

**CK Infrastructure Holdings Limited**

**長江基建集團有限公司**

(Incorporated in Bermuda with limited liability)

(Stock Code: 1038)

Annual Report 2017

# GLOBAL INFRASTRUCTURE PLAYER





## **A Leading Player in the Global Infrastructure Arena**

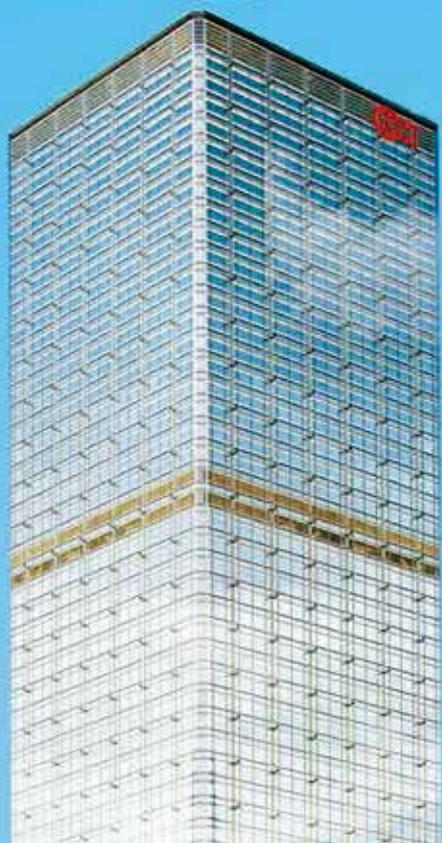
CKI is a global infrastructure company that aims to make the world a better place through a variety of infrastructure investments and developments in different parts of the world. The Group has diversified investments in Energy Infrastructure, Transportation Infrastructure, Water Infrastructure, Waste Management, Waste-to-energy, Household Infrastructure and Infrastructure Related Businesses.

Its investments and operations span Hong Kong, Mainland China, the United Kingdom, Continental Europe, Australia, New Zealand and North America.

# CONTENTS

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|            |  |
|------------|--|
| <b>008</b> | Ten-year Financial Summary                       |
| <b>010</b> | Chairman's Letter                                |
| <b>016</b> | Group Managing Director's Report                 |
| <b>021</b> | Long Term Development Strategy                   |
| <b>022</b> | Awards   |
| <b>026</b> | Business Review                                  |
| 028        | Investment in Power Assets                       |
| 030        | Infrastructure Investments in United Kingdom     |
| 036        | Infrastructure Investments in Australia          |
| 044        | Infrastructure Investments in New Zealand        |
| 046        | Infrastructure Investments in Continental Europe |
| 049        | Infrastructure Investments in Canada             |
| 052        | Infrastructure Investments in Mainland China     |
| 054        | Investments in Infrastructure Related Businesses |
| <b>056</b> | Financial Review                                 |
| <b>058</b> | Board and Key Personnel                          |
| <b>073</b> | Report of the Directors                          |
| <b>088</b> | Independent Auditor's Report                     |
| <b>094</b> | Consolidated Income Statement                    |
| <b>095</b> | Consolidated Statement of Comprehensive Income   |
| <b>096</b> | Consolidated Statement of Financial Position     |
| <b>097</b> | Consolidated Statement of Changes in Equity      |
| <b>098</b> | Consolidated Statement of Cash Flows             |
| <b>099</b> | Notes to the Consolidated Financial Statements   |
| <b>157</b> | Principal Subsidiaries                           |
| <b>158</b> | Principal Associates                             |
| <b>160</b> | Principal Joint Ventures                         |
| <b>162</b> | Schedule of Major Properties                     |
| <b>163</b> | Corporate Governance Report                      |
| <b>189</b> | Environmental, Social and Governance Report      |
| <b>199</b> | Risk Factors                                     |
| <b>205</b> | Project Profiles                                 |
| <b>214</b> | Corporate Information and Key Dates              |





# 2017 KEY FIGURES

21

Consecutive years of  
dividend growth since  
listing

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10,256

Profit attributable to  
shareholders (HK\$ million)

# 2017 KEY FIGURES

**9,781**  
Million

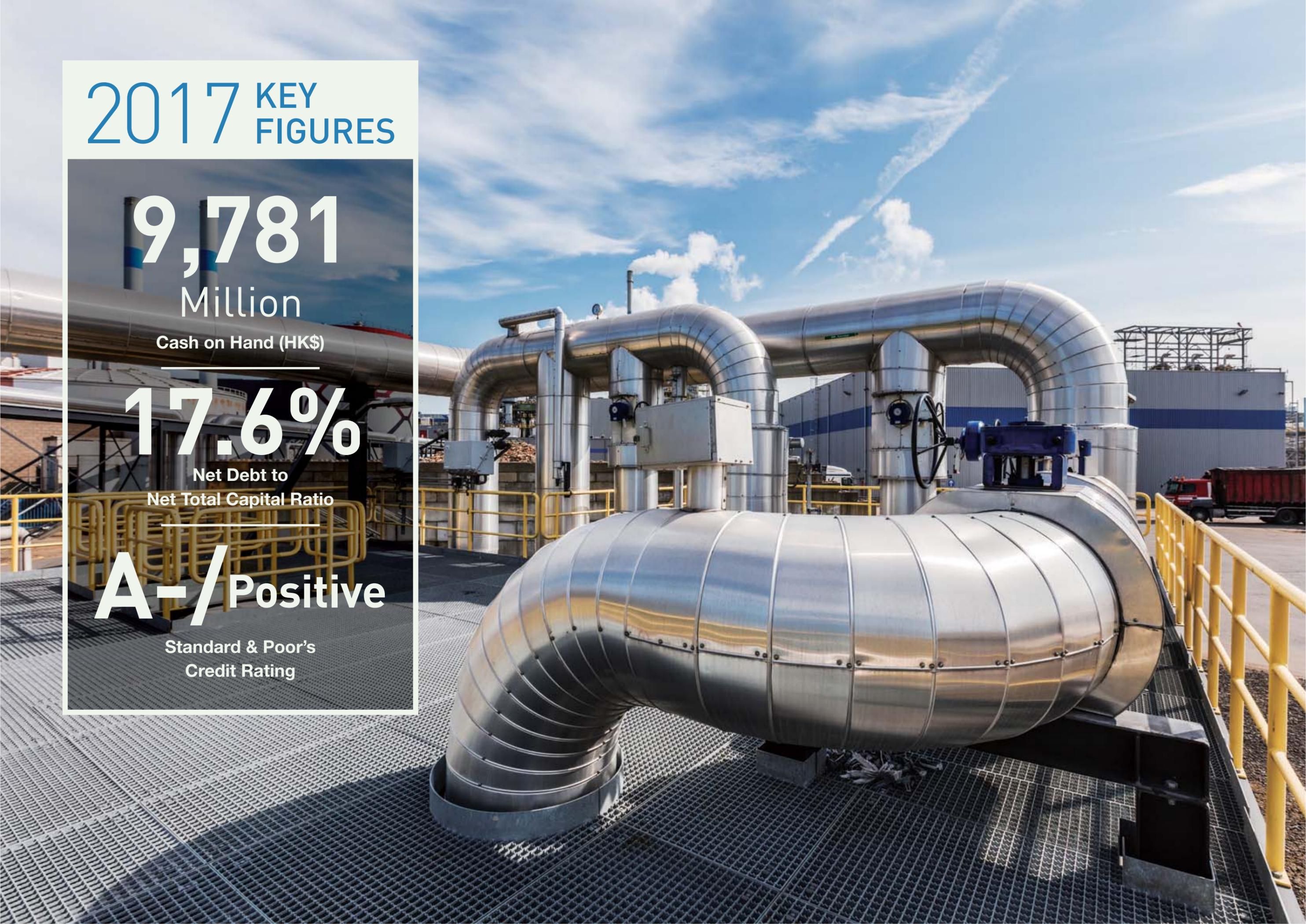
Cash on Hand (HK\$)

**17.6%**

Net Debt to  
Net Total Capital Ratio

**A- / Positive**

Standard & Poor's  
Credit Rating



# THE BUSINESS

Investment in

## POWER ASSETS

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- Power Assets

Infrastructure Investments in

## AUSTRALIA

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- SA Power Networks
- Victoria Power Networks
- Australian Gas Networks
- Australian Energy Operations
- DUET

Infrastructure Investments in

## CONTINENTAL EUROPE

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- Dutch Enviro Energy
- Portugal Renewable Energy
- ista

Infrastructure Investments in

## MAINLAND CHINA

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- Shen-Shan Highway (Eastern Section)
- Shantou Bay Bridge
- Tangshan Tangle Road
- Changsha Wujialing and Wuyilu Bridges
- Jiangmen Chaolian Bridge
- Panyu Beidou Bridge

Infrastructure Investments in

## UNITED KINGDOM

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- UK Power Networks
- Northumbrian Water
- Northern Gas Networks
- Wales & West Gas Networks
- Seabank Power
- Southern Water
- UK Rails

Infrastructure Investments in

## NEW ZEALAND

---

- Wellington Electricity
- EnviroNZ

Infrastructure Investments in

## CANADA

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- Canadian Power
- Park'N Fly
- Canadian Midstream Assets
- Reliance Home Comfort

Investments in

## INFRASTRUCTURE RELATED BUSINESSES

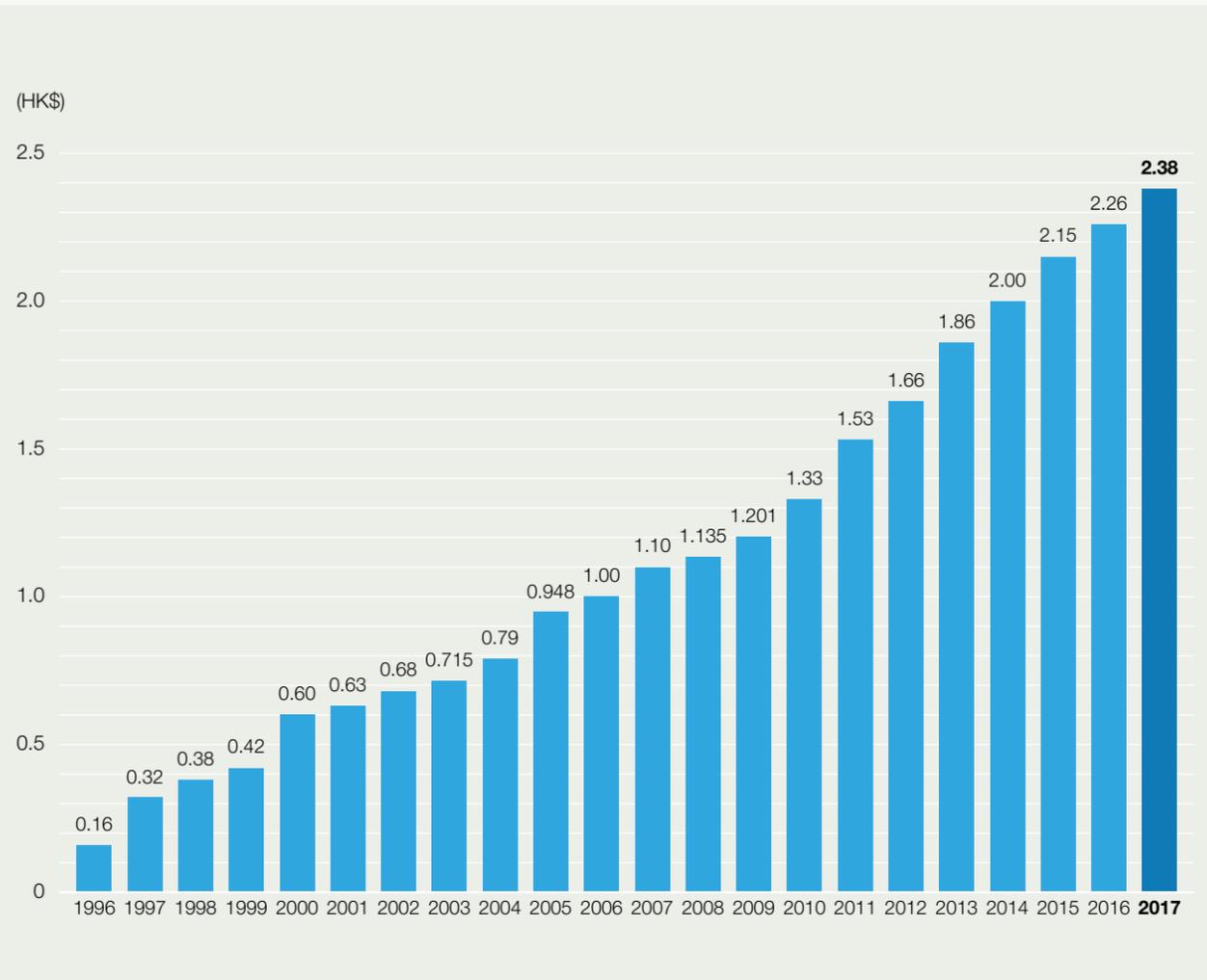
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- Alliance Construction Materials
- Green Island Cement
- Green Island Cement (Yunfu)
- Guangdong Gitic Green Island Cement
- Siquijor Limestone Quarry

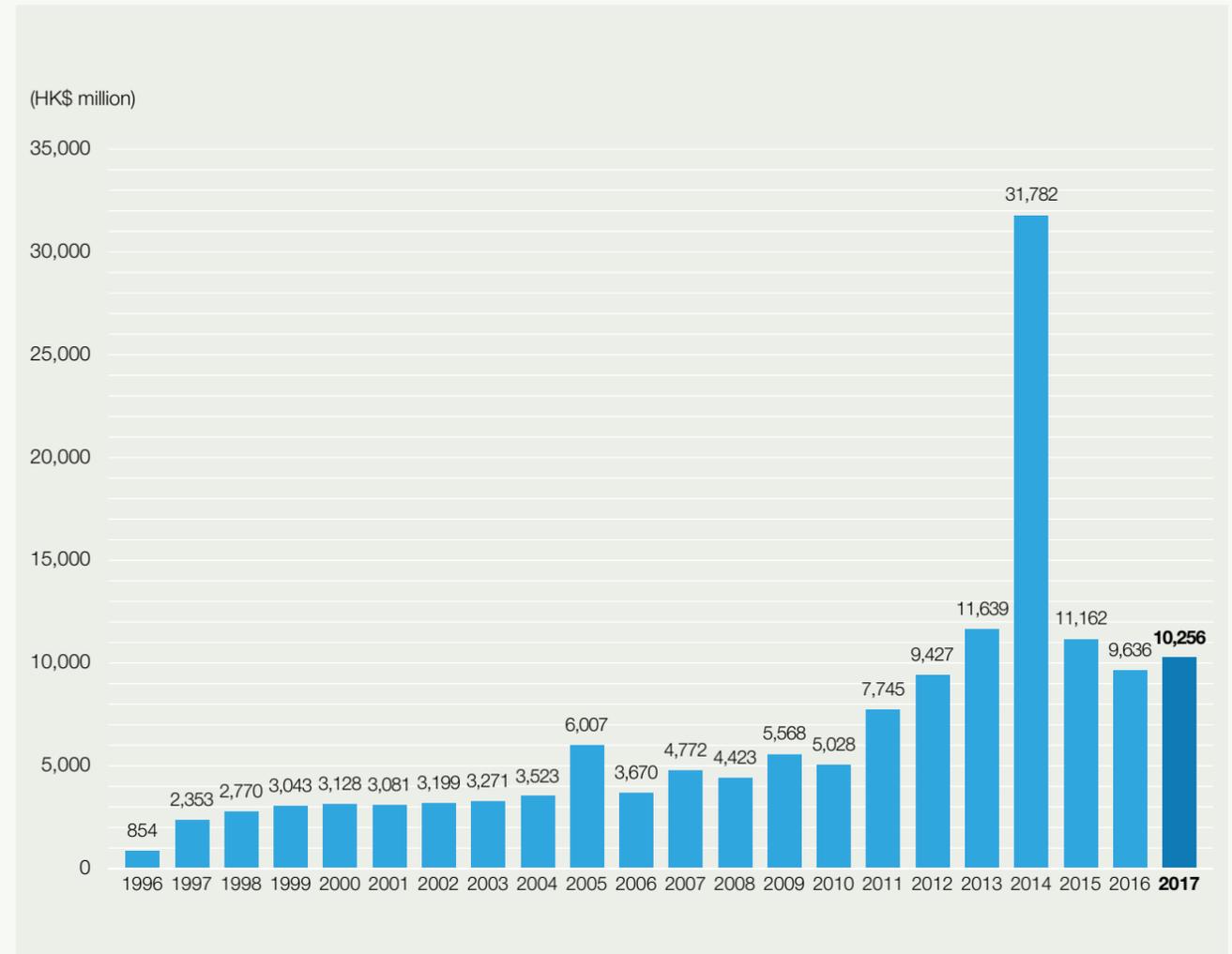
THE PEOPLE



## 21 YEARS OF CONTINUOUS DIVIDEND GROWTH SINCE LISTING



## PROFIT ATTRIBUTABLE TO SHAREHOLDERS SINCE LISTING



# TEN-YEAR FINANCIAL SUMMARY

## Consolidated Income Statement Summary

for the year ended 31st December

| HK\$ million                        | 2017          | 2016  | 2015   | 2014   | 2013   | 2012  | 2011  | 2010  | 2009  | 2008  |
|-------------------------------------|---------------|-------|--------|--------|--------|-------|-------|-------|-------|-------|
| Profit attributable to shareholders | <b>10,256</b> | 9,636 | 11,162 | 31,782 | 11,639 | 9,427 | 7,745 | 5,028 | 5,568 | 4,423 |
| Dividends                           |               |       |        |        |        |       |       |       |       |       |
| Interim dividend paid               | <b>1,688</b>  | 1,587 | 1,512  | 1,281  | 1,220  | 976   | 854   | 744   | 724   | 670   |
| Proposed final dividend             | <b>4,309</b>  | 4,107 | 3,905  | 3,716  | 3,318  | 3,074 | 2,724 | 2,254 | 1,983 | 1,889 |
|                                     | <b>5,997</b>  | 5,694 | 5,417  | 4,997  | 4,538  | 4,050 | 3,578 | 2,998 | 2,707 | 2,559 |

## Consolidated Statement of Financial Position Summary

as at 31st December

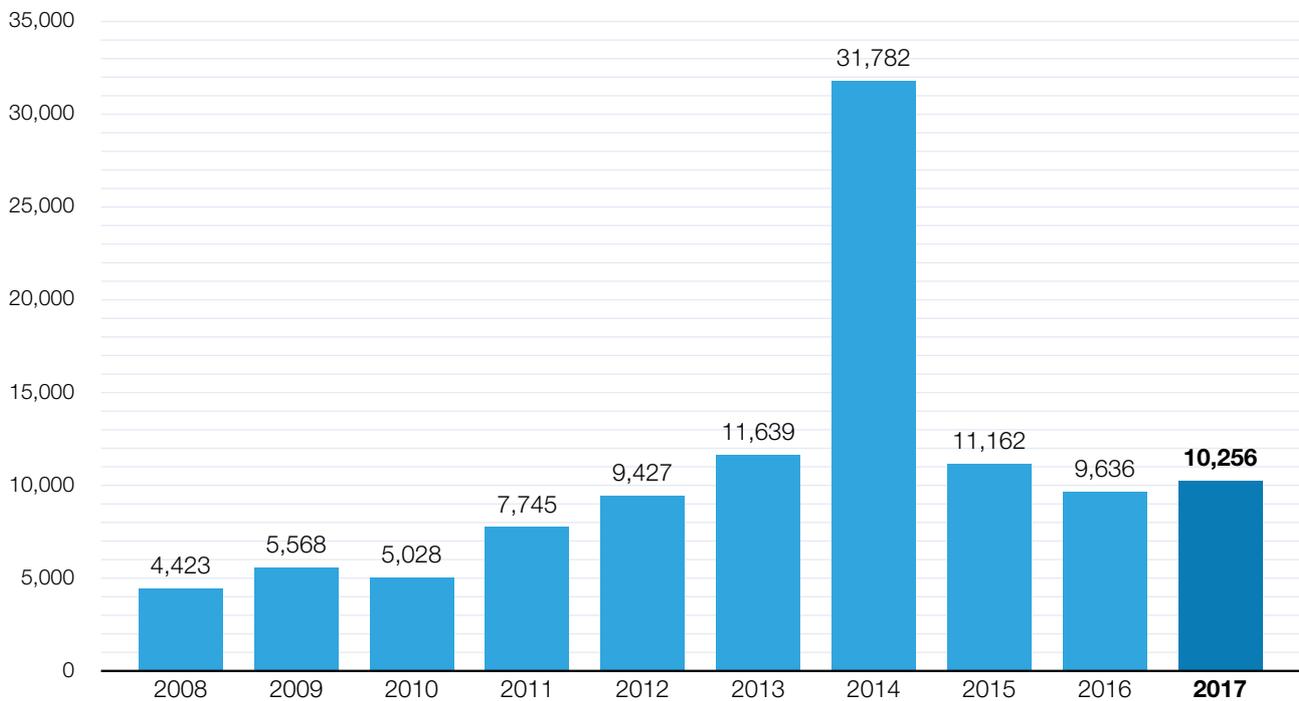
| HK\$ million                                    | 2017            | 2016     | 2015     | 2014     | 2013     | 2012     | 2011     | 2010     | 2009    | 2008    |
|---|-----------------|----------|----------|----------|----------|----------|----------|----------|---------|---------|
| Property, plant and equipment                   | <b>2,462</b>    | 2,404    | 2,379    | 2,452    | 2,408    | 1,477    | 845      | 1,276    | 1,320   | 1,185   |
| Investment properties                           | <b>360</b>      | 344      | 334      | 305      | 268      | 238      | 206      | 186      | 174     | 164     |
| Interests in associates                         | <b>43,108</b>   | 52,177   | 54,004   | 54,135   | 34,583   | 32,737   | 30,220   | 29,797   | 26,859  | 24,456  |
| Interests in joint ventures                     | <b>98,462</b>   | 53,973   | 60,988   | 52,999   | 46,244   | 39,678   | 33,226   | 21,483   | 7,003   | 7,972   |
| Interests in infrastructure project investments | <b>–</b>        | –        | –        | –        | –        | –        | –        | –        | –       | 477     |
| Investments in securities                       | <b>702</b>      | 648      | 1,985    | 3,889    | 4,599    | 6,199    | 5,197    | 4,824    | 4,459   | 2,597   |
| Derivative financial instruments                | <b>1,253</b>    | 2,178    | 571      | 86       | 42       | –        | 158      | 209      | –       | 624     |
| Goodwill and intangible assets                  | <b>2,569</b>    | 2,554    | 2,525    | 2,877    | 2,966    | –        | –        | 151      | 158     | 143     |
| Pledged bank deposit                            | <b>–</b>        | –        | –        | –        | –        | –        | –        | –        | –       | 1,113   |
| Deferred tax assets                             | <b>7</b>        | 29       | 21       | 15       | 20       | 22       | 15       | 9        | 7       | 11      |
| Other non-current assets                        | <b>136</b>      | 64       | 17       | –        | –        | –        | –        | 29       | 1       | –       |
| Current assets                                  | <b>10,755</b>   | 13,539   | 9,278    | 9,312    | 8,778    | 8,191    | 6,956    | 6,296    | 11,798  | 6,267   |
| Total assets                                    | <b>159,814</b>  | 127,910  | 132,102  | 126,070  | 99,908   | 88,542   | 76,823   | 64,260   | 51,779  | 45,009  |
| Current liabilities                             | <b>(15,669)</b> | (13,837) | (3,681)  | (6,571)  | (5,040)  | (3,291)  | (13,527) | (3,058)  | (3,172) | (2,887) |
| Non-current liabilities                         | <b>(25,953)</b> | (7,886)  | (17,862) | (17,753) | (14,270) | (11,870) | (3,524)  | (7,515)  | (6,320) | (5,392) |
| Total liabilities                               | <b>(41,622)</b> | (21,723) | (21,543) | (24,324) | (19,310) | (15,161) | (17,051) | (10,573) | (9,492) | (8,279) |
| Perpetual capital securities                    | <b>(14,701)</b> | (9,544)  | (7,933)  | (7,933)  | (10,329) | (10,329) | (7,933)  | (7,933)  | –       | –       |
| Non-controlling interests                       | <b>(18)</b>     | (38)     | (55)     | (77)     | (84)     | (89)     | (95)     | (81)     | (72)    | (55)    |
| Equity attributable to shareholders             | <b>103,473</b>  | 96,605   | 102,571  | 93,736   | 70,185   | 62,963   | 51,744   | 45,673   | 42,215  | 36,675  |

## Per Share Data

| HK\$  | 2017         | 2016  | 2015  | 2014  | 2013  | 2012  | 2011  | 2010  | 2009  | 2008  |
|---|--------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Earnings per share                              | <b>4.07</b>  | 3.82  | 4.44  | 13.03 | 4.77  | 3.93  | 3.38  | 2.23  | 2.47  | 1.96  |
| Dividends per share                             | <b>2.380</b> | 2.260 | 2.150 | 2.000 | 1.860 | 1.660 | 1.530 | 1.330 | 1.201 | 1.135 |
| Shareholders' equity – net book value per share | <b>41.07</b> | 38.34 | 40.71 | 38.42 | 28.77 | 25.81 | 22.13 | 20.26 | 18.73 | 16.27 |

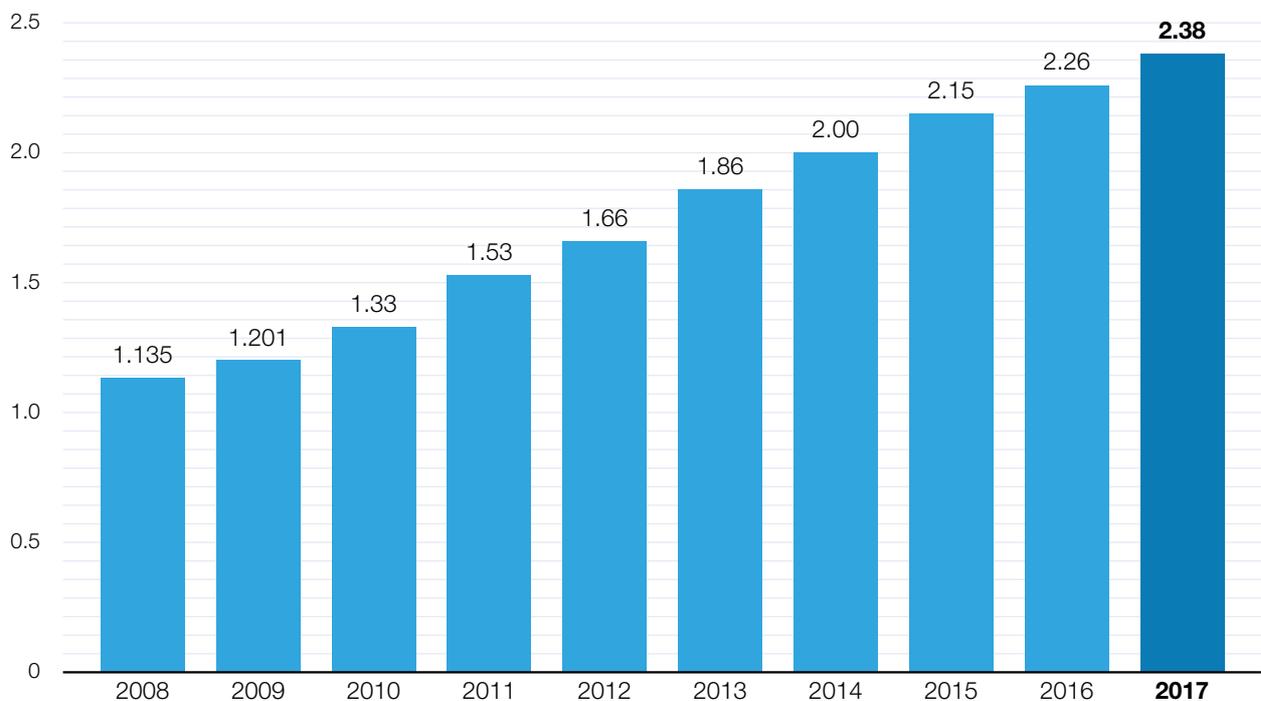
## Profit Attributable to Shareholders

(HK\$ million)



## Dividends Per Share

(HK\$)





**LI TZAR KUOI, VICTOR**  
Chairman

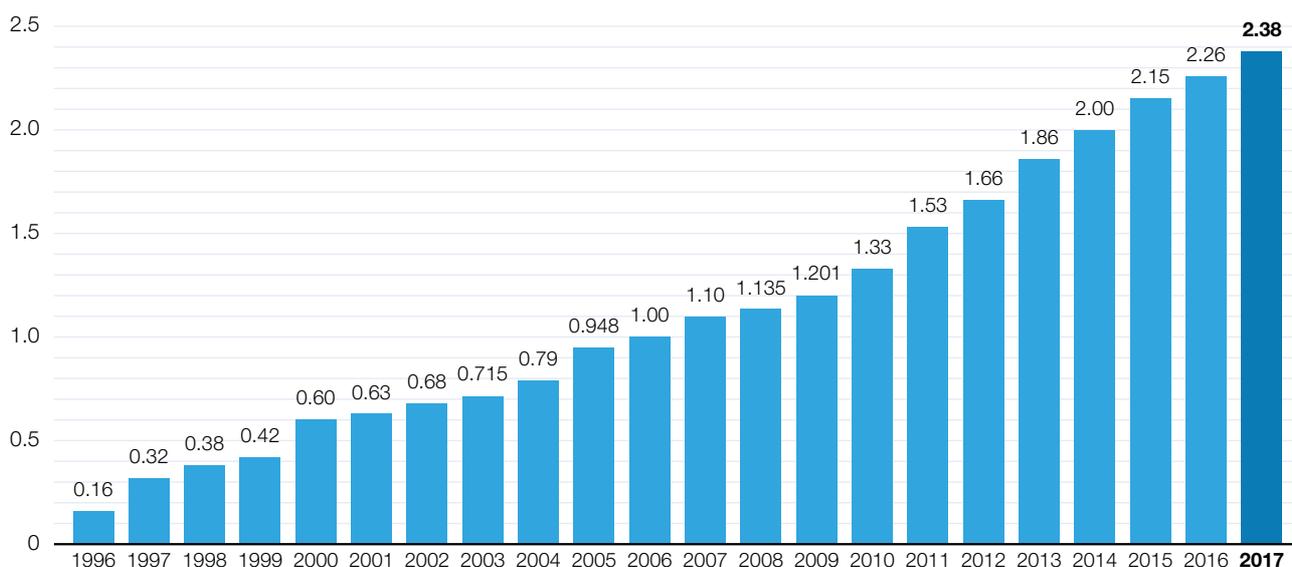
# CHAIRMAN'S LETTER

For the year ended 31st December, 2017, CK Infrastructure Holdings Limited ("CKI" or the "Group") recorded profit attributable to shareholders of HK\$10,256 million, an increase of 6% over the previous year.

## 21 YEARS OF CONTINUED DIVIDEND GROWTH

### Dividends per Share since Listing

(HK\$)



The Board of Directors of CKI (the "Board") has recommended a final dividend of HK\$1.71 per share. Together with the interim dividend of HK\$0.67 per share, this will bring the total dividend for the year to HK\$2.38, a 5.3% increase over the previous year.

This represents the 21st consecutive year of dividend growth since CKI was listed in 1996. The proposed dividend will be paid on Wednesday, 30th May, 2018, following approval at the 2018 Annual General Meeting to those shareholders whose names appear on the Register of Members of the Company at the close of business on Tuesday, 15th May, 2018.

# CHAIRMAN'S LETTER

## A NOTABLE YEAR FOR NEW ACQUISITIONS

2017 was a milestone year for acquisitions. CKI made three sizeable acquisitions, involving about HK\$56 billion. They have further diversified the Group's businesses and extended the geographic reach, widening the earnings base.

All three newly acquired businesses have a track record of solid performance, and they all generate steady recurrent cash flows.

### DUET

During the year under review, CKI together with CK Asset and Power Assets acquired DUET, a company which was previously listed on the Australian Securities Exchange. The enterprise value of the business at acquisition was approximately A\$13 billion. CKI holds a 40% interest in the company.

DUET's businesses comprise electricity distribution, gas transmission and distribution as well as the provision of electricity generation solutions for remote customers.

### Reliance Home Comfort

Together with CK Asset, CKI acquired Reliance Home Comfort of Canada. The enterprise value of the business is approximately C\$4.6 billion. CKI holds a 25% stake in the company.

Reliance Home Comfort is in the building equipment services business providing water heaters, HVAC (heating, ventilation and air conditioning) equipment, and comfort protection plans to homeowners in Canada.

### ista

The Group also formed a joint venture with CK Asset and acquired ista for EUR4.5 billion. CKI holds a 35% stake in the business.

ista is a fully integrated energy management services provider with the main market being Germany.

## OPERATIONAL PERFORMANCE ACROSS GLOBAL PORTFOLIO

### Power Assets

Profit contribution from Power Assets was HK\$3,214 million, a 29% increase compared to last year. Attributable factors of the result include (i) profit contribution from the newly acquired DUET; (ii) a one-off disposal gain generated from two properties in Hong Kong; and (iii) foreign exchange gain from treasury investments.

In addition to profit contribution, a disposal gain of HK\$383 million was also recorded by CKI from the sale of a 0.86% interest in Power Assets.

### UK Portfolio

Profit contribution from the United Kingdom portfolio amounted to HK\$5,283 million, a decrease of 16% as compared to the previous year. The impact is mainly caused by: (i) the one-off deferred tax gains arising from changes in the corporate tax rate in 2016; and (ii) a weaker pound sterling in 2017 on a full-year comparison.

Overall, operational performance of the businesses was sound. UK Power Networks continued to be the safest and most reliable electricity network in the UK, while Northumbrian Water won the “Utility of the Year” accolade in 2017. Northern Gas Networks maintained the status of being the top performing gas distributor meeting the Guaranteed Standards of Performance of Office of Gas and Electricity Markets (“Ofgem”), and Wales & West Gas Networks, UK Rails as well as Seabank’s performance were in line with expectations.

### Australian Portfolio

Profit contribution from Australia was HK\$1,945 million, similar to last year. Excluding the one-off gain of HK\$781 million generated from the disposal of Spark Infrastructure in 2016, profit contribution in 2017 would have increased 68%.

The performance of both SA Power Networks and Victoria Power Networks was satisfactory during the year.

Australian Gas Networks continued to perform well. The gas networks in Victoria and New South Wales received final determinations for the 2018-2022 regulatory periods, providing predictable income for the next few years.

The businesses of DUET have been smoothly amalgamated into CKI’s existing portfolio in Australia, and made its first contribution to the Group in 2017.

# CHAIRMAN'S LETTER

## Continental Europe Portfolio

The Continental Europe portfolio consists of Dutch Enviro Energy, Portugal Renewable Energy and the newly acquired ista. Profit contribution was HK\$412 million, an increase of 52% over last year.

The increase is mainly due to a 2.5 months of contribution by ista as well as the good performance of Dutch Enviro Energy and Portugal Renewable Energy.

## Canadian Portfolio

Profit contribution from businesses in Canada amounted to HK\$245 million, a 30% increase as compared to last year.

This result can be attributed to approximately 4 months of contribution from the newly acquired Reliance Home Comfort, and the first full year of contribution from Canadian Midstream Assets.

## Other Infrastructure and Materials Businesses

Profit contribution from Mainland China was HK\$288 million, a 17% decline as compared to the previous year. Toll revenues were affected due to traffic diversion.

For New Zealand, profit contribution was HK\$171 million, a decrease of 8% as compared to last year. The results of EnviroNZ and Wellington Electricity were negatively impacted by the newly introduced withholding tax regime.

Profit contribution for the Group's materials business declined by 48% to HK\$185 million. The impact was mainly caused by increased competition in the Hong Kong market.

## STRONG FINANCIAL POSITION

As at 31st December, 2017, CKI had cash on hand of HK\$9,781 million and Standard & Poor's rating was "A-/Positive". The Group is in a robust financial position, with ample capacity for future expansion. While CKI will focus on growing its investment portfolio through the acquisition of quality assets, a prudent approach will be maintained to ensure the financial position is not compromised.

During the year, CKI issued US\$650 million Perpetual Capital Securities with a fixed rate of 4.85% per annum. This initiative is in line with the Group's strategy of maintaining good fiscal management.

In December 2017, CKI also issued a EUR600 million 1% guaranteed bond, due in 2024, to match its recent investment in ista. This follows the Group's "matching principle" strategy adopted for foreign currency management. CKI generally hedges equity investments against currency movements at the time of acquisition while the operating companies of the Group borrow in their respective local currency, or otherwise hedge any foreign currency borrowings back into local currency.

## OUTLOOK

Against a backdrop of uncertainties in the macro-economic landscape – rising interest rates, continuing Brexit saga and global political unrest, among others – CKI is confident of maintaining the business momentum.

The Group will continue to nurture organic growth of existing businesses and maximise synergies within the global portfolio.

We will also study acquisition opportunities – in existing business areas and in new areas as well as existing geographic markets and new ones. The Group will work closely with our strategic partners within the CK Group – CK Asset and Power Assets – who are characterised by robust financial positions and ample cash on hand, in seizing new and, in particular, sizeable investment opportunities. Nonetheless, we will keep our discipline of not approaching new investments with a “must-win” mentality.

As evidenced by the Group’s track record of achieving earnings growth while maintaining a comfortable gearing position, CKI has mastered the balance between financial stability and profit growth to maximise long-term returns for our shareholders.

I would like to take this opportunity to thank the Board, management and staff for their valuable efforts, as well as our shareholders for their support.

## LI TZAR KUOI, VICTOR

Chairman

16th March, 2018



**“One of the drivers of  
CKI’s sustained growth  
in shareholder returns is  
the continuous expansion  
of our business portfolio  
through industrious  
quality acquisitions.”**

**H L KAM**  
Group Managing Director

# GROUP MANAGING DIRECTOR'S REPORT

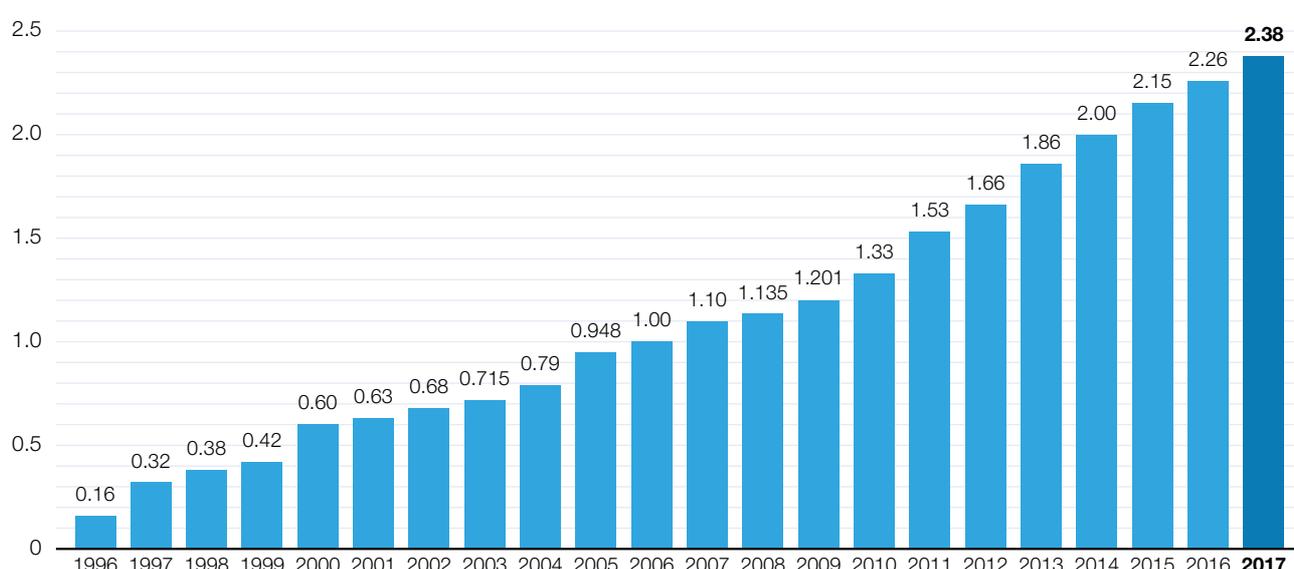
## A MILESTONE YEAR FOR CONTINUOUS GROWTH AND DEVELOPMENT

### SUSTAINED DIVIDEND GROWTH EVERY YEAR

CKI's dividend for the financial year 2017 is HK\$2.38, a 5.3% increase over that of the previous year. It signifies the 21st consecutive year of year-on-year dividend growth since listing in 1996.

#### Sustainable Dividend Growth (21st Consecutive Year)

Dividends per Share (HK\$)



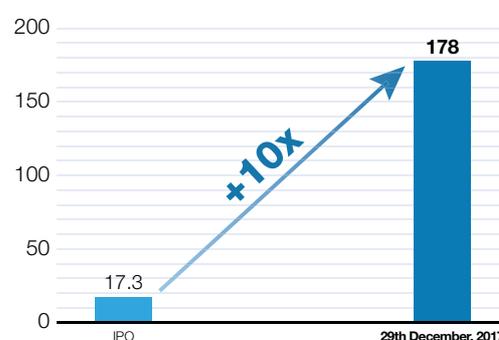
### CONTINUOUS GROWTH IN SHAREHOLDER RETURNS

Since its listing in 1996, CKI has grown in size and scale, delivering decent and buoyant returns to shareholders. Below are a few facts and figures since listing:

- In 2017, CKI's profit attributable to shareholders was HK\$10,256 million, 12 times that of 1996;
- Share price of CKI was at HK\$67.15\*, over 5 folds of the IPO price of HK\$12.65;
- Market capitalisation was HK\$178\* billion, 10 times the market capitalisation at IPO;
- The cumulative dividend since listing amounts to HK\$25.249 per share, double the IPO listing price of HK\$12.65; and
- The annualised total return to shareholders is about 12% per annum.

#### A Recap of CKI's 21 Years

Market Capitalisation (HK\$ billion)



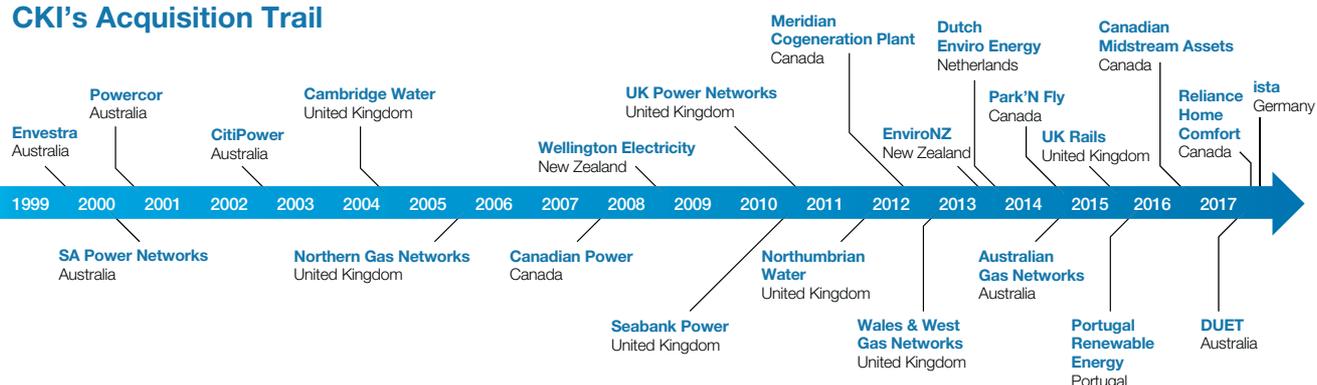
\* As at 29th December, 2017

# GROUP MANAGING DIRECTOR'S REPORT

## QUALITY ACQUISITIONS OVER THE YEARS

One of the drivers of CKI's sustained growth in shareholder returns is the continuous expansion of our business portfolio through industrious quality acquisitions over the years. Since 2010, there has been an average of two acquisitions a year.

### CKI's Acquisition Trail



## 2017 – A NOTABLE YEAR FOR NEW ACQUISITIONS

In 2017, CKI made three sizeable acquisitions with a total investment of approximately HK\$56 billion. The acquisitions comprise:

- **DUET**

- DUET is an owner and operator of energy utility assets in Australia. It is composed of four business units – namely Multinet Gas and United Energy in Victoria, Dampier Bunbury Pipeline in Western Australia, and Energy Developments, headquartered in Queensland with projects across Australia.

- **Reliance Home Comfort**

- Reliance Home Comfort is in the building equipment services business – it provides water heaters, HVAC (heating, ventilation and air-conditioning) equipment, and comfort protection plans to homeowners in Canada.

- **ista**

- ista is a fully integrated energy management services provider with its head office in Germany and business operations in a portfolio of countries in Continental Europe.

All three newly acquired businesses have a solid performance track record, and they all generate steady recurrent cash flows.

## BROADENING THE INCOME BASE

Pursuant to these three new acquisitions in 2017, CKI's income base has now been further broadened alongside continued geographic expansion and industry diversification.

## Geographic Expansion

### Australia

The DUET acquisition has doubled CKI's asset portfolio in Australia.

Over the years, the Group has built a strong foothold in South Australia and Victoria. With the addition of DUET's four business groups, we have now strengthened our portfolio in Victoria, penetrated into Western Australia and Queensland, and established our presence across all the states of Australia.

### Canada

Through Reliance Home Comfort, an Ontario-based company with operations in different provinces of Canada, our Canadian portfolio has been effectively doubled. Together with the existing businesses of the Group in Canada, we now have a meaningful portfolio across the country.

### Continental Europe

The acquisition of ista in 2017 has tripled the Group's European portfolio. ista is a sizeable company with a strong presence in Germany and business operations in a number of countries in Europe. In addition to our wind farms in Portugal and waste-to-energy operations in the Netherlands, we have started to build a substantial portfolio in Continental Europe.

| 1996                       | 2000                       | 2004                       | 2007                       | 2008                       | 2013                       | 2015                       | 2017                       |
|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Mainland China / Hong Kong |
|                            | Australia                  |
|                            |                            | United Kingdom             |
|                            |                            |                            | Canada                     | Canada                     | Canada                     | Canada                     | Canada                     |
|                            |                            |                            |                            | New Zealand                | New Zealand                | New Zealand                | New Zealand                |
|                            |                            |                            |                            |                            | Netherlands                | Netherlands                | Netherlands                |
|                            |                            |                            |                            |                            |                            | Portugal                   | Portugal                   |
|                            |                            |                            |                            |                            |                            |                            | Germany                    |

## Industry Diversification

### Clean and Remote Energy Sector

DUET has complemented CKI's existing conventional energy businesses in Australia. Our energy portfolio has now been extended to include clean energy (such as energy from landfill gas, wind and solar) as well as remote energy generation.

### Gas Transmission Pipeline Infrastructure

With DUET, CKI has also enriched its energy infrastructure portfolio by expanding into gas transmission pipeline business.

### Household Infrastructure

Through Reliance Home Comfort – a provider of building equipment services – and ista – a provider of sub-metering and related services – CKI has branched out into the household infrastructure sector, further diversifying our business portfolio.

# GROUP MANAGING DIRECTOR'S REPORT

## DIVERSIFIED PORTFOLIO OF QUALITY ASSETS

Since listing in 1996, CKI has grown from a HK\$17.3 billion market cap Hong Kong/Mainland China infrastructure company into a HK\$178 billion market cap (as at 29th December, 2017) global infrastructure player. We have built a portfolio consisting of conventional energy, energy networks, renewable energy, transportation, water and waste management, and household infrastructure businesses in different parts of the world.



## MAINTAINING THE GROWTH MOMENTUM

We believe that demand for infrastructure investments remains strong and there are many opportunities for growth. With a solid financial platform, CKI is well-placed to pursue expansion initiatives going forward. Nonetheless, we will stay disciplined by not approaching new investments with a “must-win” mentality.

## COMMITMENT TO CONTINUOUS GROWTH AND DEVELOPMENT

Going forward, we will continue with our simple and effective three-pronged strategies for growth:

- (1) Growing existing businesses organically;
- (2) Acquiring new businesses with good and stable returns; and
- (3) Maintaining a strong balance sheet with steady cashflow and low gearing.

We are confident about continuing our momentum into 2018, and look forward to sustaining growth and development.

## H L KAM

Group Managing Director

16th March, 2018

# LONG TERM DEVELOPMENT STRATEGY

Since its listing on the Hong Kong Stock Exchange in 1996, CKI has grown from a Greater China-focused company into an international infrastructure enterprise with diverse businesses across different sectors around the world.

Through globalisation and diversification, CKI's portfolio now spans Hong Kong, Mainland China, the United Kingdom, Continental Europe, Australia, New Zealand and North America. Currently, its operations include electricity generation, transmission and distribution, gas transmission and distribution, transportation, water treatment and distribution, waste management, waste-to-energy, household infrastructure as well as infrastructure materials.

The Group has an effective set of strategies for continued growth and development:

## 1. TO NURTURE ORGANIC GROWTH FROM THE GROUP'S EXISTING PORTFOLIO

CKI strives to nurture organic growth from its existing portfolio. Synergies across the Group help us to learn from experiences and implement global best practices across our businesses. CKI's head office sets targets, provides guidance and support, and works with local management to address challenges and optimise business performance.

## 2. TO EXPAND THE GROUP'S PORTFOLIO BY ACQUIRING QUALITY BUSINESSES WITH STRONG AND RECURRENT RETURNS

When studying a potential acquisition, CKI focuses on the fundamentals of the target and adopts a conservative approach. CKI never adopts a "must-win" mindset in a bidding situation. Stringent investment criteria must be met which in turn, provide attractive returns and stable recurring cash flows. The Group seeks investments in industries where it can capitalise on existing knowledge, and favours countries that have established legal systems and transparent regulatory regimes. This philosophy keeps CKI's portfolio safe and secure.

## 3. TO MAINTAIN A STRONG BALANCE SHEET WITH STEADY CASH FLOW AND LOW GEARING

A strong balance sheet provides a stable platform to support the Group's future growth. As at 31st December, 2017, CKI had cash on hand of HK\$9,781 million, and gearing remained low at a net debt to net total capital ratio of 17.6%. CKI enjoys a low cost of funding from maintaining a Standard & Poor's "A-/Positive" rating. The Group aims to preserve this financial strength to ensure it can opportunistically pursue acquisitions.

# AWARDS



## UK POWER NETWORKS HOLDINGS LIMITED

### The Sunday Times

- Top 30 Best Big Companies to Work for 2017

### People in Power Awards

- Utility of the Year

### Investors in People

- Investors in People Gold Accreditation

### UtilityWeek

- Top Ten Transformational Leader

### British Standard Institution

- British Standard Institution for Customer Service

### UtilityWeek Stars Awards 2017

- Health and Safety Champion
- Hero Award
  - Collaborative Work with a Customer Community
  - Supernova Award for Long Service



### European Smart Energy Storage Awards

- Innovation Award

### Business Green Leaders Awards

- Sustainability Team of the Year
- Green IT Project of the Year

### Women in Construction Awards 2017

- Project Manager of the Year
- Best Apprentice over 25

### More Radio, Sussex

- Community Achievement Award



## NORTHERN GAS NETWORKS LIMITED

### Royal Society for the Prevention of Accidents Awards

- Gold Award

### UK Complaint Handling Awards 2017

- The Complaint Team of the Year – Utilities

### UtilityWeek Awards 2017

- Community Initiative of the Year



## NORTHUMBRIAN WATER GROUP LIMITED

### UtilityWeek Awards 2017

- Utility of the Year

### Ethisphere Institute

- World's Most Ethical Companies List

### Water Industry Achievement Awards 2017

- Sustainable Drainage & Flood Management Initiative of the Year
- Water Resource Management of the Year

### Royal Society for the Prevention of Accidents Awards

- Gold Medal Award

### Bloomberg

- One of the Best Employers to Work for in the UK

### Royal Town Planning Institute

- North East Award for Planning Excellence – North Morpeth Strategic Sewer Project



## WALES & WEST GAS NETWORKS (HOLDINGS) LIMITED

### Royal Society for the Prevention of Accidents Awards

- Gold Award

### Investors in People

- Investors in People Silver Accreditation

### Chartered Institute of Personnel Development Wales Awards 2017

- Best Apprenticeship Scheme
- Best In-house Team

### HR Excellence Awards 2017

- Outstanding Employee Engagement Strategy

### Chartered Institute of Public Relations Awards

- Gold Winner for Internal Communications Campaign

### Institute of Internal Communication Awards 2017

- Best Relunched Magazine – Award of Excellence

### Institute of Gas Engineers and Managers

- IGEM Gold Medal (Chris Clarke)



# AWARDS



## UK RAILS GROUP



### Better Society Awards

- Best Scheme to Encourage Fundraising

### TransPennine Express

- Contract Partner of the Year



## SA POWER NETWORKS



### National Broadband Network

- Number One Delivery Partner in Australia

### South Australian Change Connect – Innovation in Change Awards

- Winner (Redeye Drawing Management System)

### CIPS Supply Management Awards

- Most Innovative Use of Technology Award

### Australian Training Awards

- Australian Apprenticeships – Employer Award

### Australian Institute of Project Management

- AIPM Award for Best Young Project Manager (Adrian Jerimiah)



## VICTORIA POWER NETWORKS PTY LIMITED

### Project Management Achievement Awards 2017

- Regional Project Winner (Victoria)
- Victorian Rural Project of the Year

### Metering and Smart Energy International

- 2017 – Global Smart Energy Elites



## PARK'N FLY

### Better Business Bureau Torch Awards 2017

- People's Pick – 2<sup>nd</sup> Place



## RELIANCE HOME COMFORT

### Glassdoor Employees' Choice Award

- 2018 Best Places to Work
- Highest Rated CEOs for 2017 in the Canada Category



## GREEN ISLAND CEMENT COMPANY, LIMITED

### Hong Kong Productivity Council

- 7<sup>th</sup> Hong Kong Outstanding Corporate Citizenship

### ERB Manpower Developer Award Scheme

- Manpower Developer (2014-18) – Non-SME

### Hong Kong Construction Materials Association

- Best HSE Initiative Award – Certificate of Merit



## ALLIANCE CONSTRUCTION MATERIALS LIMITED

### Hong Kong Construction Materials Association

- Best in Class, H&S Performance Award
- Best in Class, Environmental Performance Award
- Best in Class, HSE Initiative Award

### Hong Kong Construction Association

- Proactive Safety Contractors Award
- Environmental Merit Award

### The 16<sup>th</sup> Hong Kong Occupational Safety & Health Award

- Safety Performance Award – Other Industries

### World Green Association

- 2017 Sustainable Business Award



# BUSINESS REVIEW



Investment in  
**POWER ASSETS**



Infrastructure Investments in  
**UNITED KINGDOM**



Infrastructure Investments in  
**CANADA**



Infrastructure Investments in  
**CONTINENTAL EUROPE**





Infrastructure Investments in  
**AUSTRALIA**



Infrastructure Investments in  
**MAINLAND CHINA**



Infrastructure Investments in  
**NEW ZEALAND**



Investments in  
**INFRASTRUCTURE  
RELATED BUSINESSES**



## BUSINESS REVIEW

Investment in

# POWER ASSETS

CKI holds 38.01% of Power Assets, a global investor with assets in Hong Kong, the United Kingdom, Australia, New Zealand, Mainland China, the United States, Canada, Thailand, the Netherlands and Portugal. These investments include electricity and gas companies which serve millions of customers around the world.



