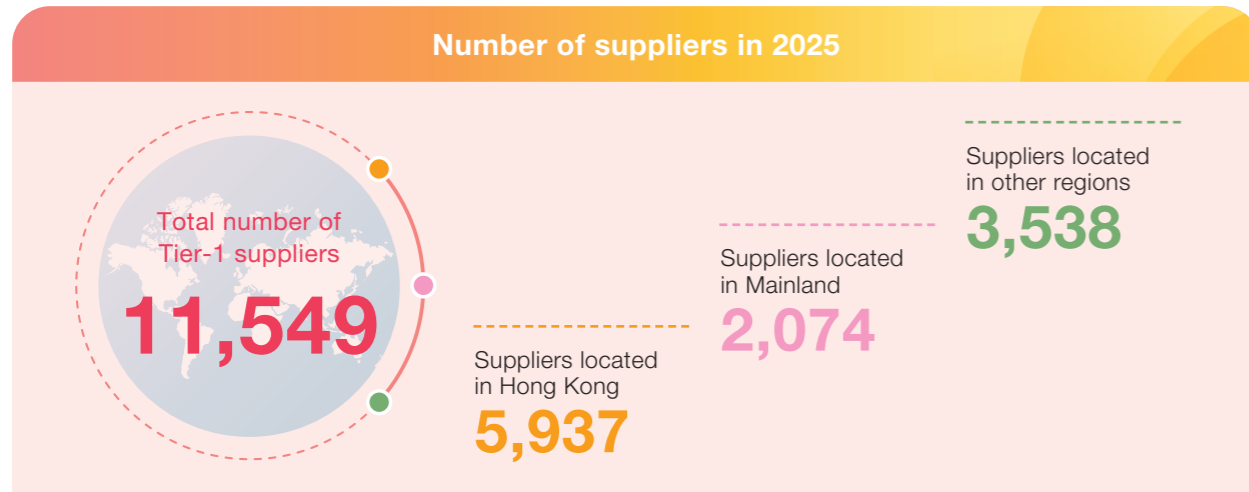
Supplier Selection

Supplier selection and procurement processes are designed to ensure that the Group partners with suppliers that meet both operational and sustainability expectations. In addition to quality, cost, and service capability, ESG considerations are integrated into supplier selection and approval processes to manage ESG risks, promote responsible sourcing, and support continuous improvement in supplier performance.



The Group’s supplier screening process considers a range of aspects and risks, including ESG and business relevance, as well as country-specific, sector-specific, and commodity-specific risks. Suppliers are assessed on their credentials and qualifications to operate in relevant regions, sector experience, and trade-specific expertise, as well as their ability to meet the Group’s operational and ESG standards.

For property-related operations, the Group places particular emphasis on suppliers’ experience in real estate development, construction, and property management, including their track record in delivering projects in compliance with applicable regulatory requirements, quality standards, and environmental and safety expectations.



While the application of ESG criteria is adapted across business units, purchasing practices are regularly reviewed to ensure alignment with the Group’s Supplier Code of Conduct and to avoid potential conflicts with ESG requirements.



Supplier Selection Approaches

- Preference is given to suppliers that provide materials with environmental product declarations or materials and equipment sourced from sustainable sources, while taking into account other relevant commercial and operational factors.

Hotel and serviced suite operation
- Internal procurement processes are regularly reviewed against the Supplier Code of Conduct to ensure alignment with ESG standards.

Property development and property management operations
- Training is provided to buyers and internal stakeholders on their roles in supplier ESG programmes.

Selected construction sites
- Suppliers that fail to meet the Group’s ESG expectations within a specified timeframe may be excluded from approved supplier lists.

Property development and property management operations

Supplier Assessment and Monitoring

The Group regularly reviews supplier performance to ensure compliance with required product, service, health, safety, and environmental standards, with disciplinary actions taken where necessary. Subsidiaries across property management, hotel and serviced suite, and pub operations establish clear tender criteria and contractor guidelines to manage supplier risks.

Supplier performance is continuously evaluated following the commencement of business relationships. Evaluation methods vary across business units and may include on-site inspections, performance appraisals, supplier review meetings, and other monitoring measures. Multiple internal stakeholders are involved in assessing the

quality and ESG performance of procured products and services. For example, the IT department assesses and monitors the ESG performance of computer equipment suppliers using recognised sustainability ratings. We might also require suppliers to implement corrective actions from our suppliers once non-compliance is discovered. Where non-compliance is identified, suppliers may be required to implement corrective actions, and business relationships may be terminated in cases of material or repeated breaches of the Supplier Code of Conduct.

Supplier Engagement

Our pub operation continues to promote sustainable supply chain management with the launch of Greene King Engage in 2024. Greene King Engage is a collaborative platform designed to foster innovation and teamwork among suppliers in support of achieving sustainability targets and goals. Greene King has onboarded its property suppliers to Greene King Engage and provided their details to support our Scope 3 emissions tracking and reporting. The goal of the supplier engagement is to improve data quality and emissions performance over time. By encouraging collaboration, Greene King Engage strengthens collective efforts to create a greener, more sustainable supply chain.

Sustainable Procurement Practices

Sustainable procurement practices are actively embedded across the Group's operations, including efforts to reduce single-use items, minimise packaging, and source certified sustainable materials. Contractors engaged in selected property development projects are required to adopt specified sustainable materials. The Group's office operation uses PEFC-certified paper, while property management operation uses FSC-certified paper. Within hotel operation, certified sustainable seafood, including products certified by the Marine Stewardship Council (MSC) and the Aquaculture Stewardship Council (ASC), is sourced.

In addition, computer equipment purchased by the Group, including personal computers, monitors, and printers, are required to meet the standards of the Electronic Product Environmental Assessment Tool (EPEAT), and suppliers must be ISO 14001 certified. Subject to senior management approval, underperforming suppliers may be blacklisted and excluded from procurement for a minimum period of three years.

ESG Story

Partnering with Suppliers to Support Net Zero



Greene King

Greene King is supporting its net zero journey by working closely with suppliers to eliminate airfreighted fresh fruit and vegetables from pub menus from Autumn/Winter 2025. Fresh produce is one of Greene King's most complex supply chains and a major purchasing category, with more than 9 million kilograms used annually.

Through collaboration with growers and distributors, Greene King has redesigned menus to prioritise ingredients that can be sourced locally or transported by sea or road. This includes sourcing herbs such as basil and chives from British growers or via road transport, and substituting certain products where lower carbon transport options are unavailable, such as replacing tender stem broccoli with purple sprouting broccoli. By partnering with suppliers to identify sustainable sourcing solutions, Greene King is striving to reduce the carbon footprint of its Scope 3 emissions while continuing to offer seasonal, high quality dishes. The initiative demonstrates how supplier collaboration can deliver practical emissions reductions and support the Group's wider climate goals and maintain good customer experience by serving quality dishes.



Value Chain

PRODUCT AND SERVICE RESPONSIBILITIES

Commitments and Approach

Meeting evolving customer expectations through high-quality and sustainable products and services is a key priority for the Group. By complying with relevant laws and regulations, the Group ensures its offerings adhere to strict standards of safety, quality, and transparency.

Maintaining Products and Services Safety and Quality

A comprehensive quality management framework supports the consistent delivery of the Group's products and services across its businesses. Through robust procedures and controls, the Group enhances customer satisfaction while reinforcing its competitive position.

In its property development business, the Group adopts a vertically integrated development model to maintain quality and sustainability throughout all stages of its projects. From land acquisition and project planning to material sourcing, construction, marketing, sales, and property management,

each stage is guided by core values of quality, efficiency, and speed.

To ensure all units constructed by our contractors meet the required standards, our project teams conduct professional handover inspections and regular audits. These efforts ensure compliance with contract specifications, local and international regulations, globally recognised standards, and industry best practices. Departments such as Development, Construction Management, and Construction Audit & Quality Assurance work collaboratively to monitor and oversee the construction process, ensuring quality is upheld throughout the project lifecycle.



Complaint handling training provided to staff of Goodwell in August 2025.

Quality assurance is embedded throughout the construction and handover process. The Group reinforces consistent quality by incorporating specific requirements into construction contracts and closely overseeing procurement to ensure materials meet stringent standards.

Quality tests are specifically conducted for construction materials during construction to ensure that our contractors are upholding our standards. Moreover, prior to property handover, all units are thoroughly inspected separately by our Development, Construction Audit & Quality Assurance and Customer Service Departments. During this process, a specific internal guidance developed by senior management are adopted.

During the handover stage, detailed inspections by various departments confirm that units meet all necessary specifications. Additionally, follow-up services, such as setting up utilities and telecommunications, are provided to ensure a smooth transition for property buyers.

The Group's commitment to maintaining high standards is further demonstrated through training sessions on safety and quality assurance for employees, suppliers, contractors, and sub-contractors regularly throughout the year. These sessions promote a culture of excellence across its property development projects. All relevant employees of the Construction Management Department are required to complete training on quality control and product safety, ensuring they remain well-informed about the latest safety protocols and best practices.

Customer-centric service quality

A structured service quality management framework underpins the Group's commitment to service excellence. This approach is supported by robust management practices, adherence to international standards and a focus on continuous improvement. Codes of practice and detailed work instructions provide employees with clear guidance and performance benchmarks, while regular internal reviews, mystery customer assessments and routine audits are conducted to ensure compliance. Together, these measures reinforce the Group's dedication to delivering high-quality service and fostering a culture of continuous improvement.

Within the property development business, the Group is committed to delivering high-quality customer service throughout both the construction and post-completion stages. To provide assurance to homebuyers, newly completed units are covered by a defect liability period, during which the Customer Services Department and Development Department work closely with purchasers to address defect rectification and related enquiries or complaints. The Group's commitment extends beyond the expiry of the defect liability period. Upon receiving concerns regarding a unit, the Group conducts a comprehensive investigation in coordination with relevant parties to determine the nature of the issue and, where responsibility lies with the Group, arranges appropriate rectification works. Through these practices, the Group seeks to deliver high-quality living environments and a positive homeownership experience for its customers.

Customer feedback plays a critical role in identifying areas for improvement. Regular satisfaction surveys covering customer service, facility management, maintenance, security, safety, and sanitation are conducted. Feedback is collected through various channels, including opinion boxes, informal gatherings, hotlines, and meetings. Based on the feedback, the Group proactively implements enhancements to its services.

Rigorous food safety and service quality controls are embedded across the Group's hospitality operation. Within the hotel and serviced suite business, regular inspections are conducted in guest rooms, public areas, restaurants, kitchens and other key areas to ensure compliance with safety and hygiene standards. Suppliers are required to provide health certificates, particularly for

high-risk food products, to uphold stringent food safety requirements. Standardised procedures are also in place for handling customer feedback, ensuring that complaints are properly logged, referred to the relevant departments and resolved in a timely manner, along with service training provided to all relevant employees.

To uphold food safety in its pub operation, Greene King follows the Hazard Analysis Critical Control Point (HACCP) system and a comprehensive Quality Management System. The Group also works closely with local authorities to address food safety concerns and continuously improve standards, ensuring consistent quality across its offerings.



Goodwell earned the prestigious recognitions – Silver Award in the “Programme Award – Innovative Service (non-digital or technological)” category for the project “Goodwell LEAF – Love • Earth@ Future” and Bronze Award in the “Programme Award – Smart Service” category for the project “FaciTech for Service Excellence” at one of its managed properties, Harbour Glory, in the HKACE Customer Service Excellence Award 2024 organized by Hong Kong Association for Customer Service Excellence.



Progress and Initiatives

64% of the managed properties are certified with ISO 9001, reflecting its dedication to maintaining high standards of quality across its operations.

In 2025, customer satisfaction surveys conducted at selected managed properties reported an overall satisfaction rate exceeding 99%, reflecting the Group's focus on meeting customer needs while also identifying opportunities for continuous service improvement.

As part of its responsible property and tenancy management approach, the Group monitors tenant turnover and eviction rates and maintains regular engagement with tenants. At Greene King, the Pub Partners division oversees tenanted, franchised, and leased pubs, with ongoing dialogue facilitated through meetings with business development managers and structured tenant surveys. These engagement mechanisms enable the Group to understand operational challenges faced by tenants and franchisees and to provide appropriate support where practicable.

A comprehensive quality management approach is applied throughout the property development lifecycle:



Construction

- Conduct audits with reference to contract specifications, local/international standards, local statutory requirements and industry best practices
- Address customer needs and potential environmental impacts at project design stage



Sourcing Raw Materials

- Ensure that raw materials adhere to the Group's stringent quality standards
- Carefully source and select materials, and strictly supervise construction to maintain a high level of safety and quality



Handover

- Thoroughly re-examine and inspect all units before they are handed over to purchasers



Supplier Training

- Organise regular training on product quality to ensure suppliers, contractors and sub-contractors are aware of the Group's standards



During the Reporting Period, the Group received 24,153 written complaints related to its products and services. The number should be viewed in the context of the Group's extensive multinational operations and the substantial volume of customer interactions it handles. Standard procedures for reviewing and responding to feedback from customers have been established across various subsidiaries. Each complaint was handled in accordance with established policies and procedures to ensure timely and appropriate resolution. Complaint cases will also be reviewed internally to foster continuous improvement of our product and service quality, with relevant training provided to foster awareness and capacity building. The Group views customer

concerns as opportunities for improvement, addressing them promptly and conducting follow-ups to ensure effective resolution. This proactive approach has consistently resulted in positive feedback from customers.

During the Reporting Period, the Group was not aware of any non-compliance with such laws or regulations in relation to health and safety, advertising, and labelling matters related to its products and services that would have a material adverse effect on the Group.

Various subsidiaries have set up internal guideline for response time and handling process. Examples of key features of our feedback review mechanism include:



Examples of feedback review mechanism adopted in subsidiaries

Greene King

- ✓ Internal information system established to log and track review status
- ✓ Up to 30% of complaints are resolved instantly upon recipient
- ✓ Expected response time of 2 working days for other complaints after reviewed by managers
- ✓ Full investigation will be launched for major complaints or complaints related to health and safety

Property management operation

- ✓ Initial response to customer expected to be issued within 1 working day for verbal complaints; 3 to 5 working days for written responses
- ✓ Full investigation mechanism in place that involves senior leadership for major complaints

CUSTOMER AND TENANT WELL-BEING AND ENGAGEMENT

Commitments and Approach

Tenant collaboration plays an important role in the Group's approach to sustainable retail management. The Group works closely with tenants to create vibrant shopping environments that benefit local communities and customers. Through these collaborative efforts, the Group supports tenants in advancing environmental and social initiatives, including improving energy efficiency, reducing waste, donating surplus food and promoting local employment opportunities. Together, these initiatives contribute to resilient retail spaces, support sustainability objectives and enhance community well-being.

Open and regular communication with tenants enables the Group to better understand their needs and identify opportunities for joint action in building a more sustainable retail ecosystem. By actively supporting tenant growth, especially for those who share its commitment to sustainability, the Group provides insights and resources to encourage the adoption of environmentally and socially responsible practices. This collaborative approach strengthens both tenant success and the Group's broader sustainability objectives.

The Group adopts a proactive and risk-based approach to safeguarding the safety and well-being of building occupants. Through the implementation of comprehensive safety and resilience measures, the Group seeks to minimise building-related risks and enhance preparedness for potential incidents. Priority areas include fire risk management and readiness for extreme weather events, such as typhoons and flooding, to support occupant safety, asset protection, and operational continuity.

Progress and Initiatives

The Group designs and implements initiatives that aim to enrich daily life and create meaningful experiences for its tenants and the wider community by offering lifestyle programmes and activities that support healthy balance.

Regular monitoring is implemented to prevent health and safety risks and identify opportunities for improvement. For example, Goodwell conducts regular

inspection of tenant spaces to identify environmental issues such as odour, airflow and temperature, excessive noise, and water quality at shared tenant facilities. The audits also assess whether property managers have implemented positive actions to save energy, reduce water use, and increase recycling. Risk levels for each environmental aspect are calculated, and where risks are significant, appropriate corrective actions are taken to safeguard tenant well-being. In addition, Goodwell implements specific fitting out guidelines for indoor renovation that aims to reduce negative impacts on tenants from noise, waste, and fire risk. Through these initiatives, we aim to create a healthy and safe environments for all of our tenants.



Improving Indoor Air Quality

High indoor air quality is fundamental to the health and well-being of building occupants and forms an integral part of CKA's environmental sustainability efforts, while also playing an important role in reducing the risk of airborne disease transmission. This focus on air quality underscores the Group's commitment to providing safe and healthy environments and reflects its proactive approach to public health and sustainable building practices. By prioritising clean indoor air, the Group enhances the daily experience of all users, fostering a healthier, more productive community while supporting its broader environmental objectives.