Power Assets' 2017 audited profits attributable to shareholders amounted to HK\$8,319 million (2016: HK\$6,417 million), an increase of 30% as compared to 2016. This was mainly due to a one-off gain on disposal of properties recorded in 2017, the first full-year contribution from Canadian Midstream Assets, contribution from the newly acquired investment DUET Group ("DUET") and more favourable exchange rates on translation of foreign currency deposits to the Hong Kong dollar. The profit increase was partially offset by a one-off deferred tax credit recognised in 2016 for a reduction of corporate tax rate in the United Kingdom.

Power Assets, together with CKI, took a major step forward in enriching its energy portfolio with the acquisition of DUET in May 2017. DUET owns and operates companies in electricity and gas distribution, gas transmission, as well as renewable energy and energy solutions for remote regions.

Power Assets' key overseas investments, particularly those jointly owned by CKI, delivered good performance in customer satisfaction and operating efficiencies, in many cases outperforming regulatory targets.

UK Power Networks, Northern Gas Networks, and Wales & West Gas Networks all received incentive awards from the regulator Office of Gas and Electricity Markets ("Ofgem") for efficiency and reliability. The Seabank power plant achieved high availability and delivered a stable income stream. In Australia, Australian Gas Networks, SA Power Networks, and Victoria Power Networks all outperformed their regulatory targets in customer service as well as reliability; and Australian Energy Operations delivered stable performance.

In Canada, Canadian Power Holdings delivered high availability and Canadian Midstream Assets progressed with the implementation of major pipeline projects. Dutch Enviro Energy in the Netherlands expanded its portfolio to include waste separation to better serve customer needs. During the year, the operations in Thailand, Mainland China, Portugal and New Zealand also delivered strong operational performance and high levels of customer satisfaction.

In Hong Kong, Power Assets through HK Electric Investments and HK Electric Investments Limited (collectively "HKEI") holds a 33.37% interest in The Hongkong Electric Company ("HK Electric"), which is the sole electricity provider to more than 570,000 customers on Hong Kong Island and Lamma Island. The signing of the new Scheme of Control Agreement ("SCA") will regulate the HK Electric's business for the 15 years from 2019 to 2033. The longer duration of the new SCA offers HK Electric the stability to make major investments in gas-generating facilities to significantly reduce carbon emissions. In order to increase its generation of cleaner electricity, HK Electric is constructing two new gas-fired generating units, L10 and L11, at Lamma Power Station and the progress is on schedule. The two units will take the proportion of gas-fired electricity generation to 50% by 2020 and 55% by 2022.

Power Assets' financial position remains strong after payment of special interim dividend which enables the company to continue to seek out opportunities for growth through the acquisition of sound businesses that align with its core values.

## BUSINESS REVIEW

### Infrastructure Investments in **UNITED KINGDOM**

In the United Kingdom, CKI has a comprehensive portfolio of investments in electricity and gas distribution; water and wastewater services; electricity generation as well as railway rolling stock. These investments include UK Power Networks, the electricity distribution network serving London, South East England and the East of England; Northern Gas Networks, a gas distribution business that serves the North of England; Wales & West Gas Networks, a gas distribution business that serves Wales and the South West of England; Seabank Power, an electricity generation plant located near Bristol; Northumbrian Water, a water supply, sewerage and wastewater company serving the North East and some areas in the South East of England (water supply only); and UK Rails, one of the three major rolling stock companies in Great Britain.

## UK POWER NETWORKS HOLDINGS LIMITED

CKI and Power Assets each hold a 40% share in UK Power Networks, which owns three of the 14 regulated electricity distribution networks in Great Britain. The company distributes electricity to over a quarter of the country's population.

The company's network is approximately 190,000 kilometres in length and covers an area of about 30,000 square kilometres, serving approximately 8.25 million customers in London, the South East and the East of England. The company also has a non-regulated business which runs private networks for both public and private sector clients. Its reliability rating is the highest in the country.

During the year, UK Power Networks released its Annual Review 2016/17 charting its best performance across many fronts including cost effectiveness, customer satisfaction, safety, investment in network facilities, as well as transparency and openness. The performance level was at its best ever in terms of energy distribution service, while at the same time, keeping its average domestic distribution costs lowest in the industry. The company's scores improved consistently over the years under the Broad Measure of Customer Service Incentive Scheme devised by the Ofgem.

2017 also saw the completion of UK Power Networks' two-year trial of Britain's largest grid-scale battery project. The 6 MW/10 MWh "big battery" trial demonstrated that energy storage has the potential to be both technically and commercially viable. Attributing to the trend of shifting towards large-scale battery storage, 14 large generation projects contributed to build up a 188 MVA output across the East of England.

In terms of awards, UK Power Networks was recognised for its customer engagement initiatives, having ranked second out of six in the energy regulator's 2016-2017 Stakeholder Engagement and Consumer Vulnerability Incentive.

UK Power Networks also won the "Utility of the Year" title in the People in Power Awards. Organised by National Skills Academy, such awards are designed to highlight, celebrate and recognise the breadth of talent in the utilities industry. Inasmuch as investments in human capital, the company was accredited with Investors in People Gold qualification. The company was also listed by The Sunday Times as "Top 30 Best Big Companies to Work for", and is the only utility company on the list.



The network of UK Power Networks is approximately 190,000 kilometres in length and covers an area of about 30,000 square kilometres, serving approximately 8.25 million customers in London, the South East and the East of England.

# BUSINESS REVIEW



Northumbrian Water was named “the most trusted water company” in the United Kingdom for the fourth year in a row by the Consumer Council for Water.

## NORTHUMBRIAN WATER GROUP LIMITED

CKI owns 40% of Northumbrian Water, one of the 10 regulated water and sewerage companies in England and Wales. It operates approximately 26,000 kilometres of water mains and 30,000 kilometres of sewers, providing water and wastewater services to 2.7 million people in the North East of England, and supplies drinking water to 1.8 million people in the South East of England.

In addition to its regulated businesses, Northumbrian Water’s operations include Kielder Reservoir, the largest man-made reservoir in North West Europe, as well as a portfolio of long-term water and wastewater contracts in Scotland, Ireland and Gibraltar.

Northumbrian Water is the first and only wastewater company in the United Kingdom to use 100% of the sludge produced after sewage treatment to generate renewable energy.

In 2017 Northumbrian Water achieved the top ranking in the regulatory “Service Incentive Mechanism” assessment of customer service. In addition, the company was named “the most trusted water company”

in the United Kingdom for the fourth year in a row by the Consumer Council for Water. Besides, it is the only water company globally to be featured on Ethisphere Institute’s World’s Most Ethical Company List.

Northumbrian Water teamed up with Anglian Water Business to create one of the largest retailers of water and wastewater services to non-household customers in England and Scotland. The new business “Wave” offers water, wastewater, gas and electricity services. During the year, Northumbrian Water held its first ever “NWG Innovation Festival”, a week-long showcase of forward thinking and new technology to tackle a range of social and environmental issues.

The water company was named “Utility of the Year” at the prestigious UtilityWeek Awards 2017. The Utility of the Year award recognises the company that has been successful in all aspects of the utility business, and rewards exceptional performance compared to other companies across the sector. In the Company Monitoring Framework released in November 2017 by Ofwat, the Water Services Regulation Authority, Northumbrian Water was assessed into the top “self-assurance” category, demonstrating that company procedures are recognised by Ofwat as effective and sufficient.

## NORTHERN GAS NETWORKS LIMITED

CKI and Power Assets jointly own 88.4% of Northern Gas Networks, the gas distribution company which serves the North of England. The network extends south from the Scottish border to South Yorkshire, covering large cities as well as rural areas through approximately 37,000 kilometres of gas distribution pipelines. It transports approximately 13% of the nation's gas to a population of 6.7 million.

During the year, Northern Gas Networks was ranked the most efficient gas distribution network. It was also the front-runner for customer service throughout the first half of the current regulatory contract, and was recognised as the leading gas distribution network for stakeholder engagement in 2016/17.

The company's speedy and effective approach to complaints resolution saw Northern Gas Networks being named the "Utilities Complaint Team of the Year" at the UK Complaint Handling Awards in 2017.

In addition, Northern Gas Networks received its first RoSPA's (The Royal Society for the Prevention of Accidents) Gold Award in recognition of its high safety performance record.

The company's work to support local communities continued in 2017, with the company winning "Community Initiative of the Year" at the UtilityWeek Awards 2017 for its Warm Hubs programme.

During the year, Northern Gas Networks, on behalf of all UK gas distributors, was awarded £9 million from Ofgem to support its pioneering hydrogen project, H21. With a further £1.3 million contributed by all UK gas distribution networks, Northern Gas Networks will build upon the work of the 2016 H21 Leeds City Gate project which demonstrated that full hydrogen conversion is technically possible and economically viable.

The company also launched its unique InTEGReL facility. Working with Northern Powergrid and Newcastle University as well as in partnership with the Engineering and Physical Sciences Research Council (EPSRC) Centre, the project aims to break down traditional barriers between gas, electricity, heat and transport, and create more fluid, efficient and sustainable ways to transport energy.



Northern Gas Networks was ranked the most efficient gas distribution network in 2017.

## BUSINESS REVIEW



Wales & West Gas Networks has 2.5 million supply points, and a pipeline network of 35,000 kilometres serving an area of 42,000 square kilometres and a population of 7.5 million in Wales and the South West of England.

### WALES & WEST GAS NETWORKS (HOLDINGS) LIMITED

CKI and Power Assets each own a 30% interest in Wales & West Gas Networks, the holding company of Wales & West Utilities, one of the eight gas distribution networks in the UK. The company has 2.5 million supply points, and a pipeline network of 35,000 kilometres serving an area of 42,000 square kilometres and a population of 7.5 million in Wales and the South West of England.

During the year, Wales & West Gas Networks was on, or ahead of target for all regulatory output measures. As recognition for its occupational safety, the company received the RoSPA's Gold Award for the fourth consecutive year, an industry first. In the Chartered Institute of Personnel and Development Wales Awards 2017, Wales & West Gas Networks won the "Best In-House HR Team" and "Best Apprenticeship Scheme". The company was also awarded Silver accreditation for the Investors in People, demonstrating its commitment to high performance through good people management.

Wales & West Gas Networks was also re-accredited by the Institute of Customer Service as achieving its ServiceMark with Distinction. The company successfully met the demanding national customer service standard, scoring considerably higher than the utility sector benchmark.

In 2017, the company launched a customer support vehicle, their latest customer service innovation. The vehicle, which includes a table and comfortable seats, a toilet and a kitchen, is intended to provide service to customers on the rare occasions that gas supplies are interrupted.

In addition, the company became the first gas distribution network to achieve a successful audit against the requirements of BS 18477 with certification for the second time – this is the standard for inclusive service provision for vulnerable customers.

### SEABANK POWER LIMITED

CKI and Power Assets each hold a 25% share in Seabank Power, an electric power plant operation located near Bristol in the South West of England. The plant has a total generating capacity of approximately 1,150 MW from its two-combined cycle gas turbine generation units. In 2017, good performance was reported by the company, and it entered into a new offtake agreement which will last until 2021.

## UK RAILS GROUP

CKI owns 50% of UK Rails, one of the three major rolling stock companies in the United Kingdom. The company leases regional, commuter and high speed passenger trains, as well as freight locomotives, on long-term contracts to train operating companies. UK Rails' rolling stock portfolio includes 20 different fleets of trains comprising around 3,500 passenger vehicles and two depots.

UK Rails generated steady returns to the Group during the year. In 2017, significant progress was made towards delivering new build orders that had previously been secured. For the Great Western Railway order, which is valued at £496 million, the first train arrived in Southampton Docks in June with test runs underway. As for the Northern order, which is valued at £490 million, it is expected that the first train will be

delivered to the UK in Spring 2018. With regards to the £120 million TransPennine Express ("TPE") order, the first trains are expected to be delivered in mid-2018.

Another UK Rails project involves the overhaul of the entire TPE Class 185 fleet. The first refurbished Class 185 train has now been returned to passenger service and customer feedback towards the modernised train compartments is overwhelmingly supportive. Upon completion of the refurbishment programme in 2018, a total of 51 trains will receive a full modern makeover.

During the period under review, the company won a contract to provide an additional five Class 320 electric trains to ScotRail. These trains are undergoing a £8 million refurbishment programme of works which includes a full interior refresh and the installation of additional seats to address over-crowding during peak hours.



UK Rails' first train test run for the Great Western Railway new order is being carried out.

### Infrastructure Investments in **AUSTRALIA**

In Australia, CKI has investments in electricity and gas transmission and distribution as well as renewable and remote energy. It owns SA Power Networks, the primary electricity distributor in the state of South Australia; Victoria Power Networks, which consists of Powercor and CitiPower, that distributes electricity to approximately 65% of the population in the state of Victoria; United Energy, an electricity distribution business in Victoria serving approximately 688,000 customers across East and Southeast Melbourne and the Mornington Peninsula; as well as Australian Gas Infrastructure, one of the largest natural gas distribution and transmission businesses in the country comprising Australian Gas Networks, Multinet Gas, and Dampier Bunbury Pipeline. The Group's portfolio also includes Australian Energy Operations, a renewable energy power transmission business in Victoria; and Energy Developments, a provider of clean energy and energy solutions for remote areas.



SA Power Networks was presented with the “Most Innovative Use of Technology Award” by Chartered Institute of Procurement & Supply.

## SA POWER NETWORKS

Together with Power Assets, CKI owns a combined 51% stake in SA Power Networks, an electricity distributor which serves approximately 865,000 customers in South Australia. Its network spans approximately 178,000 square kilometres.

During the year, SA Power Networks has taken a number of steps to upgrade customer communications. Key platforms such as website, automated SMS systems, additional stand-by call centre, and social media channels were revamped/modified for the delivery of timely outage information.

SA Power Networks continues to focus on delivering productivity and efficiency initiatives. These efforts include making use of mobile technologies and real-time analytics to help meet not only the demands of an evolving energy market, but also the challenges of servicing vast areas. Mobile apps were developed to streamline the procurement process, allowing field

personnel to gather service interval information and data from asset inspections in real time. In recognition of its innovative initiatives, the company was presented with the “Most Innovative Use of Technology Award” by Chartered Institute of Procurement & Supply.

During the year, SA Power Networks continued its investment in infrastructure facilities. The company has committed to replace its current 10,000 kVA/33,000 Volt undersea cable with a 20,000 kVA/33,000 Volt cable connecting Kangaroo Island to the distribution network on the southern Fleurieu Peninsula. By doubling the capacity of the new cable, capacity will be further expanded to meet anticipated peak demand growth on the Island for the next 30 years.

To facilitate Adelaide to be a hub for South Australia’s electric vehicle charging network, SA Power Networks worked in partnership with the City of Adelaide and the Government of South Australia, Mitsubishi and Tesla to establish 19 fast charging stations.

# BUSINESS REVIEW

## VICTORIA POWER NETWORKS PTY LTD

CKI and Power Assets together own 51% of Victoria Power Networks, the company that comprises CitiPower and Powercor. CitiPower owns and operates an electricity distribution network serving 330,000 customers in the central business district and inner suburbs of Melbourne. Meanwhile, Powercor covers a service area that includes regional and rural centres in central and western Victoria, as well as Melbourne's outer western suburbs, supplying electricity to over 795,000 customers.

Victoria Power Networks continued to perform strongly in 2017. In December, the Australian Energy Regulator ("AER") released its 2017 Annual Benchmarking Report ranking Powercor as the most efficient network in Australia followed by CitiPower.

During the year, new depots in Maryborough and Cobram became operational, enhancing efficiency and productivity in the two regions. In addition, progress was made on a number of large projects such as Melbourne Metro Rail supply and relocation works, Waratah Place and West Melbourne Terminal Station program of works; the network's capacity is also being increased to cope with the extra demand in the central business district area.

Victoria Power Networks has set up a business called "Beon Energy Solutions" to develop unregulated business activities, such as commercial solar, wind and other energy services.



The Australian Energy Regulator released its 2017 Annual Benchmarking Report ranking Powercor as the most efficient network in Australia followed by CitiPower.



United Energy distributes electricity to approximately 688,000 customers across east and southeast Melbourne and the Mornington Peninsula.

## UNITED ENERGY LIMITED

CKI and Power Assets together own 39.6% of United Energy, a business previously under DUET. DUET was acquired by a consortium comprising CKI, CK Asset and Power Assets in May 2017.

United Energy distributes electricity to approximately 688,000 customers across east and southeast Melbourne and the Mornington Peninsula. The electricity distribution network covers an area of approximately 1,500 square kilometres. United Energy is one of the most efficient and reliable electricity distribution networks in Australia.

Subsequent to the acquisition, Standard & Poor's upgraded the credit rating of United Energy from "BBB" to "BBB+" in May 2017. In December 2017, United Energy was upgraded to "A-" due to strong financials from improved operating margins, lower interest costs and cost control strategies.

# BUSINESS REVIEW

## AUSTRALIAN GAS INFRASTRUCTURE GROUP

The Australian Gas Infrastructure Group (“AGIG”) was formed following the acquisition of DUET. AGIG combines the operations of Australian Gas Networks, Dampier Bunbury Pipeline and Multinet Gas.

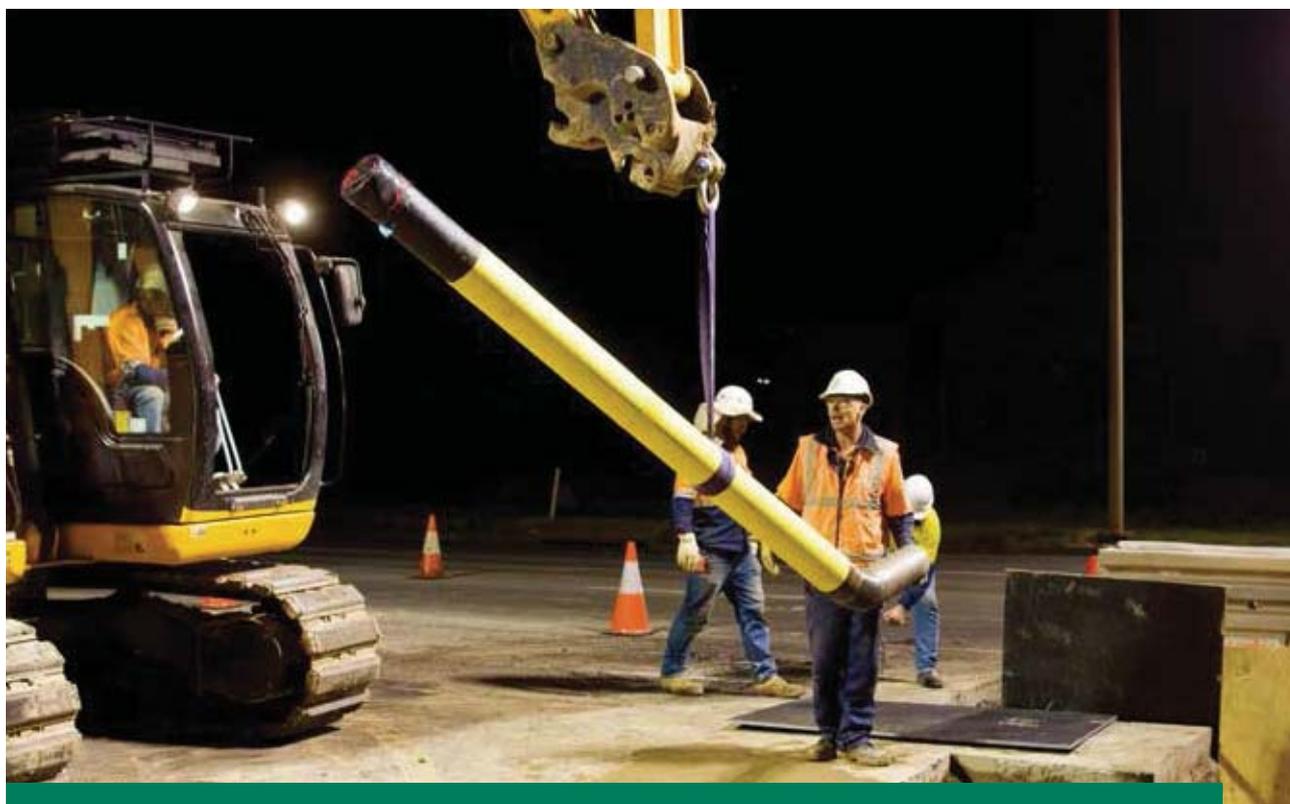
### Australian Gas Networks Limited

CKI and Power Assets jointly own 72.5% of Australian Gas Networks. It owns about 24,000 kilometres of natural gas distribution networks and 1,100 kilometres of transmission pipelines, serving approximately 1.3 million customers in South Australia, Victoria, Queensland, New South Wales and the Northern Territory.

In 2017, Australian Gas Networks received its Final Decision from the AER for the Victoria and Albury networks for the 2018-2022 Access Arrangement period, providing predictable income for the next few years.

During the year, the company relocated the transmission and high pressure gas mains that run through a multi-million dollar development in Bowden, a historic inner-western suburb in Adelaide’s metropolitan area. In addition, it started the construction of a new 14-kilometre natural gas pipeline from Pakenham South to Koo Wee Rup, to provide natural gas to more than 1,300 homes and businesses in a thriving area in regional Victoria.

Australian Gas Networks has been awarded a A\$4.9 million grant from the South Australian Government to develop its A\$11.4 million Hydrogen Park South Australia project in Adelaide’s south. The project comprises a 1.25 MW electrolyser which will inject hydrogen into Australian Gas Networks’ South Australian network, the aim of which is to develop hydrogen usage business models for decarbonising gas.



In 2017, Australian Gas Networks received its Final Decision from the AER for the Victoria and Albury networks for the 2018-2022 Access Arrangement period, providing predictable income for the next few years.



Dampier Bunbury Pipeline is Western Australia's principal gas transmission pipeline.

### **Dampier Bunbury Pipeline**

CKI and Power Assets jointly own 60% of Dampier Bunbury Pipeline, another business previously under DUET. Dampier Bunbury Pipeline is Western Australia's principal gas transmission pipeline. It stretches almost 1,600 kilometres, linking the gas fields in the Carnarvon Basin off the Pilbara coast to mining, industrial, and commercial customers as well as via other distribution networks to residential customers. The total length of the pipeline is 3,080 kilometres including looping and laterals.

Dampier Bunbury Pipeline's largest gas storage facility in Western Australia was completed and is now operational. The gas storage facility will benefit producers and customers who may require storage capacity to bank unused gas, smooth production profiles or store gas to cover planned production outages.

# BUSINESS REVIEW



Multinet Gas operates a regulated network covering 1,860 square kilometres of the eastern and south-eastern suburbs of Melbourne, the Yarra Ranges and South Gippsland.

## Multinet Gas Limited

CKI and Power Assets jointly own 60% of Multinet Gas, a business which was previously under DUET. The company operates a regulated network covering 1,860 square kilometres of the eastern and south-eastern suburbs of Melbourne, the Yarra Ranges and South Gippsland, serving around 687,000 customers.

Standard & Poor's upgraded the credit rating of Multinet Gas to "BBB+" in November 2017, reflecting the cost savings achieved since acquisition.

## AUSTRALIAN ENERGY OPERATIONS PTY LTD

Australian Energy Operations is jointly owned by CKI and Power Assets on a 50/50 basis. The company constructs, owns, and operates electricity transmission lines as well as terminal stations that connect the Mt Mercer and Ararat wind farms to the national grid. During the year, Australian Energy Operations delivered a stable income stream for the Group.

## ENERGY DEVELOPMENTS LIMITED

CKI and Power Assets jointly own 60% of Energy Developments, which was previously a business under DUET. Energy Developments specialises in producing safe, clean, low greenhouse gas emissions energy, and in providing energy solutions in remote regions. Energy Developments owns and operates an international portfolio of over 980 MW of power generation facilities in Australia, North America and Europe, utilising a range of fuel sources. It operates in two main business areas, being Clean Energy (landfill gas, waste coal mine gas, wind, solar) and Remote Energy.

In August 2017, Energy Developments completed the acquisition of Granger Energy Services, adding 16 landfill gas-to-energy operating sites in the United States, with a total installed capacity of 85 MWe. The transaction increased the scale of Energy Developments' North American landfill gas-to-energy operations from 12 to 28 sites, and more than doubled its US earnings, making the company one of the top three landfill gas-to-energy businesses in North America.



Energy Developments operates two main businesses – clean energy (landfill gas, waste coal mine gas, wind and solar) and the provision of energy in remote areas.

## BUSINESS REVIEW

### Infrastructure Investments in **NEW ZEALAND**

In New Zealand, CKI has investments in electricity distribution and waste management services. The Group's Wellington Electricity supplies electricity to the capital city and its surrounding area, while EnviroNZ provides waste collection, management and disposal services nationwide.



## WELLINGTON ELECTRICITY LINES LIMITED

CKI owns Wellington Electricity together with Power Assets on a 50/50 basis. Wellington Electricity owns and operates the electricity distribution network in the cities of Wellington, Upper Hutt, Lower Hutt and Porirua in New Zealand. Its network extends about 4,700 kilometres, supplying electricity to approximately 167,000 connections across domestic, commercial and industrial sectors.

Following the Kaikoura earthquake in November 2016, Wellington Electricity prepared and submitted earthquake readiness expenditure proposal to the regulator to strengthen equipment and facilities in preparation for future earthquake events. Such proposals are awaiting regulatory approvals as of date.

## ENVIRO (NZ) LIMITED

CKI's wholly owned subsidiary, EnviroNZ, is one of New Zealand's leading waste management companies, with national coverage. EnviroNZ provides waste collection, recovery, management and disposal services to more than half a million commercial and residential customers, and also owns and manages

Hampton PARRC (Power and Resource Recovery Centre), the largest landfill site in New Zealand, covering an area of 360 hectares and with a consent to receive waste until 2030. Hampton PARRC accounts for approximately 40% of annual landfill volumes in Greater Auckland. It utilises state-of-the-art technology to convert landfill gas to electricity as well as produce high quality compost from garden and kitchen waste.

During the year, EnviroNZ commenced the 10-year Auckland Central recycling collection contract; and established an innovative product recovery solution to process food and packaging waste. EnviroNZ also announced the launch of its first 100% electric waste collection truck. The truck employs the latest zero emission engine technology and its payload has been maximised to equal or exceed current diesel collection vehicles.

The New Zealand Government's Waste Minimisation Fund granted NZ\$1.25 million to support the upgrade and recommissioning of EnviroNZ's plastic extrusion plant in Christchurch. With this funding, the upgraded facilities will be able to recycle over 1,000 tonnes of woven polypropylene bulk fertiliser bags into high quality pellets each year.

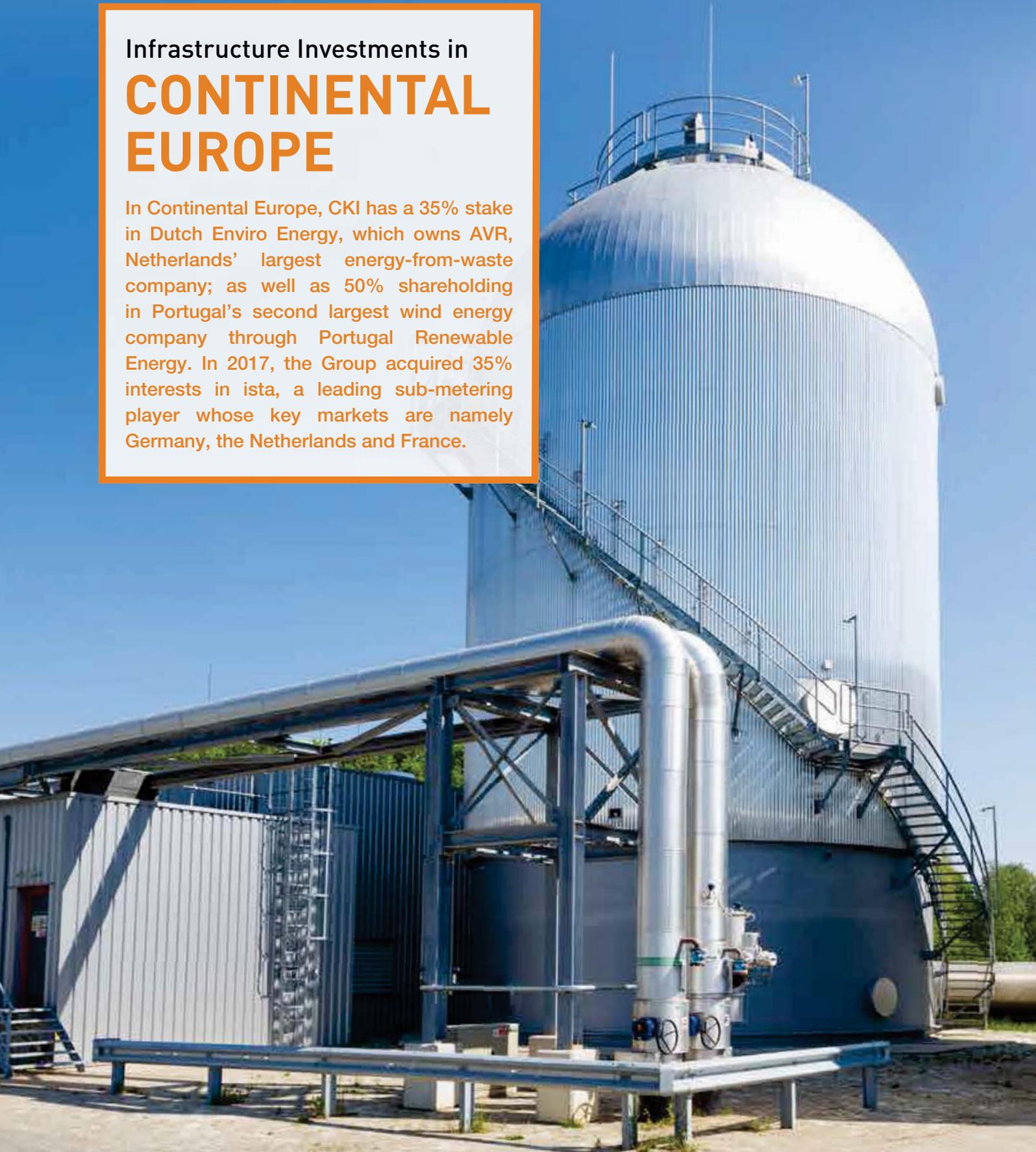


EnviroNZ provides waste collection, recovery, management and disposal services to more than half a million commercial and residential customers in New Zealand.

Infrastructure Investments in

# CONTINENTAL EUROPE

In Continental Europe, CKI has a 35% stake in Dutch Enviro Energy, which owns AVR, Netherlands' largest energy-from-waste company; as well as 50% shareholding in Portugal's second largest wind energy company through Portugal Renewable Energy. In 2017, the Group acquired 35% interests in ista, a leading sub-metering player whose key markets are namely Germany, the Netherlands and France.





Dutch Enviro Energy, which owns AVR, operates five waste treatment plants in the Netherlands.

## DUTCH ENVIRO ENERGY HOLDINGS B.V.

Dutch Enviro Energy, which owns AVR, operates five waste treatment plants in Duiven, which is near the German border, and Rozenburg in the Port of Rotterdam area. Together, they have an energy-from-waste capacity of 2,300 kilotonnes per year. AVR's revenue streams are very stable. Long-term contracts are in place for both gate fees for processing waste as well as offtake for energy generated. In addition to serving the domestic market, all AVR's waste treatment plants are accredited "R1 status", enabling the import of waste from European Union countries. Waste product groups include biomass, industrial waste water, municipal solid waste, commercial waste, and hazardous waste, all of which are treated and converted into energy, including electricity, steam and heat. AVR is also one of the largest sustainable district heating producers in the Netherlands.

Dutch Enviro Energy achieved satisfactory business progress in 2017. As an initiative to support the Government's plan to run the Netherlands' economy on recycled raw materials by 2050, Dutch Enviro Energy developed a process of which bottom ashes resulting from household residual waste incineration are processed into granulate for production into sidewalk tile. In October 2017, the sustainable tile made its inaugural appearance on the streets of Duiven.

During the year, AVR also started construction of a plant that separates plastics and drinks cartons from residual waste. The separated plastics are to be used as raw materials for consumer goods, car components, building materials and toys. It is expected that the plant will be completed by mid-2018. The first clients are the municipalities of Utrecht and The Hague.

# BUSINESS REVIEW

## PORTUGAL RENEWABLE ENERGY

CKI and Power Assets each owns 50% of Portugal Renewable Energy, the holding company of Iberwind. Iberwind is the third largest wind energy developer in Portugal with approximately 15% of market share. Currently, Iberwind has 31 wind farms located across the country and has an installed capacity of about 730 MW. Its annual production is estimated at 1.75 TWh. In 2017, Iberwind generated good contribution growth.

## ISTA

Upon completion of the acquisition in October 2017, CKI holds a 35% shareholding in ista, a leading global provider of sub-metering and related services with over 100 years' experience in this business. The sub-metering of heat energy and water consumption allows a property owner/manager to allocate energy and water costs to tenants in multi-tenant buildings based on a tenant's individual consumption. Sub-metering also plays a key role in the European Union's plan to reduce greenhouse gas emissions and to conserve resources sustainably.

ista, headquartered in Essen, Germany, is a fully integrated sub-metering provider. It generates value across all stages of the sub-metering value chain. The company's operations include hardware development, manufacturing, installation and maintenance to meter reading, data collection and processing, individual billing based on actual consumption, energy data management, as well as customer and after-sales services. With a presence in 24 countries, ista services more than 12 million dwellings with over 53 million installed measuring devices. The company has leading positions throughout Europe, including the number two market position in Germany, the world's largest sub-metering market, as well as strong positions in the Netherlands and France.

In 2017, ista recorded operational and financial growth in key markets. It also continued its community involvement through several initiatives including working with schools in the city of Essen. Together with teachers and climate protection managers from the city, ista is developing a teaching concept which facilitates how energy consumption can be improved through simple actions.



Mr. H L Kam, Group Managing Director of CKI (third from left, front row); Mr. Andrew Hunter, Deputy Managing Director of CKI (second from left, front row); Mr. Thomas Zinnoecker, CEO of ista Group (first from right, front row); Ms. Ina Scharrenbach, Secretary of Home, Urban Development, Building & Equalisation (Germany) (second from right, front row); Mr. Thomas Kufen, Lord Mayor of Essen (third from right, front row) attended the opening ceremony of the new ista head office.

A photograph of an industrial facility, likely a water treatment plant or refinery. The scene is dominated by large, white, horizontal pipes supported by grey metal structures. A worker in a blue uniform and white hard hat is visible in the middle ground, working on the equipment. In the background, there are large white cylindrical tanks and a clear blue sky. The overall setting is an outdoor industrial site.

## Infrastructure Investments in

# CANADA

In Canada, CKI owns 50% shareholding in Canadian Power, a company which holds a portfolio of stakes in six electricity generating plants in the country; Park’N Fly, the largest off-airport car park provider in Canada; as well as interests in Canadian Midstream Assets, which holds a portfolio of oil pipeline and storage assets in Canada. During the year, CKI acquired an interest in Reliance Home Comfort, which initiated the household infrastructure portfolio of the Group.

# BUSINESS REVIEW



In 2017, the Meridian Cogeneration Plant generated 1,664 GWh of electricity and 1,490 kT of steam.

## CANADIAN POWER HOLDINGS INC.

CKI jointly owns Canadian Power with Power Assets on a 50/50 basis. Canadian Power owns 100% of the Meridian Cogeneration Plant, a 220 MW natural gas-fired plant in the province of Saskatchewan, and 49.99% of TransAlta Cogeneration, L.P. ("TransAlta"), which operates four natural gas-fired cogeneration plants in Alberta and Ontario, and a coal-fired plant in Alberta.

In 2017, the Meridian Cogeneration Plant generated 1,664 GWh of electricity and 1,490 kT of steam, the latter of which was sold to Husky Energy under a long-term offtake contract. The plant also successfully completed a planned outage during a site-wide maintenance turnaround at its thermal host to ensure ongoing reliability.

## PARK'N FLY

CKI has a 50% shareholding in Park'N Fly, Canada's leading off-airport car park company, which provides parking solutions to business and leisure travellers coast-to-coast.

Park'N Fly's footprint spans from Vancouver to Halifax, including Edmonton, Winnipeg, Ottawa, Toronto and Montreal. Within the seven cities in which it operates, the company provides either a self-park or valet option, or both options, plus a host of other vehicle related services such as detailing and oil change services.

Park'N Fly recorded above-budget performance in 2017. During the year, Park'N Fly diversified its product offering and focused on a multi-channel approach in reaching potential leisure and business travellers. A comprehensive marketing campaign riding on Canada's 150th Anniversary was rolled out to enhance brand awareness and expand Park'N Fly's customer database. Revenue was successfully boosted during the campaign period.

In May, the company acquired an additional piece of property in Vancouver of approximately 9 acres to support the valet business. In addition, the company secured a 20-year lease for a piece of property, approximately 15 acres, close to the Toronto Airport, in September to replace an expiring short-term lease.

## CANADIAN MIDSTREAM ASSETS

CKI and Power Assets together own 65% of Canadian Midstream Assets. This business comprises 1,900 kilometres of oil pipelines and 4.1 million barrels of oil storage capacity in the Lloydminster region of Alberta and Saskatchewan, Canada. Characterised by long-term contracts, Canadian Midstream Assets generates secure and predictable returns for CKI.

The business performed well in 2017, yielding higher earnings and cash distributions than budget. The LLB Direct pipeline construction continued on schedule and budget, and will commence operations in the second half of 2018. The next phase of the Saskatchewan Gathering System pipeline expansion commenced in 2017, and first pipeline receipts are expected in late 2018.

## RELIANCE HOME COMFORT

CKI holds a 25% stake in Reliance Home Comfort. The completion of the acquisition took place in September 2017. Reliance Home Comfort is principally engaged in the building equipment services sector providing rental water heaters, rental HVAC (heating, ventilation and air conditioning) equipment, comfort protection plans and other services to homeowners primarily in Ontario, Canada. Reliance Home Comfort has over 1.7 million customers as well as one of the largest networks of licensed technicians in Canada.

During 2017, Reliance Home Comfort achieved consistently strong year over year growth and expanded its operations in Canada with an acquisition in British Columbia and made its initial investment in the United States with an acquisition in Georgia. These acquisitions provide additional markets in which Reliance Home Comfort can sell its products and services.

Reliance Home Comfort also has operations in Manitoba, Saskatchewan, and Alberta in Canada.



Reliance Home Comfort is principally engaged in the building equipment services sector in Ontario, Canada.

### Infrastructure Investments in **MAINLAND CHINA**

In Mainland China, CKI has a portfolio of investments in six toll roads and bridges, totalling approximately 260 kilometres in the provinces of Guangdong, Hunan and Hebei. The portfolio includes the Shen-Shan Highway (Eastern Section), Shantou Bay Bridge, Changsha Wujialing and Wuyilu Bridges, Jiangmen Chaolian Bridge, Panyu Beidou Bridge and Tangshan Tangle Road.





In 2017, the Mainland businesses continued to deliver stable cash returns.

Overall, the six toll roads and bridges investments in Mainland China have provided satisfactory operating result and stable cash returns to the Group.

Compensation schemes for the Changsha bridges project and the Panyu Beidou Bridge project arising

from the cancellation of annual ticket/toll collection system have been established. Meanwhile, the project company of the Jiangmen Chaolian Bridge is expediting the compensation process in regards to the shortening of the operating period from 30 years to 20 years.

Investments in

# INFRASTRUCTURE RELATED BUSINESSES

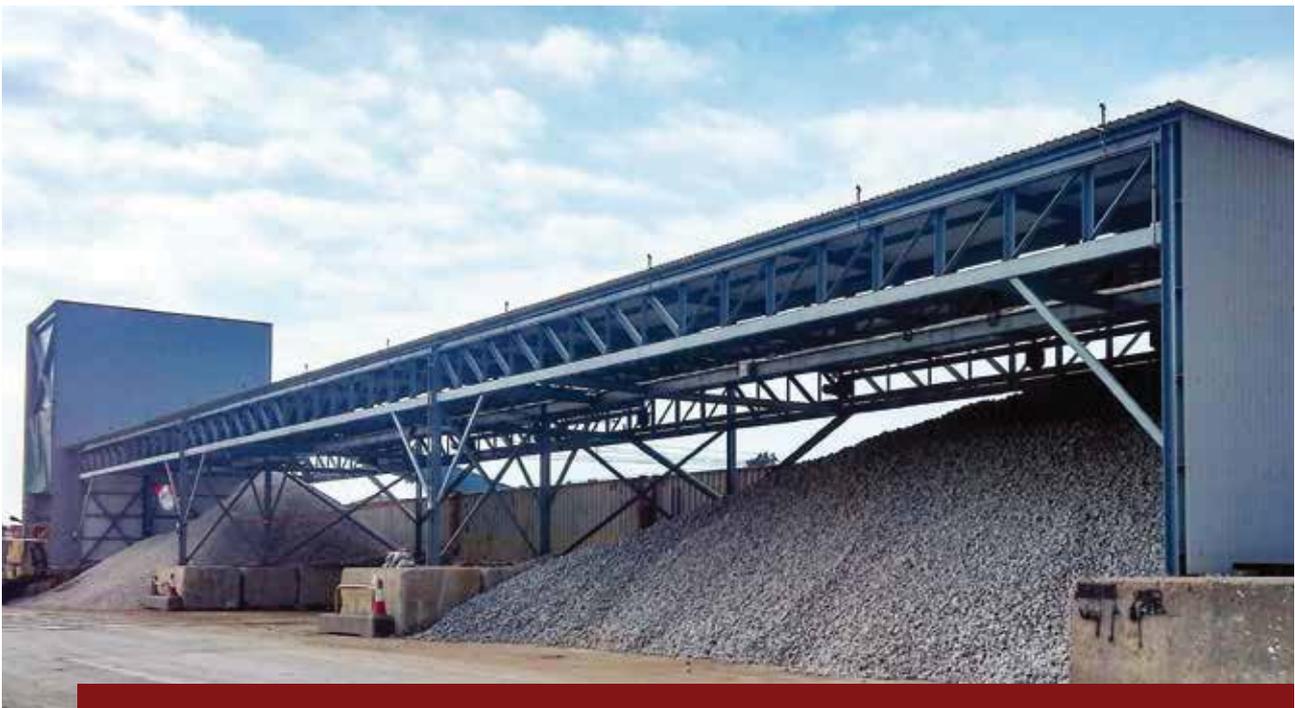
Encompassing operations in cement, concrete and aggregates, CKI has a leading position in Hong Kong's infrastructure materials market.

## CEMENT, CONCRETE AND AGGREGATES

Green Island Cement, a wholly owned subsidiary of CKI, celebrated its 130th Anniversary during the year.

Due to keen competition, contribution from its Hong Kong cement business experienced decline against last year. Facing strict environmental regulations enforced in the Mainland China, the cement business' operating cost also increased in 2017. Modification measures for the production facilities to cope with the environmental policies were implemented, and it is expected that the operation of the cement business will be improved in the coming year.

CKI's concrete and aggregates businesses, which are operated by Alliance Construction Materials Limited ("Alliance"), a 50/50 joint venture between CKI and HeidelbergCement AG, continued to expand its production scale by establishing a second concrete batching plant on Tsing Yi Island in Hong Kong. During the year, Alliance also set up a new aggregates depot to act as the main hub for supplying aggregates to the various construction sites in Hong Kong.



Alliance set up a new depot to act as the main hub for supplying aggregates to the various construction sites in Hong Kong.

# FINANCIAL REVIEW

## FINANCIAL RESOURCES, TREASURY ACTIVITIES AND GEARING RATIO

The Group's capital expenditure and investments were funded from cash on hand, internal cash generation, syndicated loans, notes, bonds, share placement and other project loans.

As at 31st December, 2017, cash and bank deposits on hand amounted to HK\$9,781 million and the total borrowings of the Group amounted to HK\$35,036 million, which included Hong Kong dollar notes of HK\$260 million and foreign currency borrowings of HK\$34,776 million. Of the total borrowings, 31 per cent were repayable in 2018, 49 per cent were repayable between 2019 and 2022 and 20 per cent were repayable beyond 2022. Part of the borrowings repayable in 2018 has been refinanced in January 2018. To refinance the remaining borrowings repayable in 2018, the Group is in discussion with certain banks with good progress. The Group's financing activities continue to be well received and fully supported by its bankers.

The Group adopts conservative treasury policies in cash and financial management. To achieve better risk control and minimise the cost of funds, the Group's treasury activities are centralised. Cash is generally placed in short-term deposits mostly denominated in U.S. dollars, Hong Kong dollars, Australian dollars, New Zealand dollars, British pound, Canadian dollars or Euro. The Group's liquidity and financing requirements are reviewed regularly. The Group will continue to maintain a strong capital structure when considering financing for new investments or maturity of bank loans.

As at 31st December, 2017, the Group maintained a net debt position with a net debt to net total capital ratio of 17.6 per cent, which was based on its net debt of HK\$25,255 million and net total capital, which represents the total borrowings plus total equity net of cash and bank deposits, of HK\$143,447 million. This ratio was higher than the net debt to net total capital ratio of 4.5 per cent at the year end of 2016. This change was mainly due to the funds utilised for the investments in a business that owns and operates energy utility assets in Australia, the United States, the United Kingdom and Europe, a business engaged in building equipment services in Canada and the United States, and an energy management services provider in Europe, which were partially compensated by the funds raised in the issues of perpetual capital securities during the year.

The fluctuations in currencies and in particular, the devaluation of the British pound arising from the United Kingdom referendum vote to leave the European Union had an impact on all businesses in the market that have exposure in the United Kingdom and/or to British pound. While the Group is not immune from such impact, there is no material change beyond market expectation.

To minimise currency risk exposure in respect of its investments in other countries, the Group generally hedges those investments with (i) currency swaps and (ii) the appropriate level of borrowings denominated in the local currencies. The Group also entered into certain interest rate swaps to mitigate interest rate risks. As at 31st December, 2017, the notional amounts of these derivative instruments amounted to HK\$65,227 million.

## CHARGE ON GROUP ASSETS

As at 31st December, 2017:

- the Group's obligations under finance leases totalling HK\$24 million were secured by charges over the leased assets with carrying value of HK\$23 million; and
- the shares of a subsidiary were pledged to secure bank borrowings totalling HK\$1,284 million granted to the Group.

## CONTINGENT LIABILITIES

As at 31st December, 2017, the Group was subject to the following contingent liabilities:

| HK\$ million  |       |
|---|-------|
| Guarantee in respect of bank loan drawn by affiliated companies | 1,312 |
| Other guarantee given in respect of an affiliated company       | 760   |
| Performance bond indemnities                                    | 92    |
| Total   | 2,164 |

## EMPLOYEES

The Group, including its subsidiaries but excluding affiliated companies, employs a total of 2,042 employees. Employees' cost (excluding directors' emoluments) amounted to HK\$770 million. The Group ensures that the pay levels of its employees are competitive and that its employees are rewarded on a performance related basis within the general framework of the Group's salary and bonus system.

Preferential subscription of 2,978,000 new shares of the Company was given to those employees who had subscribed for shares of HK\$1.00 each in the Company at HK\$12.65 per share on the flotation of the Company in 1996. The Group does not have any share option scheme for employees.

# BOARD AND KEY PERSONNEL



Front (from left to right) Joanna Chen, Andrew Hunter, H L Kam, Victor Li, Edmond Ip, Dominic Chan  
Back (from left to right) Duncan Macrae, Victor Luk, Pak Lam Lun, Ivan Chan, Wendy Tong Barnes, Chiu Yue Seng

## DIRECTORS' BIOGRAPHICAL INFORMATION

### LI Tzar Kuoi, Victor

aged 53, has been the Chairman of the Company since its incorporation in May 1996. He has been a member of the Remuneration Committee of the Company since March 2005. Mr. Victor Li is the Group Co-Managing Director and Deputy Chairman of CK Hutchison Holdings Limited, and the Managing Director and Deputy Chairman and the Chairman of the Executive Committee of CK Asset Holdings Limited (formerly known as Cheung Kong Property Holdings Limited). He is also the Chairman of CK Life Sciences Int'l., (Holdings) Inc., a Non-executive Director of Power Assets Holdings Limited and HK Electric Investments Manager Limited ("HKEIM") as the trustee-manager of HK Electric Investments, a Non-executive Director and the Deputy Chairman of HK Electric Investments Limited and Co-Chairman of Husky Energy Inc. Except for HKEIM, all the companies/investment trust mentioned above are listed in Hong Kong or overseas. Mr. Victor Li is also the Deputy Chairman of Li Ka Shing Foundation Limited, Li Ka Shing (Overseas) Foundation and Li Ka Shing (Canada) Foundation, and a Director of The Hongkong and Shanghai Banking Corporation Limited. He serves as a member of the Standing Committee of the 13th National Committee of the Chinese People's Political Consultative Conference of the People's Republic of China. He is also a member of the Chief Executive's Council of Advisers on Innovation and Strategic Development of the Hong Kong Special Administrative Region ("HKSAR") and Vice Chairman of the Hong Kong General Chamber of Commerce. Mr. Victor Li is the Honorary Consul of Barbados in Hong Kong. He is a director of certain substantial shareholders of the Company within the meaning of Part XV of the Securities and Futures Ordinance ("SFO"), and a director of certain companies controlled by certain substantial shareholders of the Company. He holds a Bachelor of Science degree in Civil Engineering, a Master of Science degree in Civil Engineering and an honorary degree, Doctor of Laws, honoris causa (LL.D.). Mr. Victor Li is a nephew of Mr. Kam Hing Lam, the Group Managing Director of the Company.

### **KAM Hing Lam**

aged 71, has been the Group Managing Director of the Company since its incorporation in May 1996. He is the Deputy Managing Director of CK Hutchison Holdings Limited, and the Deputy Managing Director and Member of the Executive Committee of CK Asset Holdings Limited (formerly known as Cheung Kong Property Holdings Limited). He is also the President and Chief Executive Officer of CK Life Sciences Int'l., (Holdings) Inc. All the companies mentioned above are listed companies. Mr. Kam is also the Chairman of Hui Xian Asset Management Limited, which manages Hui Xian Real Estate Investment Trust, a real estate investment trust listed on The Stock Exchange of Hong Kong Limited ("SEHK"). Mr. Kam is a director of certain substantial shareholders of the Company within the meaning of Part XV of the SFO, and a director of certain companies controlled by certain substantial shareholders of the Company. Mr. Kam was an Advisor of the 12th Beijing Municipal Committee of the Chinese People's Political Consultative Conference of the People's Republic of China. He holds a Bachelor of Science degree in Engineering and a Master's degree in Business Administration. Mr. Kam is an uncle of Mr. Li Tzar Kuoi, Victor, the Chairman of the Company.

### **IP Tak Chuen, Edmond**

aged 65, has been an Executive Director of the Company since its incorporation in May 1996 and Deputy Chairman of the Company since February 2003. He is Deputy Managing Director of CK Hutchison Holdings Limited, and Deputy Managing Director and Member of the Executive Committee of CK Asset Holdings Limited (formerly known as Cheung Kong Property Holdings Limited). He is also the Senior Vice President and Chief Investment Officer of CK Life Sciences Int'l., (Holdings) Inc. All the companies mentioned above are listed companies. Mr. Ip is also a Non-executive Director of Hui Xian Asset Management Limited, which manages Hui Xian Real Estate Investment Trust, a real estate investment trust listed on the SEHK. He is a director of certain substantial shareholders of the Company within the meaning of Part XV of the SFO, and a director of certain companies controlled by certain substantial shareholders of the Company. He holds a Bachelor of Arts degree in Economics and a Master of Science degree in Business Administration.

### **FOK Kin Ning, Canning**

aged 66, has been an Executive Director and Deputy Chairman of the Company since March 1997. He is currently the Group Co-Managing Director of CK Hutchison Holdings Limited. Mr. Fok is also the Chairman of Hutchison Telecommunications Hong Kong Holdings Limited, Hutchison Telecommunications (Australia) Limited, Hutchison Port Holdings Management Pte. Limited ("HPPM") as the trustee-manager of Hutchison Port Holdings Trust, Power Assets Holdings Limited, HK Electric Investments Manager Limited as the trustee-manager of HK Electric Investments, and HK Electric Investments Limited and Co-Chairman of Husky Energy Inc. Except for HPPM and HKEIM, all the companies/business trust/investment trust mentioned above are listed in Hong Kong or overseas. Mr. Fok is a director of certain substantial shareholders of the Company within the meaning of Part XV of the SFO, and a director of certain companies controlled by certain substantial shareholders of the Company. He holds a Bachelor of Arts degree and a Diploma in Financial Management, and is a fellow of Chartered Accountants Australia and New Zealand.

# BOARD AND KEY PERSONNEL

## DIRECTORS' BIOGRAPHICAL INFORMATION (CONT'D)

### Andrew John HUNTER

aged 59, has been an Executive Director of the Company since December 2006 and Deputy Managing Director of the Company since May 2010. He acted as the Chief Operating Officer of the Company from December 2006 to May 2010. Mr. Hunter is also an Executive Director of Power Assets Holdings Limited, a listed company. He is a director of certain companies controlled by a substantial shareholder of the Company within the meaning of Part XV of the SFO. Prior to the appointment to the board of Power Assets Holdings Limited in 1999, Mr. Hunter was the Finance Director of the Hutchison Property Group. He holds a Master of Arts degree and a Master's degree in Business Administration. He is a member of the Institute of Chartered Accountants of Scotland and of the Hong Kong Institute of Certified Public Accountants. He has over 35 years of experience in accounting and financial management.

### CHAN Loi Shun

aged 55, has been an Executive Director of the Company since January 2011 and Chief Financial Officer of the Company since January 2006. He joined Hutchison Whampoa Limited ("HWL") in January 1992 and has been with the CK Group since May 1994. Mr. Chan is also an Executive Director of Power Assets Holdings Limited, HK Electric Investments Manager Limited as the trustee-manager of HK Electric Investments, and HK Electric Investments Limited. Except for HWL and HKEIM, all the companies/investment trust mentioned above are listed in Hong Kong. Mr. Chan is a director of certain companies controlled by a substantial shareholder of the Company within the meaning of Part XV of the SFO. Mr. Chan is a fellow of the Hong Kong Institute of Certified Public Accountants, a fellow of the Association of Chartered Certified Accountants and also a member of the Institute of Certified Management Accountants (Australia).

### CHEN Tsien Hua

aged 55, has been an Executive Director of the Company since January 2017 and the Head of Business Development of the Company since 2005. She joined Hutchison Whampoa Limited in August 1992 and has been with the Company since July 1996. Ms. Chen holds a Bachelor's degree in Social Sciences and a Master's degree in Business Administration.

### Frank John SIXT

aged 66, has been an Executive Director of the Company since its incorporation in May 1996. Mr. Sixt is the Group Finance Director and Deputy Managing Director of CK Hutchison Holdings Limited. He is also the Non-executive Chairman of TOM Group Limited, a Director of Hutchison Telecommunications (Australia) Limited and Husky Energy Inc., and an Alternate Director of Hutchison Telecommunications (Australia) Limited, HK Electric Investments Manager Limited as the trustee-manager of HK Electric Investments, and HK Electric Investments Limited. Except for HKEIM, all the companies/investment trust mentioned above are listed in Hong Kong or overseas. Mr. Sixt is a director of certain substantial shareholders of the Company within the meaning of Part XV of the SFO, and a director of certain companies controlled by certain substantial shareholders of the Company. He holds a Master's degree in Arts and a Bachelor's degree in Civil Law, and is a member of the Bar and of the Law Society of the Provinces of Quebec and Ontario, Canada.

### **CHEONG Ying Chew, Henry**

aged 70, has been an Independent Non-executive Director of the Company since its incorporation in May 1996. He has been a member of the Audit Committee of the Company since December 1998 and acted as the Chairman of the Audit Committee of the Company from December 1998 to December 2006. Mr. Cheong has been a member of the Remuneration Committee of the Company since January 2005 and the Chairman of the Remuneration Committee of the Company since January 2012. He is also an Independent Non-executive Director of CK Asset Holdings Limited (formerly known as Cheung Kong Property Holdings Limited), Hutchison Telecommunications Hong Kong Holdings Limited, TOM Group Limited, CNNC International Limited, New World Department Store China Limited, Greenland Hong Kong Holdings Limited and Skyworth Digital Holdings Limited, and an Independent Director of BTS Group Holdings Public Company Limited. Mr. Cheong is an Executive Director and Deputy Chairman of Worldsec Limited. He is also an Alternate Director to Dr. Wong Yick Ming, Rosanna, an Independent Non-executive Director of Hutchison Telecommunications Hong Kong Holdings Limited. All the companies mentioned above are listed companies. He is a director of certain companies controlled by certain substantial shareholders of the Company within the meaning of Part XV of the SFO. He holds a Bachelor of Science degree in Mathematics and a Master of Science degree in Operational Research and Management.

### **KWOK Eva Lee**

aged 76, has been an Independent Non-executive Director of the Company since September 2004. She is also an Independent Non-executive Director of CK Life Sciences Int'l., (Holdings) Inc. and a Director of Li Ka Shing (Canada) Foundation ("LKS Canada Foundation"). She currently serves as Chair and Chief Executive Officer of Amara Holdings Inc. ("Amara"). Mrs. Kwok also acts as an Independent Director for Husky Energy Inc. Mrs. Kwok currently acts as the Chairman of the Remuneration Committee of CK Life Sciences Int'l., (Holdings) Inc. Mrs. Kwok also sits on the Compensation Committee and Corporate Governance Committee of Husky Energy Inc., and the Audit Committee of CK Life Sciences Int'l., (Holdings) Inc. and the Company. Except for LKS Canada Foundation and Amara, all the companies mentioned above are listed companies. She is a director of certain companies controlled by a substantial shareholder of the Company within the meaning of Part XV of the SFO. In addition, she was an Independent Director of Bank of Montreal, a listed company, and previously sat on the Audit Committee and Pension Fund Society of the Bank of Montreal, the Nominating and Governance Committee of Shoppers Drug Mart Corporation, the Independent Committee of Directors and Human Resources Committee of Telesystems International Wireless (TIW) Inc., the Independent Committee of Directors and the Corporate Governance Committee of Fletcher Challenge Canada Ltd., the Audit and Corporate Governance Committees of Clarica Life Insurance Company, the Corporate Governance Committee of Air Canada, the Innovation Saskatchewan (IS) Board of Directors and the Saskatchewan-Asia Advisory Council of Saskatchewan.

# BOARD AND KEY PERSONNEL

## DIRECTORS' BIOGRAPHICAL INFORMATION (CONT'D)

### **SNG Sow-mei alias POON Sow Mei**

aged 76, has been an Independent Non-executive Director and a member of the Audit Committee of the Company since September 2004. She is an Independent Non-executive Director and the Lead Independent Director of Hutchison Port Holdings Management Pte. Limited as the trustee-manager of Hutchison Port Holdings Trust, a business trust listed on the Singapore Exchange Securities Trading Limited ("SGX-ST"), and an Independent Non-executive Director of ARA Asset Management (Prosperity) Limited, which manages Prosperity Real Estate Investment Trust, a real estate investment trust listed on the SEHK. Mrs. Sng is also a member of the Audit Committee of HPHM and ARA Asset Management (Prosperity) Limited. Mrs. Sng is a director of a company controlled by certain substantial shareholders of the Company within the meaning of Part XV of the SFO. Mrs. Sng was previously an Independent Director and a member of the Audit Committee of ARA Trust Management (Suntec) Limited, which manages Suntec Real Estate Investment Trust, a real estate investment trust listed on SGX-ST, and an Independent Non-executive Director and a member of the Audit Committee of ARA Asset Management (Fortune) Limited, which manages Fortune Real Estate Investment Trust, a real estate investment trust listed on the SEHK and SGX-ST. Mrs. Sng was also previously a Director of INFA Systems Ltd. and the Senior Consultant (International Business) of Singapore Technologies Electronics Ltd. Prior to her appointment with Singapore Technologies Pte Ltd. where Mrs. Sng was the Director, Special Projects (North East Asia) in 2000 and a Consultant in 2001, Mrs. Sng was the Managing Director of CapitaLand Hong Kong Ltd. for investments in Hong Kong and the region including Japan and Taiwan. In Hong Kong from 1983 to 1997, Mrs. Sng was the Centre Director and then as Regional Director of the Singapore Economic Development Board and Trade Development Board respectively. Mrs. Sng was Singapore's Trade Commissioner in Hong Kong from 1990 to 1997. Mrs. Sng holds a Bachelor of Arts degree from the Nanyang University in Singapore and has wide experience in various fields of industrial investment, business development, strategic and financial management, especially in property investment and management. In 1996, Mrs. Sng was conferred the title of PPA(P) – Pingat Pentadbiran Awam (Perak), the Singapore Public Administration Medal (Silver) by the Republic of Singapore.

### **Colin Stevens RUSSEL**

aged 77, has been an Independent Non-executive Director and a member of the Remuneration Committee of the Company since January 2005. He has been a member of the Audit Committee of the Company since January 2005 and the Chairman of the Audit Committee of the Company since January 2007. He is also an Independent Non-executive Director of CK Asset Holdings Limited (formerly known as Cheung Kong Property Holdings Limited), CK Life Sciences Int'l., (Holdings) Inc. and Husky Energy Inc. All the companies mentioned above are listed companies. Mr. Russel is a director of certain companies controlled by a substantial shareholder of the Company within the meaning of Part XV of the SFO. Mr. Russel is the founder and Managing Director of Emerging Markets Advisory Services Ltd., a company which provides advisory services to organisations on business strategy and planning, market development, competitive positioning and risk management. He is also Managing Director of EMAS (HK) Limited. He was the Canadian Ambassador to Venezuela, Consul General for Canada in Hong Kong, Director for China of the Department of Foreign Affairs, Ottawa, Director for East Asia Trade in Ottawa, Senior Trade Commissioner for Canada in Hong Kong, Director for Japan Trade in Ottawa, and was in the Trade Commissioner Service for Canada in Spain, Hong Kong, Morocco, the Philippines, London and India. He was Project Manager for RCA Ltd in Liberia, Nigeria, Mexico and India and electronic equipment development engineer in Canada with RCA Ltd and in Britain with Associated Electrical Industries. Mr. Russel received his Bachelor's degree in electronics engineering and Master's degree in Business Administration from McGill University, Canada. He is a Qualified Commercial Mediator.

### **LAN Hong Tsung, David**

aged 77, has been an Independent Non-executive Director and a member of the Audit Committee of the Company since February 2005. He is also an Independent Non-executive Director of Hutchison Telecommunications Hong Kong Holdings Limited, SJM Holdings Limited and Cinda Financial Holdings Co., Limited (“CFHCL”). Except for CFHCL, all the companies mentioned above are listed companies. Dr. Lan is also an Independent Non-executive Director of ARA Asset Management (Prosperity) Limited, which manages Prosperity Real Estate Investment Trust, a real estate investment trust listed on the SEHK. Dr. Lan was previously an Independent Non-executive Director of ARA Asset Management (Fortune) Limited, which manages Fortune Real Estate Investment Trust, a real estate investment trust listed on the SEHK and SGX-ST. He is currently the Chairman of David H T Lan Consultants Ltd., Supervisor of Nanyang Commercial Bank (China), Limited and holds directorship at Nanyang Commercial Bank Ltd. He is also a Senior Advisor of Mitsui & Company (Hong Kong) Limited and the President of the International Institute of Management. He is a director of a company controlled by certain substantial shareholders of the Company within the meaning of Part XV of the SFO. Dr. Lan was the Secretary for Home Affairs of the HKSAR Government till his retirement in July 2000. He had served as civil servant in various capacities for 39 years and was awarded the Gold Bauhinia Star Medal on 1st July, 2000. He was appointed as the 10th and 11th National Committee Member of the Chinese People’s Political Consultative Conference of the People’s Republic of China. Dr. Lan is a Chartered Secretary and a Fellow Member of The Hong Kong Institute of Chartered Secretaries and The Institute of Chartered Secretaries and Administrators. He received his Bachelor of Arts degree from the University of London and completed the Advanced Management Program of the Harvard Business School, Boston. He was also a Fellow at Queen Elizabeth House, University of Oxford. Dr. Lan was conferred with Doctor of Business Administration, *honoris causa* by University of the West of England, Bristol, Doctor of Humanities, *honoris causa* by Don Honorio Ventura Technological State University, and holder of Visiting Professorship Awards of Bulacan State University and Tarlac State University.

### **Barrie COOK**

aged 75, acted as an Executive Director of the Company from 2000 to September 2003 and a Non-executive Director of the Company from October 2003 to December 2011, and has been an Independent Non-executive Director of the Company since January 2012. He is the Honorary Chairman of the Hong Kong Construction Materials Association. Mr. Cook is a past Chairman of the East Asian Cement Forum, the Hong Kong Cement Association and the Waste Reduction Committee of the HKSAR Government. He was previously a member of the Advisory Council on the Environment and the Council for Sustainable Development of the HKSAR Government, and was the Convenor of the Hong Kong Business Coalition on the Environment. Mr. Cook was very active in community affairs through his work with the Hong Kong General Chamber of Commerce (“HKGCC”) and was a past Chairman of the HKGCC’s Environment and Arab/Africa Committees. Mr. Cook holds a Bachelor of Science Degree in Civil Engineering from University of Durham and a Diploma in Traffic Engineering from the Institution of Highway Engineers in the United Kingdom. He is a Chartered Civil Engineer of the United Kingdom and a Fellow of the Chartered Management Institute of the United Kingdom. He was previously a Member of the Institution of Highway Engineers of the United Kingdom and the Hong Kong Institution of Engineers.

# BOARD AND KEY PERSONNEL

## DIRECTORS' BIOGRAPHICAL INFORMATION (CONT'D)

### Paul Joseph TIGHE

aged 61, has been an Independent Non-executive Director of the Company since April 2017. He is a former career diplomat with Australia's Department of Foreign Affairs and Trade. He has around 37 years of experience in government and public policy, including 28 years as a diplomat. He has served as Australian Consul-General to Hong Kong and Macau (from 2011 to 2016), Australian Ambassador to Greece, Bulgaria and Albania (from 2005 to 2008), Deputy Head of Mission and Permanent Representative to the United Nations' Economic and Social Commission for Asia and the Pacific at the Australian Embassy in Bangkok (from 1998 to 2001) and as Counsellor in the Australian Delegation to the Organisation for Economic Co-operation and Development in Paris (from 1991 to 1995). In between overseas assignments, Mr. Tighe has held several positions at the headquarters of the Department of Foreign Affairs and Trade in Canberra, including as head of the Department's Trade and Economic Policy Division, head of the Diplomatic Security, Information Management and Services Division, head of the Agriculture and Resources Branch and Director of the International Economic Analysis Section. Before joining the Department of Foreign Affairs and Trade, Mr. Tighe worked in the Overseas Economic Relations Division of the Australian Treasury (from 1986 to 1988), in the Secretariat of the Organisation for Economic Co-operation and Development in Paris (from 1984 to 1986) and in the Australian Industries Assistance Commission (from 1980 to 1984). He holds a Bachelor of Science degree from the University of New South Wales.

### LEE Pui Ling, Angelina

aged 69, acted as an Independent Non-executive Director of the Company from May 1996 to September 2004 and has been a Non-executive Director of the Company since September 2004. She is a practising solicitor, has a Bachelor of Laws degree and is a Fellow of the Institute of Chartered Accountants in England and Wales. She is active in public service and is currently a Member of the Exchange Fund Advisory Committee of the Hong Kong Monetary Authority and a member of the Takeovers and Mergers Panel of the Securities and Futures Commission. She is also a Non-executive Director of TOM Group Limited and Henderson Land Development Company Limited, and an Independent Non-executive Director of Great Eagle Holdings Limited. All the companies mentioned above are listed companies. Mrs. Lee is a director of a company controlled by a substantial shareholder of the Company within the meaning of Part XV of the SFO.

### George Colin MAGNUS

aged 82, acted as an Executive Director and Deputy Chairman of the Company from May 1996 to October 2005 and has been a Non-executive Director of the Company since November 2005. He is also a Non-executive Director of CK Hutchison Holdings Limited, a Director of Husky Energy Inc., and an Independent Non-executive Director of HK Electric Investments Manager Limited as the trustee-manager of HK Electric Investments, and HK Electric Investments Limited. He acted as an Executive Director of Cheung Kong (Holdings) Limited ("CKH") since 1980 and Deputy Chairman since 1985 until he retired from these offices in October 2005. He has been a Non-executive Director of CKH since November 2005 until his resignation in June 2015. He has been an Executive Director of Hutchison Whampoa Limited since 1980 and was re-designated as a Non-executive Director since November 2005 until his resignation in June 2015. He served as Deputy Chairman of HWL from 1984 to 1993. Mr. Magnus was previously the Chairman of Power Assets Holdings Limited (formerly known as Hongkong Electric Holdings Limited) from 1993 to 2005, a Non-executive Director from 2005 to 2012 and an Independent Non-executive Director until January 2014. Except for HKEIM, CKH and HWL, all the companies/investment trust mentioned above are listed in Hong Kong or overseas. He is a director of a substantial shareholder of the Company within the meaning of Part XV of the SFO, and a director of a company controlled by a substantial shareholder of the Company. He holds a Master's degree in Economics.

### **CHOW WOO Mo Fong, Susan**

aged 64, acted as an Executive Director of the Company from March 1997 to July 2016 and an Alternate Director to Mr. Frank John Sixt, an Executive Director of the Company, from May 2006 to July 2016, and has been an Alternate Director to Mr. Fok Kin Ning, Canning, Deputy Chairman of the Company, since May 2006. Mrs. Chow is a Non-executive Director of CK Hutchison Holdings Limited and an Alternate Director of HK Electric Investments Manager Limited as the trustee-manager of HK Electric Investments, and HK Electric Investments Limited. Except for HKEIM, all the companies/investment trust mentioned above are listed in Hong Kong or overseas. She is a director of a substantial shareholder of the Company within the meaning of Part XV of the SFO. She is a qualified solicitor and holds a Bachelor's degree in Business Administration.

### **MAN Ka Keung, Simon**

aged 60, has been an Alternate Director to Mr. Ip Tak Chuen, Edmond, Deputy Chairman of the Company, since February 2008. He joined the CK Group in December 1987. He is a Member of the Executive Committee and the General Manager of Accounts Department of CK Asset Holdings Limited (formerly known as Cheung Kong Property Holdings Limited), a listed company. He is a director of certain companies controlled by a substantial shareholder of the Company within the meaning of Part XV of the SFO. He has over 37 years of experience in accounting, auditing, tax and finance. He holds a Bachelor's degree in Economics and is a member of Chartered Accountants Australia and New Zealand.

### **Eirene YEUNG**

aged 57, Alternate Director to Mr. Kam Hing Lam, the Group Managing Director of the Company, and the Company Secretary of the Company. She is also a Member of the Executive Committee, the Company Secretary and General Manager of Company Secretarial Department of CK Asset Holdings Limited (formerly known as Cheung Kong Property Holdings Limited). She is also the Company Secretary of CK Life Sciences Int'l., (Holdings) Inc. All the companies mentioned above are listed companies. Ms. Yeung is a Non-executive Director of ARA Asset Management (Fortune) Limited, the manager of Fortune Real Estate Investment Trust (listed in Hong Kong and Singapore). She is a director of certain companies controlled by a substantial shareholder of the Company within the meaning of Part XV of the SFO. Ms. Yeung joined the CK Group in August 1994. She is a solicitor of the High Court of the HKSAR and a non-practising solicitor of the Senior Courts of England and Wales. She is also a fellow member of The Hong Kong Institute of Chartered Secretaries and The Institute of Chartered Secretaries and Administrators.

# BOARD AND KEY PERSONNEL

## KEY PERSONNEL'S BIOGRAPHICAL INFORMATION

### HONG KONG

#### **CHAN Kee Ham, Ivan**

aged 55, Chief Planning and Investment Officer, has been with the Company since September 1999. He is also the Chief Financial Officer of Power Assets Holdings Limited. He has over 30 years of experience in investment, banking and finance. He holds a Bachelor's degree in Science, a Bachelor's degree in Chinese Law and a Master's degree in Business Administration.

#### **CHIU Yue Seng**

aged 41, Head of Corporate Finance, joined the Company in January 2017. He has over 17 years of experience in investment banking and finance. He holds a Bachelor of Arts degree and a Master's degree in Business Administration.

#### **Donald William JOHNSTON**

aged 75, Executive Director of Anderson Asia (Holdings) Limited, Green Island Cement (Holdings) Limited and Green Island International Limited, has been with the CK Group since 1988. He holds a Bachelor's degree in Civil Engineering and a Master's degree in Business Administration and is a Chartered Professional Engineer (Retired). He is a member of the Institute of Engineers (Australia) and a fellow of the Institute of Quarrying.

#### **LUK Sai Hong, Victor**

aged 54, Group General Counsel, has been with the Company since July 1998. He has over 27 years of experience in the legal field. He holds a Bachelor's degree in Social Science. He was admitted as solicitor of the Supreme Court in England in 1992 and was admitted as solicitor in Hong Kong in 1993. He is a solicitor of the High Court of the HKSAR and is a member of The Law Society of Hong Kong.

### **LUN Pak Lam**

aged 60, Head of China Infrastructure, joined Hutchison Whampoa Limited and Cheung Kong (Holdings) Limited in May 1993 and June 1994 respectively and has been with the Company since July 1996. He holds a Bachelor's and a Master's degree in Engineering, a Master of Finance degree in Investment Management and a Master of Science degree in Financial Analysis.

### **Duncan Nicholas MACRAE**

aged 47, Head of International Business, joined the Company in February 2011. He has over 24 years of experience in the infrastructure investment field. He holds Bachelor's and Master's degrees in Philosophy, Politics & Economics, and is a member of the Institute of Directors, UK.

### **TONG BARNES Wai Che, Wendy**

aged 57, Chief Corporate Affairs Officer, joined the CK Group in March 1999. She is also the Chief Corporate Affairs Officer of CK Asset Holdings Limited and CK Life Sciences Int'l., (Holdings) Inc. and the Deputy Chief Executive Officer of Hui Xian Asset Management Limited. Mrs. Barnes is also a board member of The Community Chest of Hong Kong. She holds a Bachelor's degree in Business Administration.

### **TSANG Pak Chung, Eddy**

aged 60, Chief Executive Officer of CK Infrastructure Materials. He is also an Executive Director of Green Island Cement (Holdings) Limited, Green Island International Limited and Anderson Asia (Holdings) Limited. He joined the CK Group in January 2005. He is a member of Chartered Accountants Australia and New Zealand, the Hong Kong Institute of Certified Public Accountants and the Institute of Chartered Secretaries and Administrators. He holds a Bachelor's degree in Economics and a Master's degree in Commerce.

### **YIP Cheung, Lawrence**

aged 54, Head of Internal Audit, has been with the Company since November 1997. He holds a Master's degree in Business Administration. He is a fellow of the Hong Kong Institute of Certified Public Accountants, a fellow of the Association of Chartered Certified Accountants and a fellow of the Institute of Chartered Accountants in England and Wales.

# BOARD AND KEY PERSONNEL

## KEY PERSONNEL'S BIOGRAPHICAL INFORMATION (CONT'D)

### OVERSEAS

#### **Christopher AUGHTON**

aged 47, has been Chief Executive Officer of EnviroNZ since January 2018. His career spans management and board positions at a variety of international organisations, as well as senior advisory roles in corporate finance and private equity. Prior to joining EnviroNZ, Mr. Aughton was Chief Executive Officer of a multi-national healthcare group headquartered in Sydney, Australia. He had also previously served as Director of Enviro Waste Services Limited (a wholly owned subsidiary of EnviroNZ) from 2007 to 2013. Mr. Aughton holds a Bachelor's degree in Science and a Bachelor's degree in Commerce.

#### **Graham Winston EDWARDS**

aged 64, has been Chief Executive of Wales & West Utilities Limited since business start-up in 2005. The business owns and operates the gas network covering all of Wales and the South West of England – serving a population of around 7.5 million people. Mr. Edwards has significant senior management experience across the Utility sector – prior to Wales & West Utilities, he worked in the Electricity and Water sectors, where he held senior posts in Human Resources, Operations, and business leadership roles with full P&L responsibility. He has also spent many years in the manufacturing sector with global automotive and consumer goods companies. Mr. Edwards has a Master's degree in Business Administration, and is a Fellow of both the Institute of Directors and the Chartered Institute Personnel & Development. He is a Vice President of the Institute of Customer Services and a board member of Dwr Cymru Welsh Water and the University of South Wales. He is a previous Wales Chair of both the CBI and Business in the Community.

#### **Derek David GOODMANSON**

aged 51, is Chief Executive Officer of Canadian Power Holdings Inc. (formerly Stanley Power Inc.). He joined the company as Technical and Commercial Director in 2011, and was promoted to his current position in 2012. Mr. Goodmanson has over 25 years of experience in engineering, maintenance, project management, operations, and commercial management in the power industry, having held a number of key leadership roles in the power generation and transmission sectors throughout Canada. He holds a Bachelor of Mechanical Engineering degree, and is a Registered Professional Engineer in Canada. He also completed the Ivey Executive Development Programme.

#### **James Christopher HARMAN**

aged 49, has been Chief Executive Officer of Energy Developments Pty Limited ("EDL") since October 2016. Before joining EDL, Mr. Harman had over 20 years of experience in the mining industry in the United Kingdom and Australia, and has extensive international leadership and business development experience. Prior to his current position, he was Group Head of Business Development of a top-tier mining company. He holds a Bachelor's degree in Commerce and a Master's degree in Laws.

### **Mark John HORSLEY**

aged 58, has been Chief Executive Officer of Northern Gas Networks Limited (“NGN”) since 2011. He has more than 40 years of experience in the energy sector. In the seven years since joining NGN, the company has transformed its approach to customer service, securing several awards for customer experience including a National Business Award and two UK Customer Satisfaction Awards, while leading the way as one of the most cost-efficient gas distribution businesses in the United Kingdom. Mr. Horsley has held a number of senior appointments in the industry, which include an international built asset consultancy and power companies. Mr. Horsley held the post of Chairman of the UK Energy Networks Association from 2004 to 2006 and was Chairman of the Energy Innovation Centre (EIC) from 2014 to 2017.

### **Mary KENNY**

aged 52, is Chief Executive Officer of Eversholt Rail. Ms. Kenny was first involved in Eversholt Rail in 1997 as part of the due diligence team of the bank which acquired Eversholt Leasing (now known as Eversholt Rail). Subsequently she worked in Eversholt Rail as Commercial Manager until 2001, before returning to banking where she held various finance roles around the Asset and Structured Finance portfolio. In 2007, Ms. Kenny rejoined Eversholt Rail as Head of Finance and Chief Operating Officer before being promoted to her current position in 2008. During her time with Eversholt Rail, she has overseen a number of significant investment programmes in addition to operational and ownership changes. Ms. Kenny has a degree in Business and is a qualified Chartered Management Accountant.

### **Yves Willy André LUCA**

aged 52, has been Chief Executive Officer of AVR since 2013, where he managed the acquisition by a consortium led by the Group and the transition of AVR-Afvalverwerking B.V. (AVR). Under his wing, AVR has set a standard for the energy-from-waste, co-siting and circular economy in Europe. Mr. Luca has 20 years of experience in the waste management industry, where he held several regional and national executive positions, as well as directorships in both Managing Board and Group Board in Europe’s leading waste service, raw materials and energy provider group. Over the years, he has been responsible for waste collection operations, recycling activities and energy-from-waste activities in Belgium and Eastern Europe. Mr. Luca holds a Master’s degree in Applied Economic Science.

### **Arnaldo Navarro MACHADO**

aged 72, is Chief Executive Officer of Iberwind. Mr. Machado has held the position since 2009 before Iberwind was acquired by a consortium led by the Group in 2015. Prior to his current role, he held a number of senior management roles the past 30 years and has served on the boards of many different corporations in a wide range of industries including energy, shipping, engineering, breweries and technology. Mr. Machado holds a Bachelor’s degree in Naval Engineering.

# BOARD AND KEY PERSONNEL

## KEY PERSONNEL'S BIOGRAPHICAL INFORMATION (CONT'D)

### OVERSEAS (CONT'D)

#### **Carlo MARRELLO**

aged 53, is Chief Executive Officer of Park'N Fly. He joined the company in 2014. Mr. Marrello has over 25 years of experience in executive management, consulting, sales, and operations in both the financial and commercial logistics industries. He has a Bachelor's degree, and has previously held a number of senior appointments, which include the Global Head of Commodities Logistics at a leading bank in Canada.

#### **Stuart Michael MAYER**

aged 51, is General Manager of Seabank Power Limited. He joined the company as Commercial Financial Controller in 2001, and was promoted to his current position in 2007. Mr. Mayer held a variety of commercial and financial roles in the civil and military aero engine sectors in the United Kingdom and overseas. Mr. Mayer is a Chartered Management Accountant with over 25 years of experience in engineering and utilities.

#### **Jonathan MCKENZIE**

aged 50, has been Chairman of Husky Midstream General Partnership (a subsidiary of Canadian Midstream Assets) since September 2016. He is also Chief Financial Officer of Husky Energy, a position he has held since April 2015. Mr. McKenzie is an experienced financial executive with extensive energy and utilities sector experience, and held a number of senior positions in oil and energy companies before joining Husky Energy. He holds a Bachelor of Commerce degree and a Bachelor of Arts degree, and is a member of Chartered Professional Accountants of Alberta.

#### **Heidi MOTTRAM**

aged 53, is Chief Executive Officer of the Northumbrian Water Group Limited and Northumbrian Water Limited Boards. Ms. Mottram has held the positions since 2010 before Northumbrian Water's acquisition by a consortium led by the Group in October 2011. Prior to her current position, Ms. Mottram has held a number of senior management roles in the rail and transport sector, and she was awarded an OBE in the New Year Honours list 2010 for services to the rail industry. Ms. Mottram is currently a Board Member of the Confederation of British Industry (CBI), the North East Local Enterprise Partnership, and Vice-Chair of Newcastle University Council. In 2016, she was selected to be the Prince of Wales' Business Ambassador to the North East, in conjunction with Business in the Community. In the same year, Ms. Mottram was also named North East Business Executive of the Year for her contribution to business in the North East of England. Under her leadership, Northumbrian Water Group achieved the Queen's Award for Enterprise in the category of Sustainable Development in 2014, is the only water company on the World's Most Ethical companies list seven years in a row (2010-17), and in 2017 was named Utility of the Year.

#### **Sean O'BRIEN**

aged 51, is President and Chief Executive Officer of Reliance Home Comfort. Mr. O'Brien has over 20 years of senior leadership experience in sales, general management, marketing and business development, with an emphasis on fostering a high performance culture. Prior to his current role, he was President of Canada's largest industrial supplies distribution company. In 2016 he was recognised as Canada's Most Admired CEO and in 2017 won Glassdoor Highest Rated CEO of the Year award. Mr. O'Brien holds a Bachelor's degree in Social Studies.

### **Richard Clive PEARSON**

aged 72, has been Chairman of Wellington Electricity Distribution Network Limited and its subsidiary companies since the organisation's establishment in 2008. He was also appointed Chairman of Enviro (NZ) Limited (formerly Enviro Waste Services Limited) in 2013. Prior to his current positions, Mr. Pearson worked for Hutchison Whampoa Group (now known as CK Hutchison Holdings) from 1975 to 2007, holding various senior roles in Hutchison Port Holdings Group, including Managing Director – Europe Division from 2005 to 2007, President ECT Rotterdam from 2002 to 2004, as well as Managing Director of Hongkong International Terminals Ltd from 1996 to 1998. Mr. Pearson holds a Bachelor's degree in Commerce and is a member of the New Zealand Society of Accountants.

### **Duane RAE**

aged 54, has been Chief Executive Officer of Husky Midstream General Partnership (a subsidiary of Canadian Midstream Assets) since May 2017. He is an experienced executive with broad-based technical, financial, commercial, and regulatory experience in the upstream and midstream energy sectors in Canada and the United States. Before joining Husky Midstream, Mr. Rae was President of the liquids pipelines business unit of a major North American energy infrastructure company. Mr. Rae holds a Bachelor of Science degree in Mechanical Engineering and Master's degree in Business Administration.

### **Timothy Hugh ROURKE**

aged 46, is Chief Executive Officer of Victoria Power Networks Pty Ltd. (formerly CHEDHA Holdings Pty Ltd.) and its subsidiaries, including CitiPower I Pty Ltd. and Powercor Australia Limited. He is also the Chief Executive Officer of United Energy Limited. Prior to joining Victoria Power Networks in April 2013, Mr. Rourke was Chief Executive Officer of an energy infrastructure business operating in Australia and New Zealand. Previous experience included senior executive roles with a number of Australian based energy and infrastructure companies. Before entering the energy sector, he worked for a multi-national mining company and an international accounting and consultancy firm. Mr. Rourke holds a Bachelor of Commerce degree.

### **Basil SCARSELLA**

aged 62, has been Chief Executive Officer of UK Power Networks Holdings Limited since its establishment in late 2010. Prior to his current appointment, Mr. Scarsella held a number of senior positions in the Group's businesses, including Chief Executive Officer of Northern Gas Networks Limited in the United Kingdom from 2005 to 2010, and Chief Executive Officer of SA Power Networks (formerly ETSA Utilities) in Australia from 1998 to 2005. Before SA Power Networks was acquired by the Group, he worked in ETSA Utilities and other energy companies in Australia. Mr. Scarsella has a degree in Economics and is a Certified Practising Accountant. He is a Life Member of Football Australia and received the Australian Sports Medal in 2000, and in 2003 became a Member of the Order of Australia (AM) for his services to sport. Mr. Scarsella was the Chairman of the Energy Networks Association (ENA) in the United Kingdom from 2014 to 2017.

# BOARD AND KEY PERSONNEL

## KEY PERSONNEL'S BIOGRAPHICAL INFORMATION (CONT'D)

### OVERSEAS (CONT'D)

#### **Greg Donald SKELTON**

aged 53, is Chief Executive Officer of Wellington Electricity Lines Limited. He has been with the company since its formation in 2009. Mr. Skelton has over 30 years of experience in the fields of production engineering, electrical engineering and business management. He holds a Bachelor's degree in Electrical Engineering, a Master's degree in Business Administration, and is a Fellow of the Institute of Professional Engineers of New Zealand.

#### **Robert STOBBE**

aged 61, has been Chief Executive Officer of SA Power Networks (formerly ETSA Utilities) since 2010. He has held senior executive positions from 1999 to 2008 at various businesses of the Group including Northern Gas Networks Limited in the United Kingdom; as well as Powercor Australia Limited, CitiPower I Pty Ltd., and SA Power Networks in Australia. Before returning to SA Power Networks to assume his current position, he held leadership roles in rail and infrastructure investment corporations. Mr. Stobbe holds directorships in charitable organisations including Asthma Australia, Operation Flinders Foundation, as well as the James Brown Memorial Trust. He is also Director of Business SA. Mr. Stobbe has a Bachelor of Business (Accounting) degree and is a Fellow of CPA Australia. He is a Member of the Australian Institute of Company Directors.

#### **Peter Peace TULLOCH**

aged 74, has been Chairman of SA Power Networks (formerly ETSA Utilities), Victoria Power Networks Pty Ltd. (formerly CHEDHA Holdings Pty Ltd.), as well as its subsidiaries, CitiPower I Pty Ltd. and Powercor Australia Limited since 2005. He was appointed Chairman of Australian Gas Networks Limited (formerly Envestra) in late 2014, and he is also a non-executive director of CK Life Sciences Int'l., (Holdings) Inc. Mr. Tulloch has over 30 years of banking experience in Asia. He was educated in Scotland and is a Fellow of the Institute of Canadian Bankers.

#### **Benjamin Hollis WILSON**

aged 43, is Chief Executive Officer of Australian Gas Networks Limited ("AGN") (formerly Envestra), Multinet Gas Limited, Dampier Bunbury Pipeline and DBP Development Group. He joined the company in March 2015. Before joining AGN, Mr. Wilson was Director of Strategy & Regulation and Chief Financial Officer of UK Power Networks, with responsibility for treasury, long-term business planning, regulation, innovation, and business transformation. Prior to joining UK Power Networks in 2011, Mr. Wilson was an investment banker for 15 years in London and Hong Kong, covering utilities and natural resources financings, mergers and acquisitions and privatisations in Europe, Asia and Latin America. He is a Director of the Energy Networks Australia (ENA) and Chairman of the ENA Gas Committee, and a past Director of the Energy Supply Association of Australia. Mr. Wilson holds a Bachelor's degree in Natural Sciences.

#### **Thomas ZINNOECKER**

aged 57, is Chief Executive Officer of ista. He has over 23 years of experience in the real estate industry in Germany during which he held a variety of management positions, 15 years of them as Chief Executive Officer. Prior to joining ista, he was Deputy Chief Executive Officer of Germany's largest housing company, and had been Chief Executive Officer of large real estate companies for eleven years. Mr. Zinnoecker holds a Master's degree in Business Administration.

# REPORT OF THE DIRECTORS

The Directors are pleased to present shareholders their report together with the audited financial statements of the Group for the year ended 31st December, 2017.

## PRINCIPAL ACTIVITIES

The Group's principal activities during the year are development, investment and operation of infrastructure businesses in Hong Kong, Mainland China, the United Kingdom, Continental Europe, Australia, New Zealand and North America.

## BUSINESS REVIEW

A fair review of the Group's business, and an indication of likely future development in the Group's business are provided in the Business Review, Chairman's Letter and Group Managing Director's Report on pages 26 to 55, pages 10 to 15 and pages 16 to 20 of this Annual Report respectively. An analysis of the Group's performance using financial key performance indicators is set out in the Ten-year Financial Summary on pages 8 to 9 and Financial Review on pages 56 to 57. A description of the principal risks and uncertainties facing the Group can be found in the Risk Factors on pages 199 to 204. A discussion on the Group's policies and performance about the environment and an account of the relationships with its key stakeholders are included in the Environmental, Social and Governance Report on pages 189 to 198 of this Annual Report. The above discussions form part of the Report of the Directors.

Many of the Group's businesses and investments in relation to energy, transportation, water, waste management and infrastructure in different parts of the world are subject to local laws and legislations including, for instance, Gas Act 1986 (and associated regulations in the United Kingdom), Electricity Safety, Quality and Continuity Regulations in the United Kingdom, National Gas Law in Australia and Canadian Environmental Protection Act 1999 in Canada. Each of such businesses is required to work within the ambit of its operating licence(s) in the jurisdictions where it operates and ensures that its local operations comply with relevant laws and regulations that have significant impact on the operation(s) through performing regular audits, completing regular internal compliance reports and putting in place regulatory compliance guideline and procedure. Further information about laws and regulations affecting the businesses of the Group can be found in the Environmental, Social and Governance Report on pages 189 to 198 of the Annual Report.

## RESULTS AND DIVIDENDS

Results of the Group for the year ended 31st December, 2017 are set out in the Consolidated Income Statement on page 94.

The Directors recommend the payment of a final dividend of HK\$1.71 per share which, together with the interim dividend of HK\$0.67 per share paid on 31st August, 2017, makes the total dividend of HK\$2.38 per share for the year.

## GROUP FINANCIAL SUMMARY

Results, assets and liabilities of the Group for the last ten years are summarised on pages 8 to 9.

## REPORT OF THE DIRECTORS

### DIRECTORS

The Directors of the Company in office at the date of this Annual Report are listed on page 214 and their biographical information is set out on pages 58 to 65.

Ms. Chen Tsien Hua was appointed as an Executive Director of the Company with effect from 1st January, 2017.

Mr. Paul Joseph Tighe was appointed as an Independent Non-executive Director of the Company with effect from 21st April, 2017.

In accordance with the Company's Bye-laws, the Directors of the Company (including Non-executive Directors) shall be subject to retirement by rotation at each annual general meeting. Accordingly, Mr. Li Tzar Kuoi, Victor, Mr. Fok Kin Ning, Canning, Mr. Andrew John Hunter, Mr. Cheong Ying Chew, Henry, Mr. Barrie Cook and Mrs. Lee Pui Ling, Angelina will retire by rotation and, being eligible, offer themselves for re-election at the forthcoming annual general meeting.

Each of the Independent Non-executive Directors had made an annual confirmation of independence pursuant to Rule 3.13 of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the "Listing Rules"). The Company considered that all Independent Non-executive Directors meet the independence guidelines set out in Rule 3.13 of the Listing Rules and are independent in accordance with the terms of the guidelines.

### ARRANGEMENT TO PURCHASE SHARES OR DEBENTURES

At no time during the year was the Company, its parent company, subsidiary or fellow subsidiary a party to any arrangements which enabled any Director to acquire benefits by means of the acquisition of shares in or debentures of the Company or of any other body corporate.

### DIRECTORS' INTERESTS IN TRANSACTIONS, ARRANGEMENTS OR CONTRACTS

Save for otherwise disclosed under the section headed "Continuing Connected Transactions and Connected Transactions", there were no other transactions, arrangements or contracts of significance in relation to the businesses of the Company and its subsidiaries to which the Company or a specified undertaking of the Company was a party and in which a Director of the Company or his/her connected entity had a material interest, whether directly or indirectly, subsisted at any time during the year 2017 and as at the date of this Annual Report.

### DIRECTORS' SERVICE CONTRACTS

None of the Directors of the Company has a service contract with the Company which is not determinable by the Company within one year without payment of compensation (other than statutory compensation).

## PERMITTED INDEMNITY PROVISION

The Company's Bye-laws provides that the Directors shall be indemnified and secured harmless out of the assets and profits of the Company from and against all actions, costs, charges, losses, damages and expenses which may incur or sustain by or by reason of any act done, concurred in or omitted in or about the execution of their duty in their offices, provided that this indemnity shall not extend to any matter in respect of any wilful negligence, wilful default, fraud or dishonesty which may attach to the Directors concerned. A Directors Liability Insurance is in place to protect the Directors against potential costs and liabilities arising from claims brought against the Directors.

## DIRECTORS' INTERESTS AND SHORT POSITIONS IN SHARES, UNDERLYING SHARES AND DEBENTURES

As at 31st December, 2017, the interests or short positions of the Directors and chief executives of the Company in the shares, underlying shares and debentures of the Company or any of its associated corporations (within the meaning of Part XV of the Securities and Futures Ordinance ("SFO")) which were notified to the Company and The Stock Exchange of Hong Kong Limited (the "Stock Exchange") pursuant to Divisions 7 and 8 of Part XV of the SFO (including interests or short positions which they were taken or deemed to have under such provisions of the SFO), or which were recorded in the register required to be kept by the Company under Section 352 of the SFO, or which were required, pursuant to the Model Code for Securities Transactions by Directors adopted by the Company (the "Model Code"), to be notified to the Company and the Stock Exchange, were as follows:

### (1) Long Positions in Shares

| Name of Company               | Name of Director        | Capacity   | Number of Ordinary Shares / Share Stapled Units |                  |                     |                        | Total         | Approximate % of Shareholding |
|-------------------------------|-------------------------|--|---|------------------|---------------------|------------------------|---------------|-------------------------------|
|                               |                         |  | Personal Interests                              | Family Interests | Corporate Interests | Other Interests        |               |                               |
| Company                       | Li Tzar Kuoi, Victor    | Interest of child or spouse & beneficiary of trusts  | -   | 227,000          | -                   | 5,428,000 (Note 1)     | 5,655,000     | 0.21%                         |
|                               | Kam Hing Lam            | Beneficial owner   | 100,000   | -                | -                   | -                      | 100,000       | 0.003%                        |
| CK Hutchison Holdings Limited | Li Tzar Kuoi, Victor    | Beneficial Owner, Interest of child or spouse, interest of controlled corporations & beneficiary of trusts | 220,000   | 405,200          | 2,572,350 (Note 3)  | 1,094,244,254 (Note 2) | 1,097,441,804 | 28.44%                        |
|                               | Kam Hing Lam            | Beneficial owner & interest of child or spouse   | 51,040  | 57,360           | -                   | -                      | 108,400       | 0.002%                        |
|                               | Fok Kin Ning, Canning   | Interest of controlled corporation   | -   | -                | 5,111,438 (Note 7)  | -                      | 5,111,438     | 0.13%                         |
|                               | Frank John Sixt         | Beneficial owner   | 136,800   | -                | -                   | -                      | 136,800       | 0.003%                        |
|                               | Lan Hong Tsung, David   | Beneficial owner   | 13,680  | -                | -                   | -                      | 13,680        | 0.0003%                       |
|                               | Lee Pui Ling, Angelina  | Beneficial owner   | 111,334   | -                | -                   | -                      | 111,334       | 0.002%                        |
|                               | George Colin Magnus     | Beneficial owner, interest of child or spouse & founder & beneficiary of a discretionary trust             | 85,361  | 16,771           | -                   | 833,868 (Note 8)       | 936,000       | 0.02%                         |
|                               | Chow Woo Mo Fong, Susan | Beneficial owner   | 129,960   | -                | -                   | -                      | 129,960       | 0.003%                        |
|                               | Man Ka Keung, Simon     | Beneficial owner & interest of child or spouse   | 9,895 (Note 9)                                  | 11,895 (Note 9)  | -                   | -                      | 11,895        | 0.0003%                       |

## REPORT OF THE DIRECTORS

### DIRECTORS' INTERESTS AND SHORT POSITIONS IN SHARES, UNDERLYING SHARES AND DEBENTURES (CONT'D)

#### (1) Long Positions in Shares (Cont'd)

| Name of Company   | Name of Director        | Capacity   | Number of Ordinary Shares / Share Stapled Units |                  |                     |                  | Total     | Approximate % of Shareholding |
|---|-------------------------|--|---|------------------|---------------------|------------------|-----------|-------------------------------|
|   |                         |  | Personal Interests                              | Family Interests | Corporate Interests | Other Interests  |           |                               |
| Power Assets Holdings Limited                               | Kam Hing Lam            | Interest of child or spouse  | -   | 100,000          | -                   | -                | 100,000   | 0.004%                        |
|   | Lee Pui Ling, Angelina  | Beneficial owner   | 8,800   | -                | -                   | -                | 8,800     | 0.0004%                       |
| HK Electric Investments and HK Electric Investments Limited | Li Tzar Kuoi, Victor    | Interest of controlled corporations  | -   | -                | 7,870,000 (Note 5)  | -                | 7,870,000 | 0.08%                         |
|   | Kam Hing Lam            | Interest of child or spouse  | -   | 1,025,000        | -                   | -                | 1,025,000 | 0.01%                         |
|   | Fok Kin Ning, Canning   | Interest of controlled corporation   | -   | -                | 2,000,000 (Note 7)  | -                | 2,000,000 | 0.02%                         |
|   | Lee Pui Ling, Angelina  | Beneficial owner   | 2,000   | -                | -                   | -                | 2,000     | 0.00002%                      |
| Hutchison Telecommunications (Australia) Limited            | Fok Kin Ning, Canning   | Beneficial owner & interest of controlled corporation                                    | 4,100,000                                       | -                | 1,000,000 (Note 7)  | -                | 5,100,000 | 0.037%                        |
|   | Frank John Sixt         | Beneficial owner   | 1,000,000                                       | -                | -                   | -                | 1,000,000 | 0.007%                        |
| Hutchison Telecommunications Hong Kong Holdings Limited     | Li Tzar Kuoi, Victor    | Interest of child or spouse, interest of controlled corporations & beneficiary of trusts | -   | 192,000          | 2,519,250 (Note 4)  | 153,280 (Note 6) | 2,864,530 | 0.05%                         |
|   | Fok Kin Ning, Canning   | Interest of controlled corporation   | -   | -                | 1,202,380 (Note 7)  | -                | 1,202,380 | 0.025%                        |
|   | George Colin Magnus     | Beneficial owner & interest of child or spouse   | 13,201  | 132              | -                   | -                | 13,333    | 0.0003%                       |
|   | Chow Woo Mo Fong, Susan | Beneficial owner   | 250,000   | -                | -                   | -                | 250,000   | 0.005%                        |
| Hutchison China MedTech Limited                             | Fok Kin Ning, Canning   | Interest of child or spouse  | -   | 26,740           | -                   | -                | 26,740    | 0.04%                         |

#### (2) Long Positions in Underlying Shares

| Name of Company   | Name of Director | Capacity         | Number of Underlying Shares |                  |                     |                 | Total   |
|---|------------------|------------------|-----------------------------|------------------|---------------------|-----------------|---------|
|   |                  |                  | Personal Interests          | Family Interests | Corporate Interests | Other Interests |         |
| Hutchison Telecommunications Hong Kong Holdings Limited | Frank John Sixt  | Beneficial owner | 255,000 (Note 10)           | -                | -                   | -               | 255,000 |

### (3) Long Positions in Debentures

| Name of Company                              | Name of Director     | Capacity                           | Amount of Debentures |                  |  |                 | Total  |
|--|----------------------|------------------------------------|----------------------|------------------|--|-----------------|--|
|  |                      |                                    | Personal Interests   | Family Interests | Corporate Interests  | Other Interests |  |
| Hutchison Whampoa International (09) Limited | Li Tzar Kuoi, Victor | Interest of controlled corporation | -                    | -                | US\$45,792,000<br>7.625% Notes<br>due 2019<br>(Note 4)   | -               | US\$45,792,000<br>7.625% Notes<br>due 2019   |
| CK Hutchison Capital Securities (17) Limited | Li Tzar Kuoi, Victor | Interest of controlled corporation | -                    | -                | US\$38,000,000<br>Subordinated<br>Guaranteed<br>Perpetual<br>Capital<br>Securities<br>(Note 4) | -               | US\$38,000,000<br>Subordinated<br>Guaranteed<br>Perpetual<br>Capital<br>Securities |

#### Notes:

- The discretionary beneficiaries of each of The Li Ka-Shing Unity Discretionary Trust ("DT1") and another discretionary trust ("DT2") are, inter alia, Mr. Li Tzar Kuoi, Victor, his wife and children, and Mr. Li Tzar Kai, Richard. Each of the trustees of DT1 and DT2 holds units in The Li Ka-Shing Unity Trust ("UT1") but is not entitled to any interest or share in any particular property comprising the trust assets of the said unit trust. Li Ka-Shing Unity Trustee Company Limited ("TUT1") as trustee of UT1 holds a total of 5,428,000 shares of the Company.

The entire issued share capital of TUT1 and of the trustees of DT1 and DT2 are owned by Li Ka-Shing Unity Holdings Limited ("Unity Holdco"). Mr. Li Ka-shing and Mr. Li Tzar Kuoi, Victor are respectively interested in one-third and two-thirds of the entire issued share capital of Unity Holdco. TUT1 is interested in the shares of the Company by reason only of its obligation and power to hold interests in those shares in its ordinary course of business as trustee and, when performing its functions as trustee, exercises its power to hold interests in the shares of the Company independently without any reference to Unity Holdco or any of Mr. Li Ka-shing and Mr. Li Tzar Kuoi, Victor as a holder of the shares of Unity Holdco as aforesaid.

By virtue of the above and as a director of the Company and a discretionary beneficiary of each of DT1 and DT2, Mr. Li Tzar Kuoi, Victor is taken to have a duty of disclosure in relation to the shares of the Company held by TUT1 as trustee of UT1 under the SFO.

- The 1,094,244,254 shares in CK Hutchison Holdings Limited ("CK Hutchison") comprise:
  - 1,001,953,744 shares held by TUT1 as trustee of UT1 together with certain companies which TUT1 as trustee of UT1 is entitled to exercise or control the exercise of one-third or more of the voting power at their general meetings ("TUT1 related companies"). By virtue of being a director of the Company and a discretionary beneficiary of each of DT1 and DT2 as described in Note 1 above, Mr. Li Tzar Kuoi, Victor is taken to have a duty of disclosure in relation to the said shares of CK Hutchison held by TUT1 as trustee of UT1 and TUT1 related companies under the SFO.
  - 7,863,264 shares held by Li Ka-Shing Castle Trustee Company Limited ("TUT3") as trustee of The Li Ka-Shing Castle Trust ("UT3"). The discretionary beneficiaries of each of the two discretionary trusts ("DT3" and "DT4") are, inter alia, Mr. Li Tzar Kuoi, Victor, his wife and children, and Mr. Li Tzar Kai, Richard. Each of the trustees of DT3 and DT4 holds units in UT3 but is not entitled to any interest or share in any particular property comprising the trust assets of the said unit trust.

## REPORT OF THE DIRECTORS

### DIRECTORS' INTERESTS AND SHORT POSITIONS IN SHARES, UNDERLYING SHARES AND DEBENTURES (CONT'D)

Notes (Cont'd):

The entire issued share capital of TUT3 and of the trustees of DT3 and DT4 are owned by Li Ka-Shing Castle Holdings Limited ("Castle Holdco"). Mr. Li Ka-shing and Mr. Li Tzar Kuoi, Victor are respectively interested in one-third and two-thirds of the entire issued share capital of Castle Holdco. TUT3 is only interested in the shares of CK Hutchison by reason only of its obligation and power to hold interests in those shares in its ordinary course of business as trustee and, when performing its functions as trustee, exercises its power to hold interests in the shares of CK Hutchison independently without any reference to Castle Holdco or any of Mr. Li Ka-shing and Mr. Li Tzar Kuoi, Victor as a holder of the shares of Castle Holdco as aforesaid.

By virtue of the above and as a director of the Company and a discretionary beneficiary of each of DT3 and DT4, Mr. Li Tzar Kuoi, Victor is also taken to have a duty of disclosure in relation to the said 7,863,264 shares of CK Hutchison held by TUT3 as trustee of UT3 under the SFO.