To achieve this, Cheung Kong Center and Cheung Kong Center II have implemented the following measures:

- **Real-Time Air Quality Monitoring:** Indoor Air Quality (IAQ) monitoring has been integrated into the e-directory system of Cheung Kong Center, providing real-time updates on air quality metrics such as temperature, humidity, PM2.5, TVOC, and CO₂ levels. This ensures a safe and healthy environment for all users.
- **Plasma Ionisers in Lifts:** Compact plasma ionisers have been installed in all lift cars at Cheung Kong Center. These ionisers emit negative ions that bind to airborne contaminants, such as particulates, tobacco smoke, bacteria, and mould, ensuring a clean and healthy space for lift users.
- **Advanced Air Purification Systems:** Air purification systems with ionisation technology and high-efficiency filters have been installed at Cheung Kong Center II. These systems effectively

eliminate airborne viruses, bacteria, and pollutants.

- **Increased Fresh Air Circulation:** Fresh air circulation levels at Cheung Kong Center II are maintained above international standards in normally occupied spaces, ensuring continuous air purification and optimal indoor air quality.
- **Water Quality:** Regular testing of potable water, and routine inspection, cleaning and maintenance of fresh water and flushing water tanks in accordance with relevant WSD guidelines and Water Safety Plan for Buildings (WSPB) recommendations.
- **Visual Comfort of Daylight:** Expansive glass panels at Cheung Kong Center II maximise natural daylight and provide harbour views, creating a bright and productive workspace. High-performance façades with advanced coatings optimise daylight transmission and low UV penetration while reducing solar heat gain, enhancing energy efficiency and occupant comfort.
- **Physical Activity:** The Sky Garden at Cheung Kong Center II, located on the 26th floor, features an approximately 140-metre jogging track, a yoga zone, and an observation deck for tenant use.

The Group's effort on improving IAQ has been recognised by various schemes. Selected managed properties have received the following awards for their IAQ performance:

Indoor Air Quality (IAQ)			
Environmental Protection Department's IAQ Certification Scheme		The Hong Kong Green Organisation Certification's IAQwi\$e Certificate	
Excellent Class	14	Excellent Level	2
Good Class	33	Good Level	6

Occupant Safety and Emergency Management

Ensuring the safety of building occupants is the Group's foremost priority. To uphold this commitment, the Group implements a comprehensive range of measures aimed at creating a safe environment for tenants and minimising building-related risks. A key area of focus is fire risk management, supported by a robust fire safety strategy. Fire risk mitigation measures include strict adherence to established safety protocols and the conduct of regular fire drills to ensure tenants are well prepared to respond in emergency situations. In addition, all floors are equipped with clearly marked fire escape routes and advanced firefighting equipment to facilitate safe and efficient evacuation when required.

Tenants are required to appoint fire marshals who collaborate with the management office of Cheung Kong Center to ensure safety measures are clearly communicated and effectively implemented. This collaboration ensures that all occupants are aware of emergency procedures and can respond appropriately in critical situations.



ESG Story

Strengthening Fire Safety at Managed Properties

Property management operation

The Group continues to prioritise fire safety across its managed properties, endeavoring to minimize the potential risks of fire incidents pose to occupants, assets and communities. Through robust governance frameworks, tailored safety measures and active tenant engagement, the Group is committed to maintaining high standards of fire prevention and emergency preparedness.

At Hutchison Property Group Limited, fire risks are managed through a comprehensive governance framework. Each managed property operates under a dedicated Fire Safety and Evacuation Plan designed to reflect its unique layout and operating conditions. Fire Safety Committees are established at all properties to oversee the implementation, review and monitoring of these plans. Fire safety requirements also extend to indoor works, with work instructions governing repairs, maintenance and fitting-out activities, as well as a dedicated policy for large-scale renovation works in residential estates.

Fire safety is equally prioritised at CKCPML, the property manager of Cheung Kong Center. In addition to conducting regular fire drills, CKCPML engages tenants through ongoing communication and education initiatives. These include annual fire safety talks, the distribution of Fire Safety Booklets to new tenants, fire safety reminders in tenant newsletters and the enforcement of a No Smoking Policy across the premises. Tenants are also provided with comprehensive fire precaution guidelines outlining potential fire-risk hotspots, emergency response procedures and preventive measures.

By integrating strong management, property-specific procedures and proactive tenant engagement, the Group continues to enhance fire risk management and safeguard the safety and well-being of occupants across its managed properties.



Fire drill arranged by property management company.

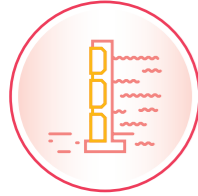
Advanced building systems further enhance the Group’s emergency preparedness and response capabilities. The Building Management System is designed to enable swift and effective responses during emergencies, leveraging advanced technology to safeguard the well-being of building occupants at all times. This proactive approach reflects the Group’s strong commitment to safety and operational readiness.

As typhoons and flooding become more frequent and intense in Hong Kong, the Group’s managed properties have strengthened climate-related emergency preparedness and response measures to mitigate potential impacts on people, assets, and operations. Site-specific emergency plans are regularly reviewed and implemented to enhance resilience against extreme weather events.

Examples of responses measures included in emergency plans



Deploy staff in advance to inspect and clear drainage facilities



Install water level gauges or markers along low-lying coastal areas



Remind car owners that vehicles parked in low-lying areas of the car park may be at risk of flooding or breakdown.



Take preventive measures, step up strategic inspections, and carry out corresponding follow-up work such as pruning tree canopies and conducting works on external building façades.

Curating Accessible Environments

The Group strives to ensure that all of our customers can freely and equally enjoy our spaces. Accessibility designs have been infused into various selected managed properties, including tactile paving,

automatic doors and door switch, accessible toilets, and accessibility-fostered reminder signage for people with special needs.



ESG Story

Championing Guest Well-being and Service Excellence

Harbour Plaza Metropolitan Shanghai

Harbour Plaza Metropolitan Shanghai, a member of the Group, further demonstrated the Group’s focus on customer well-being and service quality by being named one of Tripadvisor’s 2025 Travelers’ Choice “Best of the Best” award winners. This places the hotel among the top 1% of hospitality businesses worldwide based solely on genuine reviews and ratings from global travellers over a 12-month period.



The accolade reflects guests’ consistently positive feedback on comfort, service, safety and overall experience. From room quality and cleanliness to attentiveness of staff and responsiveness to guest needs, Harbour Plaza Metropolitan Shanghai has built a reputation for “exceptional service and unforgettable guest experiences”, as recognised in the award announcement.



Travellers’ Choice recognises businesses that earn consistently great reviews. Travellers’ Choice award-winners are amongst the top 10% of listings on Tripadvisor, and honour select accommodation, attractions and restaurants that consistently demonstrate a commitment to hospitality excellence.

Harbour Plaza Metropolitan Shanghai has built a reputation for “exceptional service and unforgettable guest experiences”.

ESG Story

Engaging Occupants in Sustainability Communities Through Award-winning Goodwell LEAF Programme

Goodwell

Goodwell, the Group's property management business, continued its flagship ESG programme, "Goodwell LEAF" (Love • Earth@Future), in 2025 to promote green living and community care. The programme focuses on long-term community sustainability by engaging occupants of managed properties, employees and a broad range of stakeholders, including non-governmental organisations and business partners, through a series of ESG-related initiatives implemented at both corporate and site levels.

Key Goodwell LEAF events in 2025 included the "Goodwell LEAF Charity Carnival cum Sports For All Challenge 2025" held in October, followed by the "Goodwell Lunch Banquet for Seniors 2025" organised in November 2025 and "Kids Go with Goodwell 2025" organised in January 2026. These activities aimed to promote healthy lifestyles, encourage intergenerational care and deliver inclusive experiences for families and elderly residents within the community.

Goodwell's sustained efforts under the Goodwell LEAF programme attracted positive media coverage, recognising its ongoing commitment to service excellence and community engagement. In 2025, the programme also received two external accolades: the Silver Award in the *Programme Award – Innovative Service (Non-Digital or Technological)* category under the HKACE Customer Service Excellence Award 2024 and the Project Award – Recognised Project under the UNSDG Achievement Awards Hong Kong 2025.



Goodwell's flagship ESG initiative – Goodwell LEAF (Love • Earth@Future) was honoured to attain Project Award – Recognised Project for its remarkable performance in promoting green living and community care, marking a significant milestone in Goodwell's sustainability journey.

RESPONSIBLE MARKETING

Commitments and Approach

Transparent and ethical marketing practices form an integral part of the Group's commitment to trust and accountability. By promoting clear, accurate and responsible communications, the Group supports informed decision-making by customers while ensuring compliance with applicable statutory requirements and regulatory guidelines.

The Group adopts a responsible approach to marketing by ensuring that all information provided is accurate, balanced and compliant with relevant laws and regulations. Marketing materials are developed in accordance with internal guidelines and professional advice, with particular attention to key areas such as health and safety, advertising standards, product labelling and data privacy.

To ensure consistent and effective management of corporate communications, donations and sponsorship activities, the Group has established a Media, Public Engagement and Donation Policy. The policy governs interactions with the media and the public, regulates the appropriate use of the Group's logo, and ensures accurate and timely disclosure of information on the Company's website. Through clear and consistent messaging, the Group strengthens stakeholder engagement, enhances its public reputation and reinforces its commitment to transparency and accountability.

Progress and Initiatives

The Group has implemented a comprehensive internal control system to ensure that all marketing and sales materials meet high standards of integrity and professionalism. Promotional content is subject to rigorous review and approval by external legal counsel and relevant internal functions, including the Legal Department, to ensure compliance with regulatory requirements and alignment with the Group's brand values.

In Hong Kong, where CKA's major marketing activities are primarily related to sales and leasing operations, these activities are further subject to regular internal audit reviews as

part of routine audits of the relevant business units. These oversight mechanisms reinforce the Group's commitment to accurate, compliant and responsible communications with stakeholders.

To uphold consumer trust and privacy, sales representatives of the Group's sales operation are instructed to engage only with buyers who have explicitly consented to the use of their personal data for direct marketing purposes. Additionally, the Group provides ongoing training for relevant team members, equipping them with the knowledge to navigate marketing and advertising ethically.

Community

Transitioning to a greener future is a shared effort built on strong social capital within the communities the Group serves. Through collaboration with local stakeholders and the delivery of targeted community initiatives, the Group strengthens trust, inclusion, and collective capacity, supporting sustainable and inclusive growth towards a more resilient and equitable future.

Material ESG Topics:

Community Investment and Development

The SDGs and the relevant material ESG topics covered in this section are outlined below.



SDG 3.4: Promoting mental health and well-being



SDG 4.1: Providing accessible, equitable, and high-quality educational opportunities for children and young people



Citybase Fundraising Fair 2025 • Moving On held in Nov 2025.

COMMUNITY INVESTMENT

Commitments and Approach

Community investment is a cornerstone of the Group’s approach to fostering social capital by strengthening relationships, building trust, and creating shared value with the communities it serves. By responding to local needs and priorities, the Group helps enhance community cohesion and resilience, contributing to a more inclusive and sustainable society in line with its commitment to responsible corporate citizenship.

The Group adopts a structured and transparent approach to community engagement, guided by its Corporate Social Responsibility Policy and Media, Public Engagement, and Donation Policy. Through ongoing dialogue and collaboration with community stakeholders, the Group deepens mutual understanding and trust, enabling the identification of shared priorities and opportunities for partnership. It leverages its resources and networks to address these needs through participation in, and the provision of donations and sponsorships for, a wide range of community initiatives.

Community investments are focused on key areas of concern, including the environment, education, healthcare, elderly care, arts and culture, sports, and disaster relief. In addition, the Group encourages and supports employees to contribute their time, skills, and expertise through volunteering and other meaningful initiatives, further strengthening social networks and reinforcing the Group’s role in building long-term social capital within the communities it serves.

Progress and Initiatives

In 2025, 168 member companies of the CK Group were named “Caring Company” under the “Caring Company Scheme” by the Hong Kong Council of Social Service. This recognition highlights the CK Group’s commitment to fostering a caring culture and promoting social sustainable development, marking the highest number of awards received by a commercial entity for 22 consecutive years.



Members of CK Group were awarded a total of 168 “Caring Company” logos in 2025.





The quantitative and qualitative community impacts of the Group’s UK social infrastructure portfolio are validated through independent impact assessments conducted by third-party specialists such as The Good Economy and Sonnet Advisory. These external evaluations ensure that the Group’s performance and impact frameworks are independently verified to provide transparent oversight of its investment strategies. At Greene King, a longer-term community strategy is being developed.

Donations, Volunteering and Community Activities

In 2025, CKA donated HK\$10 million to various charitable causes, enhancing the support the Group provides to communities. Additionally, the Group’s employees contributed over 38,000 hours to volunteer activities, reflecting its ongoing dedication to making a positive impact. The Group has also organised various community activities aimed at strengthening community ties, supporting vulnerable groups, and promoting sustainability. These initiatives reflect the Group’s commitment to fostering a sense of care, collaboration, and responsibility within the communities it serves.



ESG Story

Tripling Every Dollar for Community Needs

CKA

The CK Group has supported The Community Chest of Hong Kong for decades and has been one of its top three fund-raising organisations for 26 consecutive years.

In 2025, the CK Group, together with the Li Ka Shing Foundation, launched the “Cheung Kong Donation Hotline” to support the Community Chest Rainbow Fund, which provides rapid response to people who find themselves in an emergency financial crisis for which other sources of help may not be available.

During the “Community Chest Charity Show” TV fund-raising programme on 7 June 2025, members of the public were invited to call the hotline “18282”. For every HK\$1 pledged by the public, the CK Group and the Li Ka Shing Foundation together donated an additional HK\$2, turning each HK\$1 into HK\$3 for the Community Chest Rainbow Fund. This matching model has helped the hotline achieve record high donation levels in recent years, even in a challenging economic environment.

In recent years, the CK Group has partnered with the Li Ka Shing Foundation five times to apply the donation-matching model, benefiting the Community Chest Rainbow Fund, the Community Chest Anti-NCP Rainbow Fund, and the Community Chest Medical Assistance Fund. This long-term partnership has enabled more timely and targeted assistance to individuals and families facing urgent financial and medical needs in Hong Kong.



CK Group awarded third place among the top fund-raising organisations for the Community Chest in 2024/2025.

ESG Story

Community Care from Property Management

Goodwell's Technical Volunteer Team demonstrated how professional expertise can strengthen community well-being. In June 2025, volunteers visited Ronald McDonald House Charities Hong Kong – Shatin House, carrying out basic ceiling inspections in bedrooms and repair work on light switches to help provide a safe and comfortable environment for children with chronic illnesses and their families. In September 2025, the team supported New Life Farm, Hong Kong's first eco-tourism farm run under a social enterprise model, by painting outdoor wire fences and conducting basic repairs in the indoor activity rooms. Their work helped sustain the farm's environmental education role and its mission to create rehabilitation and employment opportunities for disadvantaged groups.

The Group's property management businesses continued to embed community care and environmental responsibility into their daily operations by combining material donation, professional skills and staff volunteering. CKCPML promoted circular use of resources through a series of reuse-focused initiatives, including the donation of clean, recyclable sundries; gently used Christmas garlands and festive decorations; and pre-owned wooden furniture and planters. These efforts helped reduce waste, brighten community spaces, enhance local green areas and give everyday items a meaningful second life among those in need. CKCPML's staff also supported Feeding Hong Kong's "Warehouse Workout", where volunteers sorted and packed food donations and assisted with warehouse operations, contributing to city-wide efforts to reduce food waste and alleviate hunger.



CKCPML showed its support in reducing food waste by participating in Feeding Hong Kong's "Warehouse Workout".

Property management operation



Visit to the Elderly Home in Sham Shui Po in May 2025

Citybase contributed to family-focused support services by participating in the "Ronald McDonald House Raffle Ticket Sales Kick-off Ceremony" and the Raffle Ticket Sales 2025 campaign, raising a total of HK\$28,000 respectively to support accommodation and care for families of seriously ill children. 70 volunteers from Citybase has also carried out various elderly's home visits, such as visits to Caritas Cheng Shing Fung District Elderly Centre (Shamshuipo) and Caritas Integrated Family Service Centre – Tin Shui Wai, to deliver care to elderly residents during important festivals.



On 6 September 2025, volunteers of Goodwell's Technical Management Committee made good use of their profession in technical field to conduct basic repairs in the indoor activity rooms and painting work of the outdoor wire fences for New Life Farm, Hong Kong's first eco-tourism farm run under a social enterprise model.



In parallel, Hutchison Property Group Limited provided direct financial support to multiple NGOs, such as HKMEA Cheng Yu Tung Neighbourhood Elderly Centre, S.K.H. Holy Carpenter Church Community Centre, The Church of United Brethren in Christ Whampoa Integrated Children and Youth Service Centre, HKCYS Jockey Club Fong Shu Chuen Integrated Children & Youth Service Centre and Caritas Hong Kong Lok Ngai Day Activity Centre.