- (c) 84,427,246 shares held by a company controlled by Li Ka-Shing Castle Trustee Corporation Limited as trustee of DT3.
3. The 2,572,350 shares in CK Hutchison comprise:
  - (a) 2,272,350 shares held by certain companies in which Mr. Li Tzar Kuoi, Victor is entitled to exercise or control the exercise of one-third or more of the voting power at their general meetings.
  - (b) 300,000 shares held by Li Ka Shing Foundation Limited ("LKSF"). By virtue of the terms of the constituent documents of LKSF, Mr. Li Tzar Kuoi, Victor may be regarded as having the ability to exercise or control the exercise of one-third or more of the voting power at general meetings of LKSF.
4. Such interests are held by certain companies of which Mr. Li Tzar Kuoi, Victor is entitled to exercise or control the exercise of one-third or more of the voting power at their general meetings.
5. The 7,870,000 share stapled units in HK Electric Investments and HK Electric Investments Limited comprise:
  - (a) 2,700,000 share stapled units held by a wholly-owned subsidiary of Li Ka Shing (Overseas) Foundation ("LKSOFF"). By virtue of the terms of the constituent documents of LKSOFF, Mr. Li Tzar Kuoi, Victor may be regarded as having the ability to exercise or control the exercise of one-third or more of the voting power at general meetings of LKSOFF.
  - (b) 5,170,000 share stapled units held by LKSF. By virtue of the terms of the constituent documents of LKSF, Mr. Li Tzar Kuoi, Victor may be regarded as having the ability to exercise or control the exercise of one-third or more of the voting power at general meetings of LKSF.
6. 153,280 shares in Hutchison Telecommunications Hong Kong Holdings Limited ("HTHK") are held by TUT3 as trustee of UT3. By virtue of being a director of the Company and discretionary beneficiary of each of DT3 and DT4 as described in Note 2(b) above, Mr. Li Tzar Kuoi, Victor is taken to have a duty of disclosure in relation to the said 153,280 shares of HTHK held by TUT3 as trustee of UT3 under the SFO.
7. Such interests are held by a company which is equally owned by Mr. Fok Kin Ning, Canning and his wife.
8. Such interests comprise 184,000 shares held by a company controlled by a trust under which Mr. George Colin Magnus is a discretionary beneficiary and 649,868 shares indirectly held by a trust of which Mr. George Colin Magnus is the settlor and a discretionary beneficiary.
9. Such 9,895 shares are jointly held by Mr. Man Ka Keung, Simon and his wife, the remaining 2,000 shares are held by his wife.
10. Such underlying shares are derived from the 17,000 American Depositary Shares (each representing 15 ordinary shares) in HTHK beneficially owned by Mr. Frank John Sixt.

Save as disclosed above, none of the Directors or chief executives of the Company had, as at 31st December, 2017, any interests or short positions in the shares, underlying shares and debentures of the Company or any of its associated corporations (within the meaning of Part XV of the SFO) which would have to be notified to the Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including interests or short positions which they were taken or deemed to have under such provisions of the SFO), or which were recorded in the register required to be kept by the Company under Section 352 of the SFO, or which were required to be notified to the Company and the Stock Exchange pursuant to the Model Code.

## INTERESTS AND SHORT POSITIONS OF SHAREHOLDERS

So far as is known to any Director or chief executive of the Company, as at 31st December, 2017, shareholders (other than Directors or chief executives of the Company) who had interests or short positions in the shares or underlying shares of the Company which would fall to be disclosed to the Company under the provisions of Divisions 2 and 3 of Part XV of the SFO, or which were recorded in the register required to be kept by the Company under Section 336 of the SFO were as follows:

### Long Positions of Substantial Shareholders in the Shares of the Company

| Name                                      | Capacity                                | Number of Ordinary Shares       | Total         | Approximate % of Shareholding |
|---|---|---------------------------------|---------------|-------------------------------|
| Hutchison Infrastructure Holdings Limited | (1) Beneficial owner                    | 1,906,681,945 )<br>(Note i) )   | 2,037,747,042 | 76.87%                        |
|   | (2) Interest of controlled corporation  | 131,065,097 )<br>(Note iv) )    |               |                               |
| CK Hutchison Global Investments Limited   | (1) Interest of controlled corporations | 1,906,681,945 )<br>(Note ii) )  | 2,037,747,042 | 76.87%                        |
|   | (2) Interest of controlled corporation  | 131,065,097 )<br>(Note iv) )    |               |                               |
| CK Hutchison Holdings Limited             | (1) Interest of controlled corporations | 1,906,681,945 )<br>(Note iii) ) | 2,037,747,042 | 76.87%                        |
|   | (2) Interest of controlled corporation  | 131,065,097 )<br>(Note iv) )    |               |                               |

Notes:

- i. 1,906,681,945 shares of the Company are held by Hutchison Infrastructure Holdings Limited ("HIHL"), an indirect subsidiary of CK Hutchison Global Investments Limited ("CK Global"). Its interests are duplicated in the interests of CK Global in the Company described in Note ii below.
- ii. CK Global is deemed to be interested in the 1,906,681,945 shares of the Company referred to in Note i above as certain subsidiaries of CK Global are entitled to exercise or control the exercise of more than one-third of the voting power at general meetings of HIHL.
- iii. CK Hutchison Holdings Limited ("CK Hutchison") is deemed to be interested in the 1,906,681,945 shares of the Company referred to in Note ii above as CK Hutchison is entitled to exercise or control the exercise of more than one-third of the voting power at general meetings of CK Global.
- iv. The 131,065,097 shares are held by OVPH Limited ("OVPH") by virtue of the US\$1,200,000,000 5.875% Guaranteed Perpetual Capital Securities (the "Perpetual Securities") issued on 2nd March, 2016. The Perpetual Securities were issued by OVPH and guaranteed by the Company. A swap agreement was entered into between the Company and OVPH under which OVPH is obliged to act in accordance with directions from the Company on certain matters. As a result, the Company is deemed by virtue of section 316(2) of the SFO to be interested in such voting shares as OVPH is interested. HIHL, CK Global and CK Hutchison are in turn deemed to be interested in the same 131,065,097 shares of the Company held by OVPH for the reasons set out in Notes ii and iii above.

## REPORT OF THE DIRECTORS

Save as disclosed above, as at 31st December, 2017, the Company had not been notified by any persons (other than Directors or chief executives of the Company) who had interests or short positions in the shares or underlying shares of the Company which would fall to be disclosed to the Company under the provisions of Divisions 2 and 3 of Part XV of the SFO, or which were recorded in the register required to be kept by the Company under Section 336 of the SFO.

## CONTINUING CONNECTED TRANSACTIONS AND CONNECTED TRANSACTIONS

### 1. CONTINUING CONNECTED TRANSACTIONS

The following transactions constituted continuing connected transactions of the Company (“Continuing Connected Transactions”) under the Listing Rules during the financial year ended 31st December, 2017:

On 29th August, 2014, the Company entered into two tenancy agreements (the “Tenancy Agreements”) to renew the previous tenancy agreements with Turbo Top Limited (“Turbo Top”), which was a wholly-owned subsidiary of Hutchison Whampoa Limited, a substantial shareholder of the Company and has, since 3rd June, 2015, become a wholly-owned subsidiary of CK Asset Holdings Limited (formerly known as Cheung Kong Property Holdings Limited) (may be regarded as a connected person of the Company following the exercise of the deeming power by the Stock Exchange under Rule 14A.19 of the Listing Rules) pursuant to CK Group restructuring, in respect of the lease of Office Unit 1202 on 12th Floor and Office Unit 1903 on 19th Floor of Cheung Kong Center, 2 Queen’s Road Central, Hong Kong with a total lettable floor area of approximately 13,390 square feet as the principal business office of the Group in Hong Kong. The term for each of the Tenancy Agreements is for a period of three years commencing from 1st September, 2014 to 31st August, 2017, at a total monthly rental of HK\$1,439,425, exclusive of Government rates and other charges. The aggregate rent and service charges payable under the Tenancy Agreements are subject to the annual caps of HK\$5,000,000 for the period from 1st September, 2014 to 31st December, 2014, HK\$20,000,000 for the year ended 31st December, 2015, HK\$20,000,000 for the year ended 31st December, 2016, and HK\$14,000,000 for the period from 1st January, 2017 to 31st August, 2017 taking into account of the possible adjustment on the total monthly service charges of HK\$141,934. During the year 2017, HK\$12,822,264 has been paid by the Company to Turbo Top pursuant to the Tenancy Agreements.

An announcement in respect of the above transactions was published on 29th August, 2014 in accordance with the Listing Rules.

The Continuing Connected Transactions have been reviewed by the Independent Non-executive Directors. The Independent Non-executive Directors have confirmed that for the year 2017 the Continuing Connected Transactions have been entered into (i) in the ordinary and usual course of business of the Group; (ii) on normal commercial terms or better; and (iii) according to the agreements governing them on terms that are fair and reasonable and in the interests of the Company’s shareholders as a whole.

Pursuant to Rule 14A.56 of the Listing Rules, the Company has engaged the auditor of the Company to report the Continuing Connected Transactions of the Group in accordance with Hong Kong Standard on Assurance Engagements 3000 (Revised) “Assurance Engagements Other Than Audits or Reviews of Historical Financial Information” and with reference to Practice Note 740 “Auditor’s Letter on Continuing Connected Transactions under the Hong Kong Listing Rules” issued by the Hong Kong Institute of Certified Public Accountants. The auditor has reported to the Board of Directors and confirmed that for the year 2017 nothing has come to their attention that causes them to believe that the Continuing Connected Transactions (i) have not been approved by the Board of Directors of the Company; (ii) were not entered into, in all material respects, in accordance with the relevant agreements governing the transactions; and (iii) have exceeded the cap.

## 2. CONNECTED TRANSACTIONS

- (a) On 14th January, 2017, the Company, CK Asset Holdings Limited (“CKA”) and Power Assets Holdings Limited (“Power Assets”) (together, the “DUET Consortium Members”) entered into a consortium formation agreement, pursuant to which, subject to obtaining the necessary independent shareholders’ approvals (“DUET Approval(s)”), the relevant DUET Consortium Members would become indirect owners of CK William UK Holdings Limited (“DUET JV Co”) and fund the DUET JV Co and its subsidiaries for the proposed acquisition of all of the stapled securities in issue of the DUET Group (“DUET”) by way of schemes of arrangement and a trust scheme (the “Schemes”) as described in the Company’s announcement of 16th January, 2017 (the “DUET Acquisition”), and enter into a shareholders’ agreement to govern the shareholder relationship in DUET JV Co as well as the downstream business of DUET (the “DUET Joint Venture Transaction”). On 14th January, 2017, the Company together with CKA, Power Assets, CK William Australia Bidco Pty Ltd and DUET entered into a scheme implementation agreement in relation to the DUET Acquisition. DUET, whose securities were at the time listed on the Australian Securities Exchange, is an owner and operator of energy utility assets in Australia, the United States, Canada and the United Kingdom. Completion of the DUET Acquisition would be subject to, among other things, the approval of DUET’s securityholders and other governmental approvals. Given Mr. Li Ka-shing, Mr. Li Tzar Kuoi, Victor (who is a director of the Company) and the Trust (as defined in the Company’s circular dated 22nd February, 2017) have been deemed as a group of connected persons by the Stock Exchange and they directly and/or indirectly held an aggregate of approximately 30.62 per cent of the issued share capital of CKA as at 17th February, 2017, CKA may be regarded as a connected person of the Company under the Listing Rules. Therefore, the DUET Joint Venture Transaction constitutes a connected transaction for the Company under the Listing Rules. The above transaction was subject to the announcement, reporting and independent shareholders’ approval requirements under the Listing Rules. Mr. Li Tzar Kuoi, Victor, being a director of the Company, has voluntarily abstained from voting on the board resolutions of the Company for approving the DUET Joint Venture Transaction. The necessary DUET Approvals for the DUET Joint Venture Transaction were obtained at the respective general meetings of the Company, CKA and Power Assets held on 14th March, 2017. As the Schemes became effective in May 2017, the DUET Joint Venture Transaction proceeded between, and DUET would become indirectly held by, the Company, CKA and Power Assets as to 40 per cent, 40 per cent and 20 per cent, respectively upon completion of the DUET Acquisition, and the maximum financial commitment of the Company in relation to the DUET Joint Venture Transaction would be up to approximately A\$3,012 million (approximately HK\$17,259 million). The DUET Acquisition was completed in May 2017.

## REPORT OF THE DIRECTORS

- (b) On 14th July, 2017, (i) Canadian Household Infrastructure Limited (formerly known as Roaring Victory Limited, an indirect wholly-owned subsidiary of the Company) as Purchaser, the Company as Guarantor of the Purchaser and Rich Heights Limited (an indirect wholly-owned subsidiary of CKA) as Vendor entered into the sale and purchase agreement (“Reliance SPA”), pursuant to which, conditional upon the obtaining of the approval of CKA’s independent shareholders, the Vendor agreed to dispose of 25 per cent equity interest in CKP (Canada) Holdings Limited (“Project Company”, an indirect wholly-owned subsidiary of CKA) to the Purchaser by (i) the sale and purchase of the 2,500 common shares of the total issued share capital of Project Company (“Shares Transfer”); and (ii) the assignment of a promissory note (“Note”) issued by the Project Company to the Vendor in respect of the advances made by the Vendor in the principal amount of C\$428.95 million, representing 25 per cent of the aggregate principal amount of all loans advanced to the Project Company as of the date of the Reliance SPA, with an interest rate of 7.5 per cent per annum (the “Reliance Acquisition”). The aggregate consideration of the Reliance Acquisition was approximately C\$714.92 million (approximately HK\$4,386.03 million), which comprised (i) an approximate amount of C\$285.97 million (approximately HK\$1,754.43 million) being the consideration for the Shares Transfer; and (ii) an approximate amount of C\$428.95 million (approximately HK\$2,631.61 million) being the principal amount of the Note with any accrued and unpaid interest, net of any applicable taxes, on the Note as of the closing date that is five business days after fulfilment of the condition under the Reliance SPA or such other date as agreed by the Vendor and the Purchaser. Project Company holds a group of companies which is principally engaged in the building equipment services sector providing water heaters, HVAC (heating, ventilation and air conditioning) equipment, comfort protection plans and other services to homeowners primarily in Ontario, Canada, under the consumer brand identity of “Reliance Home Comfort”. It is also a term in the Reliance SPA that the Vendor, the Purchaser, CKA, the Company and the Project Company would enter into the shareholders’ agreement to govern the operation and management of the Project Company and its subsidiaries and the relationship between the Group and CKA and its subsidiaries therein upon completion of the Reliance Acquisition. Given Mr. Li Ka-shing, Mr. Li Tzar Kuoi, Victor (who is a director of the Company) and the Trust (as defined in the Company’s announcement dated 14th July, 2017) have been deemed as a group of connected persons by the Stock Exchange and they directly and/or indirectly held an aggregate of approximately 31.47 per cent of the issued share capital of CKA as at 14th July, 2017, CKA may be regarded as a connected person of the Company under the Listing Rules. Therefore, the Reliance Acquisition constitutes a connected transaction for the Company under the Listing Rules. The above transaction was subject to the announcement and reporting requirements but was exempted from the independent shareholders’ approval requirements under the Listing Rules. Mr. Li Tzar Kuoi, Victor, being a director of the Company, has voluntarily abstained from voting on the board resolutions of the Company approving the Reliance Acquisition. The Reliance Acquisition was completed in September 2017.

- (c) On 27th July, 2017, the Company, CKA (together, the “ista Consortium Members”) and Sky Master Ventures Limited (a direct wholly-owned subsidiary of CKA) entered into a joint venture formation agreement, pursuant to which, subject to obtaining the necessary approval of the independent shareholders of each of the Company and CKA (“ista Approval(s)”), the ista Consortium Members would, among other things, indirectly own the shares in Sarvana S.à r.l. (“ista JV Co”, a direct holding company of Lamarillo S.à r.l. (the “Purchaser”)) and partly fund the proposed acquisition of all of the shares of and preferred equity certificates issued by ista Luxembourg GmbH (“ista”, together with its subsidiaries, the “ista Group”) from Trius Holdings S.C.A. (the “Seller”) according to the proportions of 35 per cent and 65 per cent in relation to the Company and CKA respectively as described in the Company’s announcement dated 27th July, 2017 (the “ista Acquisition”) and enter into a shareholders’ agreement under which the parties would agree on rights and obligations in respect of their ongoing investment in the ista Group through ista JV Co (the “ista Joint Venture Transaction”). In connection with the ista Acquisition, on 27th July, 2017, the Seller and the Purchaser entered into a sale and purchase agreement with respect to the ista Acquisition. ista is one of the world’s leading fully integrated energy management services providers with strong market positions in Europe. Given Mr. Li Ka-shing, Mr. Li Tzar Kuoi, Victor (who is a director of the Company) and the Trust (as defined in the Company’s circular dated 20th September, 2017) have been deemed as a group of connected persons by the Stock Exchange and they directly and/or indirectly held an aggregate of approximately 31.47 per cent of the issued share capital of CKA as at 15th September, 2017, CKA may be regarded as a connected person of the Company under the Listing Rules. Therefore, the ista Joint Venture Transaction constitutes a connected transaction for the Company under the Listing Rules. The above transaction was subject to the announcement, reporting and independent shareholders’ approval requirements under the Listing Rules. Mr. Li Tzar Kuoi, Victor, being a director of the Company, has voluntarily abstained from voting on the board resolutions of the Company for approving the ista Joint Venture Transaction. The necessary ista Approvals for ista Joint Venture Transaction were obtained at the respective general meetings of the Company and CKA held on 11th October, 2017. Therefore, the ista Joint Venture Transaction proceeded between the Company and CKA on the basis that they would (upon completion of the ista Acquisition) indirectly hold ista as to 35 per cent and 65 per cent respectively, and the maximum financial commitment of the Company in relation to the ista Joint Venture Transaction would be EUR1,575 million (approximately HK\$14,490 million). The ista Acquisition and ista Joint Venture Transaction were completed in October 2017.

## **MAJOR CUSTOMERS AND SUPPLIERS**

During the year, 32.4 per cent of the Group’s purchases were attributable to the Group’s five largest suppliers with the largest supplier accounted for 11.1 per cent of the Group’s purchases. The Group’s five largest customers accounted for less than 30 per cent of the Group’s sales of goods or services.

None of the Directors, their close associates or any shareholder of the Company (which to the knowledge of the Directors owns more than 5 per cent of the number of issued shares of the Company) has any interest in the Group’s five largest suppliers.

## REPORT OF THE DIRECTORS

### DIRECTORS' INTERESTS IN COMPETING BUSINESSES

During the year, the interests of Directors in the businesses which compete or are likely to compete, either directly or indirectly, with the businesses of the Group (the "Competing Business") as required to be disclosed pursuant to the Listing Rules were as follows:

#### (a) Core Business Activities of the Group

- (1) Development, investment and operation of energy infrastructure;
- (2) Development, investment and operation of transportation infrastructure;
- (3) Development, investment and operation of water infrastructure;
- (4) Development, investment and operation of waste management and waste-to-energy businesses;
- (5) Development, investment and operation of household infrastructure;
- (6) Development, investment and operation and commercialisation of infrastructure related business;
- (7) Investment holding and project management; and
- (8) Securities investment.

#### (b) Interests in Competing Business

| Name of Director     | Name of Company   | Nature of Interest  | Competing Business<br>(Note)    |
|----------------------|---|---|---------------------------------|
| Li Tzar Kuoi, Victor | CK Asset Holdings Limited<br><i>(formerly known as Cheung Kong Property Holdings Limited)</i>         | Managing Director<br>and Deputy Chairman  | (1), (2) & (5)                  |
|                      | CK Hutchison Holdings Limited   | Group Co-Managing Director<br>and Deputy Chairman                                 | (1), (2), (3), (4) & (7)        |
|                      | Power Assets Holdings Limited   | Non-executive Director  | (1), (4), (7) & (8)             |
|                      | HK Electric Investments and<br>HK Electric Investments Limited  | Non-executive Director<br>and Deputy Chairman                                     | (1) & (7)                       |
|                      | CK Life Sciences Int'l., (Holdings) Inc.<br>Husky Energy Inc.   | Chairman<br>Co-Chairman   | (8)<br>(1)                      |
| Kam Hing Lam         | CK Asset Holdings Limited<br><i>(formerly known as Cheung Kong Property Holdings Limited)</i>         | Deputy Managing Director  | (1), (2) & (5)                  |
|                      | CK Hutchison Holdings Limited<br>CK Life Sciences Int'l., (Holdings) Inc.                             | Deputy Managing Director<br>President and<br>Chief Executive Officer              | (1), (2), (3), (4) & (7)<br>(8) |
|                      | Ip Tak Chuen, Edmond  | Deputy Managing Director  | (1), (2) & (5)                  |
| Ip Tak Chuen, Edmond | CK Asset Holdings Limited<br><i>(formerly known as Cheung Kong Property Holdings Limited)</i>         | Deputy Managing Director  | (1), (2) & (5)                  |
|                      | CK Hutchison Holdings Limited<br>CK Life Sciences Int'l., (Holdings) Inc.                             | Deputy Managing Director<br>Senior Vice President and<br>Chief Investment Officer | (1), (2), (3), (4) & (7)<br>(8) |
|                      | ARA Asset Management Limited<br><i>(whose shares were withdrawn from listing on 19th April, 2017)</i> | Non-executive Director *  | (7) & (8)                       |

| Name of Director        | Name of Company  | Nature of Interest                                     | Competing Business<br>(Note) |
|-------------------------|--|--|------------------------------|
| Fok Kin Ning, Canning   | CK Hutchison Holdings Limited                                  | Group Co-Managing Director                             | (1), (2), (3), (4) & (7)     |
|                         | Power Assets Holdings Limited                                  | Chairman   | (1), (4), (7) & (8)          |
|                         | HK Electric Investments and<br>HK Electric Investments Limited | Chairman   | (1) & (7)                    |
|                         | Hutchison Telecommunications<br>Hong Kong Holdings Limited     | Chairman   | (7)                          |
|                         | Husky Energy Inc.  | Co-Chairman  | (1)                          |
| Andrew John Hunter      | Power Assets Holdings Limited                                  | Executive Director                                     | (1), (4), (7) & (8)          |
| Chan Loi Shun           | Power Assets Holdings Limited                                  | Executive Director                                     | (1), (4), (7) & (8)          |
|                         | HK Electric Investments and<br>HK Electric Investments Limited | Executive Director                                     | (1) & (7)                    |
| Frank John Sixt         | CK Hutchison Holdings Limited                                  | Group Finance Director and<br>Deputy Managing Director | (1), (2), (3), (4) & (7)     |
|                         | HK Electric Investments and<br>HK Electric Investments Limited | Alternate Director                                     | (1) & (7)                    |
|                         | TOM Group Limited  | Non-executive Chairman                                 | (7) & (8)                    |
|                         | Husky Energy Inc.  | Director   | (1)                          |
| Lee Pui Ling, Angelina  | TOM Group Limited  | Non-executive Director                                 | (7) & (8)                    |
|                         | Henderson Land Development<br>Company Limited                  | Non-executive Director                                 | (1), (2) & (7)               |
| George Colin Magnus     | CK Hutchison Holdings Limited                                  | Non-executive Director                                 | (1), (2), (3), (4) & (7)     |
|                         | Husky Energy Inc.  | Director   | (1)                          |
| Chow Woo Mo Fong, Susan | CK Hutchison Holdings Limited                                  | Non-executive Director                                 | (1), (2), (3), (4) & (7)     |
|                         | HK Electric Investments and<br>HK Electric Investments Limited | Alternate Director                                     | (1) & (7)                    |
| Man Ka Keung, Simon     | Vermillion Aviation Holdings Limited                           | Director   | (2)                          |
| Eirene Yeung            | Accipiter Holdings Designated<br>Activity Company              | Director   | (2)                          |

Note: Such businesses may be conducted through subsidiaries, associated companies or by way of other forms of investments.

\* With effect from 20th April, 2017, Mr. Ip Tak Chuen, Edmond has resigned as a Non-executive Director of ARA Asset Management Limited.

Save as disclosed above, none of the Directors is interested in any business apart from the Group's businesses which competes or is likely to compete, either directly or indirectly, with businesses of the Group.

## PRE-EMPTIVE RIGHTS

There are no provisions for pre-emptive rights under the Company's Bye-laws and there are no restrictions against such rights under the laws of Bermuda.

## REPORT OF THE DIRECTORS

### PURCHASE, SALE OR REDEMPTION OF THE COMPANY'S LISTED SECURITIES

During the year ended 31st December, 2017, neither the Company nor any of its subsidiaries had purchased, sold or redeemed any of the Company's listed securities.

### EQUITY-LINKED AGREEMENTS

For the year ended 31st December, 2017, the Company has not entered into any equity-linked agreement, and there did not subsist any equity-linked agreement entered into by the Company as at 31st December, 2017.

### MANAGEMENT CONTRACTS

No contracts concerning to the management and administration of the whole or any substantial part of any business of the Group were entered into or existed during the year.

### PUBLIC FLOAT

As announced by the Company on 8th January, 1997 and 17th February, 1997, the Stock Exchange granted a waiver from strict compliance with Rule 8.08 of the Listing Rules to the Company on 9th January, 1997 subject to approximately not less than 15.2 per cent of the issued share capital of the Company being held in public hands. Based on information available and within the knowledge of the Directors, the obligation has been complied with.

### DONATIONS

Donations made by the Group during the year amounted to HK\$887,000.

### DISCLOSURE UNDER CHAPTER 13 OF THE LISTING RULES

The following information is disclosed in accordance with Rule 13.22 of Chapter 13 of the Listing Rules:

As at 31st December, 2017, the Group's financial assistance to certain affiliated companies exceeded the assets ratio of 8 per cent. A combined statement of financial position of the affiliated companies as at 31st December, 2017 is set out below:

| HK\$ million              |           |
|---------------------------|-----------|
| Non-current assets        | 605,328   |
| Current assets            | 33,345    |
| Current liabilities       | (64,425)  |
| Non-current liabilities   | (445,822) |
| Net assets                | 128,426   |
| Share capital             | 60,489    |
| Reserves                  | 67,632    |
| Non-controlling interests | 305       |
| Total equity              | 128,426   |

As at 31st December, 2017, the consolidated attributable interest of the Group in these affiliated companies amounted to HK\$96,745 million.

## **AUDIT COMMITTEE**

The Group's annual report for the year ended 31st December, 2017 has been reviewed by the audit committee of the Company ("Audit Committee"). Information on the work of Audit Committee and its composition are set out in the Code Provision C.3 of the Corporate Governance Report on pages 177 to 179.

## **AUDITOR**

The financial statements for the year have been audited by Messrs. Deloitte Touche Tohmatsu who retire and offer themselves for re-appointment at the 2018 annual general meeting.

On behalf of the Board

**LI TZAR KUOI, VICTOR**

Chairman

16th March, 2018

# INDEPENDENT AUDITOR'S REPORT

# Deloitte.

# 德勤

## TO THE MEMBERS OF CK INFRASTRUCTURE HOLDINGS LIMITED

(incorporated in Bermuda with limited liability)

### OPINION

We have audited the consolidated financial statements of CK Infrastructure Holdings Limited (the "Company") and its subsidiaries (collectively referred to as the "Group") set out on pages 94 to 161, which comprise the consolidated statement of financial position as at 31st December, 2017, and the consolidated income statement, consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the consolidated financial statements give a true and fair view of the consolidated financial position of the Group as at 31st December, 2017, and of its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with Hong Kong Financial Reporting Standards ("HKFRSs") issued by the Hong Kong Institute of Certified Public Accountants ("HKICPA") and have been properly prepared in compliance with the disclosure requirements of the Hong Kong Companies Ordinance.

### BASIS FOR OPINION

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

### KEY AUDIT MATTERS

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

## KEY AUDIT MATTERS (CONT'D)

### Valuation of interests in associates and joint ventures

#### Key audit matter

We identified the valuation of interests in associates and joint ventures as a key audit matter due to the significance of the Group's interests in associates and joint ventures in the context of the Group's consolidated financial statements, combined with the judgements involved in management's impairment assessment of the interests in associates and joint ventures, in particular, the future prospects of each associate and joint venture.

As at 31st December, 2017, the carrying amounts of interests in associates and joint ventures amounted to HK\$43,108 million and HK\$98,462 million, respectively, which represented approximately 27% and 62% of the Group's total assets, respectively.

As disclosed in note 3(e) to the consolidated financial statements, interests in associates and joint ventures are carried in the consolidated statement of financial position at cost and adjusted thereafter to recognise the Group's share of profit or loss and other comprehensive income of the associates and joint ventures, less impairment in the values of individual investments. As such, the Group is required to assess at the end of each reporting period whether there is any indication that the carrying amounts of interests in associates and joint ventures may be impaired. For those associates and joint ventures in which such indication exists, the Group assessed the carrying amounts for impairment. As disclosed in notes 17 and 18 to the consolidated financial statements, no further impairment of interests in associates and joint ventures was considered to be necessary by the management as at 31st December, 2017.

#### How our audit addressed the key audit matter

Our procedures in relation to the valuation of interests in associates and joint ventures included:

- Assessing the appropriateness of the management's accounting for interests in associates and joint ventures;
- Understanding the management's process for identifying the existence of impairment indicators in respect of the interests in associates and joint ventures and evaluating the effectiveness of such process;
- Where indicators of impairment have been identified, assessing the reasonableness of the recoverable amount of each of the relevant associates and joint ventures and obtaining an understanding from the management of their financial position and future prospects;
- Assessing the reasonableness of key inputs and assumptions used by management in their estimation of recoverable amounts, including projections of cash flows, growth rates and discount rates applied; and comparing cash flow projections to supporting evidence, such as approved budgets, and evaluating the reasonableness of these budgets with reference to the future prospects of the associates and joint ventures as well as our knowledge of the industry and business; and
- Performing sensitivity analysis on the key inputs to evaluate the magnitude of their impacts on the calculations of the recoverable amounts of those associates and joint ventures and assessing the sufficiency of provision for impairment loss made against interests in joint ventures by comparing the recoverable amounts of the relevant joint ventures against carrying amounts of the interests in the relevant joint ventures.

## INDEPENDENT AUDITOR'S REPORT

### KEY AUDIT MATTERS (CONT'D)

#### Hedge accounting and the related disclosures for currency derivatives

##### Key audit matter

We identified the hedge accounting for currency derivatives and the adequacy of the related disclosures as a key audit matter because the evaluation of hedge effectiveness involved management's judgement and estimation. Besides, the changes in fair values of these currency derivatives also had a significant impact on the consolidated financial statements.

As disclosed in note 4(a) to the consolidated financial statements, the Group was exposed to currency risk primarily arising from foreign investments. As further disclosed in note 20 to the consolidated financial statements, the Group utilised currency derivatives to hedge these investments during the year ended 31st December, 2017. These currency derivatives which were designated and effective as net investment hedges, gave rise to assets of HK\$1,253 million and liabilities of HK\$1,291 million as at 31st December, 2017 and the fair value changes of these currency derivatives have been deferred in equity at 31st December, 2017.

##### How our audit addressed the key audit matter

Our procedures in relation to the hedge accounting and the related disclosures for currency derivatives included:

- Evaluating the management's controls over the valuation of currency derivatives and hedge accounting;
- Inspecting the hedge documentations and contracts and evaluating the management's assessment of hedge effectiveness, on a sample basis, to evaluate the accounting for these currency derivatives in accordance with the requirements of Hong Kong Accounting Standard 39 Financial Instruments: Recognition and Measurement ("HKAS 39");
- Obtaining confirmations directly from contract counterparties to verify the existence of each currency derivative held at 31st December, 2017;
- Reperforming mark-to-market valuations on a sample basis with the involvement of our financial instruments valuation specialists, to evaluate whether the fair values of the currency derivatives had been reasonably calculated by the management; and
- Assessing the adequacy of the disclosures in respect of the currency derivatives and hedge accounting in accordance with the disclosure requirements of HKFRS 7 Financial Instruments: Disclosures, HKFRS 13 Fair Value Measurement and HKAS 39.

## **OTHER INFORMATION**

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

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

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

## **RESPONSIBILITIES OF DIRECTORS AND THOSE CHARGED WITH GOVERNANCE FOR THE CONSOLIDATED FINANCIAL STATEMENTS**

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

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

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

## **AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS**

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion solely to you, as a body, in accordance with Section 90 of Bermuda Companies Act, and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this report. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with HKSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

## INDEPENDENT AUDITOR'S REPORT

### AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS (CONT'D)

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

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

## **AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS (CONT'D)**

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

The engagement partner on the audit resulting in the independent auditor's report is Keung To Wai, David.

**Deloitte Touche Tohmatsu**

Certified Public Accountants

Hong Kong

16th March, 2018

# CONSOLIDATED INCOME STATEMENT

for the year ended 31st December

| HK\$ million   | Notes | 2017            | 2016     |
|--|-------|-----------------|----------|
| <b>Turnover</b>  | 6     | <b>31,642</b>   | 27,346   |
| <b>Sales and interest income from infrastructure investments</b> | 6     | <b>6,016</b>    | 5,321    |
| Other income   | 7     | <b>792</b>      | 580      |
| Operating costs  | 8     | <b>(4,083)</b>  | (3,972)  |
| Finance costs  | 9     | <b>(648)</b>    | (560)    |
| Exchange gain/(loss)   |       | <b>120</b>      | (698)    |
| Gain on disposal of investment in securities                     |       | <b>–</b>        | 781      |
| Share of results of associates                                   |       | <b>3,693</b>    | 2,861    |
| Share of results of joint ventures                               |       | <b>5,038</b>    | 5,887    |
| <b>Profit before taxation</b>                                    | 10    | <b>10,928</b>   | 10,200   |
| Taxation   | 11(a) | <b>(72)</b>     | 8        |
| <b>Profit for the year</b>                                       | 12    | <b>10,856</b>   | 10,208   |
| <b>Attributable to:</b>  |       |                 |          |
| Shareholders of the Company                                      |       | <b>10,256</b>   | 9,636    |
| Owners of perpetual capital securities                           |       | <b>626</b>      | 584      |
| Non-controlling interests  |       | <b>(26)</b>     | (12)     |
|  |       | <b>10,856</b>   | 10,208   |
| <b>Earnings per share</b>  | 13    | <b>HK\$4.07</b> | HK\$3.82 |

# CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

for the year ended 31st December

| HK\$ million   | 2017           | 2016     |
|--|----------------|----------|
| <b>Profit for the year</b>   | <b>10,856</b>  | 10,208   |
| <b>Other comprehensive income/(expense)</b>  |                |          |
| Items that may be reclassified subsequently to profit or loss:                                   |                |          |
| Gain from fair value changes of available-for-sale financial assets                              | –              | 219      |
| Gain/(Loss) from fair value changes of derivatives designated as effective cash flow hedges      | <b>19</b>      | (363)    |
| (Loss)/Gain from fair value changes of derivatives designated as effective net investment hedges | <b>(3,429)</b> | 4,277    |
| Exchange differences on translation of financial statements of foreign operations                | <b>4,703</b>   | (8,106)  |
| Share of other comprehensive income/(expense) of associates                                      | <b>402</b>     | (1,821)  |
| Share of other comprehensive income/(expense) of joint ventures                                  | <b>89</b>      | (1,283)  |
| Reserves released upon disposal of an associate  | <b>44</b>      | –        |
| Reserves released upon disposal of investment in securities                                      | –              | (790)    |
| Income tax relating to components of other comprehensive income                                  | <b>31</b>      | 235      |
|  | <b>1,859</b>   | (7,632)  |
| Items that will not be reclassified to profit or loss:   |                |          |
| Actuarial gain/(loss) of defined benefit retirement plan   | <b>19</b>      | (2)      |
| Share of other comprehensive income/(expense) of associates                                      | <b>42</b>      | (545)    |
| Share of other comprehensive income/(expense) of joint ventures                                  | <b>630</b>     | (2,274)  |
| Income tax relating to components of other comprehensive income                                  | <b>(119)</b>   | 453      |
|  | <b>572</b>     | (2,368)  |
| Other comprehensive income/(expense) for the year  | <b>2,431</b>   | (10,000) |
| <b>Total comprehensive income for the year</b>   | <b>13,287</b>  | 208      |
| <b>Attributable to:</b>  |                |          |
| Shareholders of the Company  | <b>12,681</b>  | (359)    |
| Owners of perpetual capital securities   | <b>626</b>     | 584      |
| Non-controlling interests  | <b>(20)</b>    | (17)     |
|  | <b>13,287</b>  | 208      |

# CONSOLIDATED STATEMENT OF FINANCIAL POSITION

as at 31st December

| HK\$ million  | Notes | 2017           | 2016    |
|---|-------|----------------|---------|
| Property, plant and equipment                             | 15    | 2,462          | 2,404   |
| Investment properties                                     | 16    | 360            | 344     |
| Interests in associates                                   | 17    | 43,108         | 52,177  |
| Interests in joint ventures                               | 18    | 98,462         | 53,973  |
| Investments in securities                                 | 19    | 702            | 648     |
| Derivative financial instruments                          | 20    | 1,253          | 2,178   |
| Goodwill and intangible assets                            | 21    | 2,569          | 2,554   |
| Deferred tax assets                                       | 27    | 7              | 29      |
| Other non-current assets                                  |       | 136            | 64      |
| <b>Total non-current assets</b>                           |       | <b>149,059</b> | 114,371 |
| Inventories   | 22    | 170            | 139     |
| Derivative financial instruments                          | 20    | –              | 982     |
| Debtors and prepayments                                   | 23    | 804            | 628     |
| Bank balances and deposits                                | 24    | 9,781          | 11,790  |
| <b>Total current assets</b>                               |       | <b>10,755</b>  | 13,539  |
| Bank and other loans                                      | 25    | 10,896         | 9,901   |
| Derivative financial instruments                          | 20    | 417            | 3       |
| Creditors and accruals                                    | 26    | 4,242          | 3,837   |
| Taxation  |       | 114            | 96      |
| <b>Total current liabilities</b>                          |       | <b>15,669</b>  | 13,837  |
| <b>Net current liabilities</b>                            |       | <b>(4,914)</b> | (298)   |
| <b>Total assets less current liabilities</b>              |       | <b>144,145</b> | 114,073 |
| Bank and other loans                                      | 25    | 24,140         | 6,944   |
| Derivative financial instruments                          | 20    | 1,287          | 422     |
| Deferred tax liabilities                                  | 27    | 468            | 481     |
| Other non-current liabilities                             |       | 58             | 39      |
| <b>Total non-current liabilities</b>                      |       | <b>25,953</b>  | 7,886   |
| <b>Net assets</b>   |       | <b>118,192</b> | 106,187 |
| Representing:   |       |                |         |
| Share capital   | 29    | 2,651          | 2,651   |
| Reserves  |       | 100,822        | 93,954  |
| <b>Equity attributable to shareholders of the Company</b> |       | <b>103,473</b> | 96,605  |
| Perpetual capital securities                              | 30    | 14,701         | 9,544   |
| Non-controlling interests                                 |       | 18             | 38      |
| <b>Total equity</b>                                       |       | <b>118,192</b> | 106,187 |

LI TZAR KUOI, VICTOR  
Director

IP TAK CHUEN, EDMOND  
Director

16th March, 2018

# CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

for the year ended 31st December

| HK\$ million  | Attributable to shareholders of the Company |               |                 |                     |                              |                                |                 |                              |                  |           | Perpetual capital securities | Non-capital controlling interests | Total   |
|---|---|---------------|-----------------|---------------------|------------------------------|--------------------------------|-----------------|------------------------------|------------------|-----------|------------------------------|-----------------------------------|---------|
|   | Share capital                               | Share premium | Treasury shares | Contributed surplus | Property revaluation reserve | Investment revaluation reserve | Hedging reserve | Exchange translation reserve | Retained profits | Sub-total |                              |                                   |         |
| At 1st January, 2016  | 2,520                                       | 16,185        | -               | 6,062               | 68                           | 734                            | (1,122)         | (3,598)                      | 81,722           | 102,571   | 7,933                        | 55                                | 110,559 |
| Profit for the year   | -   | -             | -               | -                   | -                            | -                              | -               | -                            | 9,636            | 9,636     | 584                          | (12)                              | 10,208  |
| Gain from fair value changes of available-for-sale financial assets                       | -   | -             | -               | -                   | -                            | 219                            | -               | -                            | -                | 219       | -                            | -                                 | 219     |
| Loss from fair value changes of derivatives designated as effective cash flow hedges      | -   | -             | -               | -                   | -                            | -                              | (363)           | -                            | -                | (363)     | -                            | -                                 | (363)   |
| Gain from fair value changes of derivatives designated as effective net investment hedges | -   | -             | -               | -                   | -                            | -                              | -               | 4,277                        | -                | 4,277     | -                            | -                                 | 4,277   |
| Exchange differences on translation of financial statements of foreign operations         | -   | -             | -               | -                   | -                            | -                              | -               | (8,101)                      | -                | (8,101)   | -                            | (5)                               | (8,106) |
| Share of other comprehensive expense of associates  | -   | -             | -               | -                   | -                            | -                              | (215)           | (1,606)                      | (545)            | (2,366)   | -                            | -                                 | (2,366) |
| Share of other comprehensive expense of joint ventures                                    | -   | -             | -               | -                   | -                            | -                              | (1,283)         | -                            | (2,274)          | (3,557)   | -                            | -                                 | (3,557) |
| Reserves released upon disposal of investment in securities                               | -   | -             | -               | -                   | -                            | (953)                          | -               | 163                          | -                | (790)     | -                            | -                                 | (790)   |
| Actuarial loss of defined benefit retirement plan   | -   | -             | -               | -                   | -                            | -                              | -               | -                            | (2)              | (2)       | -                            | -                                 | (2)     |
| Income tax relating to components of other comprehensive income                           | -   | -             | -               | -                   | -                            | -                              | 235             | -                            | 453              | 688       | -                            | -                                 | 688     |
| Total comprehensive (expense)/ income for the year  | -   | -             | -               | -                   | -                            | (734)                          | (1,626)         | (5,267)                      | 7,268            | (359)     | 584                          | (17)                              | 208     |
| Final dividend paid for the year 2015   | -   | -             | -               | -                   | -                            | -                              | -               | -                            | (3,905)          | (3,905)   | -                            | -                                 | (3,905) |
| Interim dividend paid   | -   | -             | -               | -                   | -                            | -                              | -               | -                            | (1,587)          | (1,587)   | -                            | -                                 | (1,587) |
| Distribution paid on perpetual capital securities   | -   | -             | -               | -                   | -                            | -                              | -               | -                            | -                | -         | (533)                        | -                                 | (533)   |
| Issue of perpetual capital securities (note 30)   | 131   | 9,114         | (9,245)         | -                   | -                            | -                              | -               | -                            | -                | -         | 9,360                        | -                                 | 9,360   |
| Direct costs for issue of perpetual capital securities                                    | -   | -             | -               | -                   | -                            | -                              | -               | -                            | (115)            | (115)     | -                            | -                                 | (115)   |
| Redemption of perpetual capital securities (note 30)                                      | -   | -             | -               | -                   | -                            | -                              | -               | -                            | -                | -         | (7,800)                      | -                                 | (7,800) |
| At 31st December, 2016  | 2,651                                       | 25,299        | (9,245)         | 6,062               | 68                           | -                              | (2,748)         | (8,865)                      | 83,383           | 96,605    | 9,544                        | 38                                | 106,187 |
| Profit for the year   | -   | -             | -               | -                   | -                            | -                              | -               | -                            | 10,256           | 10,256    | 626                          | (26)                              | 10,856  |
| Gain from fair value changes of derivatives designated as effective cash flow hedges      | -   | -             | -               | -                   | -                            | -                              | 19              | -                            | -                | 19        | -                            | -                                 | 19      |
| Loss from fair value changes of derivatives designated as effective net investment hedges | -   | -             | -               | -                   | -                            | -                              | -               | (3,429)                      | -                | (3,429)   | -                            | -                                 | (3,429) |
| Exchange differences on translation of financial statements of foreign operations         | -   | -             | -               | -                   | -                            | -                              | -               | 4,697                        | -                | 4,697     | -                            | 6                                 | 4,703   |
| Share of other comprehensive (expense)/income of associates                               | -   | -             | -               | -                   | -                            | -                              | (264)           | 666                          | 42               | 444       | -                            | -                                 | 444     |
| Share of other comprehensive income of joint ventures                                     | -   | -             | -               | -                   | -                            | -                              | 89              | -                            | 630              | 719       | -                            | -                                 | 719     |
| Reserves released upon disposal of an associate   | -   | -             | -               | -                   | -                            | -                              | 12              | 32                           | -                | 44        | -                            | -                                 | 44      |
| Actuarial gain of defined benefit retirement plan   | -   | -             | -               | -                   | -                            | -                              | -               | -                            | 19               | 19        | -                            | -                                 | 19      |
| Income tax relating to components of other comprehensive income                           | -   | -             | -               | -                   | -                            | -                              | 31              | -                            | (119)            | (88)      | -                            | -                                 | (88)    |
| Total comprehensive (expense)/ income for the year  | -   | -             | -               | -                   | -                            | -                              | (113)           | 1,966                        | 10,828           | 12,681    | 626                          | (20)                              | 13,287  |
| Final dividend paid for the year 2016   | -   | -             | -               | -                   | -                            | -                              | -               | -                            | (4,107)          | (4,107)   | -                            | -                                 | (4,107) |
| Interim dividend paid   | -   | -             | -               | -                   | -                            | -                              | -               | -                            | (1,688)          | (1,688)   | -                            | -                                 | (1,688) |
| Distribution paid on perpetual capital securities   | -   | -             | -               | -                   | -                            | -                              | -               | -                            | -                | -         | (550)                        | -                                 | (550)   |
| Issue of perpetual capital securities (note 30)   | -   | -             | -               | -                   | -                            | -                              | -               | -                            | -                | -         | 5,081                        | -                                 | 5,081   |
| Direct costs for issue of perpetual capital securities                                    | -   | -             | -               | -                   | -                            | -                              | -               | -                            | (18)             | (18)      | -                            | -                                 | (18)    |
| At 31st December, 2017  | 2,651                                       | 25,299        | (9,245)         | 6,062               | 68                           | -                              | (2,861)         | (6,899)                      | 88,398           | 103,473   | 14,701                       | 18                                | 118,192 |

# CONSOLIDATED STATEMENT OF CASH FLOWS

for the year ended 31st December

| HK\$ million  | Notes  | 2017            | 2016           |
|---|--------|-----------------|----------------|
| <b>OPERATING ACTIVITIES</b>                                   |        |                 |                |
| Cash from operations  | 32 (a) | 3,000           | 2,490          |
| Income taxes (paid)/recovered                                 |        | (31)            | 25             |
| <b>Net cash from operating activities</b>                     |        | <b>2,969</b>    | <b>2,515</b>   |
| <b>INVESTING ACTIVITIES</b>                                   |        |                 |                |
| Purchases of property, plant and equipment                    |        | (254)           | (303)          |
| Disposals of property, plant and equipment                    |        | 29              | 3              |
| Additions to intangible assets                                |        | (6)             | (19)           |
| Advances to associates  |        | (28)            | (6)            |
| Return of capital from an associate                           |        | 105             | 175            |
| Repayment from an associate                                   |        | 125             | –              |
| Investments in joint ventures                                 |        | (36,014)        | (1,741)        |
| Advances to joint ventures                                    |        | (10)            | (13)           |
| Repayment from joint ventures                                 |        | 86              | 4              |
| Disposals of investments in securities                        |        | –               | 1,451          |
| Disposal of an associate                                      |        | 1,235           | –              |
| Disposal of a joint venture                                   |        | 23              | –              |
| Loan note repayment from stapled securities                   |        | –               | 16             |
| Dividends received from associates                            |        | 12,784          | 2,416          |
| Dividends received from joint ventures                        |        | 2,305           | 2,622          |
| Interest received   |        | 102             | 108            |
| Net cash (paid)/received on hedging instrument                |        | (242)           | 1,716          |
| <b>Net cash flows (utilised in)/from investing activities</b> |        | <b>(19,760)</b> | <b>6,429</b>   |
| <b>Net cash flows before financing activities</b>             |        | <b>(16,791)</b> | <b>8,944</b>   |
| <b>FINANCING ACTIVITIES</b>                                   |        |                 |                |
| New bank loans and bonds                                      | 32 (b) | 27,988          | 1,364          |
| Repayments of bank and other loans                            | 32 (b) | (11,230)        | (1,229)        |
| Finance costs paid  |        | (694)           | (606)          |
| Dividends paid  |        | (5,795)         | (5,492)        |
| Distribution paid on perpetual capital securities             |        | (550)           | (533)          |
| Issue of perpetual capital securities                         |        | 5,081           | 9,360          |
| Direct costs for issue of perpetual capital securities        |        | (18)            | (115)          |
| Redemption of perpetual capital securities                    |        | –               | (7,800)        |
| <b>Net cash from/(utilised in) financing activities</b>       |        | <b>14,782</b>   | <b>(5,051)</b> |
| <b>Net (decrease)/increase in cash and cash equivalents</b>   |        | <b>(2,009)</b>  | <b>3,893</b>   |
| Cash and cash equivalents at 1st January                      |        | 11,790          | 7,897          |
| <b>Cash and cash equivalents at 31st December</b>             | 24     | <b>9,781</b>    | <b>11,790</b>  |

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 1. GENERAL

The Company is a limited liability company incorporated in Bermuda and its shares are listed on The Stock Exchange of Hong Kong Limited (“Hong Kong Stock Exchange”). The addresses of its registered office and principal place of business are disclosed in the section headed “Corporate Information” of the Group’s Annual Report. The Company’s ultimate holding company is CK Hutchison Holdings Limited, a company incorporated in the Cayman Islands with limited liability, the shares of which are listed on Hong Kong Stock Exchange.

The consolidated financial statements are presented in Hong Kong dollars, which is the same as the functional currency of the Company.

The Group’s principal activities are the development, investment and operation of infrastructure businesses in Hong Kong, Mainland China, the United Kingdom, Continental Europe, Australia, New Zealand, Canada and the United States.

The Directors are of the opinion that, taking into account of the available banking facilities and internal financial resources of the Group, the Group has sufficient working capital for its present requirements within one year from the end of the reporting period. Hence, the consolidated financial statements have been prepared on a going concern basis.

## 2. CHANGES IN ACCOUNTING POLICIES

In the current year, the Group has adopted a number of revised Hong Kong Financial Reporting Standards (“HKFRSs”) issued by the Hong Kong Institute of Certified Public Accountants (“HKICPA”) that are effective to the Group for accounting periods beginning on or after 1st January, 2017. The adoption of those revised HKFRSs has no material impact on the Group’s results and financial position for the current or prior years and does not result in any significant change in accounting policies of the Group. Nevertheless, disclosure on reconciliation between the opening and closing balances for liabilities arising from financial activities is added in note 32(b) to the consolidated financial statements in compliance with Amendments to HKAS 7 “Statement of Cash Flows: Disclosure Initiative”.

The Group has not early adopted the following new and revised HKFRSs issued by HKICPA that have been issued but are not yet effective. The Group is continuing to assess the implication of the adoption of these standards. Except for the adoption of HKFRS 9 “Financial Instruments” and HKFRS 15 “Revenue from Contracts with Customers” as set out below and HKFRS 16 “Leases” of which the Directors are assessing the impact on the results and financial position of the Group, the Directors anticipate that the adoption of the other new and revised HKFRSs listed below will have no material impact on the results and financial position of the Group.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 2. CHANGES IN ACCOUNTING POLICIES (CONT'D)

|                                   |   |
|-----------------------------------|---|
| HKFRS 2 (Amendments)              | Classification and Measurement of Share-based Payment Transactions                    |
| HKFRS 4 (Amendments)              | Applying HKFRS 9 “Financial Instruments” with HKFRS 4 “Insurance Contracts”           |
| HKFRS 9                           | Financial Instruments   |
| HKFRS 9 (Amendments)              | Prepayment Features with Negative Compensation  |
| HKFRS 10 and HKAS 28 (Amendments) | Sale or Contribution of Assets between an Investor and its Associate or Joint Venture |
| HKFRS 15                          | Revenue from Contracts with Customers and the Related Amendments                      |
| HKFRS 16                          | Leases  |
| HKFRS 17                          | Insurance Contracts   |
| HKAS 40 (Amendments)              | Transfers of Investment Property  |
| HKAS 28 (Amendments)              | As part of the Annual Improvements to HKFRSs 2014-2016 Cycle                          |
| HKAS 28 (Amendments)              | Long-term Interests in Associates and Joint Ventures                                  |
| HK (IFRIC)-Int 22                 | Foreign Currency Transactions and Advance Consideration                               |
| HK (IFRIC)-Int 23                 | Uncertainty over Income Tax Treatments  |
| HKFRSs (Amendments)               | Annual Improvements to HKFRSs 2015-2017 Cycle   |

Based on preliminary assessment, the Group has the following updates:

#### **HKFRS 9 “Financial Instruments”**

HKFRS 9 “Financial Instruments” introduces a new classification and measurement approach for financial assets that reflects the business model in which assets are managed and their cash flow characteristics, and the new requirements on the accounting for financial liabilities that are designated at fair value through profit or loss. HKFRS 9 also replaces the “incurred loss” impairment model in HKAS 39 with a forward-looking “expected credit loss” model. HKFRS 9 is mandatory for annual periods beginning on or after 1st January, 2018.

Prior to 1st January, 2018, the Group’s investments in securities were classified as either available-for-sale financial assets or financial assets at fair value through profit or loss. From 1st January, 2018 onwards, the classification of available-for-sale financial assets would be eliminated and the existing equity and debt investments classified as available-for-sale financial assets would be classified as financial assets measured at fair value through profit or loss and amortised cost, respectively, according to the business model. All other financial assets will continue to be measured on the same basis as are currently measured under HKAS 39. The impact is not known or reasonably estimable.

HKFRS 9 also introduces new rules for hedge accounting. More hedge relationships might be eligible for hedge accounting under HKFRS 9 using a more principles-based approach. The Group selected to adopt hedge accounting under HKFRS 9 from 1st January, 2018 and the Group’s existing hedge relationships appear to qualify as continuing hedges upon the adoption of HKFRS 9. The Directors does not expect a significant impact on the accounting for its hedging relationships.