To raise funds for people in need, property management team of HPG participated in the Flag Day of Tung Wah Group of Hospitals.



In January 2025, Goodwell showed its full support in the Hong Kong & Kowloon Walk for Millions 2024/2025 organized by The Community Chest of Hong Kong, and over 170 Goodwell staff, staff family members and residents joined for a good cause.

Collectively, these initiatives illustrate how the Group's property management teams integrate community donation, volunteering and sustainability into their ESG agenda, supporting the well-being of children, youth, elderly and disadvantaged groups across the communities they serve.

In addition to the hotline, the CK Group and its subsidiary participated in various event hosted by The Community Chest of Hong Kong, such as the Hong Kong & Kowloon Walk for Millions 2024/2025 and Dress Casual Day. Through these initiative, the CK Group supports a fast-responding social safety net and reinforces its ESG commitment to targeted, high-impact community investment in Hong Kong.



ESG Story

Supporting Communities



Harbour Plaza Hotel Management Group



Volunteer services of Harbour Plaza Hotel Management Group to the needy.

Harbour Plaza Hotel Management Group is committed to social responsibility and environmental sustainability, and actively supports initiatives that respond to community needs while promoting sustainable lifestyles. During the year, Harbour Plaza Hotel Management Group joined Skip Lunch Day to raise funds for the "Services for Street Sleepers, Residents in Cage Homes and Cubicles" programme, helping some of the most disadvantaged individuals in society. It also took part in Dress Casual Day, with donations channelled to support underprivileged communities in Hong Kong.

To advance environmental awareness, Harbour Plaza Hotel Management Group supported Green Low Carbon Day and Earth Hour 2025, encouraging staff and guests to adopt eco-friendly habits and recognise the importance of low-carbon living. In addition, Harbour Plaza Hotel Management Group participated in Love Teeth Day, with proceeds used to improve the oral health and overall well-being of underprivileged groups.



Through these community and environmental activities, Harbour Plaza Hotel Management Group contributes to positive social impact while furthering its ESG objectives, reinforcing a culture of care, sustainability and meaningful change.

Through these community and environmental activities, Harbour Plaza Hotel Management Group contributes to positive social impact while furthering its ESG objectives, reinforcing a culture of care, sustainability and meaningful change.

Community Activities



Nearly 60 Goodwell staff, staff family members and occupants joined the “Smoke-Free V-SPORT 2025”, organised by the Lok Sin Tong Benevolent Society, Kowloon, and supported environmental protection by cleaning up more than 150 cigarette butts in the Peak area.



Hutchison Property Group Limited co-organised Lunar New Year Carnival with the Environmental Protection Department, Hong Kong Glass Resources Limited, Christian Family Service Centre, and New Life Cycle Co., Limited on 8 February 2025 to promote environmental awareness to residents through booth games and lion dance performances.

ESG Story

Supporting people living with cancer

Greene King

Greene King’s long-standing partnership with Macmillan Cancer Support is a central pillar of its social impact work. Since 2012, Greene King, its teams and its supplier partners have raised more than £25 million for Macmillan Cancer Support (“Macmillan”), making Greene King the charity’s top corporate fundraising partner.

In 2025, Greene King celebrated another record-breaking fundraising year for Macmillan, raising over £4m to help fund Macmillan’s Support Line and its network of Macmillan professionals across the country. This fundraising could help fund the Cancer Information and Support team on Macmillan’s Support Line for just over 10 months and could also pay for 60 Macmillan nurses for six months enabling the charity to continue providing essential care and support for communities nationwide.

Fundraising is driven by a mix of local and national initiatives. Team members regularly host coffee mornings, pub quizzes and sponsored challenges; for example, team members from its Brewing & Brands division in Bury St Edmunds, organised a six-hour run around Westgate Brewery, completing 312 laps and over 1,400 km in total, raising more than £6,000. Greene King also brings together the wider hospitality sector to amplify impact. Its annual Macmillan gala and golf day brings together more than 130 supplier partners and hundreds of guests; the 2025 event raised over £300,000 in a single day.

By combining colleague-led fundraising, customer engagement and cross-industry collaboration, Greene King helps ensure Macmillan can continue to be there for people during some of the most challenging moments of their lives.



Greene King received a fundraising thank you from Macmillan in recognition of Waterfold Farm’s effort in raising over £20,000 in 2025.

Social Integration and Affordable Housing

The Group is committed to supporting both social and affordable housing and to integrating measures that reduce barriers for low-income residents. Through Hutchison Property Group, it delivers affordable housing through its residential projects in the UK, such as Chelsea Waterfront, Convoys Wharf, and Albion Riverside. These projects incorporate initiatives to support first-time homebuyers and individuals on lower incomes, improving housing accessibility, promoting inclusive communities, and contributing to long-term community stability.

The Group’s social infrastructure investment, Civitas, positions itself as a leading investor in specialist community-based care real estate in the UK and other European markets. By leveraging private capital, Civitas is helping to bridge the gap in social infrastructure in Europe, while promoting healthy living conditions and supporting community well-being, including through tailored provision for people with special needs.

Civitas addresses growing demand for high-quality care facilities for vulnerable populations, including older people and those needing assisted living. The business model provides a market-driven solution for delivering essential special educational needs and disabilities (SEND) education and residential care. CHP Property Holdings Limited (“CHP”) CKA’s subsidiary, has established a portfolio of UK behavioural health properties that support specialist education and care services for individuals with complex needs, including learning disabilities, autism, and behavioural or mental health conditions.



Social Infrastructure Portfolio: Spotlight on CHP

Specialist education needs and disabilities (SEND)

CHP owns 27 independent SEND schools across England, including 22 day schools and 5 residential schools, providing a total of 1,742 pupil places. These schools support children and young people aged 3 to 18 with autism and social, emotional and mental health (SEMH) needs, including those with complex diagnoses, and offer specialist education and, where applicable, integrated residential and therapeutic care.

Adult residential care homes

CHP owns 34 care properties across England and Wales, comprising 23 residential homes, 9 nursing homes, and 2 supported living properties, providing 356 accommodation spaces and leased to four care providers. These properties support adults with learning disabilities, mental health needs, and neurological rehabilitation requirements, with services ranging from community-based long-term care to specialist clinical and therapeutic support.

Children’s residential care homes

CHP owns 17 children’s care homes across Scotland and England, providing 86 accommodation spaces and operated by two care providers. These homes offer 24-hour, family-style care for children and young people aged approximately 8 to 25 with SEMH needs or trauma-related behaviours, with a focus on emotional well-being, education continuity, and preparation for independent living.





CHP at a glance

£492m Invested to date in **78** properties with **7** operating partners

Delivering **£163m** of social value each year



1,742 Special school desks



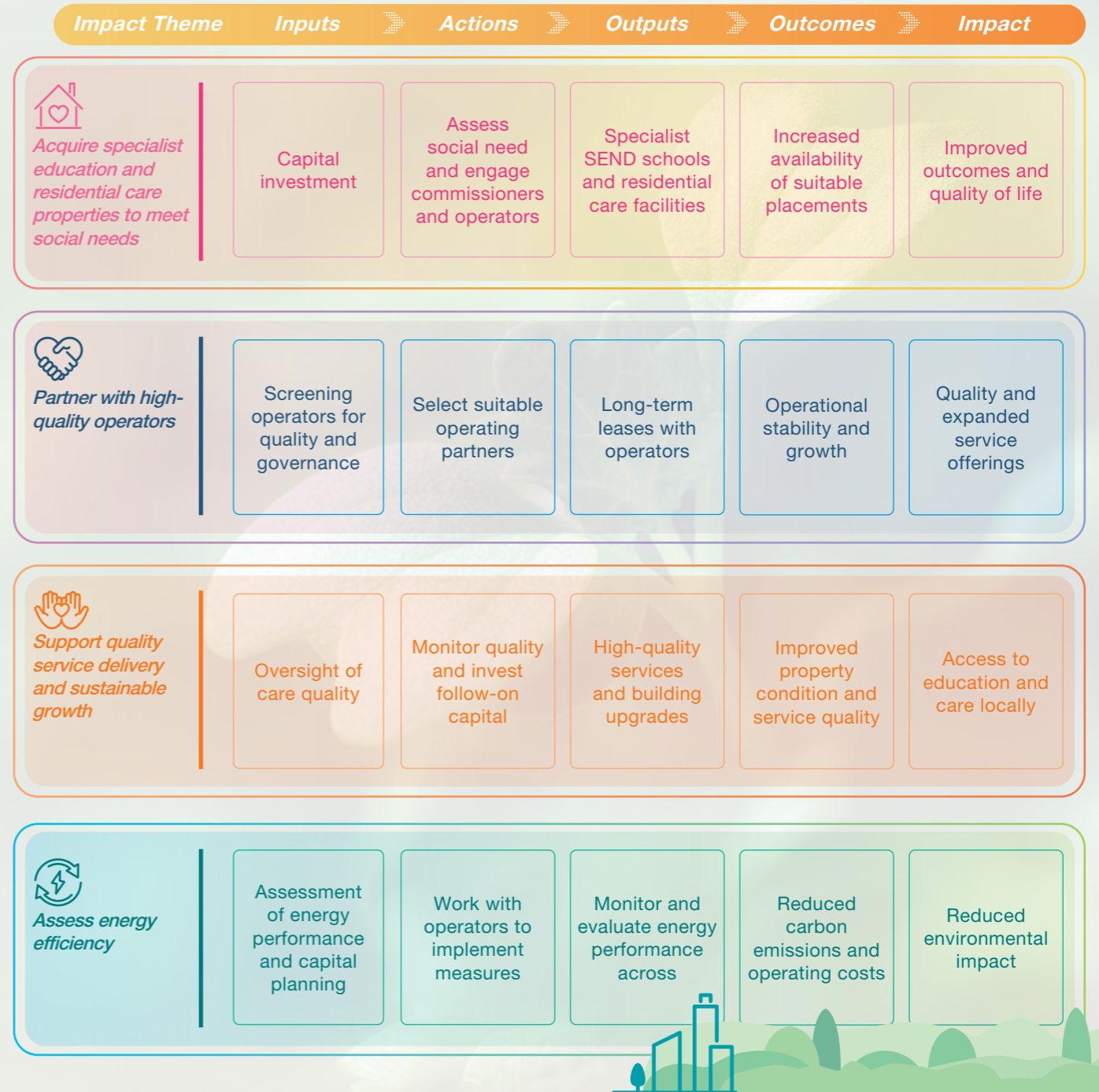
356 Adult residential care places



86 Children's residential care places

Places in CHP properties

2,184 Total number of places



Supporting Children Education

Since the establishment of the We R Family Foundation in 2010, the CK Group and Li Ka Shing Foundation have been supporting the education and well-being of underprivileged children through the “333 Learning Companion Leadership Programme” (“333 Programme”). As at end of 2025, the CK Group and the Li Ka Shing Foundation have donated over HK\$107 million to the 333 Programme and provided professional advice to support the 333 team. The 333 Programme provides academic assistance, moral education, family and emotional support to encourage whole-person development and development of the competitiveness of children from underprivileged families. The 333 Programme has also designed activities to foster harmony between peers of these children and their families, in addition to focusing on personal conduct and academic performance. As of 2025, the program has supported over 11,000 children and 9,800 families in 140 participating primary schools in 9 service districts.



333 Programme supported by the Group.

Providing Employment Opportunities

Greene King is committed to creating long-term career opportunities for people from all backgrounds, providing meaningful and sustainable employment within local communities. Through its Releasing Potential Programme, Greene King has supported more than 340 prison leavers into work. In addition, it runs a Supported Internship Programme for young people with special educational needs and offers over 35 apprenticeship qualifications to its employees. To date, more than 18,600 apprentices have been supported through its apprenticeship programme.

Similarly, Harbour Plaza Hotel Management Group has introduced a programme to help refugees enter the workforce. This initiative offers opportunities for employment, training, and mentorship to equip refugees with essential skills for the workplace and everyday life. In 2025, the Harbour Plaza Hotel Management Group welcomed four refugees as part of this programme.



Greene King participated in an event held by Only A Pavement Away to support those looking to rebuild their lives through employment opportunities in hospitality.

COMMUNITY PLACEMAKING

Commitments and Approach

Community placemaking refers to a collaborative approach to planning, designing and managing spaces that prioritises the needs, well-being and identity of local communities. By enhancing accessibility, preserving cultural heritage and addressing urban challenges, effective placemaking fosters a sense of belonging and improves overall quality of life for residents.

The Group is committed to creating sustainable and inclusive communities by respecting and preserving the unique qualities and character of each area. Through property development and redevelopment initiatives, the Group seeks to transform communities into vibrant regional hubs that prioritise safety, well-being and social connection, while supporting marginalised or disadvantaged groups and promoting long-term, equitable opportunities for all.

Improving Accessibility and Connectivity

Innovative and people-centric design underpins the Group's approach to creating high-quality built environments. Through thoughtful design and the responsible operation of its properties, the Group seeks to enhance community well-being and support long-term livability. One of the Group's core priorities is improving community well-being through inclusive and accessible design. Barrier-free access is a standard feature across the Group's malls and buildings, enabling safe and comfortable navigation for all stakeholders, including persons with disabilities, the elderly and families with young children.

To further enhance accessibility and connectivity, many of the Group's commercial, retail and office properties are strategically located within walking distance of major transportation hubs, supporting convenient, well-connected and people-centric environments.

Urban Renewal and Cultural Heritage Preservation

The Group plays a part in supporting the urban renewal in Hong Kong, addressing challenges such as aging infrastructure and high population density through revitalisation initiatives. These initiatives aim to:

- Improve residents' quality of life by creating sustainable, modern, and functional living spaces;
- Optimise land use to enhance the efficiency and livability of urban areas;
- Revitalise the local economy by supporting businesses and fostering growth opportunities; and
- Preserve cultural heritage to maintain the unique identity and traditions of communities.

Progress and Initiatives

Property redevelopment presents the Group with opportunities to support community placemaking and promote sustainable and inclusive communities.

ESG Story

Driving Commitment to the Future of British Brewing with £40 Million Investment

Greene King

Greene King announced construction has started on its £40 million investment to build a new state-of-the-art brewery on Suffolk Business Park in Bury St Edmunds. This represents a new chapter in the brewer’s long-standing presence in the town, where the company has brewed beer for more than 200 years. It also represents a major commitment to the future of British brewing and Greene King’s production of cask ale, alongside its newer premium craft beer brands.

The new brewery will enable Greene King to evolve its brewing operation to adapt to customers’ changing tastes, futureproofing its ability to brew the highest quality beer for generations to come. It will also improve the sustainability of the company’s brewing operations.

Completion of the new brewery is expected in 2027.



Greene King commences build of new £40m state-of-the-art brewery in Bury St Edmunds.

ESG Story

Supports Healthy Living and Inclusive Communities

Civitas



The Civitas portfolio comprises new and repurposed properties designed to support vulnerable people with long-term care needs.

Civitas promotes healthy living and community well-being by delivering institutional-scale portfolios of community-based social infrastructure. Through more than 1,310 properties across the UK and Europe, Civitas provides bespoke, needs-led housing tailored to the requirements of about 13,100 individuals requiring accommodation and support for learning disabilities, autism, and mental health challenges. This person-centred approach is reinforced by active collaboration with more than 230 care providers and over 240 local authorities and municipalities, ensuring that residents are satisfied with the high quality of their homes.

By acquiring and repurposing properties into specialist-supported accommodation, featuring amenities such as communal lounges and sensory gardens, Civitas facilitates the transition of residents from larger, remote institutional settings into bespoke community services that foster independence and dignity. These long-term housing solutions not only improve quality of life but also free up vital resources within national healthcare systems.

Furthermore, Civitas’ commitment to healthy, inclusive communities is demonstrated by its proactive Net Zero Roadmap which enhances resident well-being by improving energy efficiency and mitigating fuel poverty through essential retrofits. This impact is rigorously monitored by independent third-party impact consultants, while the Quality Assurance Board of clinical experts ensure the highest quality of care and safety standards are maintained across the portfolio.

Infrastructure Investments

As a responsible investor, the Group recognises the importance of environmental and social stewardship and the need for structural change to support the just transition to a low-carbon economy. Through its Infrastructure Investments, the Group aims to accelerate this transition while contributing to the long-term resilience of essential services.

As at 31 December 2025, the Group's Infrastructure Investments span across six sectors, namely electricity distribution, electricity generation/clean and renewable energy, gas transmission and distribution, water utilities and services, waste management and household infrastructure. Across these sectors, investees have established net zero, environmental, and social targets over varying timeframes. Selected environmental and social highlights from joint ventures are presented below.



Electricity Distribution

UK Power Networks ("UKPN") – an electricity distribution network operator which serves London, the South East England and the East of England.

Environment

Climate-related Target:

Net zero (Scope 1, 2 and 3) by 2040 (SBTi validated)

Biodiversity Target:

In RIIO-ED2 period, the target is to increase biodiversity net gain of 10–20% for new major substation development, as well as improving net-gain of 30% at 100 existing sites.

Status: On track – 27 existing sites received biodiversity improvements using the DEFRA biodiversity metric tool.

Through transitioning from DNO to DSO, our electricity distribution networks are unlocking grid flexibility and efficiency. In 2025, UKPN's DSO delivered £232 million of benefit, representing a 17% increase year on year. The business also accelerated 10 renewables connections through innovative solutions brought by DSO. Collectively, these innovative solutions and technologies enable our businesses to capture timely market opportunities and create shared value for our customers.

Social

Safety Target:

Commitment to engage with the public on safety issues, focusing on those who are at highest risk of injury from contact with our networks by engaging with 300,000 people per year during RIIO-ED2 (vs. 250,000 people per year during RIIO-ED1).

Status: On track – Engaged with over 1.37 million people through our website, school visits, and other interactions with young people and the public in 2024/25.

As cost-of-living pressures intensify over winter, UKPN has strengthened its support for vulnerable customers through new partnerships with health organisations. Working with Kidney Care UK and Asthma + Lung UK, UKPN is expanding free assistance to customers who are medically dependent on electricity, ensuring those with respiratory and kidney conditions receive the tailored support they need to stay safe and well. In addition, UKPN has joined forces with the Warm Welcome Campaign to support 1,000 Warm Welcome Spaces across its network area. These community venues provide safe, heated environments in the 10 most fuel poor areas UKPN serves, where individuals are more prone to fuel poverty.





United Energy – an electricity distribution business in the state of Victoria serving approximately 700,000 customers across the East and the Southeast of Melbourne and the Mornington Peninsula.

Environment

Climate-related Target:

- 30% reduction in Scope 1 and 2 GHG emissions (including distribution line losses) by 2030, using 2019 as the baseline
- Net zero by 2050

To support electrification and low carbon transition in Australia, UE targets to reach 800MW total installed capacity of renewable energy generation on its networks by 2026. Starting from a baseline of 314MW in 2019, the business has increased renewable energy installed capacity to 915MW in 2025, exceeding the target set for 2026. In addition, the business has spent more than A\$24 million from 2020 to 2025 on network innovation and technologies, facilitating electrification in the region.

United Energy has deployed a fleet of three helicopters in Melbourne’s east, south-east, and the Mornington Peninsula as part of its annual bushfire mitigation and vegetation management programme. Flying over the surveying area, these helicopters are equipped with LiDAR systems to scan the distance between tree branches and powerlines. The data is sent to United Energy teams to create 3D models of the area, providing analysis on the size of vegetation to be trimmed to maintain safe clearances and reduce fire risk.

Social

To support its vision for reconciliation, the company has established a First Peoples Advisory Committee in 2023 to provide cultural knowledge, perspectives, and oversee the implementation of its RAP, which aims to deliver tangible benefits for Aboriginal and Torres Strait Islander peoples by fostering economic equity and supporting self-determination. United Energy is also improving internal processes by bringing a heritage advisor in-house in 2023 to support compliance with Cultural Heritage Management Plans in collaboration with Registered Aboriginal Parties (Bunurong and Wurundjeri), helping to preserve cultural heritage. Additionally, United Energy is committed to supporting First Peoples’ training, employment, and business opportunities by exploring ways to expand First Peoples’ participation across our supply chain.



Electricity Generation/Clean & Renewable Energy

Energy Developments (“EDL”) – a global producer of sustainable distributed energy supporting the transition to decarbonised solutions.

Environment

Climate-related Target:

- 50% reduction in Scope 1 and 2 GHG emissions intensity by 2035, against a 2021 baseline
- Target net zero Scope 1 and 2 GHG emissions by 2050

EDL is pleased to mark three successful years of operations at our Tessen Road Renewable Natural Gas (“RNG”) facility in San Antonio, Texas. Since launching in 2022, the site has consistently transformed methane-rich landfill gas into RNG, helping power the local VIA Metropolitan Transit fleet of CNG buses. While in full capacity, the RNG facility is capable of generating sufficient RNG to replace the use of seven million gallons of diesel each year, helping reduce greenhouse gas emissions. The project exemplifies our mission to turn waste into value, supporting both climate action and sustainable public transport.

Social

EDL continues to support a flexible workplace through a range of options available to office employees. This includes flexible start and finish times, job sharing, part-time arrangements, and working from home with the necessary IT equipment provided. Flexible work arrangements are developed collaboratively between employees, their managers and Human Resources Department. These practices contribute to stronger employee retention and serve as an attractive offering in recruitment, supporting EDL’s ability to build and maintain a skilled and engaged global workforce.





Gas Transmission & Distribution

Phoenix Energy – the largest natural gas distribution networks in Northern Ireland.

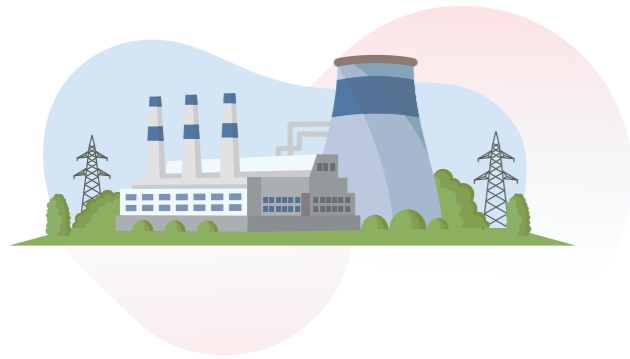
Environment

Climate-related Target:

- >60% reduction in Scope 1 and 2 carbon emissions by 2030 (excluding shrinkage)
- >90% reduction in Scope 1 and 2 carbon emissions by 2035 (excluding shrinkage)
- Net zero (including shrinkage) by 2050

Social

In 2025, the Phoenix Community Fund continued to make a meaningful difference across Northern Ireland to support community groups and organisations across the licenced area with funding to help them deliver an activity that reduces social isolation, removes barriers to inclusion and promotes equality in their community. In 2025, the fund contributed to the opening of a new SenseNI hub, a leading disability charity who offer personalised, creative and flexible support for disabled people at every stage of life.



Wales & West Gas Networks (“WWU”) – a gas distribution business that serves Wales and the South West England.

Environment

Climate-related Target:

- 37.5% reduction of GHG emissions by 2034
- Net zero Scope 1 and 2 emissions by 2050

WWU connects 22 biomethane production sites to its network, with capacity to supply enough green gas to meet the demand of around 160,000 homes. To support further roll out, the company is trialling a Smart Pressure Control system with Utonomy One technology. This system optimises network pressure, enabling efficient biomethane use and maximising renewable gas benefits.

WWU, in partnership with SGN, led a feasibility study exploring the potential for hydrogen to power and decarbonise UK data centres. Supported by engineering partners Apollo and Stantec, the project assessed the technical and strategic viability of using both hydrogen blends and 100% hydrogen for primary and back-up power generation.



Social

WWU has been an accredited Living Wage Employer by the Living Wage Foundation since 2022, demonstrating its commitment to fairly compensating employees and recognising their contributions, particularly during the ongoing cost of living crisis. This accreditation reflects WWU’s dedication to paying the real Living Wage, an independently calculated rate based on the cost of living, ensuring employees can meet everyday needs such as groceries or unexpected expenses. Throughout 2025, WWU has continued to align with changes to the real Living Wage, reinforcing its promise to support its workforce.

Gender Pay Gap Analysis

- Gender pay gap: 9.0% lower than men’s (median hourly pay)
- Bonus pay gap: 40% lower than men’s (median bonus pay)

In May 2024, WWU launched a ‘Diversity Monitoring’ form for new starters to collect diversity data for review and reporting purposes. Plans are in place to extend this initiative to all colleagues as a voluntary ‘data refresh’ aligned with the Equity, Diversity & Inclusion Strategy targets.



Water Utilities & Services

Northumbrian Water – a water supply, sewerage and wastewater company that serves North East England and provides water supply to certain areas in South East England.

Environment

Climate-related Target:

Net zero, Scope 1, 2 and 3 (upstream) by 2050

Biodiversity Target:

Achieve 10% net gain in biodiversity by 2050 for all construction activities.

Amongst the first few milestones of the five-year investment plan is the upgrade of Streeholme Sewage Treatment Works (“STW”). The £4.2m investment completed in Autumn 2025 includes installing a new centrifuge at the site to enhance solid and liquid separation in wastewater treatment, resulting in cleaner treated water and reduced waste volumes. The remaining sludge will be sent to Bran Sands STW, where it will be used to create green energy. This process is unique in Northumbrian Water as it is the only water company to use 100% of sewage sludge to create green energy.

Northumbrian Water delivered a river restoration project along the River Roding between November 2024 and March 2025, aimed at improving habitat quality and supporting the local brown trout population. Across 7 landowners farms in the region, works have been carried out to create areas of dappled shade to support brown trout populations. Benches and interpretations were also installed to enhance facilities and accessibility to the area. Since completion, brown trout have been observed more frequently, indicating early ecological benefits. The public have also reacted positively to the improved riverside environment. The project was recognised as an outstanding example of environmental stewardship, winning one of Northumbrian Water’s Bluespaces Awards for the best exemplar project in the Essex and Suffolk Water areas of interest.

Social

Northumbrian Water launched the Bluespaces Programme in collaboration with local environmental and catchment partners. The Programme focuses on three key improvement areas, including Access and Recreational Facilities, Wildlife and Biodiversity, and Water Quality. For each of the project delivered within the programme, improvements have been made to two of the above three areas, ensuring a balanced approach to improving environmental and community well-being. From 2020 to 2025, Bluespaces supported 59 projects, enhancing 248.1 km of water environments for community use and ecological improvement. With the help of 6,300 volunteers and over 18,000 members from the public, the programme has contributed to planting 19,000 trees and created 417 hectares of new wetland.

NWG is committed to spend 60p of every pound with local suppliers to help sustain jobs, develop regional skills and boost the local economy. The company also remains committed to assisting customers who may experience financial hardship. In 2024, NWG supported over 150,000 customers through a range of affordability initiatives, including payment plans, payment breaks, low-income discounts and free debt advice delivered through its partnership with StepChange Debt Charity. This support will be expanded over the next five years through a £20 million shareholder-funded assistance programme.



Waste Management

Dutch Enviro Energy – owns AVR-Afvalverwerking B.V. (“AVR”), the Netherlands’ leading energy-from-waste company.

Environment

Climate-related Target:

100% reduction of Scope 1 GHG emissions by 2050

AVR is advancing decarbonisation with a CO2 capture facility at Rozenburg, set to capture 440,000 tonnes annually. Half of the captured CO2 will support local horticulture, while the rest will be stored in North Sea gas fields via an external partnership.



Household Infrastructure

Reliance Home Comfort – a residential services company under the Household Infrastructure portfolio of the Group.

Environment

Recycling Rate

79% in 2025
Increased from 77% vs. 2024

Reliance Home Comfort, our residential household infrastructure business in Canada, facilitates customers’ green transitions by introducing products with higher thermal efficiency and lower energy consumption.

Social

Community activity target:

Community Support – 2025 target to provide C\$1.3million support (Status: Achieved)

ista – a leading sub-metering player in Europe, with key markets covering Germany, France, the Netherlands and Denmark.

Environment

ista has committed to converting its entire fleet to 100% EVs by 2030

Green transport services for Customers Electric mobility is another area where we support customers to cut emissions. We offer EV-related products and services that improve resource efficiency and reduce environmental impact. In 2024, ista completed the acquisition of Chargemaker GmbH, which owns around 2,000 EV charging point in Germany. This move reflects ista’s vision to offer customers a broader range of services related to climate-friendly solutions in the future.

Additional Information

Tree Planting Day of Multinet Gas Networks.



PERFORMANCE DATA SUMMARY

Environmental KPIs ^(Note 1)	Unit	Property Development ^(Note 2)		Property Management		Hotel and Serviced Suite Operation		Offices ^(Note 3)		Pub Operation ^(Note 4)		Total ^(Note 5)
		2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025
GHG emissions ^(Note 6)												
Scope 1 emissions	tCO ₂ e	0	0	^(Note 7) 8,884	5,624	^(Note 8) 9,455	^(Note 9) 12,971	456	518	59,117	72,737	77,911
Scope 2 emissions ^(Note 10)												
Location-based method	tCO ₂ e	0	0	^(Note 11) 204,108	229,276	66,114	^(Note 9) 76,797	2,189	2,869	50,680	60,134	323,091
Market-based method	tCO ₂ e	0	0	^(Note 11) 204,108	229,276	66,114	^(Note 9) 76,797	2,189	2,869	0	106	272,411
Scope 1 & 2 emissions												
Absolute emissions: location-based for Scope 2	tCO ₂ e	0	0	212,991	234,900	75,569	89,768	2,644	3,388	109,797	132,871	401,002
Absolute emissions: market-based for Scope 2	tCO ₂ e	0	0	212,991	234,900	75,569	89,768	2,644	3,388	59,117	72,843	350,322
Emissions intensity: location-based for Scope 2 ^(Note 12)	tCO ₂ e/sq.ft.	0.0000	N/A	0.0013	N/A	0.0092	N/A	0.0064	N/A	N/A	N/A	0.0017
	tCO ₂ e/HK\$'000	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0042	N/A	0.0042
Emissions intensity: market-based for Scope 2 ^(Note 12)	tCO ₂ e/sq.ft.	0.0000	N/A	0.0013	N/A	0.0092	N/A	0.0064	N/A	N/A	N/A	0.0017
	tCO ₂ e/HK\$'000	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0023	N/A	0.0023
Scope 3 emissions ^(Note 13)	tCO ₂ e	N/A	29,247	N/A	2,737	N/A	1,730	N/A	277	N/A	16,125	3,314,788
Category 1: Purchased goods and services	tCO ₂ e	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	624,594
Category 2: Capital goods	tCO ₂ e	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	340,821
Category 11: Use of sold products	tCO ₂ e	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	712,455
Category 13: Downstream leased assets	tCO ₂ e	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	213,098
Category 15: Investments	tCO ₂ e	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1,423,819
Total GHG emissions: Scope 1, 2 and 3												
Absolute emissions: location-based for Scope 2	tCO ₂ e	N/A	29,247	N/A	237,637	N/A	^(Note 9) 91,498	N/A	3,665	109,797	148,996	3,715,790
Absolute emissions: market-based for Scope 2	tCO ₂ e	N/A	29,247	N/A	237,637	N/A	^(Note 9) 91,498	N/A	3,665	59,117	88,967	3,665,109
Energy consumption												
Total energy consumption	kWh	37,941,764	42,660,964	483,626,536	493,819,811	192,737,696	^(Note 14) 202,157,347	5,410,679	6,550,715	568,554,129	^(Note 15) 612,762,681	1,250,329,040
Direct energy consumption	kWh	32,482,535	31,175,442	6,764,086	7,558,707	31,813,553	32,866,314	1,141,862	1,370,848	281,496,776	322,267,575	321,216,277
Gasoline/Petrol	kWh	310,489	279,440	493	904	^(Note 16) 71,884	61,393	832,619	985,465	3,372,816	4,228,138	4,277,812
Diesel	kWh	32,172,046	29,923,324	68,973	140,407	^(Note 16) 50,906	30,986	254,798	295,532	2,947,561	6,853,694	3,322,238
Natural gas and towngas	kWh	0	0	6,576,189	7,417,396	31,690,763	^(Note 14) 32,773,934	54,445	89,851	259,793,477	289,038,270	298,114,874
Other fuels (Gas oil, Kerosene, LPG)	kWh	N/A	972,678	118,431	N/A	N/A	N/A	N/A	N/A	15,382,921	22,147,473	15,501,353
Indirect energy consumption	kWh	5,459,229	11,485,523	476,862,450	486,261,103	160,924,143	169,291,033	4,268,817	5,179,867	287,057,354	290,495,107	929,112,763
Non-renewable electricity and heat purchased	kWh	5,459,229	11,485,523	475,273,575	484,444,503	160,924,143	169,291,033	4,268,817	5,179,867	^(Note 17) 605,756	458,661	641,072,290
On-site renewable electricity generated	kWh	0	0	^(Note 18) 1,588,875	1,816,600	0	0	0	0	122,946	112,901	1,711,821
Off-site renewable electricity purchased	kWh	0	0	0	0	0	0	0	0	286,328,652	289,923,545	286,328,652
Total energy consumption intensity	kWh/sq.ft.	0.84	1.26	2.93	2.92	23.49	^(Note 14) 24.64	13.07	14.50	N/A	N/A	3.92
	kWh/HK\$'000	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	21.68	^(Note 15) 25.09	21.68
Direct energy consumption intensity	kWh/sq.ft.	0.72	0.92	0.04	0.04	3.88	^(Note 14) 4.01	2.76	3.04	N/A	N/A	0.23
	kWh/HK\$'000	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	10.73	13.19	10.73
Indirect energy consumption intensity	kWh/sq.ft.	0.12	0.34	2.89	2.87	19.61	20.63	10.31	11.47	N/A	N/A	3.69
	kWh/HK\$'000	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	10.95	11.89	10.95