Expanded disclosure requirements and changes in presentation are also introduced. These are expected to change the nature and extent of the Group’s disclosures about its financial instruments.

## 2. CHANGES IN ACCOUNTING POLICIES (CONT'D)

### HKFRS 15 “Revenue from Contracts with Customers”

HKFRS 15 “Revenue from Contracts with Customers” establishes a single comprehensive model in accounting for revenue arising from contracts with customers. It replaces existing revenue recognition guidance, including HKAS 18 “Revenue”, HKAS 11 “Construction Contracts” and the related Interpretations. HKFRS 15 is mandatory for annual periods beginning on or after 1st January, 2018.

HKFRS 15 requires the transaction price of a contract to be allocated to individual performance obligation (or distinct good or service). It expands disclosure requirements relating to revenue and introduces new standard on the presentation of contract assets and receivables in the statement of financial position.

The Directors do not anticipate that the application of HKFRS 15 will have a material impact on the timing and amounts of revenue recognition. However, the application of HKFRS 15 may result in more disclosures in the future.

## 3. PRINCIPAL ACCOUNTING POLICIES

The consolidated financial statements have been prepared in accordance with HKFRSs issued by the HKICPA. In addition, the consolidated financial statements include applicable disclosures required by the Rules Governing the Listing of Securities on Hong Kong Stock Exchange and by the Hong Kong Companies Ordinance.

The consolidated financial statements have been prepared on the historical cost basis except for certain properties and financial instruments, which are measured at fair values, as explained in the principal accounting policies set out below.

### (a) Basis of Consolidation

The consolidated financial statements include the financial statements of the Company and its subsidiaries made up to the year together with the Group’s interests in associates and joint ventures on the basis set out in (e) below.

The results of subsidiaries, share of results of associates and joint ventures acquired or disposed of during the year are included in the consolidated income statement from the date the Group gains control/exercises significant influences/gains joint control until the date when the Group ceases to control/ceases to exercise significant influences/ceases to joint control, as appropriate.

### (b) Goodwill

In relation to business combination that took place on or after 1st January, 2010, goodwill is measured as the excess of the sum of the consideration transferred, the amount of any non-controlling interests in the subsidiaries, and the fair value of the Group’s previously held equity interests in the subsidiaries (if any) over the net of the acquisition-date amounts of the identifiable assets acquired and the liabilities assumed.

Goodwill recognised prior to 1st January, 2010 was measured as the excess of costs of acquisition over the net fair value of the Group’s share of the identifiable assets, liabilities and contingent liabilities of the subsidiaries, associates and joint ventures acquired.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 3. PRINCIPAL ACCOUNTING POLICIES (CONT'D)

#### (b) Goodwill (Cont'd)

Goodwill is recognised as an asset less any identified impairment loss. Goodwill recognised in reserves prior to 1st January, 2001 continues to be held in the reserves and are transferred to retained profits when the business to which the goodwill relates is disposed of or becomes impaired.

For the purpose of impairment testing, goodwill is allocated to each of the Group's cash-generating units that is expected to benefit from the synergies of the business acquisition. Cash-generating units to which goodwill has been allocated are tested for impairment annually, or more frequently when there is an indication that the unit may be impaired. If the recoverable amount of the cash-generating unit is less than the carrying amount of the unit, the impairment loss is allocated first to reduce the carrying amount of any goodwill allocated to the unit and then to the other assets of the unit pro-rata on the basis of the carrying amount of each asset in the unit. An impairment loss recognised for goodwill is not reversed in subsequent periods.

On disposal of a subsidiary, associate, joint venture or relevant cash-generating unit, the attributable amount of goodwill is included in the determination of the gain or loss on disposal.

#### (c) Intangible Assets

Intangible assets acquired in a business combination and recognised separately from goodwill are initially recognised at their fair value at the acquisition date. Subsequent to initial recognition, intangible assets acquired in a business combination are carried at cost less accumulated amortisation and accumulated impairment losses, on the same basis that are acquired separately.

Amortisation of intangible assets is provided over their estimated useful lives using the straight-line method, at the following rates per annum:

|   |                                |
|---|--------------------------------|
| Brand name and trademarks               | Indefinite useful lives        |
| Customer contracts                      | Over the contract lives        |
| Resource consents (excluding landfills) | 4% or over the contract lives  |
| Computer software                       | 33% or over the license period |
| Others                                  | Over the contract lives        |

The estimated useful life and amortisation method are reviewed at the end of each reporting period, with the effect of any changes in estimate being accounted for on a prospective basis. Intangible assets with indefinite useful lives that are acquired through business combination are carried at cost less accumulated impairment losses.

The useful life of the resource consents for the landfills is dependent on the total capacity of the landfills, the level of tonnage of waste, the compacting rate and other variable. As such the landfills useful life is reassessed annually and the amortisation rate of the landfills resource consents is adjusted accordingly.

### 3. PRINCIPAL ACCOUNTING POLICIES (CONT'D)

#### (c) Intangible Assets (Cont'd)

The carrying amount of intangible assets with indefinite useful life is tested for impairment annually. The carrying amount of intangible assets with finite useful life is reviewed for indications of impairment at the end of each reporting period. An impairment loss is recognised in profit or loss if the carrying amount of an asset, or the cash-generating unit to which it belongs, exceeds its recoverable amount. An impairment loss is reversed if there has been a favourable change in the estimates used to determine the recoverable amount.

An intangible asset is derecognised on disposal, or when no future economic benefits are expected. Gains and losses arising from derecognition of an intangible asset, measured as the difference between the net disposal proceeds and the carrying amount of the asset, are recognised in profit or loss when the asset is derecognised.

#### (d) Subsidiaries

A subsidiary is an entity that is controlled by the Company. The Company controls an entity when it has power over the investees; it is exposed, or has rights, to variable returns from its involvement with the entity; and has the ability to affect those returns through its power over the entity.

The acquisition of a subsidiary is accounted for using the acquisition method. The cost of the acquisition is measured at the aggregate of the fair values, at the date of exchange, of assets given, liabilities incurred or assumed, and equity instruments issued by the Group in exchange for control of the acquiree. After 1st January, 2010, acquisition-related costs are generally recognised in profit or loss as incurred.

Prior to 1st January, 2010, any costs directly attributable to business combination were included as part of the cost of the acquisition.

The acquiree's identifiable assets, liabilities and contingent liabilities, where appropriate, are recognised at their fair values at the acquisition date.

#### (e) Associates and Joint Ventures

An associate is a company, other than a subsidiary or joint venture, in which the Group has a long-term equity interest and over which the Group is in a position to exercise significant influence over its management, including participation in the financial and operating policy decisions.

A joint venture is a contractual arrangement whereby the venturers agree to share control of the arrangement which exists only when the decisions about the relevant activities require unanimous consent of the parties sharing control, and have rights to the net assets of the arrangement.

The results and assets and liabilities of associates/joint ventures are incorporated in the Group's consolidated financial statements using the equity method of accounting. Under the equity method, investments in associates/joint ventures are carried in the consolidated statement of financial position at cost and adjusted thereafter to recognise the Group's share of profit or loss and other comprehensive income of the associate or joint venture. Changes in net assets of the associate/joint venture other than profit or loss and other comprehensive income are not accounted for unless such changes resulted in changes in ownership interest held by the Group.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 3. PRINCIPAL ACCOUNTING POLICIES (CONT'D)

#### (e) Associates and Joint Ventures (Cont'd)

Losses of an associate/joint venture in excess of the Group's interest in that associate/joint venture (which includes any long-term interests that, in substance, form part of the Group's net investment in the associate/joint venture) are not recognised.

#### (f) Property, Plant and Equipment

Property, plant and equipment, other than freehold land, are stated at cost less accumulated depreciation and any impairment losses. The cost of an asset comprises its purchase price and any directly attributable costs of bringing the asset to its working condition and location for its intended use.

Freehold land is not depreciated. Depreciation of property, plant and equipment is provided to write off their depreciable amounts over their estimated useful lives using the straight-line method, at the following rates per annum:

|   |   |
|---|---|
| Leasehold land                          | over the unexpired lease term   |
| Buildings                               | 2% to 3% or over the unexpired lease terms of the land, whichever is the higher |
| Mains, pipes, other plant and machinery | 3% to 26% or over the expected useful lives                                     |
| Furniture, fixtures and others          | 3% to 33% or over the expected useful lives                                     |

When an asset is disposed of or retired, any gain or loss, representing the difference between the carrying value and the sales proceeds, if any, is included in the consolidated income statement.

#### (g) Investment Properties

Investment properties, which are properties held to earn rentals and/or for capital appreciation, are stated at its fair value at the end of the reporting period. Gains or losses arising from changes in the fair values of investment properties are recognised in the consolidated income statement for the period in which they arise.

#### (h) Inventories

Inventories are stated at the lower of cost, computed on a weighted-average or a first-in first-out basis as appropriate, and net realisable value. Cost includes cost of purchase and where applicable, cost of conversion and other costs that have been incurred in bringing the inventories to their present location and condition. Net realisable value is determined on the basis of anticipated sales proceeds less estimated costs to completion and selling expenses.

### 3. PRINCIPAL ACCOUNTING POLICIES (CONT'D)

#### (i) Financial Instruments

##### *Investments in securities*

The Group's investments in securities are classified as either available-for-sale financial assets, which are measured at fair value or at cost less accumulated impairment losses when the fair value cannot be measured reliably, or financial assets at fair value through profit or loss which are measured at fair value.

The Group designates the securities intended to be held for long term strategic purposes as available-for-sale financial assets. Gains and losses arising from changes in fair values of these assets are dealt with as movements in investment revaluation reserve, until the assets are disposed of or are determined to be impaired, at which time the cumulative gains or losses previously recognised in the reserve is included in the consolidated income statement for the period. When a significant or prolonged decline in the fair value of an available-for-sale financial asset has been identified, the cumulative loss that had been recognised directly in equity shall be removed from equity and recognised in the consolidated income statement even though the financial asset has not been disposed of. Impairment losses recognised in the consolidated income statement for equity classified as available-for-sale financial assets are not subsequently reversed in the consolidated income statement.

Securities which are managed and their performances are evaluated based on a fair value basis are designated as financial assets at fair value through profit or loss. The management considers that such designation is appropriate given that the basis of internal risk assessments and performance evaluations on these assets is different from other investments and assets of the Group. Gains and losses arising from changes in fair values of these assets are dealt with in the consolidated income statement. The relevant dividend or interest accrued on the financial assets are also recognised in the consolidated income statement.

##### *Derivative financial instruments and hedge accounting*

Derivative financial instruments are initially measured at fair values on the dates at which the contracts are entered into, and are remeasured to their fair values at subsequent reporting dates.

Changes in the fair values of derivative financial instruments that are designated as effective in hedging future cash flows are recognised directly in hedging reserve. Amounts deferred in the equity are recycled in profit or loss in the periods when the hedged item is recognised in profit or loss. Any ineffective portion is recognised immediately in the consolidated income statement.

Changes in fair values of derivative financial instruments that are designated and qualify as net investment hedges are recognised directly in exchange translation reserve. Any ineffective portion is recognised immediately in the consolidated income statement.

Changes in the fair values of derivative financial instruments that do not qualify for hedge accounting are recognised in the consolidated income statement.

Hedge accounting is discontinued when the hedging instrument expires or is sold, terminated, or exercised, or the hedge no longer qualifies for hedge accounting. Any cumulative gain or loss deferred in equity at that time remains in equity and is recognised when the hedged risk associated with the hedged item is ultimately recognised in profit or loss. The cumulative gain or loss that was deferred in equity is recognised immediately in profit or loss when a forecast transaction is no longer expected to occur in relation to hedging of a forecast transaction.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 3. PRINCIPAL ACCOUNTING POLICIES (CONT'D)

#### (i) Financial Instruments (Cont'd)

##### *Debtors*

Debtors are classified as loans and receivables in accordance with HKAS 39, and are initially measured at fair value and subsequently measured at amortised cost using the effective interest method. Appropriate allowances for estimated irrecoverable amounts are recognised in the consolidated income statement when there is objective evidence that the assets are impaired.

##### *Cash and cash equivalents*

Cash and cash equivalents are classified as loans and receivables in accordance with HKAS 39, and comprise cash on hand and demand deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value.

##### *Bank and other loans*

Interest-bearing bank and other loans are initially measured at fair values, and are subsequently measured at amortised cost, using the effective interest method.

##### *Creditors*

Creditors are initially measured at fair value and subsequently measured at amortised cost, using the effective interest method.

##### *Equity instruments*

Equity instruments issued by the Company are recorded at the proceeds received, net of direct issue costs.

Perpetual capital securities issued by the Group are classified as equity instruments and are initially recorded at the proceeds received.

##### *Financial guarantee contracts*

A financial guarantee contract is a contract that requires the issuer to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payment when due in accordance with the original or modified terms of a debt instrument. A financial guarantee contract issued by the Group, which is not designated as a fair value through profit or loss, is recognised initially at its fair value less transaction costs directly attributable to the issue of the financial guarantee contract.

##### *Fair value*

Fair value of financial assets and financial liabilities with standard terms and conditions and traded on active liquid markets are determined with reference to quoted market prices. Fair value of derivative financial instruments and certain available-for-sale financial assets not traded on active liquid markets are determined with reference to fair value estimated by independent professionals or the present value of the estimated future cash flows discounted at the effective interest rate.

### 3. PRINCIPAL ACCOUNTING POLICIES (CONT'D)

#### (j) Revenue Recognition

##### *Sales of goods*

Revenue from sales of goods is recognised at the time when the goods are delivered or title to the goods passes to the customers. Revenue is measured at the fair value of the consideration received or receivable and is arrived at after deduction of any sales returns and discounts and taxes.

##### *Sales of services*

Sales of services including waste collection, commercial refuse and recycling services together with refuse transfer station operations and landfill operations are recognised in the accounting period in which the services are rendered, by reference to completion of the specific transaction assessed on the basis of the actual service provided as a proportion of the total services to be provided.

##### *Interest income*

Interest income from a financial asset excluding financial assets at fair value through profit or loss is accrued on a time basis, by reference to the principal outstanding and at the effective interest rate applicable, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to that asset's net carrying amount.

##### *Income from investments in securities*

Interest income from investments in securities are recognised when the Group's right to receive payment is established.

#### (k) Foreign Currencies

The individual financial statements of each group entity is prepared and presented in the currency of the primary economic environment in which the entity operates ("functional currency"). For the purpose of the consolidated financial statements, the result and financial position of each entity are presented in Hong Kong dollars, which is the functional currency of the Company and the presentation currency for the consolidated financial statements.

In preparing the financial statements of the individual entities, transactions in currencies other than the entity's functional currency ("foreign currencies") are recorded at the rates of exchange prevailing on the dates of the transactions. At the end of the reporting period, monetary items denominated in foreign currencies are retranslated at the rates prevailing at that date. Non-monetary items carried at fair value that are denominated in foreign currencies are retranslated at the rates prevailing on the date when the fair value was measured. Non-monetary items that are measured in terms of historical cost in a foreign currency are not retranslated.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 3. PRINCIPAL ACCOUNTING POLICIES (CONT'D)

#### (k) Foreign Currencies (Cont'd)

Exchange differences arising on the settlement of monetary items, and on the retranslation of monetary items, are included in the consolidated income statement for the year, except for exchange differences arising on a monetary item that forms part of the Group's net investment in a foreign operation, in which case, such exchange differences are recognised directly in equity. Exchange differences arising on the retranslation of non-monetary items carried at fair values are included in the consolidated income statement for the year except for differences arising on the retranslation of non-monetary items in respect of which gains and losses are recognised directly in equity. For such non-monetary items, any exchange component of that gain or loss is also recognised directly in other comprehensive income and accumulated in equity.

For the purpose of presenting consolidated financial statements, the assets and liabilities of the Group's foreign operations are translated into Hong Kong dollars using exchange rates prevailing at the end of the reporting period. Income and expense items are translated at the average exchange rates for the year, unless exchange rates fluctuated significantly during that year, in which case the exchange rates at the dates of the transactions are used. Exchange differences arising, if any, are classified as equity and included in the Group's exchange translation reserve. Such translation differences are recognised in the consolidated income statement in the year in which the foreign operation is disposed of.

Goodwill and fair value adjustments arising on the acquisition of a foreign operation are treated as assets and liabilities of the foreign operation and translated at the rate of exchange prevailing at the end of the reporting period. Exchange differences arising are recognised in the exchange translation reserve.

#### (l) Taxation

Hong Kong profits tax is provided for at the prevailing tax rate on the estimated assessable profits less available tax relief for losses brought forward of each individual company comprising the Group. Overseas tax is provided for at the applicable local tax rates on the estimated assessable profits less available tax losses of the individual company concerned.

Deferred tax is provided for all temporary differences arising between the carrying amounts of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profit of the corresponding year. Deferred tax liabilities are generally recognised for all taxable temporary differences, and deferred tax assets are recognised for all deductible temporary differences to the extent that it is probable that taxable profits will be available against which deductible temporary differences can be utilised. Such assets and liabilities are not recognised if the temporary difference arises from initial recognition of goodwill or from the initial recognition (other than in a business combination) of other assets and liabilities in a transaction that affects neither the taxable profit nor the accounting profit.

Deferred tax liabilities are recognised for taxable temporary differences arising on investments in subsidiaries, associates and joint ventures, except where the Group is able to control the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future.

### 3. PRINCIPAL ACCOUNTING POLICIES (CONT'D)

#### (l) Taxation (Cont'd)

The carrying amount of deferred tax assets is reviewed at the end of the reporting period and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the assets to be recovered.

Deferred tax is calculated at the tax rates that are expected to apply in the year when the liability is settled or the asset is realised. Deferred tax is charged or credited in the income statement, except when it relates to items charged or credited directly to equity, in which case the deferred tax is also dealt with in equity.

#### (m) Operating Leases

Leases where substantially all the risks and rewards of ownership of assets remain with the lessors are accounted for as operating leases. Rentals payable under operating leases are recorded in the consolidated income statement on a straight-line basis over the respective lease terms.

#### (n) Finance Leases

Leases that transfer substantially all the risks and rewards of ownership of the leased assets to the lessees are accounted for as finance leases.

Assets held under finance leases are recognised as assets at their fair values or, if lower, at the present value of the minimum lease payment at the dates of inception. The corresponding liabilities to the lessor are shown within bank and other loans in the consolidated statement of financial position as obligations under finance leases. Finance costs are charged to the consolidated income statement over the terms of the relevant leases so as to produce a constant periodic rate of charge on the remaining balance of the obligations for each accounting period.

#### (o) Employee Retirement Benefits

The Group operates defined contribution and defined benefit retirement plans for its employees.

The costs of defined contribution plans are charged to the consolidated income statement as an expense when employees have rendered service entitling them to the contributions.

The cost of providing retirement benefits under the Group's defined benefit retirement plans is determined using the projected unit credit method, with actuarial valuations being carried out annually. Remeasurement, comprising actuarial gains and losses, the effect of the changes to the asset ceiling (if applicable) and the return on plan assets (excluding interest), is reflected immediately in the consolidated statement of financial position with a charge or credit recognised in other comprehensive income in the period in which they occur. Remeasurement recognised in other comprehensive income is reflected immediately in retained earnings and will not be reclassified to profit or loss. Past service cost is recognised in profit or loss in the period of a planned amendment. Net interest is calculated by applying the discount rate at the beginning of the period to the net defined benefit liability or asset. The amount recognised in the consolidated statement of financial position represents the actual deficit or surplus in the Group's defined benefit plans. Any surplus resulting from this calculation is limited to the present value of available refunds and reductions in future contributions to the plans.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 4. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Group's major financial instruments include investments in securities, derivative financial instruments, bank balances and deposits, bank and other loans, and debtors and creditors. Details of these financial instruments are disclosed in the respective notes. The risks associated with these financial instruments and the policies on how to mitigate these risks are set out below. The management manages and monitors these exposures to ensure appropriate measures are implemented on a timely and effective manner.

#### (a) Currency Risk

The Group is exposed to currency risk primarily arising from foreign investments and borrowings denominated in currencies other than the functional currency of individual subsidiaries, which accounted for 22 per cent of the Group's borrowings (2016: 26 per cent). The Group generally hedges those investments with the appropriate level of borrowings denominated in the local currencies of relevant countries. The Group also entered into currency swaps to hedge most foreign investments financed by internal resources. Given this, the management considers that the net exposure to currency risk is kept to an appropriate level. Details of the currency swaps entered into by the Group at the end of the reporting period are set out in note 20.

The Group is also exposed to currency risk arising from bank deposits denominated in foreign currencies, which accounted for 90 per cent of the Group's bank balances and deposits at the end of the reporting period (2016: 76 per cent). Those bank balances and deposits are mainly denominated in United States dollars, Australian dollars, Pounds sterling, Canadian dollars, New Zealand dollars and Euros. The management maintains the portfolio of bank deposits denominated in different currencies and the exposure to currency risk is kept to an appropriate level.

#### 4. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

##### (a) Currency Risk (Cont'd)

###### *Sensitivity analysis*

The following table indicates the approximate change in the Group's profit for the year and other comprehensive income in response to a 5 per cent strengthening in foreign currencies (except for United States dollars) against Hong Kong dollars to which the Group has significant exposure related to monetary financial assets and liabilities and derivative financial instruments in existence at the end of the reporting period:

| HK\$ million        | 2017   |   | 2016   |   |
|---------------------|--|---|--|---|
|                     | Effect on profit for the year increase/ (decrease) | Effect on other comprehensive income increase/ (decrease) | Effect on profit for the year increase/ (decrease) | Effect on other comprehensive income increase/ (decrease) |
| Australian dollars  | 46   | (263)   | 128  | (44)  |
| Pounds sterling     | 53   | (1,217)   | 189  | (1,119)   |
| Japanese yen        | (104)  | –   | (103)  | –   |
| Canadian dollars    | 11   | (291)   | 7  | (120)   |
| New Zealand dollars | 2  | (76)  | 21   | (75)  |
| Euros               | 3  | (400)   | 2  | (56)  |

A 5 per cent weakening in the above foreign currencies against Hong Kong dollars would have had an equal but opposite effect on the Group's profit for the year and other comprehensive income.

The sensitivity analysis has been determined assuming that the change in foreign exchange rates had occurred at the end of the reporting period and had been applied to each of the Group's entities exposure to currency risk for both monetary financial assets and liabilities and derivative financial instruments in existence at that date, and that all other variables, in particular interest rates, remain constant.

The stated changes represent management's assessment of reasonably possible changes in foreign exchange rates over the period until the end of the next reporting period. In this respect, the management does not expect any significant movements in the pegged rate of 7.8 between the United States dollars and Hong Kong dollars. It is also assumed that such pegged rate would be materially unaffected by any changes in movement in value of the United States dollars against other currencies.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 4. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

#### (b) Interest Rate Risk

The Group's interest rate risk relates primarily to floating rate borrowings and deposits. In relation to these floating rate borrowings, the management aims at keeping borrowings at fixed rates at appropriate level by entering into interest rate swaps. In order to achieve this result, the Group entered into interest rate swaps to hedge against certain exposures to changes in interest rates of the borrowings. The management adopts a policy of ensuring that all the material borrowings of the Group are effectively on a fixed rate basis, either through the contractual terms of the loan facilities agreements or through the use of interest rate swaps.

Details of the Group's interest rate swaps and borrowings entered into by the Group at the end of the reporting period are set out in notes 20 and 25, respectively.

#### *Sensitivity analysis*

At 31st December, 2017, it is estimated that a general increase of 100 basis points in interest rates, with all other variables held constant, would increase the Group's profit for the year by HK\$1 million (2016: HK\$79 million). Other comprehensive income would increase by HK\$14 million (2016: HK\$20 million) in response to the general increase in interest rates. A decrease of 100 basis points in interest rate would have had an equal but opposite effect on the Group's profit for the year and other comprehensive income.

The sensitivity analysis above has been determined assuming that the change in interest rates had occurred at the end of the reporting period and had been applied to the exposure to interest rate risk for both derivative and non-derivative financial instruments in existence at that date. The 100 basis point increase represents management's assessment of a reasonably possible change in interest rates over the period until the end of the next reporting period. The analysis was performed on the same basis for 2016.

#### (c) Credit Risk

The Group's credit risk is primarily attributable to debt securities investments, derivative financial instruments entered into for hedging purposes, bank balances and deposits, trade debtors and other receivables.

In respect of trade debtors and other receivables, local management teams of subsidiaries are responsible for monitoring the procedures to ensure that follow-up actions are taken to recover overdue debts of the subsidiaries. In addition, the teams review the recoverable amount of each individual debt at the end of the reporting period to ensure that adequate impairment losses are made for irrecoverable amounts. Normally, the Group does not obtain collateral covering the outstanding balances.

## 4. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

### (c) Credit Risk (Cont'd)

Debt securities investments are normally liquid securities for long term strategic purposes. Transactions involving derivative financial instruments and liquid funds are also with banks or financial institutions of high credit standing.

The Group's maximum exposure to credit risk in the event of the counterparties' failure to perform their obligations at the end of the reporting period in relation to each class of recognised financial assets is the carrying amount of those assets as stated in the consolidated statement of financial position. Except for the guarantees given by the Group as set out in note 35, the Group does not provide any other guarantees which would expose the Group to credit risk. The maximum exposure to credit risk in respect of these guarantees at the end of the reporting period is disclosed in note 35.

Further quantitative disclosures in respect of the Group's exposure to credit risk arising from trade debtors and other receivables are set out in note 23.

The Group has no significant concentration of credit risk, with exposure spread over a number of counterparties and customers.

### (d) Liquidity Risk

The Group's treasury activities are centralised to achieve better risk control and minimise the cost of funds. Cash is generally placed in short-term deposits mostly denominated in United States dollars, Hong Kong dollars, Australian dollars, Pounds sterling, Canadian dollars, New Zealand dollars and Euros. The management aims to maintain a balance between continuity of adequate funding and the flexibility through the use of bank and other borrowings. The Group's liquidity and financing requirements are reviewed regularly to mitigate the effects of fluctuations in cash flows. The management will consider new financing while maintaining appropriate gearing for new investments and refinancing of existing debts.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 4. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

#### (d) Liquidity Risk (Cont'd)

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

| HK\$ million   | 2017            |  |                            |  |   |                   | 2016            |  |                            |  |   |                   |
|--|-----------------|--|----------------------------|--|---|-------------------|-----------------|--|----------------------------|--|---|-------------------|
|  | Carrying amount | Total contractual undiscounted cash outflows | Within 1 year or on demand | More than 1 year but less than 2 years | More than 2 years but less than 5 years | More than 5 years | Carrying amount | Total contractual undiscounted cash outflows | Within 1 year or on demand | More than 1 year but less than 2 years | More than 2 years but less than 5 years | More than 5 years |
| Unsecured bank loans   | 26,648          | 27,975                                       | 11,304                     | 320                                    | 16,351                                  | -                 | 11,842          | 12,189                                       | 7,735                      | 1,664                                  | 2,790                                   | -                 |
| Secured bank loans   | 1,284           | 1,372  | 61                         | 1,311                                  | -                                       | -                 | 1,154           | 1,332  | 52                         | 51                                     | 1,229                                   | -                 |
| Obligations under finance leases   | 24              | 24   | 10                         | 4                                      | 10                                      | -                 | 34              | 34   | 10                         | 10                                     | 14                                      | -                 |
| Unsecured notes and bonds  | 7,080           | 7,823  | 97                         | 307                                    | 281                                     | 7,138             | 3,815           | 4,238  | 2,400                      | 41                                     | 319                                     | 1,478             |
| Trade creditors  | 211             | 211  | 211                        | -                                      | -                                       | -                 | 253             | 253  | 253                        | -                                      | -                                       | -                 |
| Amount due to a joint venture  | 1               | 1  | 1                          | -                                      | -                                       | -                 | 1               | 1  | 1                          | -                                      | -                                       | -                 |
| Other payables and accruals  | 514             | 514  | 491                        | -                                      | -                                       | 23                | 478             | 478  | 454                        | 1                                      | -                                       | 23                |
|  | <b>35,762</b>   | <b>37,920</b>                                | <b>12,175</b>              | <b>1,942</b>                           | <b>16,642</b>                           | <b>7,161</b>      | <b>17,577</b>   | <b>18,525</b>                                | <b>10,905</b>              | <b>1,767</b>                           | <b>4,352</b>                            | <b>1,501</b>      |
| Derivatives settled gross:   |                 |  |                            |  |   |                   |                 |  |                            |  |   |                   |
| Forward foreign exchange contracts held as net investment hedging instruments: |                 |  |                            |  |   |                   |                 |  |                            |  |   |                   |
| - outflow  |                 | 53,192                                       | 17,135                     | 1,048                                  | 21,137                                  | 13,872            |                 | 28,489                                       | 15,985                     | -                                      | 11,248                                  | 1,256             |
| - inflow   |                 | (54,775)                                     | (16,951)                   | (1,248)                                | (22,892)                                | (13,684)          |                 | (32,575)                                     | (16,939)                   | -                                      | (14,111)                                | (1,525)           |
|  |                 | (1,583)                                      | 184                        | (200)                                  | (1,755)                                 | 188               |                 | (4,086)                                      | (954)                      | -                                      | (2,863)                                 | (269)             |

## 4. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

### (e) Other Price Risk

The Group is exposed to other price risk through its investments in securities as set out in note 19. The management manages this exposure by maintaining a portfolio of investments with different risks. For strategic purposes, the Group holds primarily equity or debt instruments operating in energy sector.

#### *Sensitivity analysis*

At 31st December, 2017, it is estimated that a 5 per cent decrease in the prices of the respective instruments, with all other variables held constant, would decrease the Group's profit for the year by HK\$2 million (2016: HK\$2 million). Other comprehensive income would decrease by HK\$9 million (2016: HK\$8 million) in response to 5 per cent decrease in the prices. A 5 per cent increase in prices would have had an equal but opposite effect on the Group's profit for the year and other comprehensive income.

The sensitivity analysis above has been determined assuming that the change in prices had occurred at the end of the reporting period and had been applied to the exposure to price risk for the Group's investments in securities at fair value in existence at that date (as set out in note 19). The 5 per cent decrease in prices represents management's assessment of a reasonably possible change in the prices of those instruments over the period until the end of the next reporting period. The analysis is performed on the same basis for 2016.

### (f) Fair Value

Except for certain investments in securities which are stated at cost, the carrying values of all financial assets and financial liabilities approximate to their fair values.

The fair value of the Group's financial instruments and non-financial instruments are grouped into Level 1 to 3 with reference to the observability and significance of the inputs used in the valuation technique as follows:

- Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities.
- Level 2: Inputs other than quoted prices included within level 1 that are observable for asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).
- Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 4. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

#### (f) Fair Value (Cont'd)

The following table provides an analysis of the Group's financial instruments and non-financial instruments that are measured at fair value at the end of the reporting period:

| Assets measured at fair value  |         |      |         |       |         |      |       |       |
|--|---------|------|---------|-------|---------|------|-------|-------|
| HK\$ million   | Level 1 |      | Level 2 |       | Level 3 |      | Total |       |
|  | 2017    | 2016 | 2017    | 2016  | 2017    | 2016 | 2017  | 2016  |
| <b>Investment properties (note 16)</b>                                 | –       | –    | 360     | 344   | –       | –    | 360   | 344   |
| <b>Financial assets at fair value through profit or loss (note 19)</b> |         |      |         |       |         |      |       |       |
| Equity securities, unlisted  | –       | –    | 46      | 46    | –       | –    | 46    | 46    |
| <b>Available-for-sale financial assets (note 19)</b>                   |         |      |         |       |         |      |       |       |
| Debt securities, unlisted  | –       | –    | 179     | 164   | –       | –    | 179   | 164   |
| <b>Derivative financial instruments (note 20)</b>                      |         |      |         |       |         |      |       |       |
| Forward foreign exchange contracts                                     | –       | –    | 1,253   | 3,160 | –       | –    | 1,253 | 3,160 |
| <b>Total</b>   | –       | –    | 1,838   | 3,714 | –       | –    | 1,838 | 3,714 |

| Liabilities measured at fair value                |         |      |         |      |         |      |       |      |
|---|---------|------|---------|------|---------|------|-------|------|
| HK\$ million                                      | Level 1 |      | Level 2 |      | Level 3 |      | Total |      |
|   | 2017    | 2016 | 2017    | 2016 | 2017    | 2016 | 2017  | 2016 |
| <b>Derivative financial instruments (note 20)</b> |         |      |         |      |         |      |       |      |
| Forward foreign exchange contracts                | –       | –    | 1,291   | 3    | –       | –    | 1,291 | 3    |
| Interest rate swaps                               | –       | –    | 413     | 422  | –       | –    | 413   | 422  |
| <b>Total</b>                                      | –       | –    | 1,704   | 425  | –       | –    | 1,704 | 425  |

The fair values of the financial assets and financial liabilities included in Level 2 category above have been determined in accordance with generally accepted pricing models.

There were no transfers between Level 1 and 2 during the year (2016: nil).

#### 4. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

##### (g) Offsetting Financial Assets and Financial Liabilities

The following tables set out the carrying amounts of financial assets and financial liabilities that are subject to enforceable master netting arrangements or similar agreements, irrespective of whether they are offset in the Group's consolidated statement of financial position.

| As at 31st December, 2017<br>HK\$ million | Gross<br>amounts of<br>recognised<br>financial<br>assets/<br>(liabilities) | Gross<br>amounts<br>offset in the<br>consolidated<br>statement<br>of financial<br>position | Net amounts<br>presented<br>in the<br>consolidated<br>statement<br>of financial<br>position | Related amounts<br>not offset in the<br>consolidated statement<br>of financial position |  | Net<br>amounts |
|---|--|--|---|---|--|----------------|
|   |  |  |   | Financial<br>assets/<br>(liabilities)   | Cash<br>collateral<br>pledged/<br>(received) |                |
| <b>Financial asset</b>                    |  |  |   |   |  |                |
| Derivative financial<br>instruments       | 487  | -  | 487   | (275)   | -  | 212            |
| <b>Financial liability</b>                |  |  |   |   |  |                |
| Derivative financial<br>instruments       | (275)  | -  | (275)   | 275   | -  | -              |

| As at 31st December, 2016<br>HK\$ million | Gross<br>amounts of<br>recognised<br>financial<br>assets/<br>(liabilities) | Gross<br>amounts<br>offset in the<br>consolidated<br>statement<br>of financial<br>position | Net amounts<br>presented<br>in the<br>consolidated<br>statement<br>of financial<br>position | Related amounts<br>not offset in the<br>consolidated statement<br>of financial position |  | Net<br>amounts |
|---|--|--|---|---|--|----------------|
|   |  |  |   | Financial<br>assets/<br>(liabilities)   | Cash<br>collateral<br>pledged/<br>(received) |                |
| <b>Financial asset</b>                    |  |  |   |   |  |                |
| Derivative financial<br>instruments       | 1,144  | -  | 1,144   | (3)   | -  | 1,141          |
| <b>Financial liability</b>                |  |  |   |   |  |                |
| Derivative financial<br>instruments       | (3)  | -  | (3)   | 3   | -  | -              |

#### 5. CRITICAL ACCOUNTING JUDGMENT AND ESTIMATES

Significant estimates and assumptions concerning the future may be required in selecting and applying the appropriate accounting methods and policies in the financial statements. The Group bases its estimates and judgments on historical experience and various other assumptions that it believes are reasonable under various circumstances. Actual results may differ from these estimates and judgments under different assumptions and conditions.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 5. CRITICAL ACCOUNTING JUDGMENT AND ESTIMATES (CONT'D)

#### (a) Impairment testing of goodwill

Goodwill are tested for impairment annually or more frequently when there is any indication of impairment which required the Group to estimate the value in use of the relevant cash-generating unit. The value in use calculation requires the Group to estimate the future cash flows expected to arise from the relevant cash-generating unit and a suitable discount rate is used in order to calculate the present value. The carrying value of goodwill as at 31st December, 2017 is HK\$934 million (2016: HK\$920 million). Details of the impairment testing of goodwill are disclosed in note 21.

#### (b) Impairment testing of intangible assets

Impairment testing of intangible assets requires significant judgment and estimate. Intangible assets with indefinite useful lives are tested for impairment annually and intangible assets with definite useful lives are tested for impairment if there is any indication that the carrying value of these assets may not be recoverable and the assets are subject to an impairment loss. The recoverable amount is the higher of an asset's fair value less costs of disposals and value in use. The value in use calculation requires the Group to estimate the future cash flows expected to arise from the relevant cash-generating unit and a suitable discount rate is used in order to calculate the present value. The carrying value of intangible assets as at 31st December, 2017 is HK\$1,635 million (2016: HK\$1,634 million).

### 6. TURNOVER

Turnover represents net sales of infrastructure materials, interest income from loans granted to associates and joint ventures, sales of waste management services, interest income from investments in securities classified as infrastructure investments and share of turnover of joint ventures.

Turnover comprises both sales and interest income from infrastructure investments and share of turnover of joint ventures as follows:

| HK\$ million   | 2017          | 2016          |
|--|---------------|---------------|
| Sales of infrastructure materials                                | 1,985         | 1,980         |
| Interest income from loans granted to associates                 | 377           | 364           |
| Interest income from loans granted to joint ventures             | 2,204         | 1,631         |
| Sales of waste management services                               | 1,450         | 1,322         |
| Interest income from investments in securities                   | –             | 24            |
| <b>Sales and interest income from infrastructure investments</b> | <b>6,016</b>  | <b>5,321</b>  |
| <b>Share of turnover of joint ventures</b>                       | <b>25,626</b> | <b>22,025</b> |
| <b>Turnover</b>  | <b>31,642</b> | <b>27,346</b> |

## 7. OTHER INCOME

Other income includes the following:

| HK\$ million                                   | 2017 | 2016 |
|--|------|------|
| Gain on disposal of an associate               | 383  | –    |
| Bank interest income                           | 97   | 114  |
| Change in fair values of investment properties | 16   | 10   |

## 8. OPERATING COSTS

Operating costs include the following:

| HK\$ million                                  | 2017  | 2016  |
|---|-------|-------|
| Staff costs including directors' emoluments   | 877   | 817   |
| Depreciation of property, plant and equipment | 202   | 193   |
| Amortisation of intangible assets             | 29    | 33    |
| Cost of inventories sold                      | 1,790 | 1,700 |
| Cost of services provided                     | 824   | 727   |

## 9. FINANCE COSTS

| HK\$ million                               | 2017       | 2016       |
|--|------------|------------|
| <b>Interest and other finance costs on</b> |            |            |
| Bank borrowings                            | 625        | 467        |
| Notes and bonds                            | 100        | 75         |
| Others                                     | (77)       | 18         |
| <b>Total</b>                               | <b>648</b> | <b>560</b> |

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 10. PROFIT BEFORE TAXATION

| HK\$ million  | 2017 | 2016 |
|---|------|------|
| <b>Profit before taxation is arrived at after charging:</b> |      |      |
| Operating lease rental for land and buildings               | 55   | 45   |
| Directors' emoluments (note 33)                             | 107  | 93   |
| Auditor's remuneration                                      | 7    | 6    |

### 11. TAXATION

- (a) Taxation is provided for at the applicable tax rates on the estimated assessable profits less available tax losses. Deferred taxation is provided on temporary differences under the liability method using tax rates applicable to the Group's operations in different countries.

| HK\$ million                         | 2017      | 2016       |
|--------------------------------------|-----------|------------|
| Current taxation – Hong Kong         | –         | (4)        |
| Current taxation – outside Hong Kong | 71        | 69         |
| Deferred taxation (note 27)          | 1         | (73)       |
| <b>Total</b>                         | <b>72</b> | <b>(8)</b> |

- (b) Reconciliation between tax charge/(credit) and accounting profit at Hong Kong profits tax rate:

| HK\$ million  | 2017         | 2016       |
|---|--------------|------------|
| Profit before taxation  | 10,928       | 10,200     |
| Less: Share of results of associates  | (3,693)      | (2,861)    |
| Share of results of joint ventures  | (5,038)      | (5,887)    |
|   | <b>2,197</b> | 1,452      |
| Tax at 16.5% (2016: 16.5%)  | <b>363</b>   | 240        |
| <b>Tax impact on:</b>   |              |            |
| Different domestic rates of subsidiaries operating in other tax jurisdictions | (142)        | (266)      |
| Income not subject to tax   | (244)        | (132)      |
| Expenses not deductible for tax purpose                                       | 75           | 135        |
| Tax losses and other temporary differences not recognised                     | 11           | 1          |
| Others  | 9            | 14         |
| <b>Tax charge/(credit)</b>  | <b>72</b>    | <b>(8)</b> |



# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 12. PROFIT FOR THE YEAR AND SEGMENT INFORMATION (CONT'D)

for the year ended 31st December

| HK\$ million   | Infrastructure Investments                  |               |                |               |               |               |                    |              |                |            |                          |              |              |              | Consolidated                    |              |                                |                |                   |               |                |                |
|--|---|---------------|----------------|---------------|---------------|---------------|--------------------|--------------|----------------|------------|--------------------------|--------------|--------------|--------------|---------------------------------|--------------|--------------------------------|----------------|-------------------|---------------|----------------|----------------|
|  | Investment in Power Assets Holdings Limited |               | United Kingdom |               | Australia     |               | Continental Europe |              | Mainland China |            | Canada and United States |              | New Zealand  |              | Infrastructure related business |              | Total before unallocated items |                | Unallocated items |               |                |                |
|  | 2017  | 2016          | 2017           | 2016          | 2017          | 2016          | 2017               | 2016         | 2017           | 2016       | 2017                     | 2016         | 2017         | 2016         | 2017                            | 2016         | 2017                           | 2016           | 2017              | 2016          |                |                |
| <b>Other information</b>   |   |               |                |               |               |               |                    |              |                |            |                          |              |              |              |                                 |              |                                |                |                   |               |                |                |
| Expenditure for segment non-current assets:                          |   |               |                |               |               |               |                    |              |                |            |                          |              |              |              |                                 |              |                                |                |                   |               |                |                |
| – Additions to property, plant and equipment                         | -   | -             | -              | -             | -             | -             | -                  | -            | -              | -          | -                        | -            | -            | -            | -                               | -            | -                              | -              | -                 | -             | -              |                |
| – Additions to intangible assets                                     | -   | -             | -              | -             | -             | -             | -                  | -            | -              | -          | -                        | -            | -            | -            | -                               | -            | -                              | -              | -                 | -             | -              |                |
| – Investments in joint ventures                                      | -   | -             | -              | -             | 17,274        | 8             | 14,237             | -            | -              | -          | -                        | 4,503        | 1,733        | -            | -                               | -            | 36,014                         | 1,741          | -                 | -             | 36,014         |                |
| as at 31st December  |   |               |                |               |               |               |                    |              |                |            |                          |              |              |              |                                 |              |                                |                |                   |               |                |                |
| <b>Assets</b>  |   |               |                |               |               |               |                    |              |                |            |                          |              |              |              |                                 |              |                                |                |                   |               |                |                |
| Interests in associates and joint ventures                           | 36,264                                      | 45,829        | 46,743         | 40,070        | 31,475        | 12,383        | 17,618             | 2,831        | 369            | 452        | 7,671                    | 3,093        | 1,012        | 1,014        | 478                             | 141,570      | 106,150                        | -              | -                 | 141,570       | 106,150        |                |
| Property, plant and equipment and investment properties <sup>§</sup> | -   | -             | -              | 62            | -             | -             | -                  | -            | -              | -          | -                        | -            | 1,014        | 885          | 1,806                           | 1,799        | 2,820                          | 2,746          | 2                 | 2             | 2,822          | 2,748          |
| Other segment assets   | -   | -             | 1,339          | 628           | -             | -             | -                  | -            | 4              | 4          | 4                        | 8            | 2,803        | 2,769        | 1,609                           | 2,333        | 5,759                          | 5,742          | -                 | -             | 5,759          | 5,742          |
| Unallocated corporate assets   | -   | -             | -              | -             | -             | -             | -                  | -            | -              | -          | -                        | -            | -            | -            | -                               | -            | -                              | -              | 9,663             | 13,270        | 9,663          | 13,270         |
| <b>Total assets</b>  | <b>36,264</b>                               | <b>45,829</b> | <b>48,082</b>  | <b>40,760</b> | <b>31,475</b> | <b>12,383</b> | <b>17,618</b>      | <b>2,831</b> | <b>373</b>     | <b>456</b> | <b>7,675</b>             | <b>3,101</b> | <b>4,829</b> | <b>4,668</b> | <b>3,833</b>                    | <b>4,610</b> | <b>150,149</b>                 | <b>114,638</b> | <b>9,665</b>      | <b>13,272</b> | <b>159,814</b> | <b>127,910</b> |
| <b>Liabilities</b>   |   |               |                |               |               |               |                    |              |                |            |                          |              |              |              |                                 |              |                                |                |                   |               |                |                |
| Segment liabilities  | -   | -             | -              | 3             | -             | 42            | -                  | -            | 13             | 18         | 23                       | 10           | 1,950        | 1,869        | 660                             | 633          | 2,646                          | 2,575          | -                 | -             | 2,646          | 2,575          |
| Unallocated corporate liabilities                                    | -   | -             | -              | -             | -             | -             | -                  | -            | -              | -          | -                        | -            | -            | -            | -                               | -            | -                              | -              | 38,976            | 19,148        | 38,976         | 19,148         |
| <b>Total liabilities</b>   | <b>-</b>                                    | <b>-</b>      | <b>-</b>       | <b>3</b>      | <b>-</b>      | <b>42</b>     | <b>-</b>           | <b>-</b>     | <b>13</b>      | <b>18</b>  | <b>23</b>                | <b>10</b>    | <b>1,950</b> | <b>1,869</b> | <b>660</b>                      | <b>633</b>   | <b>2,646</b>                   | <b>2,575</b>   | <b>38,976</b>     | <b>19,148</b> | <b>41,622</b>  | <b>21,723</b>  |

Notes:

# Sales of infrastructure materials comprise sales in Hong Kong of HK\$1,087 million (2016: HK\$1,257 million), sales in Mainland China of HK\$896 million (2016: HK\$721 million) and sales in other region of HK\$2 million (2016: HK\$2 million).

§ The carrying value of HK\$617 million (2016: HK\$615 million) and HK\$1,189 million (2016: HK\$1,184 million) of the property, plant and equipment and investment properties of infrastructure related business are located in Hong Kong and Mainland China respectively.

## 12. PROFIT FOR THE YEAR AND SEGMENT INFORMATION (CONT'D)

Segment profit attributable to shareholders of the Company represents the profit earned by each segment after the profit attributable to owners of perpetual capital securities and non-controlling interests without allocation of gains or losses from treasury activities, corporate overheads and other expenses of the Group's head office.

For the purposes of monitoring segment performance and allocating resources between segments:

- all assets are allocated to reportable segments other than financial assets of the Group's head office; and
- all liabilities are allocated to reportable segments other than financial and other liabilities of the Group's head office.

## 13. EARNINGS PER SHARE

The calculation of earnings per share is based on the profit attributable to shareholders of the Company of HK\$10,256 million (2016: HK\$9,636 million) and on the weighted average of 2,519,610,945 shares (2016: 2,519,610,945 shares) in issue during the year.

The 131,065,097 shares issued in connection with the issue of perpetual capital securities in March 2016 (note 30) were excluded from the calculation of earnings per share since these shares are disregarded for the purpose of determining the number of shares held by the public.

## 14. DIVIDENDS

| (a) | HK\$ million  | 2017         | 2016  |
|-----|---|--------------|-------|
|     | Interim dividend paid of HK\$0.67 per share<br>(2016: HK\$0.63 per share)   | 1,688        | 1,587 |
|     | Proposed final dividend of HK\$1.71 per share<br>(2016: HK\$1.63 per share) | 4,309        | 4,107 |
|     | <b>Total</b>  | <b>5,997</b> | 5,694 |

During the year, dividends of HK\$5,997 million (2016: HK\$5,694 million) are stated after elimination of HK\$312 million (2016: HK\$296 million) paid/proposed for the shares issued in connection with the issue of perpetual capital securities (note 30).

| (b) | HK\$ million  | 2017  | 2016  |
|-----|---|-------|-------|
|     | Final dividend in respect of the previous financial year,<br>approved and paid during the year, of<br>HK\$1.63 per share (2016: HK\$1.55 per share) | 4,107 | 3,905 |

Final dividend in respect of the previous financial year, approved and paid during the year ended 31st December, 2017, is stated after elimination of HK\$214 million (2016: HK\$203 million) for the shares issued in connection with the issue of perpetual capital securities (note 30).

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 15. PROPERTY, PLANT AND EQUIPMENT

| HK\$ million                     | Medium term<br>leasehold land<br>in Hong Kong | Medium term<br>leasehold<br>land outside<br>Hong Kong | Freehold<br>land<br>outside<br>Hong Kong | Buildings  | Mains,<br>pipes, other<br>plant and<br>machinery | Furniture,<br>fixtures<br>and others | Total        |
|----------------------------------|---|---|--|------------|--|--------------------------------------|--------------|
| <b>Cost</b>                      |   |   |  |            |  |                                      |              |
| At 1st January, 2016             | 393   | 110   | 165                                      | 1,353      | 2,790  | 75                                   | 4,886        |
| Transfer between categories      | -   | -   | -  | 26         | (26)   | -                                    | -            |
| Additions                        | -   | -   | 3  | 13         | 283  | 4                                    | 303          |
| Disposals                        | -   | -   | -  | -          | (93)   | (7)                                  | (100)        |
| Exchange translation differences | -   | (7)   | 2  | (60)       | (78)   | (4)                                  | (147)        |
| At 31st December, 2016           | 393   | 103   | 170                                      | 1,332      | 2,876  | 68                                   | 4,942        |
| Transfer between categories      | -   | -   | -  | (13)       | 13   | -                                    | -            |
| Additions                        | -   | -   | 22                                       | 1          | 229  | 2                                    | 254          |
| Disposals                        | -   | -   | -  | (1)        | (176)  | (5)                                  | (182)        |
| Exchange translation differences | -   | 6   | 2  | 58         | 87   | 3                                    | 156          |
| At 31st December, 2017           | 393   | 109   | 194                                      | 1,377      | 3,029  | 68                                   | 5,170        |
| <b>Accumulated depreciation</b>  |   |   |  |            |  |                                      |              |
| At 1st January, 2016             | 187   | 47  | -  | 652        | 1,583  | 38                                   | 2,507        |
| Charge for the year              | 7   | 2   | -  | 22         | 154  | 8                                    | 193          |
| Disposals                        | -   | -   | -  | -          | (90)   | (7)                                  | (97)         |
| Exchange translation differences | -   | (3)   | -  | (21)       | (39)   | (2)                                  | (65)         |
| At 31st December, 2016           | 194   | 46  | -  | 653        | 1,608  | 37                                   | 2,538        |
| Transfer between categories      | -   | -   | -  | (6)        | 6  | -                                    | -            |
| Charge for the year              | 7   | 2   | -  | 22         | 163  | 8                                    | 202          |
| Disposals                        | -   | -   | -  | (1)        | (98)   | (5)                                  | (104)        |
| Exchange translation differences | -   | 3   | -  | 20         | 47   | 2                                    | 72           |
| At 31st December, 2017           | 201   | 51  | -  | 688        | 1,726  | 42                                   | 2,708        |
| <b>Carrying value</b>            |   |   |  |            |  |                                      |              |
| <b>At 31st December, 2017</b>    | <b>192</b>                                    | <b>58</b>   | <b>194</b>                               | <b>689</b> | <b>1,303</b>                                     | <b>26</b>                            | <b>2,462</b> |
| At 31st December, 2016           | 199   | 57  | 170                                      | 679        | 1,268  | 31                                   | 2,404        |

## 15. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

The carrying value of the Group's mains, pipes, other plant and machinery includes an amount of HK\$23 million (2016: HK\$32 million) in respect of assets held under finance leases.

## 16. INVESTMENT PROPERTIES

| HK\$ million                                   |            |
|--|------------|
| Medium term leases in Hong Kong, at fair value |            |
| At 1st January, 2016                           | 334        |
| Change in fair values                          | 10         |
| At 31st December, 2016                         | 344        |
| Change in fair values                          | 16         |
| <b>At 31st December, 2017</b>                  | <b>360</b> |

The fair values of the Group's investment properties at 31st December, 2017 and 2016 are determined based on a valuation carried out by Mr. K. B. Wong for and on behalf of DTZ Debenham Tie Leung Limited, independent qualified professional valuers not connected with the Group. Mr. K. B. Wong is a member of the Hong Kong Institute of Surveyors. The valuation which reflects the highest and best use was arrived at by reference to comparable market transactions and also taking reference of capitalising the rental income derived from the existing tenancies with due provision for the reversionary income potential of the properties.

## 17. INTERESTS IN ASSOCIATES

| HK\$ million  | 2017          | 2016          |
|---|---------------|---------------|
| Investment costs  |               |               |
| – Listed in Hong Kong                                   | 8,495         | 8,687         |
| – Unlisted  | 730           | 838           |
| Share of post-acquisition reserves                      | 30,295        | 39,181        |
|   | 39,520        | 48,706        |
| Amounts due by unlisted associates (note 36)            | 3,588         | 3,471         |
|   | 43,108        | 52,177        |
| <b>Market value of investment in a listed associate</b> | <b>53,505</b> | <b>56,703</b> |

Included in the amounts due by unlisted associates are subordinated loans of HK\$3,444 million (2016: HK\$3,348 million). The rights in respect of these loans are subordinated to the rights of any other lenders to the associates.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 17. INTERESTS IN ASSOCIATES (CONT'D)

Summarised financial information of Power Assets Holdings Limited ("Power Assets"), the only material associate, are adjusted for any differences in accounting policies, and reconciled to the carrying amounts in the consolidated financial statements, are disclosed below.