Environmental KPIs (Note 1)	Unit	Property Development (Note 2)		Property Management		Hotel and Serviced Suite Operation		Offices (Note 3)		Pub Operation (Note 4)		Total (Note 5)
		2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025
Waste generation and recycling												
Waste generated	tonnes	48,739.3	29,488.6	108.6	115.3	187.4	108.9	55.1	59.0	4,015.0	4,083.1	4,366.0
Non-hazardous waste	tonnes	(Note 19) 48,738.3	29,475.7	102.6	109.3	(Note 20) 123.2	108.9	53.8	57.5	3,190.4	3,056.2	3,469.9
Hazardous waste	tonnes	1.0	12.9	6.0	6.0	(Note 20) 64.2	0	1.2	1.5	824.6	1,026.9	896.1
Waste recycled	tonnes	2,349.6	65,582.5	163,350.2	139,445.0	849.7	814.1	59.9	93.5	76,031.3	77,844.2	240,291.1
Concrete, steel and metals, mixed rock and soil and other construction waste	tonnes	2,347.5	65,580.34	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Paper	tonnes	2.1	2.1	6,140.2	5,881.6	(Note 21) 90.0	108.6	54.0	87.2	249.8	390.6	6,533.9
Glass bottles	tonnes	0	0	126.2	123.2	(Note 22) 56.7	49.6	0.2	0.5	20,661.3	22,134.8	20,844.3
Aluminium cans	tonnes	0	0.0025	745.3	693.9	(Note 22) 3.0	0.9	0.1	0.1	121.7	159.4	870.1
Plastic bottles	tonnes	0.0007	0.0080	371.6	351.7	(Note 23) 27.4	33.6	0.2	0.2	123.5	150.5	522.7
Food	tonnes	0	0	(Note 24) 56.6	49.4	464.5	497.6	2.4	2.1	9,851.0	10,652.5	10,374.5
Other wastes recycled	tonnes	0	0	(Note 25) 155,910.3	132,345.2	(Note 22) 208.2	123.8	3.1	3.4	45,023.9	44,356.4	201,145.5
Water consumption												
Water withdrawal	m ³	281,818	618,021	4,223,139	4,802,740	2,083,246	2,022,620	8,498	10,479	2,890,648	3,065,347	9,205,531
Water discharge	m ³	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Water consumption	m ³	281,818	618,021	4,223,139	4,802,740	2,083,246	2,022,620	8,498	10,479	2,890,648	3,065,347	9,205,531
Water consumption intensity	m ³ /sq.ft.	0.01	0.02	0.03	0.03	0.25	0.25	0.02	0.02	N/A	N/A	0.04
	m ³ /HK\$'000	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.11	0.13	0.11
Packaging material												
Total packaging material used for finished products	tonnes	N/A	N/A	N/A	N/A	43	48	N/A	N/A	99	200	142

Notes:

- Environmental data of 2025 include 23 construction sites, 208 managed properties, 18 hotels and serviced suites, self-occupied offices and all pubs and breweries. Environmental data of 2024 include 26 construction sites, 208 managed properties, 18 hotels and serviced suites, self-occupied offices and all pubs and breweries. "N/A" means that the KPI is not relevant for reporting in the operation concerned or was not reported in the previous financial year. The reporting scope of business segments is as follows:
 - Property Development: the data are provided by contractors of property development projects.
 - Property Management: the data of the property management business only include consumptions and emissions in common areas as well as air-conditioning systems in managed properties which are under the control of the Group.
 - Hotel and Serviced Suite Operation: the data of hotel and serviced suite operation include consumption and emissions from tenants and hotel and serviced suite guests.
 - Offices: the data cover CKA's self-occupied offices, excluding offices located at project sites, hotels, managed properties, and pub operation, which are covered by the respective business segments.
 - Pub Operation: the data cover Greene King, including pubs and accommodation over which the company has direct management control, brewing facilities, and corporate offices.
- The general decrease in environmental KPIs for Property Development is attributable to a reduction construction activities during the Reporting Period, resulting in variations in resource consumption and waste generation.
- The general decrease in environmental KPIs for the Offices is driven by the optimisation of office space and workforce, accompanied with the implementation of energy-efficient fixtures and other environmental initiatives. This leads to lower resource consumption across energy, water, paper and waste generation.
- The general decrease in environmental KPIs for the Pub Operation is attributable to the implementation of sustainability initiatives (e.g., electrification programmes), changes in the operational portfolio and the evolving scale of business activities. Moreover, many metrics are inherently subject to year-on-year fluctuations due to the nature of pub operation and do not necessarily indicate a sustained trend.
- The totals presented in this table include business segments over which the Group has operational control of resource use. Property Development is excluded, as contractors engaged in construction projects have operational control over resource consumption, and the Group does not have direct operational control over such usage.
- GHG emissions are calculated with reference to the Greenhouse Gas Protocol published by the World Resources Institute and the World Business Council on Sustainable Development, the Global Warming Potential Values from the IPCC Fifth Assessment Report published by the IPCC, the Guidelines to Account for and Report on Greenhouse Gas Emissions and Removals for Buildings (Commercial, Residential or Institutional Purposes) in Hong Kong, published by the Environmental Protection Department and the Electrical and Mechanical Services Department, UK Government GHG Conversion Factors for Company Reporting published by the Department for Business, Energy & Industrial Strategy in the UK, and other national and local grid emission factors. Emission factors are updated on an annual basis to reflect the actual situation regarding emissions. Scope 3 emissions are calculated in line with the GHG Protocol Value Chain (Scope 3) Accounting and Reporting Standard (2011), with the methodology provided on subsequent pages. To focus on the greenhouse gases most relevant to the Group's operations, the Group's emission reduction targets cover four greenhouse gases: carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), and hydrofluorocarbons (HFCs).
- The year-on-year increase in Scope 1 emissions for the Property Management is primarily due to increased refrigerant usage, which is inherently variable in nature and subject to fluctuations based on equipment maintenance requirements.
- The decrease in the Scope 1 emissions of the Hotel and Serviced Suite Operation is driven by reduced refrigerant usage.
- The 2024 GHG emissions figure has been restated following updated source data identified in our periodic quality review to enhance data robustness.
- Location-based method for Scope 2 emissions is defined by the Greenhouse Gas Protocol as a method for quantifying Scope 2 emissions using the average emissions intensity of grids on which energy consumption occurs (using mostly grid average emission factor data). Market-based method for Scope 2 emissions is defined by the Greenhouse Gas Protocol as a method for quantifying Scope 2 emissions based on the electricity that companies

- have chosen to purchase. This method uses emission factors from contractual instruments, which include any type of contract between two parties for the sale and purchase of energy bundled with attributes about the energy generation, or for unbundled attribute claims.
- The decrease in the Scope 2 emissions of Property Management is attributable to the implementation of energy-savings and other sustainability initiatives.
- Intensities are calculated using the following metrics according to the nature of each business segment:
 - Property Development: Total gross floor area of construction projects;
 - Property Management: Total gross floor area of Managed Properties;
 - Hotel and Serviced Suite Operation: Total gross floor area of hotels and serviced suites;
 - Offices: Total gross floor area of self-occupied office; and
 - Pub Operation: Total revenue of pubs and breweries.
- Prior to 2025, the Group reported Scope 3 emissions for individual business segments as aggregated numbers, without a breakdown by Scope 3 category. From 2025 onwards, the Group has expanded its reporting to cover five Scope 3 categories. The Group takes a holistic Group level view of these emissions hence only the totals of each category is reported. All property development projects were undertaken by contractors. Therefore, the related GHG emissions are reported under Scope 3.
- The 2024 energy consumption figure has been restated following updated source data identified in our periodic quality review to enhance data robustness.
- The FY2024 total energy consumption figure has been restated to reflect an enhancement in the Group's energy calculation methodology. The updated methodology has been applied consistently across both FY2025 and FY2024 to ensure comparability.
- The increase in mobile fuel consumption is driven by expanded business activities at the Hotel and Serviced Suite Operation, resulting in higher petrol and diesel usage for operational vehicles. The operation remains committed to decarbonising its operations and continues to explore greener transportation alternatives.
- The increase in non-renewable electricity consumption is driven by the increased usage of electric vehicles, as Greene King transitions from fuel-powered to electric vehicles.
- The decrease in on-site renewable energy generation is primarily due to changes in the property management portfolio. Despite the year-on-year decline, Property Management remains committed to the deployment of renewable energy solutions where feasible.
- The increase in non-hazardous waste generated is attributable to construction waste, which varies year-on-year depending on the development stage of each project site.
- The increase in non-hazardous and hazardous waste generation is primarily due to expanded business activities at the Hotel and Serviced Suite operation. The operation remains committed to reducing its environmental footprint and continues to explore opportunities to implement more circular economy initiatives.
- The decrease in paper recycling is primarily due to the Hotel and Serviced Suite Operation's adoption of paperless and digital practices, which have significantly reduced paper usage across its daily operations.
- The increase in the recycling of glass bottles, aluminium cans and other waste types is driven by expanded business activities at the Hotel and Serviced Suite Operation, together with enhanced recycling initiatives.
- The amount of plastic bottles recycled has decreased because certain hotels under the Hotel and Serviced Suite Operation ceased providing complimentary bottled water. This is part of its ongoing effort to reduce single-use plastic. As a result, less plastic waste is generated, leading to a reduction in plastic recycling.
- The increase in food waste recycled is attributable to Property Management's efforts to encourage tenant participation through various campaigns, which boosted the collection of food waste and coffee grounds for recycling.
- The increase in other types of waste recycled is attributable to enhanced recycling arrangements for dry mixed recyclables, increased yard waste from extreme weather events, and higher waste volumes at certain properties due to tenant turnover and changing consumption patterns.

Scope 3 emissions methodology 2025

Scope 3 Category	Methodology	Source of Emission Factors
<p>1 – Purchased good and services</p> <p>Includes upstream emissions from the production of products purchased or acquired by the Group in the reporting year. Products include both goods and services.</p>	Emissions are calculated using both average-data and spend-based methods, with emissions from pub operations' purchased food and beverages determined by applying relevant secondary emission factors to the weight or procurement expenditure of the purchased items.	Latest available emission factors published by Department for Environment, Food and Rural Affairs of the Government of the United Kingdom ("UK DEFRA"), and other secondary databases for pub operation's purchased food and beverages.
<p>2 – Capital goods</p> <p>Includes upstream emissions from the production of capital goods purchased or acquired by the Group in the reporting year.</p>	Emissions are calculated using hybrid and spend-based methods, covering: (1) construction materials, where relevant secondary emission factors are applied to the quantity of each material purchased; (2) construction site activities, including electricity, water and fuel use, on site transportation, and waste and wastewater generation, where supplier specific or secondary emission factors are applied to the respective consumption or generation data; and (3) capital goods, where relevant secondary emission factors are applied to the procurement expenditure for each item.	Latest available emission factors published by the UK DEFRA, the Water Supplies Department and the Drainage Services Department of the HKSAR Government, the Construction Industry Council, and electricity suppliers. HKEX's How to prepare an ESG Report - Appendix 2: Reporting Guidance on Environmental KPIs
<p>11 – Use of sold products</p> <p>Includes emissions from the use of goods and services sold by the Group in the reporting year.</p>	Use-phase emissions from properties sold by the Group are calculated by applying relevant emission factors to activity data, including estimated energy consumption, based on the Energy Utilisation Index published by the Electrical and Mechanical Services Department ("EMSD"), over the properties' expected as well as the volume of gross floor area sold during the reporting year.	Latest available emission factors published by electricity suppliers.
<p>13 – Downstream leased assets</p> <p>Includes emissions from the operation of assets that are owned by the Group (acting as lessor) and leased to other entities in the reporting year that are not already included in Scope 1 or Scope 2.</p>	Emissions from assets leased to other entities are calculated by applying relevant emission factors to estimated activity data, including estimated energy consumption based on the Energy Utilisation Index published by the EMSD and the gross floor area leased during the reporting year.	Latest available emission factors published by electricity suppliers.
<p>15 – Investments</p> <p>Includes Scope 3 emissions associated with the Group's investments in the reporting year.</p>	Emissions are calculated using an investment specific method, under which the Scope 1 and Scope 2 emissions of investee companies are consolidated in proportion to the Group's ownership interest.	Not applicable

Social KPIs ^(Note 1)	Unit	The Group	
		2025	2024
Workforce profile			
Total workforce	Number	54,374	55,268
By gender			
Male	Percentage	50%	49%
Female	Percentage	50%	51%
By employment type			
Permanent	Percentage	44%	41%
Contract	Percentage	2%	1%
Part time & Temporary	Percentage	54%	58%
By age group			
18–30	Percentage	45%	45%
31–50	Percentage	35%	35%
Above 50	Percentage	20%	20%
By geographical region			
Hong Kong	Percentage	21%	21%
The Mainland	Percentage	8%	8%
Overseas (UK, Singapore)	Percentage	71%	71%
Turnover rate among full-time staff			
Total turnover rate	Percentage	12%	13%
By gender			
Male	Percentage	13%	13%
Female	Percentage	12%	13%
By age group			
18–30	Percentage	25%	26%
31–50	Percentage	11%	11%
Above 50	Percentage	7%	7%
By geographical region			
Hong Kong	Percentage	9%	11%
The Mainland	Percentage	3%	5%
Overseas	Percentage	19%	19%
New employee hires (excluding Pub Operation)			
Total number of new employee hires	Number	2,881	3,182
By gender			
Male	Number	1,632	1,715
Female	Number	1,249	1,467
By age group			
18–30	Number	587	720
31–50	Number	1,156	1,355
Above 50	Number	1,138	1,107

Social KPIs ^(Note 1)	Unit	The Group	
		2025	2024
By employee category			
Managerial grade or above	Number	66	68
Non-managerial grade	Number	2,815	3,114
By level of experience			
Fresh graduates	Number	105	165
Experienced hire	Number	2,776	3,017
Health and safety			
Lost days due to reported work-related injuries for employees directly employed by the Group	Lost days	13,557	9,527.8
Lost day rate ^(Note 2)	Percentage	0.23%	0.18%
Number of work-related fatalities ^(Note 3)	Number	0	0
Training and development ^(Note 4)			
Total percentage of employees trained	Percentage	97%	83%
Percentage of employees trained by gender			
Male	Percentage	98%	84%
Female	Percentage	96%	81%
Percentage of employees trained by employee category			
Managerial grade or above	Percentage	^(Note 5) 101%	79%
Non-managerial grade	Percentage	97%	83%
Total average training hours per employee	Hours	20.12	18.42
Average training hours per employee by gender			
Male	Hours	20.82	18.90
Female	Hours	19.23	17.80
Average training hours per employee by employee category			
Managerial grade or above	Hours	13.48	12.72
Non-managerial grade	Hours	20.64	18.89
Average amount spent per full-time employee for training and development	HKD	170.46	104.22
Product responsibility ^(Note 6)			
Number of product- and service-related written complaints received	Number	24,153	^(Note 7) 25,394

1 Unless otherwise specified, social data of 2025 and 2024 include property development, property management, hotel and serviced suite operation, offices and pub operation that are operated by the Group. Where applicable, social data is reported as at the end of the Reporting Period.

2 Lost day rate refers to the number of lost days due to reported work-related injuries for employees directly employed by the Group per the scheduled work days of the total number of all such employees. It is calculated by dividing the total number of lost days by the total number of scheduled working days for all permanent and contract employees during the Reporting Period, then multiplying the result by 100%.

3 Number of work-related fatalities for employees of the Group for the year 2023 is zero. Number of work-related fatalities for contractors on construction sites of the Group for the year 2025 is zero.

4 Training data of pub operation is excluded. Due to the nature of food and beverage industry, pub operation employs a significant portion of part-time and temporary staff in its workforce, the composition of which is considerably different from that of other operations of the Group. Therefore, training data of pub operation are not directly comparable to, and may not be meaningfully consolidated with other operations of the Group.

5 The percentage of employees trained is calculated by dividing the cumulative number of employees trained throughout the year by the total number of employees at year-end. Due to employee turnover, the cumulative number trained (the numerator) may exceed the year-end employee count, causing this percentage to exceed 100%.

6 There were no products sold or shipped subject to recalls for health and safety reasons in 2025 and 2024.

7 The 2024 figure for the number of product- and service-related written complaints received has been restated to incorporate updated data from the Pub operation, following a refinement in its data collection process.



Independent Assurance Report

1. Introduction

Hong Kong Quality Assurance Agency (“HKQAA”, “we”, “our”, “us”) was engaged by CK Asset Holdings Limited (“the Company”) to conduct an independent assurance of the sustainability disclosures (“Sustainability Disclosures”) presented in its Sustainability Report 2025 (“the Report”) for the reporting period from 1 January 2025 to 31 December 2025 (“Reporting Period”) and issue this Independent Assurance Report (“Assurance Report”). For the avoidance of doubt, the Appendices listed at the end of this Assurance Report form an integral part of it, though certain Appendices are intended for the Company’s internal use only. Our sustainability assurance activities and this Assurance Report are undertaken based on the assumptions, dependencies, boundaries, limitations, exclusions, roles and responsibilities and independence as set out under Appendix A. A generic version of Appendix A is available for reference on the HKQAA website (www.hkqaa.org) under the navigation path: News & Resources > Guides & Forms > Guidelines > Sustainability Assurance.

The objective of this sustainability assurance service is to provide an independent conclusion, with a limited level of assurance, on whether the Sustainability Disclosures have been prepared in accordance with the following reporting criteria:

The Environmental, Social and Governance Reporting Code (“ESG Reporting Code”) set out in Appendix C2 of the Main Board Listing Rules of The Stock Exchange of Hong Kong Limited.

2. Assurance Methodology

HKQAA’s assurance procedure was conducted with reference to the International Standard on Assurance Engagements 3000 (Revised), Assurance Engagements Other than Audits or Reviews of Historical Financial Information (“ISAE 3000”), issued by the International Auditing and Assurance Standards Board (“IAASB”).

The evidence gathering processes were designed to obtain a limited level of assurance, as set out in the ISAE 3000, using a risk-based approach. Our assurance procedures included, but were not limited to:

- reviewing relevant policies, procedures, relevant documentation and records provided by the Company, including those related to sustainability-related information such as governance, risk identification, and performance metrics;
- interviewing key management and responsible personnel of the Company for reporting and sustainability-related governance;
- conducting analytical reviews of disclosures for plausibility and consistency with relevant external frameworks and internal supporting data;
- selecting representative samples of disclosures, with a focus on materiality and risk, and assessing the underlying evidence for each sample using judgmental sampling;
- evaluating the transparency of disclosed assumptions, dependencies, and boundaries; and
- assessing the completeness of coverage with respect to the requirements of the reporting criteria, including reviewing methodologies used for estimations, sensitivity analyses, and disclosures of uncertainties.



3. Conclusion

Based on the procedures performed, evidence obtained, and subject to the stated assumptions, dependencies, boundaries, limitations, and exclusions, nothing has come to our attention that causes us to believe that the Sustainability Disclosures in the Company’s Sustainability Report 2025 for the Reporting Period from 1 January 2025 to 31 December 2025 are not presented, in all material respects, in accordance with the requirements of the ESG Reporting Code.

This Assurance Report is made solely for the use of CK Asset Holdings Limited and the users of its Sustainability Report 2025, and for use in accordance with the reporting criteria set out in the Introduction section of this Assurance Report. We do not accept or assume responsibility for any other purpose or to any other person to whom this Assurance Report is shown or in whose hands it may come. We confirm our independence from the Company in conducting this engagement.

The engagement leader on the assurance engagement resulting in this Assurance Report is KT Ting.

Signed on behalf of Hong Kong Quality Assurance Agency

11 April 2026

Ref: 14993862



SEHK ESG CODE CONTENT INDEX

Part B: Mandatory Disclosure Requirements

Mandatory Disclosure Requirements		Reference and Remarks
Governance Structure	A statement from the board containing the following elements: (i) a disclosure of the board’s oversight of ESG issues; (ii) the board’s ESG management approach and strategy, including the process used to evaluate, prioritise and manage material ESG-related issues (including risks to the issuer’s businesses); and (iii) how the board reviews progress made against ESG-related goals and targets with an explanation of how they relate to the issuer’s businesses.	Message from the Chairman Governance, Strategy, Risk Management, Metrics and Targets
Reporting Principles	A description of, or an explanation on, the application of the following Reporting Principles in the preparation of the ESG report: Materiality: The ESG report should disclose: (i) the process to identify and the criteria for the selection of material ESG factors; (ii) if a stakeholder engagement is conducted, a description of significant stakeholders identified, and the process and results of the issuer’s stakeholder engagement. Quantitative: Information on the standards, methodologies, assumptions and/or calculation tools used, and source of conversion factors used, for the reporting of emissions/energy consumption (where applicable) should be disclosed. Consistency: The issuer should disclose in the ESG report any changes to the methods or KPIs used, or any other relevant factors affecting a meaningful comparison.	Stakeholder Engagement Materiality Assessment About This Report Performance Data Summary
Reporting Boundary	A narrative explaining the reporting boundaries of the ESG report and describing the process used to identify which entities or operations are included in the ESG report. If there is a change in the scope, the issuer should explain the difference and reason for the change.	About This Report

Part C: “Comply or explain” Provisions

Subject Areas, Aspects, General Disclosures, and KPIs		References and Remarks
A. Environmental		
<i>Aspect A1:</i>	<i>Emissions</i>	
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air emissions, discharges into water and land, and generation of hazardous and non-hazardous waste. Note: Air emissions include NO _x , SO _x , and other pollutants regulated under national laws and regulations. Hazardous wastes are those defined by national regulations.	Policies, Conduct and Business Ethics Environment
KPI A1.1	The types of emissions and respective emissions data.	Considering the nature of the Group’s business, besides GHG missions, other air emissions were identified as immaterial in the Group’s direct operation.



Subject Areas, Aspects, General Disclosures, and KPIs		References and Remarks
KPI A1.2	Repealed 1 January 2025	
KPI A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Performance Data Summary
KPI A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Performance Data Summary
KPI A1.5	Description of emission target(s) set and steps taken to achieve them.	Metrics and Targets Environment
KPI A1.6	Description of how hazardous and non hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	Waste and Circularity
<i>Aspect A2: Use of Resources</i>		
General Disclosure	Policies on the efficient use of resources, including energy, water and other raw materials. Note: Resources may be used in production, in storage, transportation, in buildings, electronic equipment, etc.	Policies, Conduct and Business Ethics Environment
KPI A2.1	Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility).	Performance Data Summary
KPI A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility).	Water Resources Performance Data Summary
KPI A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them.	Metrics and Targets Carbon and Energy Management
KPI A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	Metrics and Targets Water Resources
KPI A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	Performance Data Summary
<i>Aspect A3: The Environment and Natural Resources</i>		
General Disclosure	Policies on minimising the issuer's significant impacts on the environment and natural resources.	Policies, Conduct and Business Ethics Environment
KPI A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	Environment
<i>Aspect A4: Climate Change</i>		
General Disclosure	Repealed 1 January 2025	-
KPI A4.1	Repealed 1 January 2025	-
B. Social		
Employment and Labour Practices		
<i>Aspect B1: Employment</i>		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	Policies, Conduct and Business Ethics Our Employees
KPI B1.1	Total workforce by gender, employment type (for example, full- or part-time), age group and geographical region.	Human Capital Management Performance Data Summary
KPI B1.2	Employee turnover rate by gender, age group and geographical region.	Performance Data Summary



Subject Areas, Aspects, General Disclosures, and KPIs		References and Remarks
<i>Aspect B2: Health and Safety</i>		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	Policies, Conduct and Business Ethics
KPI B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	Performance Data Summary
KPI B2.2	Lost days due to work injury.	Performance Data Summary
KPI B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored.	Well-Being, Health and Safety
<i>Aspect B3: Development and Training</i>		
General Disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities. Note: Training refers to vocational training. It may include internal and external courses paid by the employer.	Human Capital Management
KPI B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	Performance Data Summary
KPI B3.2	The average training hours completed per employee by gender and employee category.	Performance Data Summary
<i>Aspect B4: Labour Standards</i>		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.	Policies, Conduct and Business Ethics Human Capital Management
KPI B4.1	Description of measures to review employment practices to avoid child and forced labour.	Human Capital Management
KPI B4.2	Description of steps taken to eliminate such practices when discovered.	Human Capital Management
Operating Practices		
<i>Aspect B5: Supply Chain Management</i>		
General Disclosure	Policies on managing environmental and social risks of the supply chain.	Policies, Conduct and Business Ethics Responsible Supply Chain Management
KPI B5.1	Number of suppliers by geographical region.	Responsible Supply Chain Management
KPI B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.	Responsible Supply Chain Management Performance Data Summary
KPI B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	Performance Data Summary
KPI B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	Responsible Supply Chain Management Environment



Subject Areas, Aspects, General Disclosures, and KPIs		References and Remarks
<i>Aspect B6: Product Responsibility</i>		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	Policies, Conduct and Business Ethics Data Protection, Cybersecurity and Business Continuity Product and Service Responsibilities Responsible Marketing
KPI B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	Performance Data Summary
KPI B6.2	Number of products and service related complaints received and how they are dealt with.	Performance Data Summary
KPI B6.3	Description of practices relating to observing and protecting intellectual property rights.	Data Protection, Cybersecurity and Business Continuity
KPI B6.4	Description of quality assurance process and recall procedures.	Product and Service Responsibilities
KPI B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored.	Data Protection, Cybersecurity and Business Continuity
<i>Aspect B7: Anti-corruption</i>		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.	Policies, Conduct and Business Ethics Performance Data Summary Annual Report 2025 – Corporate Governance Report
KPI B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.	Policies, Conduct and Business Ethics
KPI B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.	Policies, Conduct and Business Ethics
KPI B7.3	Description of anti-corruption training provided to directors and staff.	Policies, Conduct and Business Ethics Annual Report 2025 – Corporate Governance Report
Community		
<i>Aspect B8: Community Investment</i>		
General Disclosure	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	Policies, Conduct and Business Ethics Community
KPI B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	Community Investment
KPI B8.2	Resources contributed (e.g. money or time) to the focus area.	Community Investment



Part D: Climate-related Disclosures

Core Content	Section
(I) Governance	
Paragraph 19	
An issuer shall disclose information about:	
(a) The governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) responsible for oversight of climate-related risks and opportunities. Specifically, the issuer shall identify that body(s) or individual(s) and disclose information about: (i) how the body(s) or individual(s) determines whether appropriate skills and competencies are available or will be developed to oversee strategies designed to respond to climate-related risks and opportunities; (ii) how and how often the body(s) or individual(s) is informed about climate-related risks and opportunities; (iii) how the body(s) or individual(s) takes into account climate-related risks and opportunities when overseeing the issuer's strategy, its decisions on major transactions, and its risk management processes and related policies, including whether the body(s) or individual(s) has considered trade-offs associated with those risks and opportunities; (iv) how the body(s) or individual(s) oversees the setting of, and monitors progress towards, targets related to climate-related risks and opportunities (see paragraphs 37 to 40), including whether and how related performance metrics are included in remuneration policies (see paragraph 35); and (b) management's role in the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities, including information about: (i) whether the role is delegated to a specific management-level position or management-level committee and how oversight is exercised over that position or committee; and (ii) whether management uses controls and procedures to support the oversight of climate-related risks and opportunities and, if so, how these controls and procedures are integrated with other internal functions.	Corporate Governance Sustainability Governance
(II) Strategy	
Climate-related Risks and Opportunities	
Paragraph 20	
An issuer shall disclose information to enable an understanding of climate-related risks and opportunities that could reasonably be expected to affect the issuer's cash flows, its access to finance or cost of capital over the short, medium or long term. Specifically, the issuer shall:	
(a) describe climate-related risks and opportunities that could reasonably be expected to affect the issuer's cash flows, its access to finance or cost of capital over the short, medium or long term; (b) explain, for each climate-related risk the issuer has identified, whether the issuer considers the risk to be a climate-related physical risk or climate-related transition risk; (c) specify, for each climate-related risk and opportunity the issuer has identified, over which time horizons – short, medium or long term – the effects of each climate-related risk and opportunity could reasonably be expected to occur; and (d) explain how the issuer defines 'short term', 'medium term' and 'long term' and how these definitions are linked to the planning horizons used by the issuer for strategic decision-making.	Climate Scenario Analysis



Core Content	Section
Business Model and Value Chain	
Paragraph 21	
An issuer shall disclose information that enables an understanding of the current and anticipated effects of climate-related risks and opportunities on the issuer’s business model and value chain. Specifically, the issuer shall disclose:	
(a) a description of the current and anticipated effects of climate-related risks and opportunities on the issuer’s business model and value chain; and (b) a description of where in the issuer’s business model and value chain climate-related risks and opportunities are concentrated (for example, geographical areas, facilities and types of assets).	Climate Scenario Analysis
Strategy and Decision-making	
Paragraph 22	
An issuer shall disclose information that enables an understanding of the effects of climate-related risks and opportunities on its strategy and decision-making. Specifically, the issuer shall disclose:	
(a) information about how the issuer has responded to, and plans to respond to, climate-related risks and opportunities in its strategy and decision-making, including how the issuer plans to achieve any climate-related targets it has set and any targets it is required to meet by law or regulation. Specifically, the issuer shall disclose information about: (i) current and anticipated changes to the issuer’s business model, including its resource allocation, to address climate-related risks and opportunities; (ii) current and anticipated adaptation and mitigation efforts (whether direct or indirect); (iii) any climate-related transition plan the issuer has (including information about key assumptions used in developing its transition plan, and dependencies on which the issuer’s transition plan relies), or an appropriate negative statement where the issuer does not have a climate-related transition plan; and (iv) how the issuer plans to achieve any climate-related targets (including any greenhouse gas emissions targets (if any)), described in accordance with paragraphs 37 to 40; and (b) information about how the issuer is resourcing, and plans to resource, the activities disclosed in accordance with paragraph 22(a).	Business Resilience to Climate Change Feature Story: Climate Transition Plan: Our Pathway to Net Zero
Paragraph 23	
An issuer shall disclose information about the progress of plans disclosed in previous reporting periods in accordance with paragraph 22(a).	Feature Story: Climate Transition Plan: Our Pathway to Net Zero Climate Targets
Financial Position, Financial Performance and Cash Flows	
Paragraph 24 – Current financial effect	
An issuer shall disclose qualitative and quantitative information about:	
(a) how climate-related risks and opportunities have affected its financial position, financial performance and cash flows for the reporting period; and (b) the climate-related risks and opportunities identified in paragraph 24(a) for which there is a significant risk of a material adjustment within the next annual reporting period to the carrying amounts of assets and liabilities reported in the related financial statements.	From Plan to Practice – Transition Enabler Business Resilience to Climate Change



Core Content	Section
Paragraph 25 – Anticipated financial effect	
The issuer shall provide qualitative and quantitative disclosures about:	
(a) how the issuer expects its financial position to change over the short, medium and long term, given its strategy to manage climate-related risks and opportunities, taking into consideration: (i) its investment and disposal plans; and (ii) its planned sources of funding to implement its strategy; and (b) how the issuer expects its financial performance and cash flows to change over the short, medium and long term, given its strategy to manage climate-related risks and opportunities.	Climate Scenario Analysis Feature Story: Climate Transition Plan: Our Pathway to Net Zero
Climate Resilience	
Paragraph 26	
An issuer shall disclose information that enables an understanding of the resilience of the issuer’s strategy and business model to climate-related changes, developments and uncertainties, taking into consideration the issuer’s identified climate-related risks and opportunities. An issuer shall use climate-related scenario analysis to assess its climate resilience using an approach that is commensurate with an issuer’s circumstances. In providing quantitative information, the issuer may disclose a single amount or a range. Specifically, the issuer shall disclose:	
(a) the issuer’s assessment of its climate resilience as at the reporting date, which shall enable an understanding of: (i) the implications, if any, of the issuer’s assessment for its strategy and business model, including how the issuer would need to respond to the effects identified in the climate-related scenario analysis; (ii) the significant areas of uncertainty considered in the issuer’s assessment of its climate resilience; and (iii) the issuer’s capacity to adjust, or adapt its strategy and business model to climate change over the short, medium or long term;	Climate Scenario Analysis Climate Resilience
(b) how and when the climate-related scenario analysis was carried out, including: (i) information about the inputs used, including: (1) which climate-related scenarios the issuer used for the analysis and the sources of such scenarios; (2) whether the analysis included a diverse range of climate-related scenarios; (3) whether the climate-related scenarios used for the analysis are associated with climate-related transition risks or climate-related physical risks; (4) whether the issuer used, among its scenarios, a climate-related scenario aligned with the latest international agreement on climate change; (5) why the issuer decided that its chosen climate-related scenarios are relevant to assessing its resilience to climate-related changes, developments or uncertainties; (6) time horizons the issuer used in the analysis; and (7) what scope of operations the issuer used in the analysis (for example, the operation, locations and business units used in the analysis); (ii) the key assumptions the issuer made in the analysis; and (iii) the reporting period in which the climate-related scenario analysis was carried out.	Climate Scenario Analysis