#### (a) Financial information of the material associate as at 31st December

| HK\$ million  | Power Assets |         |
|---|--------------|---------|
|   | 2017         | 2016    |
| Current assets  | 25,574       | 61,871  |
| Non-current assets  | 81,248       | 67,396  |
| Current liabilities   | (6,832)      | (2,641) |
| Non-current liabilities   | (4,589)      | (8,725) |
| Equity  | 95,401       | 117,901 |
| <b>Reconciled to the Group's interests in the material associate</b>  |              |         |
| Group's effective interest  | 38.01%       | 38.87%  |
| Group's shares of net assets of the material associate and its carrying amount in the consolidated financial statements | 36,264       | 45,829  |

#### (b) Financial information of the material associate for the year ended 31st December

| HK\$ million                                  | Power Assets |         |
|---|--------------|---------|
|   | 2017         | 2016    |
| Turnover                                      | 1,420        | 1,288   |
| Profit for the year                           | 8,319        | 6,417   |
| Other comprehensive income/(expense)          | 1,482        | (5,798) |
| Total comprehensive income                    | 9,801        | 619     |
| Dividend received from the material associate | 12,685       | 2,257   |

#### (c) Aggregate information of associates that are not individually material

| HK\$ million  | 2017  | 2016  |
|---|-------|-------|
| Aggregate carrying amount of individually insignificant associates in the consolidated financial statements | 3,256 | 2,877 |
| Aggregate amounts of the Group's share of those associates'   |       |       |
| Profit for the year   | 479   | 367   |
| Other comprehensive (expense)/income  | (91)  | 13    |
| Total comprehensive income  | 388   | 380   |

Particulars of the principal associates are set out in Appendix 2 on pages 158 and 159.

## 18. INTERESTS IN JOINT VENTURES

| HK\$ million                            | 2017   | 2016   |
|---|--------|--------|
| Investment costs                        | 44,849 | 32,573 |
| Share of post-acquisition reserves      | 9,693  | 3,169  |
|   | 54,542 | 35,742 |
| Impairment losses                       | (141)  | (141)  |
|   | 54,401 | 35,601 |
| Amounts due by joint ventures (note 36) | 44,061 | 18,372 |
|   | 98,462 | 53,973 |

Included in the amounts due by joint ventures are subordinated loans of HK\$27,161 million (2016: HK\$11,436 million). The rights in respect of these loans are subordinated to the rights of any other lenders to the joint ventures.

The Directors reviewed certain joint ventures' operations and financial positions as at 31st December, 2017 and no further impairment loss is considered necessary for the year (2016: nil).

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 18. INTERESTS IN JOINT VENTURES (CONT'D)

Summarised financial information of CK William UK Holdings Limited (“CK William”) (which privatised DUET Group in 2017) and UK Power Networks Holdings Limited (“UK Power Networks”), the material joint ventures, adjusted for any differences in accounting policies, and a reconciliation to the carrying amount in the consolidated financial statements, are disclosed below.

#### (a) Financial information of the material joint ventures as at 31st December

| HK\$ million  | CK William <sup>#</sup> | UK Power Networks |          |
|---|-------------------------|-------------------|----------|
|   | 2017                    | 2017              | 2016     |
| Current assets  | 4,365                   | 3,441             | 3,150    |
| Non-current assets  | 91,858                  | 123,654           | 108,025  |
| Current liabilities   | (8,435)                 | (8,139)           | (7,510)  |
| Non-current liabilities   | (66,588)                | (70,370)          | (63,837) |
| Equity  | 21,200                  | 48,586            | 39,828   |
| <b>Reconciled to the Group's interest in the joint ventures</b>                       |                         |                   |          |
| Group's effective interest  | 40%                     | 40%               | 40%      |
| Group's share of net assets of the joint ventures                                     | 8,480                   | 19,434            | 15,931   |
| Consolidation adjustments at Group level and non-controlling interests                | 397                     | 124               | 113      |
| Carrying amount of the joint ventures in the consolidated financial statements        | 8,877                   | 19,558            | 16,044   |
| Included in the above assets and liabilities:   |                         |                   |          |
| Cash and cash equivalents   | 2,022                   | 783               | 776      |
| Current financial liabilities (excluding trade and other payables and provisions)     | (4,756)                 | (901)             | (835)    |
| Non-current financial liabilities (excluding trade and other payables and provisions) | (60,874)                | (55,160)          | (50,336) |

<sup>#</sup> The purchase price allocation is provisional and may be subject to further fair value adjustments.

## 18. INTERESTS IN JOINT VENTURES (CONT'D)

### (b) Financial information of the material joint ventures for the year ended 31st December

| HK\$ million                              | CK William | UK<br>Power Networks |         |
|---|------------|----------------------|---------|
|   | 2017       | 2017                 | 2016    |
| Turnover                                  | 7,277      | 17,531               | 18,136  |
| Profit for the year                       | 676        | 6,846                | 7,321   |
| Other comprehensive income/(expense)      | 128        | (783)                | (3,110) |
| Total comprehensive income                | 804        | 6,063                | 4,211   |
| Dividend received from the joint ventures | –          | 549                  | 899     |
| Included in the above profit:             |            |                      |         |
| Depreciation and amortisation             | (1,800)    | (2,346)              | (2,225) |
| Interest income                           | 11         | 293                  | 326     |
| Interest expense                          | (1,260)    | (2,494)              | (2,649) |
| Income tax expense                        | (231)      | (1,646)              | (1,205) |

### (c) Aggregate information of joint ventures that are not individually material

| HK\$ million   | 2017   | 2016    |
|--|--------|---------|
| Aggregate carrying amount of individually immaterial joint ventures in the consolidated financial statements | 25,966 | 19,557  |
| Aggregate amounts of the Group's share of those joint ventures'  |        |         |
| Profit for the year  | 2,029  | 2,959   |
| Other comprehensive income/(expense)   | 818    | (1,758) |
| Total comprehensive income   | 2,847  | 1,201   |

Particulars of the principal joint ventures are set out in Appendix 3 on pages 160 and 161.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 19. INVESTMENTS IN SECURITIES

| HK\$ million  | 2017       | 2016       |
|---|------------|------------|
| <b>Financial assets at fair value through profit or loss*</b> |            |            |
| Equity securities, unlisted                                   | 46         | 46         |
| <b>Available-for-sale financial assets</b>                    |            |            |
| Equity securities, unlisted, at cost                          | 477        | 438        |
| Debt securities, unlisted, at fair value                      | 179        | 164        |
| <b>Total</b>  | <b>702</b> | <b>648</b> |

\* designated as financial assets at fair value through profit or loss in accordance with HKAS 39

### 20. DERIVATIVE FINANCIAL INSTRUMENTS

| HK\$ million                       | 2017   |             | 2016   |             |
|------------------------------------|--------|-------------|--------|-------------|
|                                    | Assets | Liabilities | Assets | Liabilities |
| Forward foreign exchange contracts | 1,253  | (1,291)     | 3,160  | (3)         |
| Interest rate swaps                | –      | (413)       | –      | (422)       |
|                                    | 1,253  | (1,704)     | 3,160  | (425)       |
| <b>Portion classified as:</b>      |        |             |        |             |
| Non-current                        | 1,253  | (1,287)     | 2,178  | (422)       |
| Current                            | –      | (417)       | 982    | (3)         |
|                                    | 1,253  | (1,704)     | 3,160  | (425)       |

## 20. DERIVATIVE FINANCIAL INSTRUMENTS (CONT'D)

### Currency Derivatives

During the current year, the Group utilised currency derivatives to hedge long-term foreign investments. The Group is a party to a variety of foreign currency forward contracts in the management of its exchange rate exposures. No material cash flow is expected to occur in the coming year.

The following contracts are outstanding as at the end of the reporting period and the major terms of these contracts are as follows:

| As at 31st December, 2017 |          |
|---------------------------|----------|
| Notional amount           | Maturity |
| Sell GBP 1,161.4 million* | 2018     |
| Sell AUD 159.3 million*   | 2018     |
| Sell NZD 280.0 million*   | 2018     |
| Sell CAD 416.7 million*   | 2018     |
| Sell GBP 100.0 million*   | 2019     |
| Sell EUR 200.0 million*   | 2020     |
| Sell GBP 760.0 million*   | 2020     |
| Sell CAD 114.9 million*   | 2020     |
| Sell GBP 250.4 million*   | 2021     |
| Sell EUR 515.0 million*   | 2022     |
| Sell GBP 76.0 million*    | 2022     |
| Sell CAD 400.0 million*   | 2022     |
| Sell EUR 450.0 million*   | 2024     |
| Sell CAD 200.0 million*   | 2024     |
| Sell AUD 1,414.8 million* | 2027     |

| As at 31st December, 2016 |          |
|---------------------------|----------|
| Notional amount           | Maturity |
| Sell GBP 1,161.4 million* | 2017     |
| Sell AUD 159.3 million*   | 2017     |
| Sell NZD 280.0 million*   | 2017     |
| Sell CAD 416.7 million*   | 2017     |
| Sell GBP 100.0 million*   | 2019     |
| Sell EUR 70.0 million*    | 2020     |
| Sell GBP 760.0 million*   | 2020     |
| Sell GBP 250.4 million*   | 2021     |
| Sell EUR 65.0 million*    | 2022     |
| Sell GBP 76.0 million*    | 2022     |

\* designated as hedging instrument in accordance with HKAS 39

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 20. DERIVATIVE FINANCIAL INSTRUMENTS (CONT'D)

#### Currency Derivatives (Cont'd)

The fair values of the above currency derivatives that are designated and effective as net investment hedges totalling HK\$38 million (net liabilities to the Group) (2016: HK\$3,157 million (net assets to the Group)) have been deferred in equity at 31st December, 2017.

None of above currency derivatives is designated and effective as cash flow hedges and fair value hedges at 31st December, 2017 and 2016.

#### Interest Rate Swaps

During the current year, the Group utilised interest rate swaps to manage its exposure to interest rate movements on its bank borrowings by swapping a proportion of those borrowings from floating rates to fixed rates. The notional principal amounts of the interest rate swap contracts outstanding as at 31st December, 2017 and the major terms of these contracts are as follows:

| As at 31st December, 2017<br>HK\$ million | Floating<br>interest rate | Weighted<br>average fixed<br>interest rate | Notional<br>principal<br>amount |
|---|---------------------------|--|---------------------------------|
| Contract maturing in 2018                 | EURIBOR*                  | 2.00%                                      | 1,824                           |
| Contracts maturing in 2019                | BKBM*                     | 3.48%                                      | 818                             |
| Contracts maturing in 2022                | LIBOR*                    | 1.89%                                      | 6,288                           |
| Contracts maturing in 2025                | BBSW*                     | 2.70%                                      | 3,054                           |

| As at 31st December, 2016<br>HK\$ million | Floating<br>interest rate | Weighted<br>average fixed<br>interest rate | Notional<br>principal<br>amount |
|---|---------------------------|--|---------------------------------|
| Contract maturing in 2018                 | EURIBOR*                  | 2.00%                                      | 1,592                           |
| Contracts maturing in 2019                | BKBM*                     | 3.48%                                      | 806                             |
| Contracts maturing in 2022                | LIBOR*                    | 1.89%                                      | 5,772                           |
| Contracts maturing in 2025                | BBSW*                     | 2.70%                                      | 2,866                           |

- \* BBSW – Australian Bank Bill Swap Reference Rate  
 EURIBOR – Euro Interbank Offered Rate  
 BKBM – New Zealand Bank Bill Reference Rate  
 LIBOR – London Interbank Offered Rate

The fair values of the above interest rate swaps that are designated and effective as cash flow hedges totalling HK\$232 million (net liabilities to the Group) (2016: HK\$251 million) have been deferred in equity at 31st December, 2017.

## 21. GOODWILL AND INTANGIBLE ASSETS

| HK\$ million      | 2017         | 2016         |
|-------------------|--------------|--------------|
| Goodwill          | 934          | 920          |
| Intangible assets | 1,635        | 1,634        |
| <b>Total</b>      | <b>2,569</b> | <b>2,554</b> |

### Goodwill

| HK\$ million            | 2017       | 2016       |
|-------------------------|------------|------------|
| At 1st January          | 920        | 905        |
| Exchange difference     | 14         | 15         |
| <b>At 31st December</b> | <b>934</b> | <b>920</b> |

For the purpose of impairment test, the recoverable amount of the cash-generating units is determined based on value in use calculations.

The Group prepared its cash flow projections of each cash-generating unit based on the latest approved budget plus extrapolated cash flows for the subsequent 4 years (2016: 4 years) except for a landfill where the whole life model is used. Cash flow projections for each cash-generating unit are based on the expected terminal growth rate of 3 per cent (2016: 3 per cent). The Group considers that cash flow projections of 5 years (2016: 5 years) are appropriate as they entered long-term contracts with customers.

The model uses a terminal value which is equal to eight to ten times of earnings before interest, taxation, depreciation and amortisation and discount rate of 7.8 per cent to 13.9 per cent (2016: 7.8 per cent to 13.8 per cent). The impairment test of its assets is then assessed using the value in use for each cash-generating unit. Based on impairment tests prepared, there is no impairment for goodwill as at 31st December, 2017 and 2016.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 21. GOODWILL AND INTANGIBLE ASSETS (CONT'D)

#### Intangible Assets

| HK\$ million                     | Brand name<br>and trademarks | Customer<br>contracts | Resource<br>consents | Computer<br>software | Others   | Total        |
|----------------------------------|------------------------------|-----------------------|----------------------|----------------------|----------|--------------|
| Cost                             |                              |                       |                      |                      |          |              |
| At 1st January, 2016             | 125                          | 57                    | 1,461                | 36                   | 10       | 1,689        |
| Additions                        | –                            | –                     | 1                    | 17                   | 1        | 19           |
| Exchange translation differences | 2                            | 1                     | 26                   | –                    | 1        | 30           |
| At 31st December, 2016           | 127                          | 58                    | 1,488                | 53                   | 12       | 1,738        |
| Additions                        | –                            | 1                     | –                    | 4                    | 1        | 6            |
| Disposals                        | –                            | –                     | (5)                  | –                    | –        | (5)          |
| Exchange translation differences | 2                            | 1                     | 22                   | 1                    | –        | 26           |
| At 31st December, 2017           | 129                          | 60                    | 1,505                | 58                   | 13       | 1,765        |
| Accumulated amortisation         |                              |                       |                      |                      |          |              |
| At 1st January, 2016             | –                            | 18                    | 39                   | 4                    | 8        | 69           |
| Charge for the year              | –                            | 6                     | 22                   | 3                    | 2        | 33           |
| Exchange translation differences | –                            | –                     | 2                    | –                    | –        | 2            |
| At 31st December, 2016           | –                            | 24                    | 63                   | 7                    | 10       | 104          |
| Charge for the year              | –                            | 7                     | 16                   | 5                    | 1        | 29           |
| Disposals                        | –                            | –                     | (5)                  | –                    | –        | (5)          |
| Exchange translation differences | –                            | 1                     | 1                    | –                    | –        | 2            |
| At 31st December, 2017           | –                            | 32                    | 75                   | 12                   | 11       | 130          |
| Carrying value                   |                              |                       |                      |                      |          |              |
| <b>At 31st December, 2017</b>    | <b>129</b>                   | <b>28</b>             | <b>1,430</b>         | <b>46</b>            | <b>2</b> | <b>1,635</b> |
| At 31st December, 2016           | 127                          | 34                    | 1,425                | 46                   | 2        | 1,634        |

For brand name and trademarks of the Group that are regarded to have indefinite useful lives, there is no foreseeable limit to the period over which these assets are expected to generate cash flows for the Group.

For other intangible assets of the Group that are regarded to have finite useful lives, they are amortised on a straight-line basis according to their legal lives or contract lives.

## 22. INVENTORIES

| HK\$ million                     | 2017       | 2016       |
|----------------------------------|------------|------------|
| Raw materials                    | 49         | 35         |
| Work-in-progress                 | 41         | 36         |
| Stores, spare parts and supplies | 56         | 51         |
| Finished goods                   | 24         | 17         |
| <b>Total</b>                     | <b>170</b> | <b>139</b> |

## 23. DEBTORS AND PREPAYMENTS

| HK\$ million                                | 2017       | 2016       |
|---|------------|------------|
| Trade debtors                               | 286        | 308        |
| Prepayments, deposits and other receivables | 518        | 320        |
| <b>Total</b>                                | <b>804</b> | <b>628</b> |

The aging analysis of the Group's trade debtors is as follows:

| HK\$ million  | 2017       | 2016       |
|---|------------|------------|
| Current   | 178        | 191        |
| Less than 1 month past due                          | 85         | 96         |
| 1 to 3 months past due                              | 13         | 20         |
| More than 3 months but less than 12 months past due | 14         | 4          |
| More than 12 months past due                        | 21         | 22         |
| Amount past due                                     | 133        | 142        |
| Allowance for doubtful debts                        | (25)       | (25)       |
| <b>Total after allowance</b>                        | <b>286</b> | <b>308</b> |

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 23. DEBTORS AND PREPAYMENTS (CONT'D)

Trade with customers is carried out largely on credit, except for new customers, residential customers of waste management services and customers with unsatisfactory payment records, where payment in advance is normally required. Invoices are normally due within 1 month of issuance, except for certain well-established customers, where the terms are extended to 2 months, and certain customers with disputed items, where the terms are negotiated individually. Each customer has a maximum credit limit, which was granted and approved by senior management in accordance with the laid-down credit review policy and procedures.

The movement in the allowance for doubtful debts during the year is as follows:

| HK\$ million                     | 2017      | 2016      |
|----------------------------------|-----------|-----------|
| At 1st January                   | 25        | 33        |
| Impairment loss recognised       | 1         | –         |
| Impairment loss written back     | (2)       | (6)       |
| Uncollective amounts written off | –         | (1)       |
| Exchange translation differences | 1         | (1)       |
| <b>At 31st December</b>          | <b>25</b> | <b>25</b> |

At 31st December, 2017, gross trade debtors' balances totalling HK\$25 million (2016: HK\$25 million) were individually determined to be impaired, which related to customers that were in financial difficulties. Consequently, specific allowance for doubtful debts of HK\$25 million (2016: HK\$25 million) was recognised at 31st December, 2017. The Group does not hold any collateral over these balances.

## 23. DEBTORS AND PREPAYMENTS (CONT'D)

The aging analysis of trade debtors that are neither individually nor collectively considered to be impaired is as follows:

| HK\$ million  | 2017       | 2016       |
|---|------------|------------|
| Neither past due nor impaired                       | 178        | 191        |
| Less than 1 month past due                          | 85         | 96         |
| 1 to 3 months past due                              | 13         | 17         |
| More than 3 months but less than 12 months past due | 8          | –          |
| More than 12 months past due                        | 2          | 4          |
| Amount past due                                     | 108        | 117        |
| <b>Total</b>  | <b>286</b> | <b>308</b> |

The trade debtors that were neither past due nor impaired related to customers for whom there was no recent history of default.

The trade debtors that were past due but not impaired related to customers that had good track records with the Group. Management believes that no impairment allowance is necessary in respect of these balances as there has not been a significant change in credit quality and the balances are still considered fully recoverable. The Group does not hold any collateral over these balances.

## 24. BANK BALANCES AND DEPOSITS

Bank balances and deposits carry average effective interest rate at 0.93 per cent (2016: 1.19 per cent) per annum.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 25. BANK AND OTHER LOANS

| HK\$ million                                | 2017          | 2016          |
|---|---------------|---------------|
| Unsecured bank loans repayable:             |               |               |
| Within 1 year                               | 10,886        | 7,566         |
| In the 2nd year                             | –             | 1,592         |
| In the 3rd to 5th year, inclusive           | 15,762        | 2,684         |
|   | 26,648        | 11,842        |
| Obligations under finance leases repayable: |               |               |
| Within 1 year                               | 10            | 10            |
| In the 2nd year                             | 4             | 10            |
| In the 3rd to 5th year, inclusive           | 10            | 14            |
|   | 24            | 34            |
| Unsecured notes and bonds repayable:        |               |               |
| Within 1 year                               | –             | 2,325         |
| In the 2nd year                             | 211           | –             |
| In the 3rd to 5th year, inclusive           | –             | 205           |
| After 5 years                               | 6,869         | 1,285         |
|   | 7,080         | 3,815         |
| Secured bank loans repayable:               |               |               |
| In the 2nd year                             | 1,284         | –             |
| In the 3rd to 5th year, inclusive           | –             | 1,154         |
|   | 1,284         | 1,154         |
| <b>Total</b>                                | <b>35,036</b> | <b>16,845</b> |
| <b>Portion classified as:</b>               |               |               |
| Current liabilities                         | 10,896        | 9,901         |
| Non-current liabilities                     | 24,140        | 6,944         |
| <b>Total</b>                                | <b>35,036</b> | <b>16,845</b> |

## 25. BANK AND OTHER LOANS (CONT'D)

The carrying amounts of the Group's borrowings are denominated in the following currencies:

| HK\$ million | Bank loans    |        | Finance leases |      | Notes        |       | Bonds        |      | Total         |        |
|--------------|---------------|--------|----------------|------|--------------|-------|--------------|------|---------------|--------|
|              | 2017          | 2016   | 2017           | 2016 | 2017         | 2016  | 2017         | 2016 | 2017          | 2016   |
| GBP          | 3,144         | 2,886  | –              | –    | –            | –     | –            | –    | 3,144         | 2,886  |
| AUD          | 16,276        | 6,544  | –              | –    | –            | –     | –            | –    | 16,276        | 6,544  |
| JPY          | 842           | 820    | –              | –    | 1,264        | 1,230 | –            | –    | 2,106         | 2,050  |
| EUR          | 926           | 1,592  | –              | –    | –            | –     | 5,556        | –    | 6,482         | 1,592  |
| NZD          | 1,284         | 1,154  | 24             | 34   | –            | –     | –            | –    | 1,308         | 1,188  |
| USD          | 5,460         | –      | –              | –    | –            | 2,325 | –            | –    | 5,460         | 2,325  |
| HKD          | –             | –      | –              | –    | 260          | 260   | –            | –    | 260           | 260    |
| <b>Total</b> | <b>27,932</b> | 12,996 | <b>24</b>      | 34   | <b>1,524</b> | 3,815 | <b>5,556</b> | –    | <b>35,036</b> | 16,845 |

The average effective interest rates of the Group's bank loans and finance leases are 2.41 per cent (2016: 2.96 per cent) per annum and 7.41 per cent (2016: 8.20 per cent) per annum, respectively.

The Group's notes and bonds of HK\$7,080 million (2016: HK\$1,490 million) were arranged at fixed interest rate and exposed the Group to fair value interest rate risk. Other borrowings were arranged at floating rates, thus exposed the Group to cash flow interest rate risk.

Bank loans and floating rate notes carried interest at floating rate, which was determined with reference to BBSY\*, LIBOR, USD LIBOR, EURIBOR, BKBM or British Bankers Association Interest Settlement Rate for Yen deposit plus an average margin less than 2 per cent (2016: 2 per cent) per annum.

Fixed rate notes, bonds and finance leases carried interest ranging from 1.00 per cent to 11.00 per cent (2016: 1.75 per cent to 13.50 per cent) per annum.

The shares of a subsidiary were pledged to secure bank borrowings totalling HK\$1,284 million (2016: HK\$1,154 million) granted to the Group.

\* BBSY – Australian Bank Bill Swap Bid Rate

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 25. BANK AND OTHER LOANS (CONT'D)

Details of the present value of the minimum finance lease payments are shown below:

| HK\$ million                                     | 2017 | 2016 |
|--|------|------|
| <b>Minimum lease payments:</b>                   |      |      |
| Within 1 year                                    | 10   | 10   |
| In the 2nd year                                  | 4    | 10   |
| In the 3rd to 5th year, inclusive                | 10   | 14   |
|  | 24   | 34   |
| Less: Future finance charges                     | –    | –    |
| <b>Present value of lease payments</b>           | 24   | 34   |
| Less: Amount due for settlement within 12 months | (10) | (10) |
| Amount due for settlement after 12 months        | 14   | 24   |

At 31st December, 2017, the remaining weighted average lease term was 2.75 years (2016: 3.4 years). All leases are denominated in NZD on a fixed repayment basis and no arrangements have been entered into for contingent rental payments. The Group's obligations under finance leases are secured by the lessors' charge over the leased assets (note 15).

### 26. CREDITORS AND ACCRUALS

| HK\$ million                | 2017  | 2016  |
|-----------------------------|-------|-------|
| Trade creditors             | 211   | 253   |
| Other payables and accruals | 4,031 | 3,584 |
| <b>Total</b>                | 4,242 | 3,837 |

The aging analysis of the Group's trade creditors is as follows:

| HK\$ million  | 2017 | 2016 |
|---------------|------|------|
| Current       | 142  | 192  |
| 1 month       | 30   | 20   |
| 2 to 3 months | 9    | 7    |
| Over 3 months | 30   | 34   |
| <b>Total</b>  | 211  | 253  |

## 27. DEFERRED TAX ASSETS/LIABILITIES

| HK\$ million             | 2017       | 2016       |
|--------------------------|------------|------------|
| Deferred tax assets      | (7)        | (29)       |
| Deferred tax liabilities | 468        | 481        |
| <b>Total</b>             | <b>461</b> | <b>452</b> |

The followings are the major deferred tax (assets)/liabilities recognised by the Group and movements thereon during the current and prior years:

| HK\$ million   | Accelerated<br>tax<br>depreciation | Tax<br>losses | Fair value<br>arising from<br>business<br>combination | Others      | Total      |
|--|------------------------------------|---------------|---|-------------|------------|
| At 1st January, 2016                                 | 96                                 | (22)          | 404   | (11)        | 467        |
| Charge/(Credit) to profit for the year               | 7                                  | (74)          | (8)   | 2           | (73)       |
| Credit to other comprehensive<br>income for the year | –                                  | –             | –   | (8)         | (8)        |
| Exchange translation differences                     | (2)                                | 5             | 7   | (1)         | 9          |
| Others   | –                                  | 67            | –   | (10)        | 57         |
| At 31st December, 2016                               | 101                                | (24)          | 403   | (28)        | 452        |
| Charge/(Credit) to profit for the year               | 4                                  | (14)          | (1)   | 12          | 1          |
| Charge to other comprehensive<br>income for the year | –                                  | –             | –   | 4           | 4          |
| Exchange translation differences                     | 2                                  | (2)           | 6   | 1           | 7          |
| Others   | (26)                               | 34            | –   | (11)        | (3)        |
| <b>At 31st December, 2017</b>                        | <b>81</b>                          | <b>(6)</b>    | <b>408</b>  | <b>(22)</b> | <b>461</b> |

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 27. DEFERRED TAX ASSETS/LIABILITIES (CONT'D)

Apart from the unused tax losses of which the deferred tax assets were recognised as presented above, the Group had unused tax losses and other unused tax credits totalling HK\$1,410 million (2016: HK\$1,322 million) at 31st December, 2017. No deferred tax asset has been recognised in respect of these tax losses and tax credits due to the unpredictability of future profit streams to utilise the available tax losses and tax credits.

An analysis of the expiry dates of the tax losses and tax credits is as follows:

| HK\$ million                      | 2017         | 2016         |
|-----------------------------------|--------------|--------------|
| Within 1 year                     | 27           | 8            |
| In the 2nd year                   | 20           | 26           |
| In the 3rd to 5th year, inclusive | 200          | 204          |
| No expiry date                    | 1,163        | 1,084        |
| <b>Total</b>                      | <b>1,410</b> | <b>1,322</b> |

### 28. RETIREMENT PLANS

#### (a) Defined Contribution Retirement Plans

The Group provides defined contribution retirement plans for its eligible employees except for a defined benefit plan for the employees of certain subsidiaries as detailed in (b) below.

Contributions to the defined contribution plans in Hong Kong are made by either the employer only at 10 per cent of the employees' monthly basic salaries or by both the employer and the employees each at 10 or 15 per cent of the employees' monthly basic salaries. The Company and its Hong Kong subsidiaries also participate in master trust Mandatory Provident Fund ("MPF") schemes operated by independent service providers. Mandatory contributions to these MPF schemes are made by both the employers and employees at 5 per cent of the employees' monthly relevant income each capped at HK\$30,000.

Contribution to the defined contribution plans in New Zealand are made by either the employer only at 9 per cent of the employees' monthly basic salaries or by both the employer and employees each at 4 to 9 per cent of the employees' monthly basic salaries.

## 28. RETIREMENT PLANS (CONT'D)

### (a) Defined Contribution Retirement Plans (Cont'd)

As the Group's retirement plans in Hong Kong, including the defined benefit plan mentioned in (b) below, are all MPF-exempted recognised occupational retirement schemes ("ORSO schemes"), except for certain subsidiaries of which the new Hong Kong employees have to join the MPF schemes, the Group offers an option to its new Hong Kong employees to elect between the ORSO schemes and the MPF schemes.

The Group's costs in respect of defined contribution plans for the year amounted to HK\$25 million (2016: HK\$23 million). Forfeited contributions and earnings for the year under the defined contribution plans amounting to HK\$1 million were used to reduce the existing level of contributions (2016: nil). At 31st December, 2017, there were no forfeited contributions and earnings available to the Group to reduce its contributions to the defined contribution plans in future years (2016: nil).

### (b) Defined Benefit Retirement Plan operating in Hong Kong

Certain subsidiaries of the Group operate a defined benefit retirement plan in Hong Kong for their eligible employees. Contributions to the defined benefit plan are made by the employees at either 5 or 7 per cent of the employees' salaries and contributions made by the employer are based on the recommendations of an independent actuary according to a periodic actuarial valuation of the plan.

The plan exposes the Group to actuarial risks, such as interest rate risk, investment risk, longevity risk and salary risk.

Actuarial valuation of the defined benefit plan according to HKAS 19 "Employee Benefits" was carried out at 31st December, 2017, by Ms. Phoebe W. Y. Shair of Towers Watson Hong Kong Limited, who is a Fellow of the Society of Actuaries. The present value of the defined benefit obligations, the related current service cost and past service cost, if any, were measured using the Projected Unit Credit Method. The principal actuarial assumptions used are as follows:

|                                  | 2017                   | 2016            |
|----------------------------------|------------------------|-----------------|
| Discount rate at 31st December   | <b>1.70% per annum</b> | 1.00% per annum |
| Expected rate of salary increase | <b>4.00% per annum</b> | 5.00% per annum |

The actuarial valuation showed that the market value of plan assets was HK\$65 million (2016: HK\$79 million) and that the actuarial value of these assets represented 105 per cent (2016: 85 per cent) of the benefits that had accrued to members.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 28. RETIREMENT PLANS (CONT'D)

#### (b) Defined Benefit Retirement Plan operating in Hong Kong (Cont'd)

The below analysis shows how the defined benefit obligation as at 31st December, 2017 would have increased/(decreased) as a result of 0.25 per cent change in the significant actuarial assumptions:

| HK\$ million                     | Increase<br>in 0.25% | Decrease<br>in 0.25% |
|----------------------------------|----------------------|----------------------|
| Discount rate                    | (1)                  | 1                    |
| Expected rate of salary increase | –                    | –                    |

The above sensitivity analysis is based on the assumption that changes in actuarial assumptions are not correlated and therefore it does not take into account the correlations between the actuarial assumptions.

The following amounts in respect of the defined benefit plan have been debited to the consolidated income statement under operating costs:

| HK\$ million   | 2017     | 2016     |
|--|----------|----------|
| Current service cost (net of employee contributions)           | 3        | 3        |
| <b>Net amount debited to the consolidated income statement</b> | <b>3</b> | <b>3</b> |

The actual return on plan assets for the year ended 31st December, 2017 was a gain of HK\$15 million (2016: HK\$1 million).

The amount included in the consolidated statement of financial position at 31st December, 2017 arising from the Group's obligations in respect of its defined benefit plan in Hong Kong is as follows:

| HK\$ million   | 2017       | 2016      |
|--|------------|-----------|
| Present value of defined benefit obligations   | 62         | 93        |
| Fair value of plan assets  | (65)       | (79)      |
| <b>Employee retirement benefit (assets)/liabilities classified as other non-current liabilities included in the consolidated statement of financial position</b> | <b>(3)</b> | <b>14</b> |

## 28. RETIREMENT PLANS (CONT'D)

### (b) Defined Benefit Retirement Plan operating in Hong Kong (Cont'd)

Changes in the present value of the defined benefit obligations are as follows:

| HK\$ million   | 2017      | 2016      |
|--|-----------|-----------|
| At 1st January                                       | 93        | 91        |
| Current service cost (net of employee contributions) | 3         | 3         |
| Actual benefits paid                                 | (31)      | (4)       |
| Actual employee contributions                        | 1         | 1         |
| Actuarial loss on experience                         | –         | 2         |
| Actuarial gain on financial assumptions              | (3)       | –         |
| Actuarial gain on demographic assumptions            | (1)       | –         |
| <b>At 31st December</b>                              | <b>62</b> | <b>93</b> |

Changes in the fair value of the plan assets are as follows:

| HK\$ million                                     | 2017      | 2016      |
|--|-----------|-----------|
| At 1st January                                   | 79        | 81        |
| Return on plan assets greater than discount rate | 15        | –         |
| Actual company contributions                     | 1         | 1         |
| Actual employee contributions                    | 1         | 1         |
| Actual benefits paid                             | (31)      | (4)       |
| <b>At 31st December</b>                          | <b>65</b> | <b>79</b> |

Major categories of the plan assets at the end of the reporting period are analysed as follows:

| As at 31st December | 2017        | 2016        |
|---------------------|-------------|-------------|
| Equity instruments  | 64%         | 59%         |
| Debt instruments    | 36%         | 41%         |
| <b>Total</b>        | <b>100%</b> | <b>100%</b> |

All the equity instruments and debt instruments have quoted prices in active markets.

The Group recognised net actuarial gain on defined benefit obligations amounting to HK\$4 million (2016: loss of HK\$2 million) directly through other comprehensive income. Return on plan assets greater than discount rate amounting to HK\$15 million (2016: nil) was recognised through other comprehensive income in 2017.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 28. RETIREMENT PLANS (CONT'D)

#### (b) Defined Benefit Retirement Plan operating in Hong Kong (Cont'd)

Another actuarial valuation was completed at 1st January, 2016 by Ms. Phoebe W. Y. Shair of Towers Watson Hong Kong Limited, who is a Fellow of the Society of Actuaries, to determine the funding rates to be adopted by the Group in accordance with requirements of Occupational Retirement Schemes Ordinance. The actuarial method adopted was Attained Age Funding Method. The major assumptions used were the long-term average annual rate of investment return on the plan assets at 5 per cent per annum, and the average annual salary increases at 5 per cent per annum. The actuarial valuation showed that the fair value of the plan assets attributable to the Group at 31st December, 2015 represented 103 per cent of the present value of the obligations as at that date. Contributions to fund the obligations were based upon the recommendations of actuary to fully fund the retirement plan on an ongoing basis. The funding rates will be reviewed no later than 1st January, 2019 as required by Occupational Retirement Schemes Ordinance.

The Group expects to make a contribution of HK\$1 million (2016: HK\$2 million) to the defined benefit plan during the next financial year.

### 29. SHARE CAPITAL

|  | Number of Shares     |                      | Amount               |                      |
|--|----------------------|----------------------|----------------------|----------------------|
|  | 2017                 | 2016                 | 2017<br>HK\$ million | 2016<br>HK\$ million |
| <b>Authorised:</b>   |                      |                      |                      |                      |
| Ordinary shares of HK\$1 each  | 4,000,000,000        | 4,000,000,000        | 4,000                | 4,000                |
| <b>Issued and fully paid:</b>  |                      |                      |                      |                      |
| At 1st January   | 2,650,676,042        | 2,519,610,945        | 2,651                | 2,520                |
| Issue of new shares in connection with the issue of perpetual capital securities (note 30) | –                    | 131,065,097          | –                    | 131                  |
| <b>At 31st December</b>  | <b>2,650,676,042</b> | <b>2,650,676,042</b> | <b>2,651</b>         | <b>2,651</b>         |

### 30. PERPETUAL CAPITAL SECURITIES

On 29th September, 2010, the Group issued US\$1,000 million 6.625 per cent guaranteed perpetual capital securities at an issue price of 100 per cent. These perpetual capital securities were issued for general corporate funding purposes. Distributions on these perpetual capital securities are paid semi-annually in arrears from 29th March, 2011 and may be deferred at the discretion of the Group. These perpetual capital securities have no fixed maturity and are redeemable at the Group's option on or after 29th September, 2015 at their principal amounts together with any accrued, unpaid or deferred distributions. While any distributions are unpaid or deferred, the Company will not declare, pay dividends or make distributions or similar periodic payments in respect of, or repurchase, redeem or otherwise acquire any securities of lower or equal rank.

On 29th March, 2016, the Company redeemed these perpetual capital securities by paying US\$1,033.1 million, being US\$1,000 million outstanding principal and US\$33.1 million accrued distribution up to 29th March, 2016, to the securities owner.

On 1st March, 2016, OVPH Limited (the "Issuer") issued US\$1,200 million perpetual capital securities which are guaranteed by the Company and listed on Hong Kong Stock Exchange at an issue price of 100 per cent. Distribution is payable semi-annually in arrear based on a fixed rate, which is 5.875 per cent per annum. Distribution by the Issuer may be deferred at its sole discretion. These perpetual capital securities have no fixed maturity and are redeemable in whole, but not in part, at the Issuer's option on 1st March, 2021, or any distribution payment date falling thereafter at their principal amounts together with any accrued, unpaid or deferred distributions. While any distributions are unpaid or deferred, the Company will not declare, pay dividends or make distributions or similar periodic payments in respect of, or repurchase, redeem or otherwise acquire any securities of lower or equal rank.

On 2nd March, 2016, the Company issued 131,065,097 new ordinary shares to the Issuer for a consideration of approximately US\$1,200 million (equivalent to approximately HK\$9,360 million). The net proceeds for the shares issued were approximately HK\$9,245 million. The shares were issued in connection with the issue of the above perpetual capital securities. A swap agreement dated 1st March, 2016 was entered into between the Company and the Issuer under which the Issuer is obliged to act in accordance with directions from the Company on certain matters. As a result, these shares were accounted for as treasury shares.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 30. PERPETUAL CAPITAL SECURITIES (CONT'D)

On 23rd August, 2017, the Group issued US\$500 million 4.85 per cent guaranteed perpetual capital securities at an issue price of 100 per cent. These perpetual capital securities were issued for general corporate funding purposes. Distributions on these perpetual capital securities are paid semi-annually in arrears from 23rd August, 2017 and may be deferred at the discretion of the Group. These perpetual capital securities have no fixed maturity and are redeemable at the Group's option on or after 23rd August, 2022 at their principal amounts together with any accrued, unpaid or deferred distributions. While any distributions are unpaid or deferred, the Company will not declare, pay dividends or make distributions or similar periodic payments in respect of, or repurchase, redeem or otherwise acquire any securities of lower or equal rank.

On 3rd November, 2017, the Group issued US\$150 million 4.85 per cent guaranteed perpetual capital securities at an issue price of 100 per cent plus an amount corresponding to accrued distribution from and including 23rd August, 2017 to, but excluding 3rd November, 2017. The perpetual capital securities were issued for general corporate funding purposes. Distributions on these perpetual capital securities are paid from 23rd August, 2017 and may be deferred at the discretion of the Group. These perpetual capital securities have no fixed maturity and are redeemable at the Group's option on or after 23rd August, 2022 at their principal amounts together with any accrued, unpaid or deferred distributions. While any distributions are unpaid or deferred, the Company will not declare, pay dividends or make distributions or similar periodic payments in respect of, or repurchase, redeem or otherwise acquire any securities of lower or equal rank.

### 31. CAPITAL MANAGEMENT

The Group's primary objectives when managing capital are to safeguard the Group's ability to continue as a going concern, so that it can expand and generate attractive and predictable returns for shareholders and benefits for other stakeholders, by establishing and maintaining a quality investment portfolio with stable earnings and appropriate level of risks that the management are comfortable with.

The capital structure of the Group consists of debts, which includes bank borrowings, notes, bonds and obligations under finance leases as detailed in note 25, bank balances and deposits, equity attributable to shareholders of the Company, comprising issued share capital and reserves, and perpetual capital securities as detailed in the consolidated statement of changes in equity.

The management actively and regularly reviews and manages the Group's capital structure to maintain a balance between high shareholders' returns and strong capital position, and makes adjustments to the capital structure in light of changes in the global market conditions.

The Group maintained a low net debt to net total capital ratio of 17.6 per cent (2016: 4.5 per cent) as at 31st December, 2017. The management targets to maintain a solid capital position to pursue more new investment opportunities. The Group's overall strategy remains unchanged from 2016.

The net debt to net total capital ratio at 31st December, 2017 and 2016 was as follows:

| HK\$ million                               | 2017         | 2016     |
|--|--------------|----------|
| Total debts                                | 35,036       | 16,845   |
| Bank balances and deposits                 | (9,781)      | (11,790) |
| Net debt                                   | 25,255       | 5,055    |
| Net total capital                          | 143,447      | 111,242  |
| <b>Net debt to net total capital ratio</b> | <b>17.6%</b> | 4.5%     |

During the current year, the Company acted as the guarantor in respect of certain loan facilities granted to its subsidiaries, and fully complied with the capital requirements under the loan facility agreements.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 32. NOTES TO CONSOLIDATED STATEMENT OF CASH FLOWS

#### (a) Cash from Operations

| HK\$ million   | 2017         | 2016         |
|--|--------------|--------------|
| Profit before taxation                                   | 10,928       | 10,200       |
| Share of results of associates                           | (3,693)      | (2,861)      |
| Share of results of joint ventures                       | (5,038)      | (5,887)      |
| Interest income from loans granted to associates         | (377)        | (364)        |
| Interest income from loans granted to joint ventures     | (2,204)      | (1,631)      |
| Bank and other interest income                           | (97)         | (114)        |
| Interest income from investments in securities           | –            | (24)         |
| Finance costs  | 648          | 560          |
| Depreciation of property, plant and equipment            | 202          | 193          |
| Amortisation of intangible assets                        | 29           | 33           |
| Change in fair values of investment properties           | (16)         | (10)         |
| Gain on disposal of property, plant and equipment        | (14)         | –            |
| Gain on disposal of an associate                         | (383)        | –            |
| Gain on disposal of a joint venture                      | (23)         | –            |
| Gain on disposal of investments in securities            | –            | (781)        |
| Change in fair value of derivative financial instruments | 10           | 124          |
| Pension costs of defined benefit retirement plans        | 3            | 3            |
| Unrealised exchange loss                                 | 57           | 260          |
| Returns received from joint ventures                     | 253          | 176          |
| Interest received from investments in securities         | –            | 24           |
| Interest received from associates                        | 376          | 365          |
| Interest received from joint ventures                    | 2,099        | 1,761        |
| Contributions to defined benefit retirement plans        | (1)          | (1)          |
| Others   | (126)        | (125)        |
| Operating cash flows before changes in working capital   | 2,633        | 1,901        |
| (Increase)/Decrease in inventories                       | (31)         | 26           |
| (Increase)/Decrease in debtors and prepayments           | (63)         | 134          |
| Increase in creditors and accruals                       | 311          | 414          |
| Exchange translation differences                         | 150          | 15           |
| <b>Cash from operations</b>                              | <b>3,000</b> | <b>2,490</b> |

### 32. NOTES TO CONSOLIDATED STATEMENT OF CASH FLOWS (CONT'D)

#### (b) Reconciliation of liabilities arising from financial activities

| HK\$ million                  | Unsecured<br>bank loans | Secured<br>bank loans | Obligations<br>under<br>finance<br>leases | Unsecured<br>notes and<br>bonds | Total         |
|-------------------------------|-------------------------|-----------------------|---|---------------------------------|---------------|
| At 1st January, 2016          | 12,410                  | 1,008                 | 22  | 3,737                           | 17,177        |
| Financing cash flows          | –                       | 124                   | 11  | –                               | 135           |
| Exchange (loss)/gain          | (568)                   | 22                    | 1   | 78                              | (467)         |
| At 31st December, 2016        | 11,842                  | 1,154                 | 34  | 3,815                           | 16,845        |
| Financing cash flows          | 13,479                  | 113                   | (10)                                      | 3,176                           | 16,758        |
| Exchange gain                 | 1,327                   | 17                    | –   | 89                              | 1,433         |
| <b>At 31st December, 2017</b> | <b>26,648</b>           | <b>1,284</b>          | <b>24</b>                                 | <b>7,080</b>                    | <b>35,036</b> |

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 33. EMOLUMENTS OF DIRECTORS AND FIVE HIGHEST PAID INDIVIDUALS

Directors' emoluments comprise payments to the Company's directors by the Group in connection with the management of the affairs of the Group. The independent non-executive directors ("INED") receive an annual director's fee of HK\$75,000 each; and for those acting as the audit committee members ("ACM") and remuneration committee members ("RCM"), additional annual fee of HK\$80,000 each is paid for the former and HK\$25,000 each is paid for the latter. The emoluments of each of the Company's directors for the current year, excluding emoluments received from the Group's associates, are as follows:

| HK\$ million                           | Basic Salaries,<br>Allowances and |                | Bonuses       | Provident Fund Inducement or<br>Contributions Compensation |          | Total<br>Emoluments<br>2017 | Total<br>Emoluments<br>2016 |
|--|-----------------------------------|----------------|---------------|--|----------|-----------------------------|-----------------------------|
|  | Fees                              | Other Benefits |               | Fees   | Fees     |                             |                             |
| Li Tzar Kuoi, Victor <sup>(1)</sup>    | 0.075                             | -              | 32.268        | -  | -        | <b>32.343</b>               | 30.510                      |
| Kam Hing Lam                           | 0.075                             | 4.200          | 11.356        | -  | -        | <b>15.631</b>               | 15.300                      |
| Ip Tak Chuen, Edmond                   | 0.075                             | 1.800          | 11.356        | -  | -        | <b>13.231</b>               | 12.900                      |
| Fok Kin Ning, Canning <sup>(1)</sup>   | 0.075                             | -              | -             | -  | -        | <b>0.075</b>                | 0.075                       |
| Andrew John Hunter <sup>(1)</sup>      | 0.075                             | 11.592         | 13.095        | 1.158  | -        | <b>25.920</b>               | 24.013                      |
| Chan Loi Shun <sup>(1 and 2)</sup>     | 0.075                             | 6.289          | 3.031         | 0.627  | -        | <b>10.022</b>               | 9.594                       |
| Chen Tsien Hua <sup>(3)</sup>          | 0.075                             | 4.938          | 2.706         | 0.492  | -        | <b>8.211</b>                | N/A                         |
| Chow Woo Mo Fong, Susan <sup>(4)</sup> | -                                 | -              | -             | -  | -        | <b>-</b>                    | 0.044                       |
| Frank John Sixt <sup>(1)</sup>         | 0.075                             | -              | -             | -  | -        | <b>0.075</b>                | 0.075                       |
| Cheong Ying Chew, Henry <sup>(5)</sup> | 0.180                             | -              | -             | -  | -        | <b>0.180</b>                | 0.180                       |
| Kwok Eva Lee <sup>(5)</sup>            | 0.155                             | -              | -             | -  | -        | <b>0.155</b>                | 0.155                       |
| Sng Sow-Mei <sup>(5)</sup>             | 0.155                             | -              | -             | -  | -        | <b>0.155</b>                | 0.155                       |
| Colin Stevens Russel <sup>(5)</sup>    | 0.180                             | -              | -             | -  | -        | <b>0.180</b>                | 0.180                       |
| Lan Hong Tsung, David <sup>(5)</sup>   | 0.155                             | -              | -             | -  | -        | <b>0.155</b>                | 0.155                       |
| Barrie Cook                            | 0.075                             | -              | -             | -  | -        | <b>0.075</b>                | 0.075                       |
| Paul Joseph Tighe <sup>(3)</sup>       | 0.052                             | -              | -             | -  | -        | <b>0.052</b>                | -                           |
| Lee Pui Ling, Angelina                 | 0.075                             | -              | -             | -  | -        | <b>0.075</b>                | 0.075                       |
| George Colin Magnus                    | 0.075                             | -              | -             | -  | -        | <b>0.075</b>                | 0.075                       |
| <b>Total for the year 2017</b>         | <b>1.702</b>                      | <b>28.819</b>  | <b>73.812</b> | <b>2.277</b>   | <b>-</b> | <b>106.610</b>              |                             |
| Total for the year 2016                | 1.619                             | 23.106         | 67.128        | 1.708  | -        |                             | 93.561                      |

Notes:

- (1) During the year, Mr. Li Tzar Kuoi, Victor, Mr. Andrew John Hunter and Mr. Chan Loi Shun each received directors' fees of HK\$70,000 (2016: HK\$70,000), Mr. Fok Kin Ning, Canning received director's fees of HK\$120,000 (2016: HK\$120,000) from Power Assets. In 2016, Mr. Frank John Sixt received directors' fee of HK\$70,000 from Power Assets. The directors' fees totalling HK\$330,000 (2016: HK\$400,000) were then paid back to the Company.
- (2) During the year, part of the directors' emoluments in the sum of HK\$4,696,800 (2016: HK\$4,560,000) received by Mr. Chan Loi Shun from Power Assets were paid back to the Company.

### 33. EMOLUMENTS OF DIRECTORS AND FIVE HIGHEST PAID INDIVIDUALS (CONT'D)

Notes (Cont'd):

- (3) Ms. Chen Tsien Hua and Mr. Paul Joseph Tighe have been appointed as directors of the Company with effect from 1st January, 2017 and 21st April, 2017, respectively.
- (4) Mrs. Chow Woo Mo Fong, Susan was retired as director of the Company with effect from 1st August, 2016.
- (5) INED, ACM and RCM – During the year, Mr. Cheong Ying Chew, Henry, Mrs. Kwok Eva Lee, Mr. Lan Hong Tsung, David, Mr. Colin Stevens Russel and Mrs. Sng Sow-Mei have acted as INED and ACM of the Company. Mr. Cheong Ying Chew, Henry and Mr. Colin Stevens Russel have acted as RCM of the Company during the year. The total emoluments paid to these INED, ACM and RCM during the year were HK\$825,000 (2016: HK\$825,000).

Of the 5 individuals with the highest emoluments in the Group, all (2016: all) are directors whose emoluments are disclosed above.

### 34. COMMITMENTS

- (a) The Group's capital commitments outstanding at 31st December and not provided for in the consolidated financial statements are as follows:

| HK\$ million                  | Contracted but not provided for |            |
|-------------------------------|---------------------------------|------------|
|                               | 2017                            | 2016       |
| Investment in a joint venture | 464                             | 486        |
| Plant and machinery           | 40                              | 52         |
| <b>Total</b>                  | <b>504</b>                      | <b>538</b> |

- (b) At 31st December, the Group had outstanding commitments under non-cancellable operating leases in respect of land and buildings and other assets, which fall due as follows:

| HK\$ million                      | 2017       | 2016       |
|-----------------------------------|------------|------------|
| Within 1 year                     | 59         | 38         |
| In the 2nd to 5th year, inclusive | 144        | 64         |
| Over 5 years                      | 132        | 49         |
| <b>Total</b>                      | <b>335</b> | <b>151</b> |

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 35. CONTINGENT LIABILITIES

The contingent liabilities of the Group are as follows:

| HK\$ million  | 2017         | 2016         |
|---|--------------|--------------|
| Guarantee in respect of bank loan drawn by joint ventures | 1,312        | 1,225        |
| Other guarantees given in respect of a joint venture      | 760          | 724          |
| Performance bond indemnities                              | 92           | 101          |
| Sub-contractor warranties                                 | –            | 6            |
| <b>Total</b>  | <b>2,164</b> | <b>2,056</b> |

### 36. MATERIAL RELATED PARTY TRANSACTIONS

During the year, the Group advanced HK\$28 million (2016: HK\$6 million) to its unlisted associates. The Group received return of capital of HK\$105 million (2016: HK\$175 million) and repayment of HK\$125 million (2016: nil) from an unlisted associate during the year. The total outstanding loan balances as at 31st December, 2017 amounted to HK\$3,588 million (2016: HK\$3,471 million), of which HK\$3,444 million (2016: HK\$3,348 million) at fixed rates ranging from 10.85 per cent to 11.19 per cent (2016: from 10.85 per cent to 11.19 per cent) per annum and HK\$144 million (2016: HK\$123 million) was interest-free. The average effective interest rate of the loan granted to associates is 11.02 per cent (2016: 11.05 per cent) per annum. As stated in note 6, interest income from loans granted to associates during the year amounted to HK\$377 million (2016: HK\$364 million). Except for a loan of HK\$94 million (2016: HK\$94 million) which was repayable within four years (2016: five years), the loans had no fixed terms of repayment.

During the year, the Group advanced HK\$10 million (2016: HK\$13 million) to its joint ventures. The Group received repayments totalling HK\$86 million (2016: HK\$4 million) from its joint ventures. The total outstanding loan balances as at 31st December, 2017 amounted to HK\$44,061 million (2016: HK\$18,372 million), of which HK\$18,510 million (2016: HK\$4,808 million) bore interest with reference to London Interbank Offered Rate, Australian Bank Bill Swap Reference Rate and return from joint ventures, and HK\$25,139 million (2016: HK\$13,167 million) at fixed rate ranging from 4.9 per cent to 14 per cent (2016: from 8 per cent to 14 per cent) per annum, and HK\$412 million (2016: HK\$397 million) was interest-free. The average effective interest rate of the loan granted to joint ventures is 7.64 per cent (2016: 9.18 per cent) per annum. As stated in note 6, interest income from loans granted to joint ventures during the year amounted to HK\$2,204 million (2016: HK\$1,631 million). The loans had no fixed terms of repayment.

Moreover, the Group's sales and purchases of infrastructure materials to/from a joint venture for the current year amounted to HK\$401 million (2016: HK\$413 million) and HK\$1 million (2016: HK\$2 million), respectively. The Group also received income and incurred operating costs from sales of waste management services from/to its joint ventures amounted to HK\$91 million (2016: HK\$87 million) and HK\$50 million (2016: HK\$44 million), respectively for the current year.