Core Content	Section
(III) Risk Management	
Paragraph 27	
An issuer shall disclose information about:	
(a) the processes and related policies it uses to identify, assess, prioritise and monitor climate-related risks, including information about: <ul style="list-style-type: none"> (i) the inputs and parameters the issuer uses (for example, information about data sources and the scope of operations covered in the processes); (ii) whether and how the issuer uses climate-related scenario analysis to inform its identification of climate-related risks; (iii) how the issuer assesses the nature, likelihood and magnitude of the effects of those risks (for example, whether the issuer considers qualitative factors, quantitative thresholds or other criteria); (iv) whether and how the issuer prioritises climate-related risks relative to other types of risks; (v) how the issuer monitors climate-related risks; and (vi) whether and how the issuer has changed the processes it uses compared with the previous reporting period; 	Enterprise Risk Management Sustainability Risk and Opportunity Management
(b) the processes the issuer uses to identify, assess, prioritise and monitor climate-related opportunities (including information about whether and how the issuer uses climate-related scenario analysis to inform its identification of climate-related opportunities); and	
(c) the extent to which, and how, the processes for identifying, assessing, prioritising and monitoring climate-related risks and opportunities are integrated into and inform the issuer's overall risk management process.	
(IV) Metrics and Targets	
Greenhouse Gas Emissions	
Paragraph 28	
An issuer shall disclose its absolute gross greenhouse gas emissions generated during the reporting period, expressed as metric tons of CO ₂ equivalent, classified as:	
(a) Scope 1 greenhouse gas emissions;	Climate Targets
(b) Scope 2 greenhouse gas emissions; and	Carbon and Energy
(c) Scope 3 greenhouse gas emission.	Performance Data Summary
Paragraph 29	
An issuer shall:	
(a) measure its greenhouse gas emissions in accordance with the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004) unless required by a jurisdictional authority or another exchange on which the issuer is listed to use a different method for measuring greenhouse gas emissions;	Performance Data Summary Climate Targets
(b) disclose the approach it uses to measure its greenhouse gas emissions including: <ul style="list-style-type: none"> (i) the measurement approach, inputs and assumptions the issuer uses to measure its greenhouse gas emissions; (ii) the reason why the issuer has chosen the measurement approach, inputs and assumptions it uses to measure its greenhouse gas emissions; and (iii) any changes the issuer made to the measurement approach, inputs and assumptions during the reporting period and the reasons for those changes; 	



Core Content	Section
(c) for Scope 2 greenhouse gas emissions disclosed in accordance with paragraph 28(b), disclose its location-based Scope 2 greenhouse gas emissions, and provide information about any contractual instruments that is necessary to enable an understanding of the issuer's Scope 2 greenhouse gas emissions; and	Performance Data Summary Climate Targets
(d) for Scope 3 greenhouse gas emissions disclosed in accordance with paragraph 28(c), disclose the categories included within the issuer's measure of Scope 3 greenhouse gas emissions, in accordance with the Scope 3 categories described in the Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (2011).	Performance Data Summary Climate Targets
Climate-related Transition Risks	
Paragraph 30	
An issuer shall disclose the amount and percentage of assets or business activities vulnerable to climate-related transition risks.	Financial Impact Quantification
Climate-related Physical Risks	
Paragraph 31	
An issuer shall disclose the amount and percentage of assets or business activities vulnerable to climate-related physical risks.	Financial Impact Quantification
Climate-related Opportunities	
Paragraph 32	
An issuer shall disclose the amount and percentage of assets or business activities aligned with climate-related opportunities.	Business Resilience to Climate Change
Capital Deployment	
Paragraph 33	
An issuer shall disclose the amount of capital expenditure, financing or investment deployed towards climate-related risks and opportunities.	Feature Story: Climate Transition Plan: Our Pathway to Net Zero Business Resilience to Climate Change
Internal Carbon Prices	
Paragraph 34	
An issuer shall disclose: <ul style="list-style-type: none"> (a) an explanation of whether and how the issuer is applying a carbon price in decision-making (for example, investment decisions, transfer pricing, and scenario analysis); and (b) the price of each metric tonne of greenhouse gas emissions the issuer uses to assess the costs of its greenhouse gas emissions; or an appropriate negative statement that the issuer does not apply a carbon price in decision-making. 	The Group recognises carbon pricing as a tool for supporting the transition to a low-carbon economy. To this end, the Group has utilised carbon pricing as a parameter in climate scenario analysis to assess the resilience of our business strategy. The Group is considering the adoption of internal carbon pricing in our decision-making processes to better align with and achieve our climate commitments.

Core Content	Section
Remuneration	
Paragraph 35	
An issuer shall disclose whether and how climate-related considerations are factored into remuneration policy, or an appropriate negative statement. This may form part of the disclosure under paragraph 19(a)(iv).	Corporate Governance
Industry-based Metrics	
Paragraph 36	
An issuer is encouraged to disclose industry-based metrics that are associated with one or more particular business models, activities or other common features that characterise participation in an industry. In determining the industry-based metrics that the issuer discloses, an issuer is encouraged to refer to and consider the applicability of the industry-based metrics associated with disclosure topics described in the IFRS S2 Industry-based Guidance on implementing Climate-related Disclosures and other industry-based disclosure requirements prescribed under other international ESG reporting frameworks.	The Group is considering the applicability of the industry-based metrics.
Climate-related Targets	
Paragraph 37	
An issuer shall disclose (a) the qualitative and quantitative climate-related targets the issuer has set to monitor progress towards achieving its strategic goals, and (b) any targets the issuer is required to meet by law or regulation, including any greenhouse gas emissions targets. For each target, the issuer shall disclose:	
(a) the metric used to set the target; (b) the objective of the target (for example, mitigation, adaptation or conformance with science-based initiatives); (c) the part of the issuer to which the target applies (for example, whether the target applies to the issuer in its entirety or only a part of the issuer, such as a specific business unit or geographic region); (d) the period over which the target applies; (e) the base period from which progress is measured; (f) milestones or interim targets (if any); (g) if the target is quantitative, whether the target is an absolute target or an intensity target; and (h) how the latest international agreement on climate change, including jurisdictional commitments that arise from that agreement, has informed the target.	Climate Targets
Paragraph 38	
An issuer shall disclose information about its approach to setting and reviewing each target, and how it monitors progress against each target, including:	
(a) whether the target and the methodology for setting the target has been validated by a third party; (b) the issuer's processes for reviewing the target; (c) the metrics used to monitor progress towards reaching the target; and (d) any revisions to the target and an explanation for those revisions.	Climate Targets Sustainability Governance
Paragraph 39	
An issuer shall disclose information about its performance against each climate-related target and an analysis of trends or changes in the issuer's performance.	Climate Targets

Core Content	Section
Paragraph 40	
For each greenhouse gas emissions target disclosed in accordance with paragraphs 37 to 39, an issuer shall disclose:	
(a) which greenhouse gases are covered by the target; (b) whether Scope 1, Scope 2 or Scope 3 greenhouse gas emissions are covered by the target; (c) whether the target is a gross greenhouse gas emissions target or a net greenhouse gas emissions target. If the issuer discloses a net greenhouse gas emissions target, the issuer is also required to separately disclose its associated gross greenhouse gas emissions target; (d) whether the target was derived using a sectoral decarbonisation approach; and (e) the issuer's planned use of carbon credits to offset greenhouse gas emissions to achieve any net greenhouse gas emissions target. In explaining its planned use of carbon credits, the issuer shall disclose: (i) the extent to which, and how, achieving any net greenhouse gas emissions target relies on the use of carbon credits; (ii) which third-party scheme(s) will verify or certify the carbon credits; (iii) the type of carbon credit, including whether the underlying offset will be nature-based or based on technological carbon removals, and whether the underlying offset is achieved through carbon reduction or removal; and (iv) any other factors necessary to enable an understanding of the credibility and integrity of the carbon credits the issuer plans to use (for example, assumptions regarding the permanence of the carbon offset).	Climate Targets Performance Data Summary
Applicability of Cross-industry Metrics and Industry-based Metrics	
Paragraph 41	
In preparing disclosures to meet the requirements in paragraphs 21 to 26 and 37 to 38, an issuer shall refer to and consider the applicability of cross-industry metrics (see paragraphs 28 to 35) and (ii) industry-based metrics (see paragraph 36).	Please refer to the response for Paragraph 36.

Li Ka Shing Foundation



LI KA SHING FOUNDATION 李嘉誠基金會

Since its establishment in 1980, the Li Ka Shing Foundation (“the Foundation”) has remained steadfast in its mission to advance healthcare and education, two cornerstones of social progress. Through the decades, the Foundation has committed over HK\$30 billion to medical, educational, and philanthropic initiatives, with over 80% of resources directed to Chinese Mainland and Hong Kong – all dedicated to fostering long-term societal development.

Healthcare and education are the Foundation’s commitments to humanity. With its eye on the future, the Foundation drives medical advancement and promotes health and wellness with a focus on innovation that serves patient needs while building on a legacy of social progress. Our consistent emphasis on primary healthcare support and the expansion of diverse medical programmes, especially in a time of rapid change, not only supports research and development, but also strengthens public access to cutting-edge diagnostics and therapies, particularly for vulnerable

communities. This year, the Foundation continued to place advanced technology into medical schools and hospitals locally and overseas to drive scientific breakthroughs, enhancing medical efficiency to uphold its belief that all lives deserve dignity and protection.

In 2025, the Foundation continued to act with insight and compassion, responding swiftly to urgent humanitarian needs through immediate relief to support the affected communities. The same spirit of empathy sustained programmes that support livelihoods and mental well-being, including initiatives delivered through Tsz Shan Monastery. On its sacred grounds, opportunities abound to cultivate wisdom and inner peace, while charitable initiatives offer outreach and harmony to society at large. In addition, the Foundation continued to support social welfare organisations, delivering essential services to those in need, along with the hope and love necessary to comfort, inspire, and heal.

Looking ahead, the Foundation will journey alongside society with foresight and compassion to build a sustainable future, advance global progress, and strive for the well-being of humanity.

I. Hong Kong

Tsz Shan Monastery

Rooted in Chinese Buddhism, Tsz Shan Monastery remains agile in a world reeling with dynamic natural and social changes. The Foundation’s cumulative support for Tsz Shan Monastery has now exceeded HK\$3.4 billion. Cumulative visitor numbers have reached 2.55 million; and the number of volunteers engaged has reached 2,541.

Since its establishment a decade ago, the Monastery has honoured the site’s native landscape, coexisting with the natural environment in harmony. Rare trees species and native birds flourish, highlighting the richness of local biodiversity. The Monastery opts for water offerings over incense burning as a tribute to Buddhas and Bodhisattvas – a mindful practice symbolising purification of body and mind. The Monastery also employs water circulation and rainwater collection systems for recycling water and irrigating plants. Energy consumption is reduced through the integration of power-saving devices based on quantum physics within the air conditioning system, reflecting a broader commitment to sustainable development. To commemorate its tenth anniversary, the Monastery published *Tsz Shan Nature*, a book documenting its flora and fauna. The publication expresses gratitude and respect for the natural world, seeks to preserve the wisdom inherent in nature, and promotes



the dissemination of these teachings for the benefits of all sentient beings.

Beyond conventional ceremonies and meditation practices, the Monastery integrates structured Buddhist spiritual teachings, forest therapy experiences, and diverse youth programmes, engaging with individuals from all walks of life. The museum’s multimedia interactive installation – iDome Xiangtangshan Project, has also received notable accolades this year, including: HKDA Global Design Awards Gold Award & DFA Design for Asia Awards Bronze Award. In times of social emergencies, the Monastery responds promptly with care and support. Following the Tai Po fire, urgent emotional rebuilding was essential. The Monastery organised special Dharma

assemblies and additional arrangements for visitors to pay respects to the departed and pray for those affected. An Emotional Support Station was also set up within the Monastery, where the Buddhist Spiritual Counselling Centre provided emotional and mental health support to participants impacted by the tragedy, helping them regain balance and guiding them through recovery.

The Buddhist Spiritual Counselling Centre adheres to the mission of *“Healing Hearts with Heart, Perfect Integration of Compassion and Wisdom,”* combining Buddhist teachings with professional counselling skills. It is dedicated to helping individuals in distress explore the roots of their suffering, develop insight, and regain inner peace. In response to the diverse community needs, the Centre actively expands its services through life education and two key initiatives:



The *“Life Care Project”*, reaching out to the community in partnership with social welfare, healthcare, and rehabilitation organisations to provide regular spiritual care visits and different thematic activities, offering warmth and companionship to those in need.



The *“Metta Scheme”*, providing financial assistance to patients and caregivers facing economic hardships.

In 2025, the Centre’s services reached nearly 1.2 million individuals. The volunteer efforts of Tsz Shan Monastery and the Buddhist Spiritual Counselling Centre is consistently recognised by the Hong Kong Agency for Volunteer Service, receiving multiple honours in the *“Hong Kong Volunteer Award 2025”*, including the Outstanding Non-Commercial Organisation Award and the Top Ten Highest Volunteer Hour (Non-commercial Organization) Award. Additionally, 603 volunteers received individual awards for their contributions.



Healthcare Projects

Healthcare Services

The Foundation places strong emphasis on addressing community healthcare needs, with particular attention to vulnerable groups requiring medical support. Through targeted assistance, the Foundation funds primary healthcare services, reducing the financial burden on low-income families while alleviating pressure on the public healthcare system. These initiatives enable timely diagnosis and treatment for patients who have been waiting for extended periods in public hospitals, safeguard access to essential healthcare for disadvantaged populations, and ultimately foster greater social inclusion.

Working in collaboration with multiple local healthcare institutions, the Foundation supports a diverse range of medical services. In addition to its ongoing subsidised programmes in urolithotripsy, dental care, cardiac surgery, and diagnostic imaging, the Foundation introduced or expanded the following projects in 2025 to benefit even broader segments of the community:

Cancer Patient Subsidy Programme

In 2025, the Foundation expanded its medical aid efforts by granting HK\$10 million to support 200 cancer patients in need. In partnership with eight medical institutions, each patient received a one-time living allowance of HK\$50,000. This initiative aims to ease financial stress during early stages of treatment, help maintain basic living standards, and reduce economic barriers that might otherwise hinder care. By doing so, the programme seeks to strengthen patients’ confidence in their treatment journey and allow them to focus on recovery.

Hong Kong Kidney Foundation Nocturnal Home Haemodialysis Programme

Since 2021, the Foundation has supported the Hong Kong Kidney Foundation Nocturnal Haemodialysis Programme, which enables kidney patients to undergo haemodialysis overnight and in the comfort of their homes. This arrangement offers greater flexibility in treatment, allowing patients to maintain employment and carry out daily routines, thereby reducing financial strain while enhancing health outcomes and quality of life. The programme also alleviates demand on public healthcare resources and promotes the development of home-based medical care, contributing to continuous improvement in healthcare services. In 2025, the Foundation granted an additional HK\$1.5 million to extend this programme, standing alongside patients throughout their healthcare journey.



Medical Technology and Research

Believing that medical education and research are key to advancing healthcare standards, the Foundation continues its long-standing partnerships with the Li Ka Shing Faculty of Medicine at The University of Hong Kong (“HKU”) and the Faculty of Medicine at The Chinese University of Hong Kong (“CUHK”) to support education and research efforts that drive innovation in medical technology. Following the introduction of Asia’s first Histotripsy system for cancer treatment last year, the Foundation donated advanced Double Jet Ventilators to HKU, CUHK, and the Hong Kong Sanatorium & Hospital in 2025, to further enhance treatment safety and quality, enabling more patients to benefit from improved clinical care.



Community Services

With a deep commitment to the welfare of all people, the Foundation continues to advance a comprehensive portfolio of social services, strategically addressing essential living support, mental health, and community recovery. This approach goes beyond reactive assistance by incorporating swift and proactive engagement to ensure that vulnerable groups receive timely and appropriate assistance. Each initiative is designed to convey warmth and hope, foster resilience, and strengthen social cohesion. Key initiatives in 2025 included:

Tai Po Wang Fuk Court Fire Emergency Relief Fund

In November 2025, a devastating fire struck Wang Fuk Court in Tai Po. The Foundation promptly activated its emergency response mechanism, donating HK\$30 million to establish an Emergency Relief Fund. Working through multiple local social welfare organisations, the Foundation delivered comprehensive assistance to affected individuals and families. Services included transitional housing and the provision of essential supplies, meals, mental health care, and both Western and Chinese medical therapies. Every aspect was considered to ensure that affected residents experienced stability and compassionate care during a critical time. The donation also supported programmes dedicated to the elderly, schoolchildren, and foreign domestic helpers, ensuring inclusivity and compassion throughout their recovery.