The emoluments of key management have been presented in note 33 above.

The above related party transactions made during the year did not constitute connected transactions or continuing connected transactions.

### 37. STATEMENT OF FINANCIAL POSITION AND RESERVES OF THE COMPANY

as at 31st December

#### (a) Statement of Financial Position of the Company

| HK\$ million                                | 2017          | 2016          |
|---|---------------|---------------|
| Property, plant and equipment               | 2             | 2             |
| Unlisted investments in subsidiaries        | 49,429        | 44,970        |
| <b>Total non-current assets</b>             | <b>49,431</b> | <b>44,972</b> |
| Amounts due from subsidiaries               | 52,105        | 20,858        |
| Amount due from a joint venture             | 2             | 2             |
| Prepayments, deposits and other receivables | 98            | 36            |
| Bank balances                               | 15            | 33            |
| <b>Total current assets</b>                 | <b>52,220</b> | <b>20,929</b> |
| Amounts due to subsidiaries                 | 46,602        | 10,600        |
| Other payables and accruals                 | 289           | 284           |
| <b>Total current liabilities</b>            | <b>46,891</b> | <b>10,884</b> |
| <b>Net current assets</b>                   | <b>5,329</b>  | <b>10,045</b> |
| <b>Net assets</b>                           | <b>54,760</b> | <b>55,017</b> |
| Representing:                               |               |               |
| Share capital                               | 2,651         | 2,651         |
| Reserves                                    | 52,109        | 52,366        |
| <b>Total equity</b>                         | <b>54,760</b> | <b>55,017</b> |

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 37. STATEMENT OF FINANCIAL POSITION AND RESERVES OF THE COMPANY (CONT'D)

#### (b) Movements in the Company's Reserves

| HK\$ million                          | Share capital | Share premium | Retained profits | Total         |
|---------------------------------------|---------------|---------------|------------------|---------------|
| At 1st January, 2016                  | 2,520         | 16,153        | 27,338           | 46,011        |
| Profit for the year                   | –             | –             | 5,539            | 5,539         |
| Final dividend paid for the year 2015 | –             | –             | (4,108)          | (4,108)       |
| Interim dividend paid                 | –             | –             | (1,670)          | (1,670)       |
| Issue of new ordinary shares          | 131           | 9,114         | –                | 9,245         |
| At 31st December, 2016                | 2,651         | 25,267        | 27,099           | 55,017        |
| Profit for the year                   | –             | –             | 5,840            | 5,840         |
| Final dividend paid for the year 2016 | –             | –             | (4,321)          | (4,321)       |
| Interim dividend paid                 | –             | –             | (1,776)          | (1,776)       |
| <b>At 31st December, 2017</b>         | <b>2,651</b>  | <b>25,267</b> | <b>26,842</b>    | <b>54,760</b> |

### 38. COMPARATIVE FIGURES

Certain comparative figures have been reclassified to conform to the current year's presentation.

### 39. APPROVAL OF CONSOLIDATED FINANCIAL STATEMENTS

The consolidated financial statements set out on pages 94 to 161 were approved by the Board of Directors on 16th March, 2018.

## PRINCIPAL SUBSIDIARIES

### APPENDIX 1

The table below shows the subsidiaries as at 31st December, 2017 which, in the opinion of the Directors, principally affected the results or assets of the Group. To give details of all the subsidiaries would, in the opinion of the Directors, result in particulars of excessive length.

| Name  | Place of incorporation/<br>principal place of business | Issued<br>share capital                                    | Proportion of<br>nominal value<br>of issued capital<br>held by the Group<br>(per cent) | Principal activities   |
|---|--|--|--|--|
| Anderson Asia (Holdings) Limited                          | Hong Kong  | HK\$1<br>ordinary<br>HK\$60,291,765<br>Non-voting deferred | 100  | Investment holding   |
| Anderson Asphalt Limited                                  | Hong Kong  | HK\$30,300,000   | 100  | Production and<br>laying of asphalt and<br>investment holding                |
| Cheung Kong China Infrastructure Limited                  | Hong Kong  | HK\$2  | 100  | China infrastructure<br>investment holding                                   |
| China Cement Company (International) Limited              | Hong Kong  | HK\$1,000,000  | 70   | Investment holding   |
| Green Island Cement Company, Limited                      | Hong Kong  | HK\$306,694,931  | 100  | Manufacturing, sale and<br>distribution of cement<br>and property investment |
| Green Island Cement (Holdings) Limited                    | Hong Kong  | HK\$722,027,503  | 100  | Investment holding   |
| Cheung Kong Infrastructure Finance<br>(BVI) Limited       | British Virgin Islands/<br>Hong Kong                   | US\$1  | 100  | Financing  |
| Daredon Assets Limited                                    | British Virgin Islands/<br>Hong Kong                   | US\$1  | 100  | Financing  |
| Cheung Kong Infrastructure Finance<br>(Australia) Pty Ltd | Australia  | A\$63,840,181  | 100  | Financing  |
| Enviro Waste Services Limited                             | New Zealand  | NZ\$84,768,736   | 100  | Waste management<br>services   |

Note: The shares of all the above subsidiaries are indirectly held by the Company.

## PRINCIPAL ASSOCIATES

### APPENDIX 2

The table below shows the associates as at 31st December, 2017 which, in the opinion of the Directors, principally affected the results or assets of the Group. To give details of all the associates would, in the opinion of the Directors, result in particulars of excessive length.

| Name   | Place of incorporation/<br>principal place of business | Issued<br>share capital | Percentage<br>of equity<br>attributable<br>to the Group | Principal activities                                |
|--|--|-------------------------|---|---|
| Power Assets Holdings Limited (note 1)       | Hong Kong  | HK\$6,610,008,417       | 38  | Investment in energy and utility-related businesses |
| SA Power Networks Partnership (note 2)       | Australia  | N/A                     | 23  | Electricity distribution                            |
| Victoria Power Networks Pty Limited (note 3) | Australia  | A\$315,498,640          | 23  | Electricity distribution                            |

Notes:

1. The associate is listed on Hong Kong Stock Exchange.
2. SA Power Networks Partnership, an unincorporated body, is formed by the following companies:

CKI Utilities Development Limited  
PAI Utilities Development Limited  
Spark Infrastructure SA (No.1) Pty Ltd  
Spark Infrastructure SA (No.2) Pty Ltd  
Spark Infrastructure SA (No.3) Pty Ltd

CKI Utilities Development Limited and PAI Utilities Development Limited, both of which are associates of the Group, together own a 51 per cent interest in SA Power Networks Partnership.

The partnership operates and manages the electricity distribution business in the State of South Australia of Australia.

3. Victoria Power Networks Pty Limited owns 100 per cent interests in the following companies:

Powercor Australia Ltd  
CitiPower Pty Ltd  
The CitiPower Trust

Powercor Australia Ltd and The CitiPower Trust each operates and manages an electricity distribution business in the State of Victoria of Australia.

## PRINCIPAL JOINT VENTURES

### APPENDIX 3

The table below shows the joint ventures as at 31st December, 2017 which, in the opinion of the Directors, principally affected the results or assets of the Group. To give details of all the joint ventures would, in the opinion of the Directors, result in particulars of excessive length.

| Name   | Place of incorporation/<br>principal place of business | Issued<br>share capital  | Percentage<br>of equity<br>attributable<br>to the Group | Principal activities                                 |
|--|--|--|---|--|
| UK Power Networks Holdings Limited           | United Kingdom   | £6,000,000<br>A ordinary<br>£4,000,000<br>B ordinary<br>£360,000,000<br>A preference<br>£240,000,000<br>B preference | 40  | Electricity distribution                             |
| Northumbrian Water Group Limited             | United Kingdom   | £19<br>A ordinary<br>£142<br>B ordinary  | 40  | Water supply, sewerage<br>and waste water businesses |
| Northern Gas Networks Holdings Limited       | United Kingdom   | £71,670,979<br>ordinary<br>£1<br>special   | 47  | Gas distribution                                     |
| Wales & West Gas Networks (Holdings) Limited | United Kingdom   | £290,272,506   | 30  | Gas distribution                                     |
| Electricity First Limited                    | United Kingdom   | £4   | 50  | Electricity generation                               |
| Eversholt UK Rails Limited                   | United Kingdom   | £102   | 50  | Leasing of rolling stock                             |
| CK William UK Holdings Limited (note 1 & 2)  | United Kingdom   | £2,049,000,000   | 40  | Investment holding                                   |
| Australian Gas Networks Limited              | Australia  | A\$879,082,753   | 45  | Gas distribution                                     |
| Canadian Power Holdings Inc.                 | Canada   | C\$139,000,000<br>ordinary<br>C\$23,000,000<br>preference  | 50  | Electricity generation                               |
| 1822604 Alberta Ltd.                         | Canada   | C\$1   | 50  | Off-airport<br>parking operation                     |

## APPENDIX 3 (CONT'D)

| Name  | Place of incorporation/<br>principal place of business | Issued<br>share capital   | Percentage<br>of equity<br>attributable<br>to the Group | Principal activities   |
|---|--|---|---|--|
| Husky Midstream Limited Partnership                 | Canada   | C\$1,153,845,000<br>class A units<br>C\$621,301,154<br>class B units<br>C\$1,776,923<br>general partnership<br>interest | 16  | Oil pipelines,<br>storage facilities and<br>ancillary assets operation                                 |
| CKP (Canada) Holdings Limited                       | Canada   | C\$1,143,862,830  | 25  | Water heater and HVAC<br>(heating, ventilation and<br>air conditioning) rentals,<br>sales and services |
| Wellington Electricity Distribution Network Limited | New Zealand  | NZ\$172,000,100   | 50  | Electricity distribution   |
| Trionista TopCo GmbH                                | Germany  | €25,000   | 35  | Sub-metering<br>and related services   |
| AVR-Afvalverwerking B.V.                            | The Netherlands  | €1  | 35  | Producing energy<br>from waste   |
| Iberwind – Desenvolvimento e Projectos, S.A.        | Portugal   | €50,000   | 50  | Generation and sale of<br>wind energy  |

### Notes:

1. CK William UK Holdings Limited owns 100 per cent interests in the following companies:

Energy Developments Pty Limited  
Multinet Group Holdings Pty Limited  
DBNGP Holdings Pty Limited

Energy Developments Pty Limited owns and operates an energy generation business mainly in Australia. Multinet Group Holdings Pty Limited and DBNGP Holdings Pty Limited operate natural gas distribution businesses in Australia.

2. CK William UK Holdings Limited owns 66 per cent interests in United Energy Distribution Holdings Pty Limited, which operates an energy distribution business in Australia.

# SCHEDULE OF MAJOR PROPERTIES

## APPENDIX 4

| Location   | Lot Number | Group's Interest (per cent) | Approximate floor/site area attributable to the Group (sq. m.) | Existing Usage | Lease Term |
|--|------------|-----------------------------|--|----------------|------------|
| 14-18 Tsing Tim Street, Tsing Yi   | TYTL 98    | 100                         | 3,355  | I              | Medium     |
| TMTL 201 Tap Shek Kok  | TMTL 201   | 100                         | 152,855  | I              | Medium     |
| Certain units of Harbour Centre Tower 2,<br>8 Hok Cheung Street, Hunghom | KML 113    | 100                         | 5,528  | C              | Medium     |

I: Industrial

C: Commercial

# CORPORATE GOVERNANCE REPORT

The Board of Directors (“Board”) and the management of the Company are committed to the maintenance of good corporate governance practices and procedures. The Company believes that good corporate governance provides a framework that is essential for effective management, a healthy corporate culture, successful business growth and enhancing shareholders’ value. The corporate governance principles of the Company emphasize a quality Board, sound internal controls, and transparency and accountability to all shareholders.

Save as disclosed below, the Company has applied the principles and complied with all code provisions and, where applicable, the recommended best practices of the Corporate Governance Code (“CG Code”) as set out in Appendix 14 to the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (“Listing Rules”) throughout the year ended 31st December, 2017. In respect of code provisions A.5.1 to A.5.4 of the CG Code, the Company does not have a nomination committee. At present, the full Board is responsible for reviewing the structure, size and composition of the Board and the appointment of new Directors from time to time to ensure that it has a balanced composition of skills and experience appropriate for the requirements of the businesses of the Company, and the Board as a whole is also responsible for reviewing the succession plan for the Directors, in particular the Chairman of the Board (the “Chairman”) and the Group Managing Director. In respect of code provision A.6.7 of the CG Code, an Independent Non-executive Director did not attend the special general meetings of the Company held on 14th March, 2017 (“March SGM”) and 11th October, 2017 (“October SGM”) respectively both due to overseas commitments and an Independent Non-executive Director, and three Independent Non-executive Directors and two Non-executive Directors, attended the March SGM and the October SGM respectively via telephone conference.

Key corporate governance principles and corporate governance practices of the Company are summarised below:

## I. CODE PROVISIONS

| Code Ref.  | Code Provisions  | Comply (“C”)/<br>Explain (“E”) | Corporate Governance Practices   |                      |            |                            |  |  |     |   |     |   |     |  |     |  |     |  |     |                |     |                 |     |  |  |                         |     |              |     |                                |     |                      |     |                       |     |             |     |                     |     |                                |  |                        |     |                     |     |
|--|--|--------------------------------|--|----------------------|------------|----------------------------|--|--|-----|---|-----|---|-----|--|-----|--|-----|--|-----|----------------|-----|-----------------|-----|--|--|-------------------------|-----|--------------|-----|--------------------------------|-----|----------------------|-----|-----------------------|-----|-------------|-----|---------------------|-----|--------------------------------|--|------------------------|-----|---------------------|-----|
| <b>A.</b>  | <b>DIRECTORS</b>   |                                |  |                      |            |                            |  |  |     |   |     |   |     |  |     |  |     |  |     |                |     |                 |     |  |  |                         |     |              |     |                                |     |                      |     |                       |     |             |     |                     |     |                                |  |                        |     |                     |     |
| <b>A.1</b>   | <b>THE BOARD</b><br><br><i>Corporate Governance Principle</i><br><i>The Board should assume responsibility for leadership and control of the Company; and is collectively responsible for directing and supervising the Company's affairs.</i><br><br><i>The Board should regularly review the contribution required from a Director to perform his responsibilities to the Company, and whether he is spending sufficient time performing them.</i> |                                |  |                      |            |                            |  |  |     |   |     |   |     |  |     |  |     |  |     |                |     |                 |     |  |  |                         |     |              |     |                                |     |                      |     |                       |     |             |     |                     |     |                                |  |                        |     |                     |     |
| A.1.1  | Regular board meetings should be held at least four times a year involving active participation, either in person or through electronic means of communication, of majority of directors.  | C                              | <ul style="list-style-type: none"> <li>The Board meets regularly and held meetings in March, May, July and November of 2017.</li> <li>Directors’ attendance records in 2017 are as follows: <table border="1"> <thead> <tr> <th>Members of the Board</th> <th>Attendance</th> </tr> </thead> <tbody> <tr> <td colspan="2"><b>Executive Directors</b></td> </tr> <tr> <td>LI Tzar Kuoi, Victor (<i>Chairman</i>)</td> <td>4/4</td> </tr> <tr> <td>KAM Hing Lam (<i>Group Managing Director</i>)</td> <td>4/4</td> </tr> <tr> <td>IP Tak Chuen, Edmond (<i>Deputy Chairman</i>)</td> <td>4/4</td> </tr> <tr> <td>FOK Kin Ning, Canning (<i>Deputy Chairman</i>)</td> <td>3/4</td> </tr> <tr> <td>Andrew John HUNTER (<i>Deputy Managing Director</i>)</td> <td>4/4</td> </tr> <tr> <td>CHAN Loi Shun (<i>Chief Financial Officer</i>)</td> <td>4/4</td> </tr> <tr> <td>CHEN Tsien Hua</td> <td>3/4</td> </tr> <tr> <td>Frank John SIXT</td> <td>4/4</td> </tr> <tr> <td colspan="2"><b>Independent Non-executive Directors</b></td> </tr> <tr> <td>CHEONG Ying Chew, Henry</td> <td>4/4</td> </tr> <tr> <td>KWOK Eva Lee</td> <td>4/4</td> </tr> <tr> <td>SNG Sow-mei alias POON Sow Mei</td> <td>4/4</td> </tr> <tr> <td>Colin Stevens RUSSEL</td> <td>4/4</td> </tr> <tr> <td>LAN Hong Tsung, David</td> <td>4/4</td> </tr> <tr> <td>Barrie COOK</td> <td>4/4</td> </tr> <tr> <td>Paul Joseph TIGHE *</td> <td>3/3</td> </tr> <tr> <td colspan="2"><b>Non-executive Directors</b></td> </tr> <tr> <td>LEE Pui Ling, Angelina</td> <td>3/4</td> </tr> <tr> <td>George Colin MAGNUS</td> <td>4/4</td> </tr> </tbody> </table> </li> </ul> <p>* Appointed as an Independent Non-executive Director with effect from 21st April, 2017.</p> <ul style="list-style-type: none"> <li>The Directors may attend meetings in person, by phone or through other means of electronic communication or by their alternate directors (if applicable) in accordance with the Company’s Bye-laws. An updated and consolidated version of the Company’s Memorandum of Association and Bye-laws (both English and Chinese versions) are available on the websites of the Company and Hong Kong Exchanges and Clearing Limited (“HKEx”). There were no significant changes in the Company’s constitutional documents during the year 2017.</li> </ul> | Members of the Board | Attendance | <b>Executive Directors</b> |  | LI Tzar Kuoi, Victor ( <i>Chairman</i> ) | 4/4 | KAM Hing Lam ( <i>Group Managing Director</i> ) | 4/4 | IP Tak Chuen, Edmond ( <i>Deputy Chairman</i> ) | 4/4 | FOK Kin Ning, Canning ( <i>Deputy Chairman</i> ) | 3/4 | Andrew John HUNTER ( <i>Deputy Managing Director</i> ) | 4/4 | CHAN Loi Shun ( <i>Chief Financial Officer</i> ) | 4/4 | CHEN Tsien Hua | 3/4 | Frank John SIXT | 4/4 | <b>Independent Non-executive Directors</b> |  | CHEONG Ying Chew, Henry | 4/4 | KWOK Eva Lee | 4/4 | SNG Sow-mei alias POON Sow Mei | 4/4 | Colin Stevens RUSSEL | 4/4 | LAN Hong Tsung, David | 4/4 | Barrie COOK | 4/4 | Paul Joseph TIGHE * | 3/3 | <b>Non-executive Directors</b> |  | LEE Pui Ling, Angelina | 3/4 | George Colin MAGNUS | 4/4 |
| Members of the Board                                   | Attendance   |                                |  |                      |            |                            |  |  |     |   |     |   |     |  |     |  |     |  |     |                |     |                 |     |  |  |                         |     |              |     |                                |     |                      |     |                       |     |             |     |                     |     |                                |  |                        |     |                     |     |
| <b>Executive Directors</b>                             |  |                                |  |                      |            |                            |  |  |     |   |     |   |     |  |     |  |     |  |     |                |     |                 |     |  |  |                         |     |              |     |                                |     |                      |     |                       |     |             |     |                     |     |                                |  |                        |     |                     |     |
| LI Tzar Kuoi, Victor ( <i>Chairman</i> )               | 4/4  |                                |  |                      |            |                            |  |  |     |   |     |   |     |  |     |  |     |  |     |                |     |                 |     |  |  |                         |     |              |     |                                |     |                      |     |                       |     |             |     |                     |     |                                |  |                        |     |                     |     |
| KAM Hing Lam ( <i>Group Managing Director</i> )        | 4/4  |                                |  |                      |            |                            |  |  |     |   |     |   |     |  |     |  |     |  |     |                |     |                 |     |  |  |                         |     |              |     |                                |     |                      |     |                       |     |             |     |                     |     |                                |  |                        |     |                     |     |
| IP Tak Chuen, Edmond ( <i>Deputy Chairman</i> )        | 4/4  |                                |  |                      |            |                            |  |  |     |   |     |   |     |  |     |  |     |  |     |                |     |                 |     |  |  |                         |     |              |     |                                |     |                      |     |                       |     |             |     |                     |     |                                |  |                        |     |                     |     |
| FOK Kin Ning, Canning ( <i>Deputy Chairman</i> )       | 3/4  |                                |  |                      |            |                            |  |  |     |   |     |   |     |  |     |  |     |  |     |                |     |                 |     |  |  |                         |     |              |     |                                |     |                      |     |                       |     |             |     |                     |     |                                |  |                        |     |                     |     |
| Andrew John HUNTER ( <i>Deputy Managing Director</i> ) | 4/4  |                                |  |                      |            |                            |  |  |     |   |     |   |     |  |     |  |     |  |     |                |     |                 |     |  |  |                         |     |              |     |                                |     |                      |     |                       |     |             |     |                     |     |                                |  |                        |     |                     |     |
| CHAN Loi Shun ( <i>Chief Financial Officer</i> )       | 4/4  |                                |  |                      |            |                            |  |  |     |   |     |   |     |  |     |  |     |  |     |                |     |                 |     |  |  |                         |     |              |     |                                |     |                      |     |                       |     |             |     |                     |     |                                |  |                        |     |                     |     |
| CHEN Tsien Hua   | 3/4  |                                |  |                      |            |                            |  |  |     |   |     |   |     |  |     |  |     |  |     |                |     |                 |     |  |  |                         |     |              |     |                                |     |                      |     |                       |     |             |     |                     |     |                                |  |                        |     |                     |     |
| Frank John SIXT  | 4/4  |                                |  |                      |            |                            |  |  |     |   |     |   |     |  |     |  |     |  |     |                |     |                 |     |  |  |                         |     |              |     |                                |     |                      |     |                       |     |             |     |                     |     |                                |  |                        |     |                     |     |
| <b>Independent Non-executive Directors</b>             |  |                                |  |                      |            |                            |  |  |     |   |     |   |     |  |     |  |     |  |     |                |     |                 |     |  |  |                         |     |              |     |                                |     |                      |     |                       |     |             |     |                     |     |                                |  |                        |     |                     |     |
| CHEONG Ying Chew, Henry                                | 4/4  |                                |  |                      |            |                            |  |  |     |   |     |   |     |  |     |  |     |  |     |                |     |                 |     |  |  |                         |     |              |     |                                |     |                      |     |                       |     |             |     |                     |     |                                |  |                        |     |                     |     |
| KWOK Eva Lee   | 4/4  |                                |  |                      |            |                            |  |  |     |   |     |   |     |  |     |  |     |  |     |                |     |                 |     |  |  |                         |     |              |     |                                |     |                      |     |                       |     |             |     |                     |     |                                |  |                        |     |                     |     |
| SNG Sow-mei alias POON Sow Mei                         | 4/4  |                                |  |                      |            |                            |  |  |     |   |     |   |     |  |     |  |     |  |     |                |     |                 |     |  |  |                         |     |              |     |                                |     |                      |     |                       |     |             |     |                     |     |                                |  |                        |     |                     |     |
| Colin Stevens RUSSEL                                   | 4/4  |                                |  |                      |            |                            |  |  |     |   |     |   |     |  |     |  |     |  |     |                |     |                 |     |  |  |                         |     |              |     |                                |     |                      |     |                       |     |             |     |                     |     |                                |  |                        |     |                     |     |
| LAN Hong Tsung, David                                  | 4/4  |                                |  |                      |            |                            |  |  |     |   |     |   |     |  |     |  |     |  |     |                |     |                 |     |  |  |                         |     |              |     |                                |     |                      |     |                       |     |             |     |                     |     |                                |  |                        |     |                     |     |
| Barrie COOK  | 4/4  |                                |  |                      |            |                            |  |  |     |   |     |   |     |  |     |  |     |  |     |                |     |                 |     |  |  |                         |     |              |     |                                |     |                      |     |                       |     |             |     |                     |     |                                |  |                        |     |                     |     |
| Paul Joseph TIGHE *                                    | 3/3  |                                |  |                      |            |                            |  |  |     |   |     |   |     |  |     |  |     |  |     |                |     |                 |     |  |  |                         |     |              |     |                                |     |                      |     |                       |     |             |     |                     |     |                                |  |                        |     |                     |     |
| <b>Non-executive Directors</b>                         |  |                                |  |                      |            |                            |  |  |     |   |     |   |     |  |     |  |     |  |     |                |     |                 |     |  |  |                         |     |              |     |                                |     |                      |     |                       |     |             |     |                     |     |                                |  |                        |     |                     |     |
| LEE Pui Ling, Angelina                                 | 3/4  |                                |  |                      |            |                            |  |  |     |   |     |   |     |  |     |  |     |  |     |                |     |                 |     |  |  |                         |     |              |     |                                |     |                      |     |                       |     |             |     |                     |     |                                |  |                        |     |                     |     |
| George Colin MAGNUS                                    | 4/4  |                                |  |                      |            |                            |  |  |     |   |     |   |     |  |     |  |     |  |     |                |     |                 |     |  |  |                         |     |              |     |                                |     |                      |     |                       |     |             |     |                     |     |                                |  |                        |     |                     |     |

## CORPORATE GOVERNANCE REPORT

| Code Ref.  | Code Provisions  | Comply ("C")/<br>Explain ("E") | Corporate Governance Practices   |
|------------|--|--------------------------------|--|
| A.1.2      | All directors are given an opportunity to include matters in the agenda for regular board meetings.  | C                              | <ul style="list-style-type: none"> <li>All Directors are consulted as to whether they may wish to include any matter in the agenda before the agenda for each regular Board meeting is issued.</li> </ul>  |
| A.1.3      | <ul style="list-style-type: none"> <li>At least 14 days notice for regular board meetings</li> <li>Reasonable notice for other board meetings</li> </ul>   | C<br>C                         | <ul style="list-style-type: none"> <li>Regular Board meetings in a particular year are usually scheduled towards the end of the immediately preceding year to give all Directors adequate time to plan their schedules to attend the meetings.</li> <li>At least 14 days formal notice would be given before each regular meeting.</li> <li>According to the Company's Bye-laws, any Director may waive notice of any meeting.</li> </ul>  |
| A.1.4      | Minutes of board meetings and meetings of board committees should be kept by a duly appointed secretary of the meeting and should be open for inspection at any reasonable time on reasonable notice by any director.  | C                              | <ul style="list-style-type: none"> <li>The Company Secretary prepares written resolutions or minutes and keeps records of substantive matters discussed and decisions resolved at all Board and Board Committee meetings.</li> <li>Board and Board Committee minutes are sent to all Directors/Board Committee members within a reasonable time after each Board and Board Committee meeting.</li> <li>Board and Board Committee minutes/resolutions are available for inspection by Directors/Board Committee members.</li> </ul>   |
| A.1.5      | <ul style="list-style-type: none"> <li>Minutes of board meetings and meetings of board committees should record in sufficient detail the matters considered and decisions reached.</li> <li>Draft and final versions of minutes for all directors to comment and to keep records within a reasonable time after the board meeting</li> </ul>   | C<br>C                         | <ul style="list-style-type: none"> <li>Minutes record in sufficient detail the matters considered by the Board/Board Committees and decisions reached.</li> <li>Directors are given an opportunity to comment on draft Board minutes.</li> <li>Final version of Board minutes is placed on record within a reasonable time after the Board meeting.</li> </ul>   |
| A.1.6      | <ul style="list-style-type: none"> <li>A procedure agreed by the board to enable directors, upon reasonable request, to seek independent professional advice in appropriate circumstances, at the company's expense</li> <li>The board should resolve to provide separate independent professional advice to directors to assist them perform their duties to the company.</li> </ul>  | C<br>C                         | <ul style="list-style-type: none"> <li>Directors have been advised that the Company Secretary can arrange independent professional advice at the expense of the Company should such advice be considered necessary by any Director.</li> </ul>   |
| A.1.7      | <ul style="list-style-type: none"> <li>If a substantial shareholder or a director has a conflict of interest in a matter to be considered by the board which the board has determined to be material, the matter should be dealt with by a physical board meeting rather than a written resolution.</li> <li>Independent non-executive directors who, and whose close associates, have no material interest in the transaction should be present at that board meeting.</li> </ul> | C<br>C                         | <ul style="list-style-type: none"> <li>Important matters are usually dealt with by way of written resolutions so that all Directors (including Independent Non-executive Directors) can note and comment, as appropriate, the matters before approval is granted.</li> <li>Director must declare his/her interest in the matters to be passed in the resolution, if applicable.</li> <li>If a substantial shareholder or a Director has a conflict of interest in a matter to be considered by the Board which the Board has determined to be material, the matter will be dealt with in accordance with applicable rules and regulations and, if appropriate, an independent Board committee will be set up to deal with the matter.</li> </ul> |
| A.1.8      | Arrange appropriate insurance cover in respect of legal action against the directors   | C                              | <ul style="list-style-type: none"> <li>The Company has arranged appropriate Directors and Officers liability insurance coverage for its Directors and officers since 1996 including the year 2017/2018.</li> </ul>   |
| <b>A.2</b> | <p><b>CHAIRMAN AND CHIEF EXECUTIVE</b></p> <p><i>Corporate Governance Principle</i><br/> <i>There should be a clear division of responsibilities between the Chairman and the Group Managing Director of the Company to ensure a balance of power and authority.</i></p>   |                                |  |

| Code Ref.                                  | Code Provisions  | Comply ("C")/<br>Explain ("E") | Corporate Governance Practices  |            |  |                 |  |     |                      |  |  |     |                         |     |              |     |                                |     |                      |     |                       |     |             |     |                     |                                |  |     |                        |     |                     |
|--|--|--------------------------------|---|------------|--|-----------------|--|-----|----------------------|--|--|-----|-------------------------|-----|--------------|-----|--------------------------------|-----|----------------------|-----|-----------------------|-----|-------------|-----|---------------------|--------------------------------|--|-----|------------------------|-----|---------------------|
| A.2.1                                      | <ul style="list-style-type: none"> <li>– Separate roles of chairman and chief executive not to be performed by the same individual</li> <li>– Division of responsibilities between the chairman and chief executive should be clearly established and set out in writing.</li> </ul>   | C<br><br>C                     | <ul style="list-style-type: none"> <li>• The positions of the Chairman and the Group Managing Director are currently held by separate individuals.</li> <li>• The Chairman determines the broad strategic direction of the Group in consultation with the Board and is responsible for the high-level oversight of management.</li> <li>• The Group Managing Director, with the support of the Executive Directors, is responsible for strategic planning of different business functions and day-to-day management and operation of the Group.</li> </ul>  |            |  |                 |  |     |                      |  |  |     |                         |     |              |     |                                |     |                      |     |                       |     |             |     |                     |                                |  |     |                        |     |                     |
| A.2.2                                      | The chairman should ensure that all directors are properly briefed on issues arising at board meetings.  | C                              | <ul style="list-style-type: none"> <li>• With the support of the Executive Directors and the Company Secretary, the Chairman seeks to ensure that all Directors are properly briefed on issues arising at Board meetings and receive adequate and reliable information on a timely basis.</li> <li>• In addition to regular Board meetings, the Chairman met with the Non-executive Directors (including the Independent Non-executive Directors) without the presence of the Executive Directors in May and November of 2017. Attendance records of the meetings are as follows: <table style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr> <th style="text-align: right; border-bottom: 1px solid black;">Attendance</th> <th style="border-bottom: 1px solid black;"></th> </tr> </thead> <tbody> <tr> <td colspan="2"><b>Chairman</b></td> </tr> <tr> <td style="text-align: right; border-bottom: 1px solid black;">2/2</td> <td style="border-bottom: 1px solid black;">LI Tzar Kuoi, Victor</td> </tr> <tr> <td colspan="2"><b>Independent Non-executive Directors</b></td> </tr> <tr> <td style="text-align: right; border-bottom: 1px solid black;">2/2</td> <td style="border-bottom: 1px solid black;">CHEONG Ying Chew, Henry</td> </tr> <tr> <td style="text-align: right; border-bottom: 1px solid black;">2/2</td> <td style="border-bottom: 1px solid black;">KWOK Eva Lee</td> </tr> <tr> <td style="text-align: right; border-bottom: 1px solid black;">2/2</td> <td style="border-bottom: 1px solid black;">SNG Sow-mei alias POON Sow Mei</td> </tr> <tr> <td style="text-align: right; border-bottom: 1px solid black;">2/2</td> <td style="border-bottom: 1px solid black;">Colin Stevens RUSSEL</td> </tr> <tr> <td style="text-align: right; border-bottom: 1px solid black;">2/2</td> <td style="border-bottom: 1px solid black;">LAN Hong Tsung, David</td> </tr> <tr> <td style="text-align: right; border-bottom: 1px solid black;">2/2</td> <td style="border-bottom: 1px solid black;">Barrie COOK</td> </tr> <tr> <td style="text-align: right; border-bottom: 1px solid black;">2/2</td> <td style="border-bottom: 1px solid black;">Paul Joseph TIGHE *</td> </tr> <tr> <td colspan="2"><b>Non-executive Directors</b></td> </tr> <tr> <td style="text-align: right; border-bottom: 1px solid black;">1/2</td> <td style="border-bottom: 1px solid black;">LEE Pui Ling, Angelina</td> </tr> <tr> <td style="text-align: right; border-bottom: 1px solid black;">2/2</td> <td style="border-bottom: 1px solid black;">George Colin MAGNUS</td> </tr> </tbody> </table> <p style="margin-top: 5px;">* Appointed as an Independent Non-executive Director with effect from 21st April, 2017.</p> </li> </ul> | Attendance |  | <b>Chairman</b> |  | 2/2 | LI Tzar Kuoi, Victor | <b>Independent Non-executive Directors</b> |  | 2/2 | CHEONG Ying Chew, Henry | 2/2 | KWOK Eva Lee | 2/2 | SNG Sow-mei alias POON Sow Mei | 2/2 | Colin Stevens RUSSEL | 2/2 | LAN Hong Tsung, David | 2/2 | Barrie COOK | 2/2 | Paul Joseph TIGHE * | <b>Non-executive Directors</b> |  | 1/2 | LEE Pui Ling, Angelina | 2/2 | George Colin MAGNUS |
| Attendance                                 |  |                                |   |            |  |                 |  |     |                      |  |  |     |                         |     |              |     |                                |     |                      |     |                       |     |             |     |                     |                                |  |     |                        |     |                     |
| <b>Chairman</b>                            |  |                                |   |            |  |                 |  |     |                      |  |  |     |                         |     |              |     |                                |     |                      |     |                       |     |             |     |                     |                                |  |     |                        |     |                     |
| 2/2  | LI Tzar Kuoi, Victor   |                                |   |            |  |                 |  |     |                      |  |  |     |                         |     |              |     |                                |     |                      |     |                       |     |             |     |                     |                                |  |     |                        |     |                     |
| <b>Independent Non-executive Directors</b> |  |                                |   |            |  |                 |  |     |                      |  |  |     |                         |     |              |     |                                |     |                      |     |                       |     |             |     |                     |                                |  |     |                        |     |                     |
| 2/2  | CHEONG Ying Chew, Henry  |                                |   |            |  |                 |  |     |                      |  |  |     |                         |     |              |     |                                |     |                      |     |                       |     |             |     |                     |                                |  |     |                        |     |                     |
| 2/2  | KWOK Eva Lee   |                                |   |            |  |                 |  |     |                      |  |  |     |                         |     |              |     |                                |     |                      |     |                       |     |             |     |                     |                                |  |     |                        |     |                     |
| 2/2  | SNG Sow-mei alias POON Sow Mei   |                                |   |            |  |                 |  |     |                      |  |  |     |                         |     |              |     |                                |     |                      |     |                       |     |             |     |                     |                                |  |     |                        |     |                     |
| 2/2  | Colin Stevens RUSSEL   |                                |   |            |  |                 |  |     |                      |  |  |     |                         |     |              |     |                                |     |                      |     |                       |     |             |     |                     |                                |  |     |                        |     |                     |
| 2/2  | LAN Hong Tsung, David  |                                |   |            |  |                 |  |     |                      |  |  |     |                         |     |              |     |                                |     |                      |     |                       |     |             |     |                     |                                |  |     |                        |     |                     |
| 2/2  | Barrie COOK  |                                |   |            |  |                 |  |     |                      |  |  |     |                         |     |              |     |                                |     |                      |     |                       |     |             |     |                     |                                |  |     |                        |     |                     |
| 2/2  | Paul Joseph TIGHE *  |                                |   |            |  |                 |  |     |                      |  |  |     |                         |     |              |     |                                |     |                      |     |                       |     |             |     |                     |                                |  |     |                        |     |                     |
| <b>Non-executive Directors</b>             |  |                                |   |            |  |                 |  |     |                      |  |  |     |                         |     |              |     |                                |     |                      |     |                       |     |             |     |                     |                                |  |     |                        |     |                     |
| 1/2  | LEE Pui Ling, Angelina   |                                |   |            |  |                 |  |     |                      |  |  |     |                         |     |              |     |                                |     |                      |     |                       |     |             |     |                     |                                |  |     |                        |     |                     |
| 2/2  | George Colin MAGNUS  |                                |   |            |  |                 |  |     |                      |  |  |     |                         |     |              |     |                                |     |                      |     |                       |     |             |     |                     |                                |  |     |                        |     |                     |
| A.2.3                                      | The chairman should be responsible for ensuring that directors receive, in a timely manner, adequate information which must be accurate, clear, complete and reliable.   | C                              | <ul style="list-style-type: none"> <li>• The Board papers including supporting analysis and related background information are normally sent to the Directors at least three days before Board meetings.</li> <li>• Communications between Non-executive Directors (including Independent Non-executive Directors) on the one hand, and the Company Secretary as co-ordinator for the other business units of the Group on the other, is a dynamic and interactive process to ensure that queries raised and clarification sought by the Directors are dealt with and further supporting information and/or documentation is provided as appropriate.</li> </ul>  |            |  |                 |  |     |                      |  |  |     |                         |     |              |     |                                |     |                      |     |                       |     |             |     |                     |                                |  |     |                        |     |                     |
| A.2.4                                      | <ul style="list-style-type: none"> <li>– The chairman to provide leadership for the board</li> <li>– The chairman should ensure that the board works effectively and performs its responsibilities, and that all key and appropriate issues are discussed by it in a timely manner.</li> <li>– The chairman should be primarily responsible for drawing up and approving the agenda for each board meeting. He should take into account, where appropriate, any matters proposed by the other directors for inclusion in the agenda. The chairman may delegate this responsibility to a designated director or the company secretary.</li> </ul> | C<br><br>C<br><br>C            | <ul style="list-style-type: none"> <li>• The Chairman is an Executive Director who is responsible for the leadership and effective running of the Board.</li> <li>• The Chairman determines the broad strategic direction of the Group in consultation with the Board and is responsible for the high-level oversight of management.</li> <li>• The Board meets regularly and held meetings in March, May, July and November of 2017.</li> <li>• With the support of the Executive Directors and the Company Secretary, the Chairman ensures that all Directors are properly briefed on all key and appropriate issues in a timely manner.</li> <li>• The Company Secretary assists the Chairman in preparing the agenda for each Board meeting and ensures that, where applicable, matters proposed by other Directors are included in the agenda; and that all applicable rules and regulations are followed.</li> </ul>  |            |  |                 |  |     |                      |  |  |     |                         |     |              |     |                                |     |                      |     |                       |     |             |     |                     |                                |  |     |                        |     |                     |
| A.2.5                                      | The chairman should take primary responsibility for ensuring that good corporate governance practices and procedures are established.  | C                              | <ul style="list-style-type: none"> <li>• The Board as a whole and the management of the Company are committed to the maintenance of good corporate governance practices and procedures.</li> </ul>  |            |  |                 |  |     |                      |  |  |     |                         |     |              |     |                                |     |                      |     |                       |     |             |     |                     |                                |  |     |                        |     |                     |

## CORPORATE GOVERNANCE REPORT

| Code Ref.  | Code Provisions  | Comply ("C")/<br>Explain ("E") | Corporate Governance Practices  |
|------------|--|--------------------------------|---|
| A.2.6      | <ul style="list-style-type: none"> <li>– The chairman should encourage all directors to make a full and active contribution to the board's affairs and take the lead to ensure that it acts in the best interests of the company.</li> <li>– The chairman should encourage directors with different views to voice their concerns, allow sufficient time for discussion of issues and ensure that board decisions fairly reflect board consensus.</li> </ul> | C                              | <ul style="list-style-type: none"> <li>• Please refer to A.2.3 and A.2.4 above for the details.</li> </ul>  |
| A.2.7      | The chairman should at least annually hold meetings with the non-executive directors (including independent non-executive directors) without the executive directors present.  | C                              | <ul style="list-style-type: none"> <li>• In addition to regular Board meetings, the Chairman met with the Non-executive Directors (including the Independent Non-executive Directors) without the presence of the Executive Directors in May and November of 2017. Please refer to A.2.2 above for the attendance records.</li> </ul>   |
| A.2.8      | The chairman should ensure that appropriate steps are taken to provide effective communication with shareholders and that their views are communicated to the board as a whole.  | C                              | <ul style="list-style-type: none"> <li>• The Company establishes different communication channels with shareholders and investors, including (i) printed copies of corporate communications (including but not limited to annual reports, interim reports, notices of meetings, circulars and proxy forms) required under the Listing Rules, and shareholders can choose to receive such documents using electronic means through the Company's website; (ii) the annual general meeting provides a forum for shareholders to raise comments and exchange views with the Board; (iii) updated and key information on the Group is available on the website of the Company; (iv) the Company's website offers a communication channel between the Company and its shareholders and stakeholders; (v) press conferences and briefing meetings with analysts are arranged from time to time to update on the performance of the Group; (vi) the Company's Branch Share Registrar deals with shareholders for share registration and related matters; and (vii) the Corporate Affairs Department of the Company handles enquiries from shareholders and investors generally.</li> <li>• In March 2012, the Board has established a shareholders communication policy and has made it available on the Company's website. The policy is subject to review on a regular basis to ensure its effectiveness.</li> </ul> |
| A.2.9      | The chairman should promote a culture of openness and debate by facilitating the effective contribution of non-executive directors in particular and ensuring constructive relations between executive and non-executive directors.  | C                              | <ul style="list-style-type: none"> <li>• The Chairman promotes a culture of openness and actively encourages Directors with different views to voice their opinion and be fully engaged in the Board's affairs so as to contribute to the Board's functions.</li> </ul>   |
| <b>A.3</b> | <p><b>BOARD COMPOSITION</b></p> <p><i>Corporate Governance Principle</i><br/> <i>The Board should have a balance of skills, experience and diversity of perspectives appropriate to the requirements of the Company's business and should include a balanced composition of Executive and Non-executive Directors so that independent judgement can effectively be exercised.</i></p>  |                                |   |
| A.3.1      | Independent non-executive directors should be identified in all corporate communications that disclose the names of directors.   | C                              | <ul style="list-style-type: none"> <li>• The composition of the Board, by category and position of Directors including the names of the Chairman, the Executive Directors, the Non-executive Directors and the Independent Non-executive Directors, is disclosed in all corporate communications.</li> <li>• The Board consists of a total of seventeen Directors, comprising eight Executive Directors, two Non-executive Directors and seven Independent Non-executive Directors. Three Alternate Directors were appointed. More than one Independent Non-executive Directors have appropriate professional qualifications, or accounting or related financial management expertise.</li> <li>• Details of the composition of the Board are set out on page 214.</li> <li>• The Directors' biographical information and the relationships among the Directors are set out on pages 58 to 65.</li> <li>• Review of the Board composition is made regularly to ensure that it has a balance of expertise, skills and experience appropriate for the requirements of the business of the Company.</li> </ul>   |

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|------------|--|--------------------------------|---|
| A.3.2      | The company should maintain on its website and on HKEx's website an updated list of its directors identifying their role and function and whether they are independent non-executive directors.  | C                              | <ul style="list-style-type: none"> <li>The Company maintains on its website an updated list of its Directors identifying their respective roles and functions together with their biographical information, and whether they are independent non-executive directors. Since March 2012, the updated list of Directors has been posted on the website of HKEx which has been revised from time to time. The Company has also posted on its website and/or the website of HKEx the Terms of Reference of its Board Committees to enable the shareholders to understand the roles played by those Independent Non-executive Directors who serve on the relevant Board Committees.</li> </ul>   |
| <b>A.4</b> | <b>APPOINTMENTS, RE-ELECTION AND REMOVAL</b><br><i>Corporate Governance Principle</i><br><i>There should be a formal, considered and transparent procedure for the appointment of new Directors and plans in place for orderly succession for appointments. All Directors should be subject to re-election at regular intervals.</i>   |                                |   |
| A.4.1      | Non-executive directors should be appointed for a specific term, subject to re-election.   | C                              | <ul style="list-style-type: none"> <li>All Directors (including Non-executive Directors) are subject to retirement by rotation once every three years and are subject to re-election in accordance with the Company's Bye-laws and the CG Code.</li> </ul>  |
| A.4.2      | <ul style="list-style-type: none"> <li>All directors appointed to fill a casual vacancy should be subject to election by shareholders at the first general meeting after appointment.</li> <li>Every director, including those appointed for a specific term, should be subject to retirement by rotation at least once every three years.</li> </ul>  | <p>C</p> <p>C</p>              | <ul style="list-style-type: none"> <li>In accordance with the Company's Bye-laws, newly appointed Directors are required to offer themselves for re-election at the next following general meeting (in the case of filling a casual vacancy) or at the next following annual general meeting (in the case of an addition to the existing Board) following their appointment.</li> <li>The Board as a whole is responsible for the appointment of new Directors and Directors' nomination for re-election by shareholders at the general meeting of the Company. Under the Company's Bye-laws, the Board may from time to time appoint a Director either to fill a casual vacancy or as an addition to the existing Board. Any such new Director shall hold office until the next following general meeting of the Company (in the case of filling a casual vacancy) or until the next following annual general meeting of the Company (in the case of an addition to the existing Board) and shall then be eligible for re-election at the same general meeting.</li> <li>All Directors (including Non-executive Directors) are subject to retirement by rotation once every three years and are subject to re-election in accordance with the Company's Bye-laws and the CG Code.</li> <li>The structure, size and composition of the Board are reviewed from time to time to ensure the Board has a balanced composition of skills and experience appropriate for the requirements of the businesses of the Company. The independence of the Independent Non-executive Directors is assessed according to the relevant rules and requirements under the Listing Rules.</li> <li>Each of the Independent Non-executive Directors makes an annual confirmation of independence pursuant to the requirements of the Listing Rules. The Company is of the view that all Independent Non-executive Directors meet the independence guidelines set out in the relevant requirements of the Listing Rules and are independent in accordance with the terms of the guidelines.</li> <li>The Company has published the procedures for shareholders to propose a person for election as a Director on its website.</li> </ul> |
| A.4.3      | <ul style="list-style-type: none"> <li>If an independent non-executive director serves more than 9 years, his further appointment should be subject to a separate resolution to be approved by shareholders.</li> <li>The papers to shareholders accompanying that resolution should include the reasons why the board believes he is still independent and should be re-elected.</li> </ul> | <p>C</p> <p>C</p>              | <ul style="list-style-type: none"> <li>Each Independent Non-executive Director who is subject to retirement by rotation will be appointed by a separate resolution in the Company's annual general meeting. Each Independent Non-executive Director who is eligible for re-election at the annual general meeting will make a confirmation of independence pursuant to Rule 3.13 of the Listing Rules.</li> <li>The Company has expressed the view in its circular for 2018 Annual General Meeting that each Independent Non-executive Director who is eligible for re-election has met the independence guidelines set out in Rule 3.13 of the Listing Rules and is independent in accordance with the terms of the guidelines. In respect of an Independent Non-executive Director who has served more than nine years, the Company has expressed its view in the circular for the 2018 Annual General Meeting as regards such Director's independence. In accordance with the CG Code, the Company has to include its own recommendation in the circular to explain why a particular candidate should be re-elected. As their relevant credentials have been included in the circular for the shareholders' information, the Company opines that it is more important for the shareholders themselves to make their own independent decision on whether to approve a particular re-election or not.</li> </ul>   |

# CORPORATE GOVERNANCE REPORT

| Code Ref.        | Code Provisions   | Comply ("C")/<br>Explain ("E") | Corporate Governance Practices  |
|------------------|---|--------------------------------|---|
| <b>A.5</b>       | <b>NOMINATION COMMITTEE</b><br><i>Corporate Governance Principle</i><br><i>In carrying out its responsibilities, the nomination committee should give adequate consideration to the principles under Sections A.3 and A.4 in the CG Code.</i>   |                                |   |
| A.5.1 –<br>A.5.4 | <ul style="list-style-type: none"> <li>– The company should establish a nomination committee which is chaired by the chairman of the board or an independent non-executive director and comprises a majority of independent non-executive directors.</li> <li>– The nomination committee should be established with specific written terms of reference which deal clearly with its authority and duties.</li> <li>– It should perform the following duties:– <ul style="list-style-type: none"> <li>(a) review the structure, size and composition (including the skills, knowledge and experience) of the board at least annually and make recommendations on any proposed changes to the board to complement the company's corporate strategy;</li> <li>(b) identify individuals suitably qualified to become board members and select or make recommendations to the board on the selection of individuals nominated for directorships;</li> <li>(c) assess the independence of independent non-executive directors; and</li> <li>(d) make recommendations to the board on the appointment or re-appointment of directors and succession planning for directors, in particular the chairman and the chief executive.</li> </ul> </li> <li>– The nomination committee should make available its terms of reference explaining its role and the authority delegated to it by the board by including them on HKEx's website and the company's website.</li> <li>– The company should provide the nomination committee sufficient resources to perform its duties. Where necessary, the nomination committee should seek independent professional advice, at the company's expense, to perform its responsibilities.</li> </ul> | E                              | <ul style="list-style-type: none"> <li>• The Company does not have a nomination committee. The Board as a whole is responsible for the appointment of new Directors and the nomination of Directors for re-election by shareholders at the general meeting of the Company. Under the Company's Bye-laws, the Board may from time to time appoint a Director either to fill a casual vacancy or as an addition to the existing Board. Any such new Director shall hold office until the next following general meeting of the Company (in the case of filling a casual vacancy) or until the next following annual general meeting of the Company (in the case of an addition to the existing Board) and shall then be eligible for re-election at the same general meeting.</li> <li>• At present, the full Board is responsible for reviewing the structure, size and composition of the Board from time to time to ensure that it has a balanced composition of skills and experience appropriate for the requirements of the businesses of the Company, and the Board as a whole is also responsible for reviewing the succession plan for the Directors, in particular the Chairman and the Group Managing Director.</li> <li>• The Company adopts a formal, considered and transparent procedure for the appointment of new Directors. Before a prospective Director's name is formally proposed, the opinions of the existing Directors (including the Independent Non-executive Directors) are sought. After considering the proposal for the appointment of a new Director, the Board as a whole will make the final decision.</li> <li>• The Board as a whole is responsible for assessing the independence of the Independent Non-executive Directors according to the relevant rules and requirements under the Listing Rules. The Company is of the view that all Independent Non-executive Directors meet the independence guidelines set out in the relevant requirements of the Listing Rules and are independent in accordance with the terms of the guidelines.</li> </ul> |
| A.5.5            | Where the board proposes a resolution to elect an individual as an independent non-executive director at the general meeting, it should set out in the circular to shareholders and/or explanatory statement accompanying the notice of the relevant general meeting why they believe he should be elected and the reasons why they consider him to be independent.   | C                              | <ul style="list-style-type: none"> <li>• Please refer to A.4.3 above for the details.</li> </ul>  |

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|------------|--|--------------------------------|--|
| A.5.6      | The nomination committee (or the board) should have a policy concerning diversity of board members, and should disclose the policy or a summary of the policy in the Corporate Governance Report.  | C                              | <ul style="list-style-type: none"> <li>• In August 2013, the Company has established a policy concerning diversity of Board members ("Board Diversity Policy") and has made it available on the Company's website.</li> <li>• In the Board Diversity Policy:- <ol style="list-style-type: none"> <li>1. The Company recognises the benefits of having a Board that has a balance of skills, experience and diversity of perspectives appropriate to the requirements of the Company's businesses.</li> <li>2. The Company maintains that appointments to the Board should be based on merit that complements and expands the skills and experience of the Board as a whole, and after due regard to factors which include but not limited to gender, age, cultural and educational background, and/or professional experience, and any other factors that the Board may consider relevant and applicable from time to time towards achieving a diverse Board.</li> <li>3. The full Board of the Company is responsible for reviewing the structure, size and composition of the Board and the appointment of new directors of the Company from time to time to ensure that it has a balanced composition of skills and experience appropriate to the requirements of the Company's businesses, with due regard to the benefits of diversity on the Board. The Board as a whole is also responsible for reviewing the succession plan for the directors of the Company, in particular, for the Chairman and the Group Managing Director.</li> </ol> </li> <li>• Selection of Board members is based on a range of diversity perspectives, including but not limited to gender, age, cultural and educational background, ethnicity, professional experience, skills, knowledge and other factors that the Board may consider relevant and applicable from time to time. The ultimate decision is based on merit and contribution that the selected Board members could bring to the Board.</li> <li>• The Board has, from time to time, reviewed and monitored the implementation of the policy to ensure its effectiveness. It will at appropriate time set measurable objectives for achieving diversity on the Board.</li> </ul> |
| <b>A.6</b> | <b>RESPONSIBILITIES OF DIRECTORS</b>   |                                |  |
|            | <p><i>Corporate Governance Principle</i><br/> <i>Every Director must always know his responsibilities as a Director of the Company and its conduct, business activities and development.</i></p>   |                                |  |
| A.6.1      | Every newly appointed director of the company should receive a comprehensive, formal and tailored induction on appointment. Subsequently he should receive any briefing and professional development necessary to ensure that he has a proper understanding of the company's operations and business and is fully aware of his responsibilities under statute and common law, the Listing Rules, legal and other regulatory requirements and the company's business and governance policies. | C                              | <ul style="list-style-type: none"> <li>• The Company Secretary and key officers of the Company Secretarial Department liaise closely with newly appointed Directors both immediately before and after his/her appointment to acquaint them with the duties and responsibilities as a Director of the Company and the business operation of the Company.</li> <li>• A package, which has been compiled and reviewed by the Company's legal advisers, setting out the duties and responsibilities of directors under the Listing Rules and relevant regulatory requirements is provided to each newly appointed Director. Further information package comprising the latest developments in laws, rules and regulations relating to the duties and responsibilities of directors will be forwarded to each Director from time to time for his/her information and ready reference. Guidelines for directors have also been forwarded to each Director for his/her information and ready reference.</li> <li>• During the year, the Company had arranged at the cost of the Company, Directors' seminar sessions conducted by qualified professionals experienced on topics relating to the roles, functions and duties of the Directors. Attendance certificates were issued to Directors who had attended the seminar sessions and requested the said certificates.</li> <li>• In addition, the Company has from time to time provided information and briefings to Directors on the latest developments in the laws, rules and regulations relating to Directors' duties and responsibilities. The Company had also, on an individual basis, advised Directors on queries raised or issues which arise in the performance of their duties as directors.</li> </ul>   |
| A.6.2      | <p>The functions of non-executive directors include:</p> <ul style="list-style-type: none"> <li>- bring independent judgement on issues of strategy, policy, performance, accountability, resources, key appointments and standards of conduct at board meetings</li> </ul>  | C                              | <ul style="list-style-type: none"> <li>• The Non-executive Directors exercise their independent judgement and advise on the future business direction and strategic plans of the Company.</li> <li>• The Non-executive Directors review the financial information and operational performance of the Company on a regular basis.</li> <li>• The Independent Non-executive Directors are invited to serve on the Audit Committee and Remuneration Committee of the Company.</li> </ul>  |