Recognising that true recovery requires more than just the repairment of physical infrastructure, but also the restoration of confidence and order to their daily lives. To this end, we have committed an additional HK\$50 million to accelerate long-term



recovery efforts, working hand in hand with affected residents to rebuild the community. This includes community reconstruction and broader recovery initiatives to help residents rebuild their lives. Furthermore, through the Disciplinary Services Fund, targeted assistance is being provided to firefighters and rescue personnel who were injured or have lost their lives during the operation, underscoring profound respect and gratitude for the courageous first responders who safeguard public safety.

Caritas Crisis Line and Education Centre

In 2025, Caritas Crisis Hotline and Education Centre continued to strengthen its crisis prevention efforts, ensuring high-risk groups have easier access to hotline information, reducing the likelihood of personal and family tragedies. During the year, the Centre held a press conference presenting data and real-life cases, shedding light on the needs of individuals facing suicidal crises and debt-related distress, as well as the pathways to recovery. This initiative not only generated extensive media coverage but also encouraged cross-sector professional

organisations to seek collaboration, broadening the Centre’s outreach and raising public awareness of mental health through specialised seminars.

The Centre also expanded its “Love Education” and “Bad Day” crisis education programmes to tertiary institutions. The programmes, through integrating interactive activities with volunteer training, have created a supportive environment for emotional expressions during adversity. These efforts have equipped educators, students, and parents with tools to identify and address emotional crises at their earliest stages. In 2025, the programmes served nearly 20,000 individuals, highlighting the critical role of education in preventive intervention.

Since 2008, the Foundation has donated over HK\$90 million to the Centre. To date, the Centre has delivered more than 610,000 services, with over 790,000 service attendances recorded for hotline support and educational programmes, safeguarding mental well-being and foster resilience across society.

Construction Industry Casualty Assistance Programme

Launched in mid-2022, the Construction Industry Casualty Assistance Programme operates through referrals from the Hong Kong Construction Industry Care Centre to provide timely financial support to workers or families affected by workplace injuries or fatalities in the construction sector. This initiative helps them navigate unforeseen hardships with dignity. To date, more than 50 cases have received assistance.

II. Chinese Mainland

Education Projects

Shantou University

Reflecting Mr. Li Ka-shing’s firmly held belief that “knowledge reshapes destiny”, the Foundation regards Shantou University (“STU”) as the embodiment of its educational

mission. Since the university’s establishment in 1981, STU has been a core and continuously supported project of the Foundation. Beyond Mr. Li’s substantial donations for infrastructure, equipment, and academic development, STU has benefitted immeasurably from his personal attention and generosity, all of which have created and sustained STU’s growth and success. To date, the Foundation’s cumulative contribution for STU has reached HK\$12 billion, supporting its mission to advance higher education and nurture talents. The university currently has over 24,000 full-time students and more than 180,000 graduates.

In 2025, STU continued to deepen international exchange and collaboration, establishing academic ties with 135 universities across 31 countries and regions, thereby elevating teaching standards to meet global benchmarks. The university successfully hosted multiple international study programmes led by the Ministry of Education’s Centre for Language Education



and Cooperation, actively promoting the global dissemination of Chinese cultural heritage.

In teaching and curriculum development, 18 programmes have been recognised as national-level “First-Class Undergraduate Programmes”, and 20 courses have been approved as national-level “First-Class Undergraduate Courses”. In research and faculty development, 13 disciplines rank among the global top 1% in Essential Science Indicators (ESI), with Clinical Medicine maintaining this recognition for 14 consecutive years. Eleven faculty members were listed among Elsevier’s “Highly Cited Chinese Scholars 2024”, and 37 were named in the “Global Top 2% Scientists” ranking for 2024. Five of the university’s medical programmes ranked within the top 100 in the 2025 Shanghai Ranking of Chinese University Programmes.

The Foundation places strong emphasis on medical research and talent development, providing robust support for the growth of STU’s Medical College. Medical students have demonstrated exceptional performance, achieving a record-high pass rate in the 2025 National Medical Licensing Examination; also with an 84.6% success

rate in the United States Medical Licensing Examination Step 1. Of the College’s six affiliated hospitals, four are classified as top-tier (Grade III, Class A). The volunteer team at the Hospice Centre of the Shantou University Medical College First Affiliated Hospital was honoured as the “Best Science and Technology Volunteer Service Organisation” by the China Association for Science and Technology in 2024.

Cheung Kong Graduate School of Business

Established in 2002 with funding from the Foundation, the Cheung Kong Graduate School of Business (“CKGSB”) was created to build a next-generation global business school. CKGSB aims to cultivate world-class business leaders who embody new vision, innovative thinking, strategic perspective, and forward-looking values, bridging Western management theories with Chinese business practices to foster transformation and excellence in a new era of global commerce. To date, the school has trained more than 24,000 management professionals.

In 2025, 97 alumni served as leaders of companies listed among China’s Top 500 Private Enterprises, accounting for 19.4%



of the entire ranking. In the *Fortune* China 500 list, 71 companies led by CKGSB alumni were included, representing 14.2% of all listed companies. Many alumni and their enterprises were also included in the Top 500 Chinese Private Manufacturing Enterprises, Top 100 Chinese Private Service Enterprises, Forbes China Best CEOs, and *Fortune* China's Most Influential Businesswomen.

CKGSB's academic influence continued to rise in 2025. Twelve professors were selected for the 2024 "China Highly Cited Researchers" list, representing more than one-quarter of the school's full-time faculty. Three professors received major global academic awards. The school hosted over 30 academic conferences, covering key topics such as artificial intelligence, fintech, and data science. CKGSB continued its collaboration with Shantou University and the China National MBA Education Supervisory Committee to deliver the MBA Faculty Training Programme for Western China, providing pedagogical training to more than 60 MBA instructors from central and western regions of the country. Over the years, the programme has trained more than 700 faculty members in business administration education.

Healthcare Projects

For over 20 years, the Foundation has been committed to advancing free healthcare services across Chinese Mainland. These efforts span the entire nation, supported by cumulative donations of nearly RMB1.2 billion and more than 10 million service visits. Guided by the belief that healthcare should never be hindered by poverty, the Foundation strives to ensure that every life is treated with dignity and support.

"Heart of Gold" National Hospice Service Programme

Launched in 1998, the Programme provides free, home-based care for disadvantaged terminal cancer patients. Services include pain management, nursing guidance, psychological and bereavement support, social resource linkage, and volunteer services, all designed to ensure dignity during life's final stages. The programme also promotes public awareness of hospice care and palliative medicine.

As of December 2025, the Foundation has contributed nearly RMB1.1 billion to this initiative, serving over 272,000 end-stage cancer patients and providing more



than 4.23million service visits. Its 24,000 volunteers have dedicated more than 770,000 hours to the service, and today 33 hospice centres across the country continue to provide essential care for patients and their families in need.

Li Ka Shing Foundation Shantou University Medical College Free Medical Aid Project

Since its inception in 1998, the Project has integrated healthcare services with education in professionalism, delivering free healthcare support to rural communities. Key initiatives include organising free clinics and health education in towns and villages, training grassroots medical professionals to enhance local healthcare standards, and engaging SUMC medical students in volunteer services to nurture professionals with both clinical skills and compassion. Additionally, the programme provides financial assistance to patients in need. By December 2025, cumulative contributions amounted to nearly RMB74 million, providing more than 730,000 healthcare service sessions and completing over 14,300 free surgeries. Since 2022, the Foundation has also introduced a kidney dialysis subsidy programme that has provided more than 40,000 subsidised treatments and benefitted 1,800 patients, empowering them to continue their lives' journey.

Kumbum Monastery Tibetan Medical Hospital Free Medical Aid Project

Since 2005, the Foundation has donated over RMB34 million to support the Kumbum Monastery Tibetan Medical Hospital in delivering free medical services and medicines across 281 remote Tibetan communities in Qinghai, Sichuan, and neighbouring regions, providing farmers and herders with more than 260,000 service visits. In 2025, the hospital's medical team continued to offer traditional Tibetan medical treatments noted for their effectiveness in treating and preventing high-altitude illnesses, benefitting more than 10,000 individuals. Training programmes and health education initiatives were also held to train and nurture local practitioners in primary Tibetan medical practices.





III. Overseas

Donation of the Histotripsy System to Overseas Universities

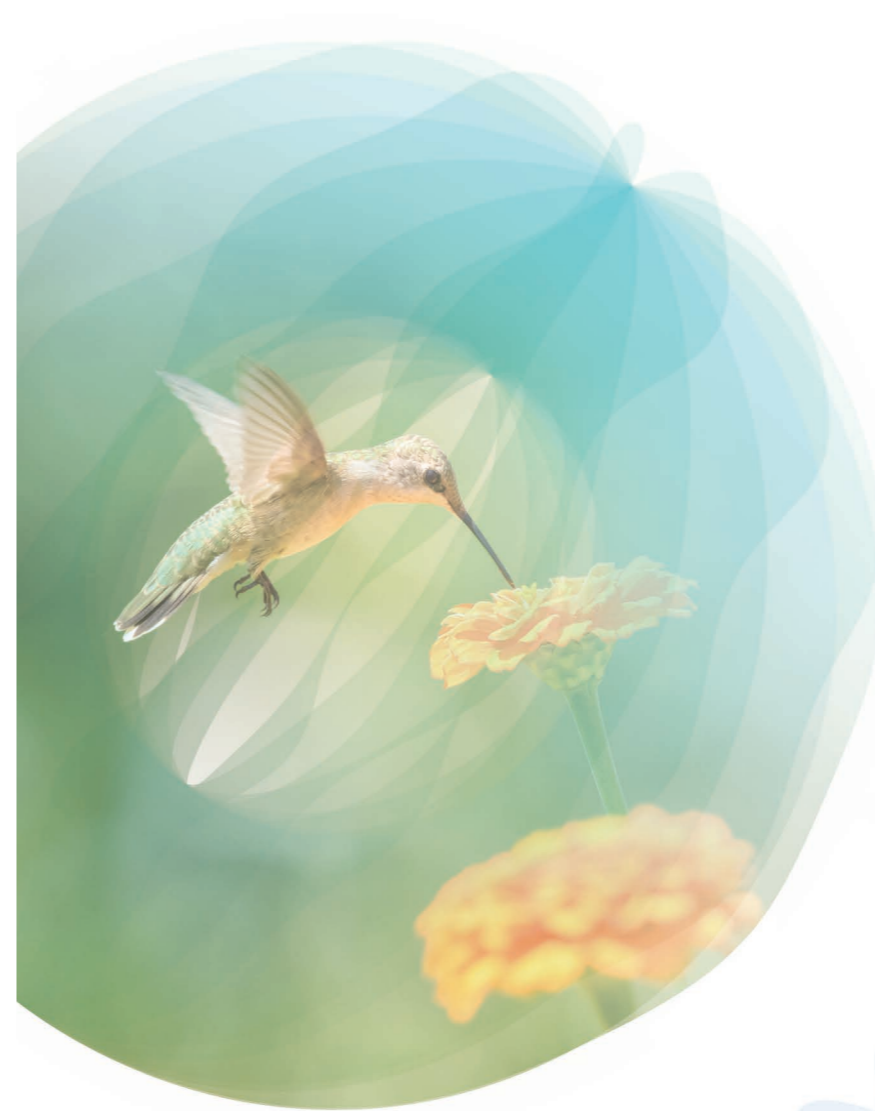
The Foundation is committed to advancing technology-driven medical innovation and continues to allocate resources to support the development and application of cutting-edge healthcare technologies. Following last year's donation of advanced Histotripsy systems to multiple medical schools and hospitals in Hong Kong to enhance local healthcare standards, the Foundation expanded its scope of support globally this year to accelerate progress in medical research and clinical practice worldwide. In 2025, Histotripsy systems were donated to several internationally renowned universities and medical institutions, including the University of Cambridge in the United Kingdom and Stanford University in the United States. In collaboration with TT Foundation Advisors, the technology was also introduced to leading healthcare institutions in Singapore. This initiative is expected to advance clinical research and encourage the adoption of next-generation, non-invasive treatment technologies, ultimately benefitting patients across the globe.

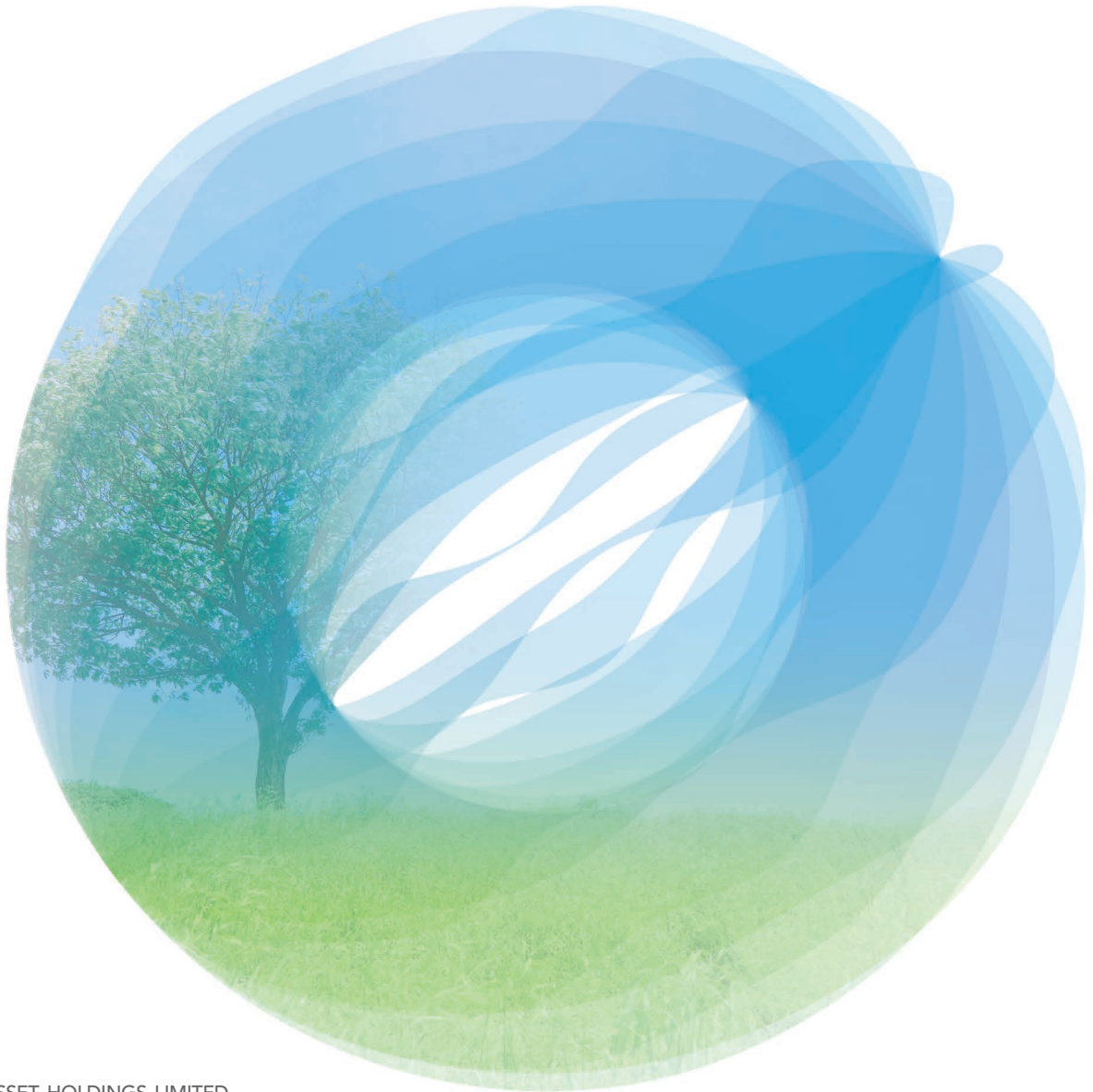
Through continued support for the development and widespread application of cutting-edge medical technologies, the Foundation aims to integrate the power of innovation into global healthcare systems, fostering the sustainable development of healthcare services, and harnessing the power of technology to improve human health for the benefit of all.

Supporting Medical Advancement at the University of Manitoba, Canada

With its mission of advancing medical education and improving healthcare standards, the Foundation continues to promote international collaboration in medical training and research. This year, the Foundation donated US\$2 million to the University of Manitoba in Canada to support the ongoing development of its medical school in teaching and research.

The Max Rady College of Medicine at the University of Manitoba has maintained a strong partnership with Shantou University Medical College for over 20 years, with ongoing collaboration in academic exchange and clinical training. This longstanding relationship has not only advanced the cultivation of medical talent but also accelerated the internationalisation of medical education. The recent donation will further strengthen and deepen cooperation between the two institutions and support multiple development initiatives at the University of Manitoba's medical school, including upgrading clinical and educational facilities, and establishing endowed professorships and funding research projects in biomedical sciences. Through this contribution, the Foundation aims to foster continuous innovation in medical education and research while nurturing future healthcare professionals with global vision and exceptional expertise.





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