## CORPORATE GOVERNANCE REPORT

| Code Ref.         | Code Provisions  | Comply ("C")/<br>Explain ("E") | Corporate Governance Practices   |
|-------------------|--|--------------------------------|--|
| A.6.2<br>(Cont'd) | <ul style="list-style-type: none"> <li>– take the lead on potential conflicts of interests</li> <li>– serve on the audit, remuneration, nomination and other governance committees, if invited</li> <li>– scrutinise the company's performance in achieving agreed corporate goals and objectives, and monitoring performance reporting</li> </ul>   | <p>C</p> <p>C</p> <p>C</p>     |  |
| A.6.3             | Every director should ensure that he can give sufficient time and attention to the company's affairs and should not accept the appointment if he cannot do so.   | C                              | <ul style="list-style-type: none"> <li>• There is satisfactory attendance at Board meetings during the year. Please refer to A.1.1 above for the attendance records.</li> <li>• Every Executive Director has hands-on knowledge and expertise in the areas and operation in which he/she is charged with. Appropriate attention to the affairs of the Company is measured in terms of time as well as the quality of such attention and the ability of the Directors to contribute with reference to his/her area of knowledge and expertise, and his/her global perspective.</li> </ul>   |
| A.6.4             | The Board should establish written guidelines no less exacting than the Model Code for relevant employees.   | C                              | <ul style="list-style-type: none"> <li>• The Company had adopted the model code for securities transactions by directors of listed issuers ("Model Code") set out in Appendix 10 to the Listing Rules as its own code of conduct regarding Directors' securities transactions effective from 31st March, 2004. The Model Code has been revised and adopted by the Company from time to time to comply with the new requirements set out in Appendix 10 to the Listing Rules.</li> <li>• Confirmation has been received from all Directors that they have complied with the required standards set out in the Model Code for the year ended 31st December, 2017.</li> <li>• Written guidelines on no less exacting terms than the Model Code relating to securities transactions for employees are set out in the Employee Handbook of the Company.</li> <li>• Since December 2011, the Company has established a policy on handling of confidential and price-sensitive information, and securities dealing for all employees of the Group to comply with when they are in possession of confidential or unpublished price-sensitive information in relation to the Group. Such policy has since been revised to comply with the requirements set out in Part XIVA of the Securities and Futures Ordinance. The policy has been further revised in July 2015 and such revised policy has been posted on the Company's intranet and disseminated to all employees of the Company in 2015.</li> </ul>  |
| A.6.5             | All directors should participate in continuous professional development to develop and refresh their knowledge and skills. This is to ensure that their contribution to the board remains informed and relevant. The company should be responsible for arranging and funding suitable training, placing an appropriate emphasis on the roles, functions and duties of a listed company director. | C                              | <ul style="list-style-type: none"> <li>• A package, which has been compiled and reviewed by the Company's legal advisers, setting out the duties and responsibilities of directors under the Listing Rules and relevant regulatory requirements is provided to each newly appointed Director. Further information package comprising the latest developments in laws, rules and regulations relating to the duties and responsibilities of directors will be forwarded to each Director from time to time for his/her information and ready reference. Guidelines for directors have also been forwarded to each Director for his/her information and ready reference.</li> <li>• In addition, the Company has from time to time provided information and briefings to Directors on the latest developments in the laws, rules and regulations relating to Directors' duties and responsibilities. The Company had also, on an individual basis, advised Directors on queries raised or issues which arise in the performance of their duties as directors.</li> <li>• The Directors have provided to the Company their records of continuous professional development during the year 2017.</li> <li>• During the year, the Company had arranged at the cost of the Company, Directors' seminar sessions conducted by qualified professionals experienced on topics relating to the roles, functions and duties of the Directors. Attendance certificates were issued to Directors who had attended the seminar sessions and requested the said certificates. Directors have also participated in continuous professional training organised by professional bodies and/or government authorities.</li> </ul> |

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|--|---|--------------------------------|--|-----------------------------|--------------------------|----------------------------|--|--|----------------|---|----------------|---|----------------|--|-----------|--|-----------|--|-----------|----------------|----------------|-----------------|----------------|--|--|-------------------------|----------------|--------------|----------------|--------------------------------|----------------|----------------------|----------------|-----------------------|----------------|-------------|-----------|---------------------|-----------|--------------------------------|--|------------------------|----------------|---------------------|----------------|
| A.6.5<br>(Cont'd)                                      |   |                                | <ul style="list-style-type: none"> <li>The Directors' knowledge and skills are continuously developed and refreshed by, inter alia, the following means:               <ol style="list-style-type: none"> <li>Reading memoranda issued or materials provided (for example, in-house directors' seminar) from time to time by the Company to Directors, and as applicable, briefings and reports by the Company Secretary, as regards legal and regulatory changes and matters of relevance to the Directors in the discharge of their duties with the latest developments in public consultations, laws, rules and regulations relating to the duties and responsibilities of directors and corporate governance;</li> <li>Participation in continuous professional training seminars/conferences/courses/workshops on subjects relating to directors' duties and corporate governance, etc. organised by the Company and/or professional bodies and/or government authorities; and</li> <li>Reading news/journal/magazine/other reading materials as regards legal and regulatory changes and matters of relevance to the Directors in the discharge of their duties.</li> </ol> </li> <li>Records of the Directors' training during 2017 are as follows:               <table border="1" data-bbox="742 840 1436 1388"> <thead> <tr> <th data-bbox="742 840 1252 862"><b>Members of the Board</b></th> <th data-bbox="1252 840 1436 862"><b>Training received</b></th> </tr> </thead> <tbody> <tr> <td colspan="2" data-bbox="742 862 1436 884"><b>Executive Directors</b></td> </tr> <tr> <td data-bbox="742 884 1252 907">LI Tzar Kuoi, Victor (<i>Chairman</i>)</td> <td data-bbox="1252 884 1436 907">(1), (2) &amp; (3)</td> </tr> <tr> <td data-bbox="742 907 1252 929">KAM Hing Lam (<i>Group Managing Director</i>)</td> <td data-bbox="1252 907 1436 929">(1), (2) &amp; (3)</td> </tr> <tr> <td data-bbox="742 929 1252 952">IP Tak Chuen, Edmond (<i>Deputy Chairman</i>)</td> <td data-bbox="1252 929 1436 952">(1), (2) &amp; (3)</td> </tr> <tr> <td data-bbox="742 952 1252 974">FOK Kin Ning, Canning (<i>Deputy Chairman</i>)</td> <td data-bbox="1252 952 1436 974">(1) &amp; (3)</td> </tr> <tr> <td data-bbox="742 974 1252 996">Andrew John HUNTER (<i>Deputy Managing Director</i>)</td> <td data-bbox="1252 974 1436 996">(1) &amp; (3)</td> </tr> <tr> <td data-bbox="742 996 1252 1019">CHAN Loi Shun (<i>Chief Financial Officer</i>)</td> <td data-bbox="1252 996 1436 1019">(1) &amp; (3)</td> </tr> <tr> <td data-bbox="742 1019 1252 1041">CHEN Tsien Hua</td> <td data-bbox="1252 1019 1436 1041">(1), (2) &amp; (3)</td> </tr> <tr> <td data-bbox="742 1041 1252 1064">Frank John SIXT</td> <td data-bbox="1252 1041 1436 1064">(1), (2) &amp; (3)</td> </tr> <tr> <td colspan="2" data-bbox="742 1064 1436 1086"><b>Independent Non-executive Directors</b></td> </tr> <tr> <td data-bbox="742 1086 1252 1108">CHEONG Ying Chew, Henry</td> <td data-bbox="1252 1086 1436 1108">(1), (2) &amp; (3)</td> </tr> <tr> <td data-bbox="742 1108 1252 1131">KWOK Eva Lee</td> <td data-bbox="1252 1108 1436 1131">(1), (2) &amp; (3)</td> </tr> <tr> <td data-bbox="742 1131 1252 1153">SNG Sow-mei alias POON Sow Mei</td> <td data-bbox="1252 1131 1436 1153">(1), (2) &amp; (3)</td> </tr> <tr> <td data-bbox="742 1153 1252 1176">Colin Stevens RUSSEL</td> <td data-bbox="1252 1153 1436 1176">(1), (2) &amp; (3)</td> </tr> <tr> <td data-bbox="742 1176 1252 1198">LAN Hong Tsung, David</td> <td data-bbox="1252 1176 1436 1198">(1), (2) &amp; (3)</td> </tr> <tr> <td data-bbox="742 1198 1252 1220">Barrie COOK</td> <td data-bbox="1252 1198 1436 1220">(1) &amp; (3)</td> </tr> <tr> <td data-bbox="742 1220 1252 1243">Paul Joseph TIGHE *</td> <td data-bbox="1252 1220 1436 1243">(1) &amp; (2)</td> </tr> <tr> <td colspan="2" data-bbox="742 1243 1436 1265"><b>Non-executive Directors</b></td> </tr> <tr> <td data-bbox="742 1265 1252 1288">LEE Pui Ling, Angelina</td> <td data-bbox="1252 1265 1436 1288">(1), (2) &amp; (3)</td> </tr> <tr> <td data-bbox="742 1288 1252 1310">George Colin MAGNUS</td> <td data-bbox="1252 1288 1436 1310">(1), (2) &amp; (3)</td> </tr> </tbody> </table> <p data-bbox="742 1388 1436 1422">* Appointed as an Independent Non-executive Director with effect from 21st April, 2017.</p> </li> </ul> | <b>Members of the Board</b> | <b>Training received</b> | <b>Executive Directors</b> |  | LI Tzar Kuoi, Victor ( <i>Chairman</i> ) | (1), (2) & (3) | KAM Hing Lam ( <i>Group Managing Director</i> ) | (1), (2) & (3) | IP Tak Chuen, Edmond ( <i>Deputy Chairman</i> ) | (1), (2) & (3) | FOK Kin Ning, Canning ( <i>Deputy Chairman</i> ) | (1) & (3) | Andrew John HUNTER ( <i>Deputy Managing Director</i> ) | (1) & (3) | CHAN Loi Shun ( <i>Chief Financial Officer</i> ) | (1) & (3) | CHEN Tsien Hua | (1), (2) & (3) | Frank John SIXT | (1), (2) & (3) | <b>Independent Non-executive Directors</b> |  | CHEONG Ying Chew, Henry | (1), (2) & (3) | KWOK Eva Lee | (1), (2) & (3) | SNG Sow-mei alias POON Sow Mei | (1), (2) & (3) | Colin Stevens RUSSEL | (1), (2) & (3) | LAN Hong Tsung, David | (1), (2) & (3) | Barrie COOK | (1) & (3) | Paul Joseph TIGHE * | (1) & (2) | <b>Non-executive Directors</b> |  | LEE Pui Ling, Angelina | (1), (2) & (3) | George Colin MAGNUS | (1), (2) & (3) |
| <b>Members of the Board</b>                            | <b>Training received</b>  |                                |  |                             |                          |                            |  |  |                |   |                |   |                |  |           |  |           |  |           |                |                |                 |                |  |  |                         |                |              |                |                                |                |                      |                |                       |                |             |           |                     |           |                                |  |                        |                |                     |                |
| <b>Executive Directors</b>                             |   |                                |  |                             |                          |                            |  |  |                |   |                |   |                |  |           |  |           |  |           |                |                |                 |                |  |  |                         |                |              |                |                                |                |                      |                |                       |                |             |           |                     |           |                                |  |                        |                |                     |                |
| LI Tzar Kuoi, Victor ( <i>Chairman</i> )               | (1), (2) & (3)  |                                |  |                             |                          |                            |  |  |                |   |                |   |                |  |           |  |           |  |           |                |                |                 |                |  |  |                         |                |              |                |                                |                |                      |                |                       |                |             |           |                     |           |                                |  |                        |                |                     |                |
| KAM Hing Lam ( <i>Group Managing Director</i> )        | (1), (2) & (3)  |                                |  |                             |                          |                            |  |  |                |   |                |   |                |  |           |  |           |  |           |                |                |                 |                |  |  |                         |                |              |                |                                |                |                      |                |                       |                |             |           |                     |           |                                |  |                        |                |                     |                |
| IP Tak Chuen, Edmond ( <i>Deputy Chairman</i> )        | (1), (2) & (3)  |                                |  |                             |                          |                            |  |  |                |   |                |   |                |  |           |  |           |  |           |                |                |                 |                |  |  |                         |                |              |                |                                |                |                      |                |                       |                |             |           |                     |           |                                |  |                        |                |                     |                |
| FOK Kin Ning, Canning ( <i>Deputy Chairman</i> )       | (1) & (3)   |                                |  |                             |                          |                            |  |  |                |   |                |   |                |  |           |  |           |  |           |                |                |                 |                |  |  |                         |                |              |                |                                |                |                      |                |                       |                |             |           |                     |           |                                |  |                        |                |                     |                |
| Andrew John HUNTER ( <i>Deputy Managing Director</i> ) | (1) & (3)   |                                |  |                             |                          |                            |  |  |                |   |                |   |                |  |           |  |           |  |           |                |                |                 |                |  |  |                         |                |              |                |                                |                |                      |                |                       |                |             |           |                     |           |                                |  |                        |                |                     |                |
| CHAN Loi Shun ( <i>Chief Financial Officer</i> )       | (1) & (3)   |                                |  |                             |                          |                            |  |  |                |   |                |   |                |  |           |  |           |  |           |                |                |                 |                |  |  |                         |                |              |                |                                |                |                      |                |                       |                |             |           |                     |           |                                |  |                        |                |                     |                |
| CHEN Tsien Hua   | (1), (2) & (3)  |                                |  |                             |                          |                            |  |  |                |   |                |   |                |  |           |  |           |  |           |                |                |                 |                |  |  |                         |                |              |                |                                |                |                      |                |                       |                |             |           |                     |           |                                |  |                        |                |                     |                |
| Frank John SIXT  | (1), (2) & (3)  |                                |  |                             |                          |                            |  |  |                |   |                |   |                |  |           |  |           |  |           |                |                |                 |                |  |  |                         |                |              |                |                                |                |                      |                |                       |                |             |           |                     |           |                                |  |                        |                |                     |                |
| <b>Independent Non-executive Directors</b>             |   |                                |  |                             |                          |                            |  |  |                |   |                |   |                |  |           |  |           |  |           |                |                |                 |                |  |  |                         |                |              |                |                                |                |                      |                |                       |                |             |           |                     |           |                                |  |                        |                |                     |                |
| CHEONG Ying Chew, Henry                                | (1), (2) & (3)  |                                |  |                             |                          |                            |  |  |                |   |                |   |                |  |           |  |           |  |           |                |                |                 |                |  |  |                         |                |              |                |                                |                |                      |                |                       |                |             |           |                     |           |                                |  |                        |                |                     |                |
| KWOK Eva Lee   | (1), (2) & (3)  |                                |  |                             |                          |                            |  |  |                |   |                |   |                |  |           |  |           |  |           |                |                |                 |                |  |  |                         |                |              |                |                                |                |                      |                |                       |                |             |           |                     |           |                                |  |                        |                |                     |                |
| SNG Sow-mei alias POON Sow Mei                         | (1), (2) & (3)  |                                |  |                             |                          |                            |  |  |                |   |                |   |                |  |           |  |           |  |           |                |                |                 |                |  |  |                         |                |              |                |                                |                |                      |                |                       |                |             |           |                     |           |                                |  |                        |                |                     |                |
| Colin Stevens RUSSEL                                   | (1), (2) & (3)  |                                |  |                             |                          |                            |  |  |                |   |                |   |                |  |           |  |           |  |           |                |                |                 |                |  |  |                         |                |              |                |                                |                |                      |                |                       |                |             |           |                     |           |                                |  |                        |                |                     |                |
| LAN Hong Tsung, David                                  | (1), (2) & (3)  |                                |  |                             |                          |                            |  |  |                |   |                |   |                |  |           |  |           |  |           |                |                |                 |                |  |  |                         |                |              |                |                                |                |                      |                |                       |                |             |           |                     |           |                                |  |                        |                |                     |                |
| Barrie COOK  | (1) & (3)   |                                |  |                             |                          |                            |  |  |                |   |                |   |                |  |           |  |           |  |           |                |                |                 |                |  |  |                         |                |              |                |                                |                |                      |                |                       |                |             |           |                     |           |                                |  |                        |                |                     |                |
| Paul Joseph TIGHE *                                    | (1) & (2)   |                                |  |                             |                          |                            |  |  |                |   |                |   |                |  |           |  |           |  |           |                |                |                 |                |  |  |                         |                |              |                |                                |                |                      |                |                       |                |             |           |                     |           |                                |  |                        |                |                     |                |
| <b>Non-executive Directors</b>                         |   |                                |  |                             |                          |                            |  |  |                |   |                |   |                |  |           |  |           |  |           |                |                |                 |                |  |  |                         |                |              |                |                                |                |                      |                |                       |                |             |           |                     |           |                                |  |                        |                |                     |                |
| LEE Pui Ling, Angelina                                 | (1), (2) & (3)  |                                |  |                             |                          |                            |  |  |                |   |                |   |                |  |           |  |           |  |           |                |                |                 |                |  |  |                         |                |              |                |                                |                |                      |                |                       |                |             |           |                     |           |                                |  |                        |                |                     |                |
| George Colin MAGNUS                                    | (1), (2) & (3)  |                                |  |                             |                          |                            |  |  |                |   |                |   |                |  |           |  |           |  |           |                |                |                 |                |  |  |                         |                |              |                |                                |                |                      |                |                       |                |             |           |                     |           |                                |  |                        |                |                     |                |
| A.6.6  | Each director should disclose to the company at the time of his appointment, and in a timely manner for any change, the number and nature of offices held in public companies or organisations and other significant commitments. The identity of the public companies or organisations and an indication of the time involved should also be disclosed. The board should determine for itself how frequently this disclosure should be made. | C                              | <ul style="list-style-type: none"> <li>The Directors have disclosed to the Company at the time of their appointment and from time to time thereafter the number and nature of offices held in public companies or organisations and other significant commitments, identifying the public companies or organisations involved.</li> </ul>  |                             |                          |                            |  |  |                |   |                |   |                |  |           |  |           |  |           |                |                |                 |                |  |  |                         |                |              |                |                                |                |                      |                |                       |                |             |           |                     |           |                                |  |                        |                |                     |                |
| A.6.7  | Independent non-executive directors and other non-executive directors, as equal board members, should give the board and any committees on which they serve the benefit of their skills, expertise and varied backgrounds and qualifications through regular attendance and active participation. They should also attend general meetings and develop a balanced understanding of the views of shareholders.                                 | E                              | <ul style="list-style-type: none"> <li>There is satisfactory attendance at Board meetings, Board Committee meetings, the meetings between the Chairman and the Non-executive Directors (including the Independent Non-executive Directors) and the general meetings during the year except that an Independent Non-executive Director did not attend the March SGM and the October SGM respectively both due to overseas commitments and an Independent Non-executive Director, and three Independent Non-executive Directors and two Non-executive Directors, attended the March SGM and the October SGM respectively via telephone conference. Please refer to A.1.1, A.2.2, B.1.2, C.3.1 and E.1.2 for the attendance records.</li> <li>Extent of participation and contribution should be viewed both quantitatively and qualitatively.</li> </ul>   |                             |                          |                            |  |  |                |   |                |   |                |  |           |  |           |  |           |                |                |                 |                |  |  |                         |                |              |                |                                |                |                      |                |                       |                |             |           |                     |           |                                |  |                        |                |                     |                |

## CORPORATE GOVERNANCE REPORT

| Code Ref.  | Code Provisions   | Comply ("C")/<br>Explain ("E") | Corporate Governance Practices  |
|------------|---|--------------------------------|---|
| A.6.8      | Independent non-executive directors and other non-executive directors should make a positive contribution to the development of the company's strategy and policies through independent, constructive and informed comments.  | C                              | <ul style="list-style-type: none"> <li>Please refer to A.6.7 above.</li> </ul>  |
| <b>A.7</b> | <b>SUPPLY OF AND ACCESS TO INFORMATION</b>  |                                |   |
|            | <i>Corporate Governance Principle</i><br>Directors should be provided in a timely manner with appropriate information in the form and quality to enable them to make an informed decision and perform their duties and responsibilities.  |                                |   |
| A.7.1      | <ul style="list-style-type: none"> <li>Send agenda and full board papers to all directors at least 3 days before a regular board or board committee meeting</li> <li>As far as practicable for other board or board committee meetings</li> </ul>   | C<br><br>C                     | <ul style="list-style-type: none"> <li>Board/Board Committee papers are circulated not less than three days before the regular Board/Board Committee meetings to enable the Directors/Board Committee members to make informed decisions on matters to be raised at the Board/Board Committee meetings.</li> </ul>  |
| A.7.2      | <ul style="list-style-type: none"> <li>Management has an obligation to supply the board and its committees with adequate and reliable information in a timely manner to enable it to make informed decisions.</li> <li>The board and individual directors should have separate and independent access to the company's senior management for making further enquiries where necessary.</li> </ul> | C<br><br>C                     | <ul style="list-style-type: none"> <li>The Company Secretary and the Chief Financial Officer attend all regular Board meetings to advise on corporate governance, statutory compliance, and accounting and financial matters, as appropriate.</li> <li>Communications between Directors on the one hand, and the Company Secretary, who acts as co-ordinator for the other business units of the Group on the other, is a dynamic and interactive process to ensure that queries raised and clarification sought by the Directors are dealt with and that further supporting information is provided as appropriate.</li> </ul>   |
| A.7.3      | <ul style="list-style-type: none"> <li>All directors are entitled to have access to board papers and related materials.</li> <li>Queries raised by directors should receive a prompt and full response, if possible.</li> </ul>   | C<br><br>C                     | <ul style="list-style-type: none"> <li>Please see A.7.1 and A.7.2 above.</li> </ul>   |
| <b>B.</b>  | <b>REMUNERATION OF DIRECTORS AND SENIOR MANAGEMENT AND BOARD EVALUATION</b>   |                                |   |
| <b>B.1</b> | <b>THE LEVEL AND MAKE-UP OF REMUNERATION AND DISCLOSURE</b>   |                                |   |
|            | <i>Corporate Governance Principle</i><br>The Company should disclose its Director's remuneration policy and other remuneration related matters. The procedure for setting policy on Executive Directors' remuneration and all Directors' remuneration packages should be formal and transparent.  |                                |   |
| B.1.1      | The remuneration committee should consult the chairman and/or chief executive about their remuneration proposals for other executive directors and should have access to independent professional advice if necessary.  | C                              | <ul style="list-style-type: none"> <li>The Remuneration Committee has consulted the Chairman and/or the Group Managing Director about proposals relating to the remuneration packages and other human resources issues of the Directors and senior management, including, without limitation, succession plan and key personnel movements as well as policies for recruiting and retaining qualified personnel.</li> <li>The emoluments of Directors have been determined with reference to the skills, knowledge, involvement in the Company's affairs and the performance of each Director, and to the profitability of the Company and prevailing market conditions during the year.</li> <li>To enable them to better advise on the Group's future remuneration policy and related strategies, the Remuneration Committee has been advised of the Group's existing remuneration policy and succession plan, including the corporate philosophy in formulating employees' remuneration packages, and market trends and related information.</li> <li>The Remuneration Committee is satisfied that there is in place a clear system for determining remuneration, which is reasonable and has been followed consistently in its application.</li> </ul> |

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|--|---|--------------------------------|---|---------------------------------------|------------|--|-----|----------------------|-----|----------------------|-----|
| B.1.2  | <p>The remuneration committee's terms of reference should include:</p> <ul style="list-style-type: none"> <li>– recommend to the board on the company's policy and structure for all directors' and senior management remuneration and on the establishment of a formal and transparent procedure for developing remuneration policy</li> <li>– review and approve the management's remuneration proposals with reference to the board's corporate goals and objectives</li> <li>– either to determine, with delegated responsibility, or to make recommendations to the board on the remuneration packages of individual executive directors and senior management</li> <li>– recommend to the board on the remuneration of non-executive directors</li> <li>– consider salaries paid by comparable companies, time commitment and responsibilities and employment conditions elsewhere in the group</li> <li>– review and approve compensation payable on loss or termination of office or appointment</li> <li>– review and approve compensation arrangements relating to dismissal or removal of directors for misconduct</li> <li>– ensure that no director or any of his associates is involved in deciding his own remuneration</li> </ul> | C                              | <ul style="list-style-type: none"> <li>• The Company established its Remuneration Committee ("Remuneration Committee") on 1st January, 2005. A majority of the members are Independent Non-executive Directors.</li> <li>• The Remuneration Committee comprises the Chairman, Mr. Li Tzar Kuoi, Victor, and two Independent Non-executive Directors, namely, Mr. Cheong Ying Chew, Henry (Chairman of the Remuneration Committee) and Mr. Colin Stevens Russel.</li> <li>• The terms of reference of the Remuneration Committee (both English and Chinese versions) follow closely the requirements of the CG Code. The same as modified from time to time and adopted by the Board, are posted on the websites of the Company and HKEx.</li> <li>• The Remuneration Committee, with delegated responsibility, determines the remuneration packages of individual Executive Directors and senior management, and reviews the remuneration of Non-executive Directors.</li> <li>• Since the publication of the Annual Report 2016 in March 2017, meetings of the Remuneration Committee were held in November 2017 and January 2018. Attendance records of the members of the Remuneration Committee are as follows: <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Members of the Remuneration Committee</th> <th style="text-align: right;">Attendance</th> </tr> </thead> <tbody> <tr> <td>CHEONG Ying Chew, Henry<br/><i>(Chairman of the Remuneration Committee)</i></td> <td style="text-align: right;">2/2</td> </tr> <tr> <td>LI Tzar Kuoi, Victor</td> <td style="text-align: right;">2/2</td> </tr> <tr> <td>Colin Stevens RUSSEL</td> <td style="text-align: right;">2/2</td> </tr> </tbody> </table> </li> <li>• The following is a summary of the work of the Remuneration Committee during the said meetings: <ol style="list-style-type: none"> <li>1. Review the remuneration policy for 2017/2018;</li> <li>2. Recommend to the Board the Company's policy and structure for the remuneration of Directors and the management;</li> <li>3. Review the remuneration packages of Executive Directors and the management with reference to the established system of the Company for determining the remuneration review;</li> <li>4. Review and approve the remuneration of Non-executive Directors; and</li> <li>5. Review the annual bonus policy.</li> </ol> </li> <li>• No Director or any of his/her associates is involved in deciding his/her own remuneration at the meetings of the Remuneration Committee held in November 2017 and January 2018.</li> </ul> | Members of the Remuneration Committee | Attendance | CHEONG Ying Chew, Henry<br><i>(Chairman of the Remuneration Committee)</i> | 2/2 | LI Tzar Kuoi, Victor | 2/2 | Colin Stevens RUSSEL | 2/2 |
| Members of the Remuneration Committee                                      | Attendance  |                                |   |                                       |            |  |     |                      |     |                      |     |
| CHEONG Ying Chew, Henry<br><i>(Chairman of the Remuneration Committee)</i> | 2/2   |                                |   |                                       |            |  |     |                      |     |                      |     |
| LI Tzar Kuoi, Victor   | 2/2   |                                |   |                                       |            |  |     |                      |     |                      |     |
| Colin Stevens RUSSEL   | 2/2   |                                |   |                                       |            |  |     |                      |     |                      |     |
| B.1.3  | <p>The remuneration committee should make available its terms of reference, explaining its role and the authority delegated to it by the board by including them on HKEx's website and the company's website.</p>   | C                              | <ul style="list-style-type: none"> <li>• The terms of reference of the Remuneration Committee are posted on the websites of the Company and HKEx.</li> <li>• 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 reviewing the remuneration packages of all Executive Directors and the management with reference to the corporate goals and objectives of the Board resolved from time to time.</li> </ul>  |                                       |            |  |     |                      |     |                      |     |
| B.1.4  | <p>The remuneration committee should be provided with sufficient resources to perform its duties.</p>   | C                              | <ul style="list-style-type: none"> <li>• The Human Resources Department provides administrative support and implements the approved remuneration packages and other human resources related decisions approved by the Remuneration Committee.</li> </ul>  |                                       |            |  |     |                      |     |                      |     |
| B.1.5  | <p>The company should disclose details of any remuneration payable to members of senior management by band in the annual reports.</p>   | C                              | <ul style="list-style-type: none"> <li>• The Board has resolved that the senior management of the Company comprises only the Executive Directors of the Company. Please refer to note 33 in the Notes to the Consolidated Financial Statements for details of the remuneration payable to the Directors.</li> </ul>   |                                       |            |  |     |                      |     |                      |     |
| <b>C.</b>  | <b>ACCOUNTABILITY AND AUDIT</b>   |                                |   |                                       |            |  |     |                      |     |                      |     |
| <b>C.1</b>   | <b>FINANCIAL REPORTING</b>  |                                |   |                                       |            |  |     |                      |     |                      |     |
|  | <p><i>Corporate Governance Principle</i><br/> <i>The Board should present a balanced, clear and comprehensible assessment of the Company's performance, position and prospects.</i></p>   |                                |   |                                       |            |  |     |                      |     |                      |     |

## CORPORATE GOVERNANCE REPORT

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|-----------|---|---------------------------------------|---|
| C.1.1     | Management should provide sufficient explanation and information to the board to enable it to make an informed assessment of financial and other information put before it for approval.  | C                                     | <ul style="list-style-type: none"> <li>Directors are provided with a review of the Group's major business activities and key financial information on a quarterly basis.</li> </ul>   |
| C.1.2     | Management should provide all members of the board with monthly updates giving a balanced and understandable assessment of the company's performance, position and prospects in sufficient detail to enable the board as a whole and each director to discharge their duties.   | C                                     | <ul style="list-style-type: none"> <li>Monthly updates had been provided to all members of the Board since April 2012, the effective date of code provision C.1.2, for the purpose of providing a balance and understandable assessment of the Company's performance, position and prospects in sufficient detail and to enable the Board as a whole and each Director to discharge their duties.</li> </ul>  |
| C.1.3     | <ul style="list-style-type: none"> <li>The directors should acknowledge in the Corporate Governance Report their responsibility for preparing the accounts.</li> <li>There should be a statement by the auditors about their reporting responsibilities in the auditor's report on the financial statements.</li> <li>Unless it is inappropriate to assume that the company will continue in business, the directors should prepare the accounts on a going concern basis, with supporting assumptions or qualifications as necessary.</li> <li>Where the directors are aware of material uncertainties relating to events or conditions that may cast significant doubt on the company's ability to continue as a going concern, they should be clearly and prominently disclosed and discussed at length in the Corporate Governance Report.</li> </ul> | <p>C</p> <p>C</p> <p>C</p> <p>N/A</p> | <ul style="list-style-type: none"> <li>The Directors acknowledged in writing on an annual basis their responsibility for preparing the financial statements of the Group.</li> <li>Directors are not aware of material uncertainties relating to events or conditions that may cast significant doubt upon the Company's ability to continue as a going concern as referred to in C.1.3 of the CG Code.</li> <li>With the assistance of the Company's Finance and Accounting Department which is under the supervision of the Chief Financial Officer who is a professional accountant, the Directors ensure the preparation of the financial statements of the Group are in accordance with statutory requirements and applicable accounting standards.</li> <li>The Directors also ensure the publication of the financial statements of the Group is in a timely manner.</li> <li>The statement by the auditor of the Company regarding its reporting responsibilities on the financial statements of the Group is set out in the Independent Auditor's Report on pages 88 to 93.</li> </ul> |
| C.1.4     | The directors should include in the separate statement containing a discussion and analysis of the group's performance in the annual report, an explanation of the basis on which the company generates or preserves value over the longer term (the business model) and the strategy for delivering the company's objectives.  | C                                     | <ul style="list-style-type: none"> <li>The Board has included the separate statement containing a discussion and analysis of the Group's Long Term Development Strategy in the Annual Report 2017.</li> </ul>   |
| C.1.5     | The board should present a balanced, clear and understandable assessment in annual and interim reports and other financial disclosures required by the Listing Rules. It should also do so for reports to regulators and information disclosed under statutory requirements.  | C                                     | <ul style="list-style-type: none"> <li>The Board aims to present a clear, balanced and understandable assessment of the Group's performance and position in all shareholder communications.</li> <li>The Board is aware of and updated with the requirements under the applicable rules and regulations about timely disclosure of inside information or matters regarding the Company and will authorise the publication of such announcements as and when the occasion arises. The Company Secretary and key officers of the Company Secretarial Department work closely and in consultation with legal advisers to review the materiality and sensitivity of transactions and proposed transactions and advise the Board accordingly.</li> </ul>   |

| Code Ref.  | Code Provisions  | Comply ("C")/<br>Explain ("E") | Corporate Governance Practices  |
|------------|--|--------------------------------|---|
| <b>C.2</b> | <b>RISK MANAGEMENT AND INTERNAL CONTROL</b><br><i>Corporate Governance Principle</i><br><i>The Board is responsible for evaluating and determining the nature and extent of the risks it is willing to take in achieving the Company's strategic objectives, and ensuring that the Company establishes and maintains appropriate and effective risk management and internal control systems. The Board should oversee management in the design, implementation and monitoring of the risk management and internal control systems, and management should provide a confirmation to the Board on the effectiveness of these systems.</i>  |                                |   |
| C.2.1      | The board should oversee the group's risk management and internal control systems on an ongoing basis, ensure that a review of the effectiveness of the company's and its subsidiaries' risk management and internal control systems has been conducted at least annually and report to shareholders that it has done so in its Corporate Governance Report. The review should cover all material controls, including financial, operational and compliance controls.  | C                              | <ul style="list-style-type: none"> <li>The Board is responsible for maintaining sound and effective risk management and internal control systems, which include the development of necessary policies and procedures. Such systems are reviewed twice a year to ensure they are operating effectively on an ongoing basis. The Group maintains an enterprise risk management framework to identify, assess, manage, monitor and control current and emerging risks.</li> <li>Risk management and internal control systems are designed to help the achievement of business objectives in the following categories: <ol style="list-style-type: none"> <li>Alignment with and supportive of the Group's strategies;</li> <li>Effectiveness and efficiency of operations which include safeguarding assets against unauthorised user or disposition;</li> <li>Reliability of financial and operational reporting; and</li> <li>Compliance with applicable laws, regulations, and internal controls and procedures.</li> </ol> </li> </ul>   |
| C.2.2      | The board's annual review should, in particular, ensure the adequacy of resources, staff qualifications and experience, training programmes and budget of the company's accounting, internal audit and financial reporting functions.  | C                              | <ul style="list-style-type: none"> <li>The Board, through the Audit Committee, reviewed the adequacy of resources, staff qualifications and experience, training programmes and budget of the Company's accounting, internal audit and financial reporting functions at the Board meeting held in March 2018 and noted that the Company has been in compliance with the Code Provision for the year 2017. Please also refer to C.3.3 below.</li> </ul>  |
| C.2.3      | The board's annual review should, in particular, consider: <ol style="list-style-type: none"> <li>the changes, since the last annual review, in the nature and extent of significant risks, and the company's ability to respond to changes in its business and the external environment;</li> <li>the scope and quality of management's ongoing monitoring of risks and of the internal control systems, and where applicable, the work of its internal audit function and other assurance providers;</li> <li>the extent and frequency of communication of monitoring results to the board (or board committee(s)) which enables it to assess control of the company and the effectiveness of risk management;</li> <li>significant control failings or weaknesses that have been identified during the period. Also, the extent to which they have resulted in unforeseen outcomes or contingencies that have had, could have had, or may in the future have, a material impact on the company's financial performance or condition; and</li> </ol> | C<br>C<br>C<br>C               | <ul style="list-style-type: none"> <li>The Board, through the Audit Committee, regularly reviews the significant risks and decisions that could have a material impact on the Group. These reviews consider the level of risk that the Group is prepared to take in pursuit of the business strategy and the effectiveness of the management controls in place to mitigate the risk exposure. They also regularly review the effectiveness of any remedial actions taken during the reporting period in order to respond to changes in its business and the external environment.</li> <li>The Audit Committee, on behalf of the Board, regularly reviews the scope and quality of the risk management framework and effectiveness of the internal control systems. The Audit Committee evaluates the internal audit function on an ongoing basis by reviewing internal audit resources, plans, budgets and its work. The Audit Committee also carries out a review of the reports from the external auditors, Messrs. Deloitte Touche Tohmatsu ("Deloitte"), regarding the internal controls and relevant financial reporting matters in the Company.</li> <li>The Group's risk management and internal control systems are reviewed twice a year by the management. Each business unit has to perform risk assessment where the risks associated with achieving the business objectives are identified and analysed. It also includes a review of the control mechanism for each risk and action plan is put in place to address the areas for improvement. The Chief Executive Officer and Chief Financial Officer of each business unit need to provide a formal confirmation to acknowledge review of their control systems and highlight any weaknesses. Such confirmations are reviewed by the Audit Committee, through Internal Audit, and submitted to the Board for its assessment.</li> <li>No significant control failings or weaknesses had been identified during the reporting period. The Board is not aware of any material unforeseen outcomes or contingencies that may in the future have a material impact on the Company's financial performance or condition.</li> </ul> |

## CORPORATE GOVERNANCE REPORT

| Code Ref.         | Code Provisions   | Comply ("C")/<br>Explain ("E") | Corporate Governance Practices   |
|-------------------|---|--------------------------------|--|
| C.2.3<br>(Cont'd) | (e) the effectiveness of the company's processes for financial reporting and Listing Rule compliance.   | C                              | <ul style="list-style-type: none"> <li>The Board has conducted a review of the effectiveness of the Group's risk management and internal control systems, including all material financial, operational and compliance controls, and concluded that they are adequate and effective.</li> </ul>  |
| C.2.4             | <p>The company should disclose, in the Corporate Governance Report, a narrative statement on how it has complied with the risk management and internal control code provisions during the reporting period. In particular, the company should disclose:</p> <p>(a) the process used to identify, evaluate and manage significant risks;</p> <p>(b) the main features of the risk management and internal control systems;</p> | <p>C</p> <p>C</p> <p>C</p>     | <ul style="list-style-type: none"> <li>The Company has complied with the code provisions on risk management and internal controls during the reporting period.</li> <li>The Group has in place an Enterprise Risk Management framework which is consistent with the COSO (Committee of Sponsoring Organisations of the Treadway Commission) framework. The framework supports the Group to identify, evaluate and manage significant risks.</li> <li>The Group adopts a "top-down and bottom-up" approach to manage risk exposures which works as follows: <ul style="list-style-type: none"> <li><b>Managing Risk from Top-down:</b> <p><u>The Board and Audit Committee</u></p> <ol style="list-style-type: none"> <li>Assess and determine the nature and extent of the risks that the Group is willing to accept in pursuit of its strategic and business objectives; and</li> <li>Ensure appropriate and effective risk management and internal control systems are in place.</li> </ol> <p><u>Senior Management</u></p> <ol style="list-style-type: none"> <li>Oversee the Group's risk profile and evaluate if major risks are appropriately mitigated; and</li> <li>Review and confirm the effectiveness of the risk management processes.</li> </ol> <p><b>Managing Risk from Bottom-up:</b></p> <p><u>Risk and Control Monitoring Functions</u></p> <ol style="list-style-type: none"> <li>Establish relevant policies and procedures for the Group; and</li> <li>Monitor business units in the implementation of effective risk management and internal control systems.</li> </ol> <p><u>Operational Level</u></p> <ol style="list-style-type: none"> <li>Identify, assess, mitigate and report the risks; and</li> <li>Provision of reports and data relating to emerging risks to the Board, through the Audit Committee;</li> </ol> </li> </ul> </li> <li>Through this "top-down and bottom-up" risk review process, the risks identified in each business unit will be presented in the Group Risk Register, where they are considered significant on a group level. This Register, of which the content is confirmed by the Group Managing Director and the Chief Financial Officer, forms part of the Risk Management Report for review and approval by the Audit Committee every half-yearly. The Audit Committee, on behalf of the Board, reviews the Report to ensure that all the significant risks are identified and appropriately managed.</li> <li>Pages 199 to 204 of the Annual Report also provide a description of the Group's risk factors which could affect the Group's financial condition or results of operations to differ materially from expected or historical results.</li> </ul> |

| Code Ref.   | Code Provisions   | Comply ("C")/<br>Explain ("E") | Corporate Governance Practices   |                                |            |   |     |                         |     |              |     |                                |     |                       |     |
|---|---|--------------------------------|--|--------------------------------|------------|---|-----|-------------------------|-----|--------------|-----|--------------------------------|-----|-----------------------|-----|
| C.2.4<br>(Cont'd)   | <p>(c) an acknowledgement by the board that it is responsible for the risk management and internal control systems and reviewing their effectiveness. It should also explain that such systems are designed to manage rather than eliminate the risk of failure to achieve business objectives, and can only provide reasonable and not absolute assurance against material misstatement or loss;</p> <p>(d) the process used to review the effectiveness of the risk management and internal control systems and to resolve material internal control defects; and</p> <p>(e) the procedures and internal controls for the handling and dissemination of inside information.</p> | <p>C</p> <p>C</p> <p>C</p>     | <ul style="list-style-type: none"> <li>Both risk management and internal control systems are designed to manage rather than eliminate risk of failure to achieve business objectives, and can only provide reasonable and not absolute assurance against material errors, losses or fraud. The concept of reasonable assurance recognises that the cost of control procedure should not exceed the expected benefits.</li> <li>Please refer to C.2.3 above.</li> <li>Regarding the procedures and internal controls for handling inside information, the Group: <ul style="list-style-type: none"> <li>(1) is well aware of its statutory and regulatory obligations to announce any inside information;</li> <li>(2) makes reference to the "Guidelines on Disclosure of Inside Information" issued by the Securities and Futures Commission in June 2012;</li> <li>(3) has implemented policy and procedure which strictly prohibit unauthorised use of confidential information and insider trading, and has communicated to all staff; and</li> <li>(4) requires that only Directors and delegated officers can act as the Group's spokesperson and respond to external enquiries about the Group's affairs.</li> </ul> </li> </ul>  |                                |            |   |     |                         |     |              |     |                                |     |                       |     |
| C.2.5   | The company should have an internal audit function. The company without an internal audit function should review the need for one on an annual basis and should disclose the reasons for the absence of such a function in the Corporate Governance Report.   | C                              | <ul style="list-style-type: none"> <li>Internal Audit, reporting directly to the Audit Committee and the Group Managing Director, performs independent assessment of the risk management and internal control systems. Using a risk based methodology, Internal Audit prepares its audit plan in consultation with, but independent of, management, and it is reviewed by the Audit Committee. The audit work focuses on those areas of the Group's activities with greatest perceived risks. Ad hoc review will also be performed on areas of concern identified by the Audit Committee and management. Management of individual business unit will be informed of the areas for improvement, and Internal Audit is responsible for monitoring the corrective actions.</li> </ul>   |                                |            |   |     |                         |     |              |     |                                |     |                       |     |
| <b>C.3</b>  | <b>AUDIT COMMITTEE</b>  |                                |  |                                |            |   |     |                         |     |              |     |                                |     |                       |     |
|   | <p><i>Corporate Governance Principle</i><br/> The Board should establish formal and transparent arrangements to consider how it will apply financial reporting, risk management and internal control principles and maintain an appropriate relationship with the Company's auditors.</p>   |                                |  |                                |            |   |     |                         |     |              |     |                                |     |                       |     |
| C.3.1   | <ul style="list-style-type: none"> <li>Full minutes of audit committee meetings should be kept by a duly appointed secretary of the meeting.</li> <li>Draft and final versions of minutes should be sent to all committee members for their comment and records within a reasonable time after the meeting.</li> </ul>  | <p>C</p> <p>C</p>              | <ul style="list-style-type: none"> <li>Minutes drafted by the Company Secretary are circulated to members of the Audit Committee within a reasonable time after each meeting.</li> <li>Audit Committee meetings were held in March and July of 2017. Attendance records of members of the Audit Committee are as follows: <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Members of the Audit Committee</th> <th style="text-align: right;">Attendance</th> </tr> </thead> <tbody> <tr> <td>Colin Stevens RUSSEL (<i>Chairman of the Audit Committee</i>)</td> <td style="text-align: right;">2/2</td> </tr> <tr> <td>CHEONG Ying Chew, Henry</td> <td style="text-align: right;">2/2</td> </tr> <tr> <td>KWOK Eva Lee</td> <td style="text-align: right;">2/2</td> </tr> <tr> <td>SNG Sow-mei alias POON Sow Mei</td> <td style="text-align: right;">2/2</td> </tr> <tr> <td>LAN Hong Tsung, David</td> <td style="text-align: right;">2/2</td> </tr> </tbody> </table> </li> <li>The following is a summary of the work of the Audit Committee during 2017: <ol style="list-style-type: none"> <li>Review the financial reports for 2016 annual results and 2017 interim results;</li> <li>Review the findings and recommendations of the Group Internal Audit on the work of various business units and divisions/departments;</li> <li>Review the effectiveness of the risk management and internal control systems;</li> <li>Review the external auditor's audit findings;</li> <li>Review the auditor's remuneration;</li> <li>Review the risks of different business units and analysis thereof provided by the relevant business units;</li> <li>Review the control mechanisms for such risks advising on action plans for improvement of the situations;</li> <li>Review the arrangements employees can use, in confidence, to raise concerns about possible improprieties in financial reporting, internal control or other matters; and</li> <li>Perform the corporate governance functions and review the corporate governance policies and practices.</li> </ol> </li> </ul> | Members of the Audit Committee | Attendance | Colin Stevens RUSSEL ( <i>Chairman of the Audit Committee</i> ) | 2/2 | CHEONG Ying Chew, Henry | 2/2 | KWOK Eva Lee | 2/2 | SNG Sow-mei alias POON Sow Mei | 2/2 | LAN Hong Tsung, David | 2/2 |
| Members of the Audit Committee                                  | Attendance  |                                |  |                                |            |   |     |                         |     |              |     |                                |     |                       |     |
| Colin Stevens RUSSEL ( <i>Chairman of the Audit Committee</i> ) | 2/2   |                                |  |                                |            |   |     |                         |     |              |     |                                |     |                       |     |
| CHEONG Ying Chew, Henry   | 2/2   |                                |  |                                |            |   |     |                         |     |              |     |                                |     |                       |     |
| KWOK Eva Lee  | 2/2   |                                |  |                                |            |   |     |                         |     |              |     |                                |     |                       |     |
| SNG Sow-mei alias POON Sow Mei                                  | 2/2   |                                |  |                                |            |   |     |                         |     |              |     |                                |     |                       |     |
| LAN Hong Tsung, David   | 2/2   |                                |  |                                |            |   |     |                         |     |              |     |                                |     |                       |     |

## CORPORATE GOVERNANCE REPORT

| Code Ref.         | Code Provisions  | Comply ("C")/<br>Explain ("E") | Corporate Governance Practices   |
|-------------------|--|--------------------------------|--|
| C.3.1<br>(Cont'd) |  |                                | <ul style="list-style-type: none"> <li>After due and careful consideration of reports from management and the internal and external auditors, the Audit Committee noted that no suspected fraud or irregularities, significant internal control deficiencies, or suspected infringement of laws, rules, or regulations had been found, and concluded at the meeting held on 12th March, 2018 that the internal control system was adequate and effective.</li> <li>On 12th March, 2018, the Audit Committee met to review the Group's 2017 consolidated financial statements, including the accounting principles and practices adopted by the Group, in conjunction with the Company's external auditor. After review and discussions with the management, internal auditor and external auditor, the Audit Committee endorsed the accounting treatment adopted by the Company, and the Audit Committee had to the best of its ability assured itself that the disclosure of the financial information in the Annual Report 2017 complied with the applicable accounting standards and Appendix 16 to the Listing Rules. The Audit Committee therefore resolved to recommend for the Board's approval the consolidated financial statements for the year ended 31st December, 2017.</li> <li>The Audit Committee also recommended to the Board the re-appointment of Deloitte as the Company's external auditor for 2018 and that the related resolution shall be put forth for shareholders' consideration and approval at the 2018 annual general meeting.</li> <li>The Group's Annual Report for the year ended 31st December, 2017 has been reviewed by the Audit Committee.</li> </ul> |
| C.3.2             | A former partner of existing auditing firm shall not act as a member of the audit committee for 1 year from the date of his ceasing to be a partner of or to have any financial interest in, the firm, whichever is later.   | C                              | <ul style="list-style-type: none"> <li>No member of the Audit Committee is a former partner of the existing auditing firm of the Company during the one year after he/she ceases to be a partner of the auditing firm.</li> </ul>  |
| C.3.3             | <p>The audit committee's terms of reference should include:</p> <ul style="list-style-type: none"> <li>recommendations to the board on the appointment, reappointment and removal of external auditor and approval of their terms of engagement</li> <li>review and monitor external auditor's independence and objectivity and effectiveness of audit process</li> <li>review of the company's financial information</li> <li>oversight of the company's financial reporting system, risk management and internal control systems, including the adequacy of resources, staff qualifications and experience, training programmes and budget of the company's accounting and financial reporting function</li> </ul> | C                              | <ul style="list-style-type: none"> <li>The terms of reference of the Audit Committee (both English and Chinese versions), which follow closely the requirements of the CG Code and are modified from time to time and adopted by the Board, are posted on the websites of the Company and HKEx.</li> </ul>   |
| C.3.4             | The audit committee should make available its terms of reference, explaining its role and the authority delegated to it by the board by including them on HKEx's and the company's website.  | C                              | <ul style="list-style-type: none"> <li>The Listing Rules require every listed issuer to establish an audit committee comprising at least three members who must be non-executive directors only, and the majority thereof must be independent non-executive directors, at least one of whom must have appropriate professional qualifications, or accounting or related financial management expertise. The Company established the Audit Committee in December 1998 with reference to "A Guide for the Formation of an Audit Committee" issued by the Hong Kong Institute of Certified Public Accountants.</li> <li>In accordance with the requirements of the CG Code, the terms of reference of the Audit Committee were revised from time to time in terms substantially the same as the provisions set out in the CG Code. The latest version of the terms of reference of the Audit Committee is available on the websites of the Company and HKEx.</li> <li>The principal duties of the Audit Committee include the review and supervision of the Group's financial reporting system, risk management and internal control systems, review of the Group's financial information, review of the relationship with the external auditor of the Company and performance of the corporate governance functions delegated by the Board. Regular meetings have been held by the Audit Committee since its establishment.</li> </ul>   |

| Code Ref.   | Code Provisions   | Comply ("C")/<br>Explain ("E") | Corporate Governance Practices   |
|---|---|--------------------------------|--|
| C.3.4<br>(Cont'd)   |   |                                | <ul style="list-style-type: none"> <li>The Audit Committee comprises five Independent Non-executive Directors, namely, Mr. Colin Stevens Russel (Chairman of the Audit Committee), Mr. Cheong Ying Chew, Henry, Mrs. Kwok Eva Lee, Mrs. Sng Sow-mei alias Poon Sow Mei and Mr. Lan Hong Tsung, David. The Audit Committee held two meetings in 2017.</li> </ul>  |
| C.3.5   | Where the board disagrees with the audit committee's view on the selection, appointment, resignation or dismissal of the external auditors, the company should include in the Corporate Governance Report a statement from the audit committee explaining its recommendation and also the reason(s) why the board has taken a different view.   | N/A                            | <ul style="list-style-type: none"> <li>The Audit Committee recommended to the Board that, subject to shareholders' approval at the forthcoming annual general meeting, Deloitte be re-appointed as the Company's external auditor for 2018.</li> <li>For the year ended 31st December, 2017, the external auditor of the Company received approximately HK\$6.9 million for annual audit services and approximately HK\$8.8 million for tax and other services.</li> </ul>   |
| C.3.6   | The audit committee should be provided with sufficient resources to perform its duties.   | C                              | <ul style="list-style-type: none"> <li>The Audit Committee has been advised that the Company Secretary can arrange independent professional advice at the expense of the Company should the seeking of such advice be considered necessary by the Audit Committee.</li> </ul>  |
| C.3.7   | <p>The terms of reference of the audit committee should also require it:</p> <ul style="list-style-type: none"> <li>to review arrangements employees of the company can use, in confidence, to raise concerns about possible improprieties in financial reporting, internal control or other matters. The audit committee should ensure that proper arrangements are in place for fair and independent investigation of these matters and for appropriate follow-up action; and</li> <li>to act as the key representative body for overseeing the company's relations with the external auditor.</li> </ul> | <p>C</p> <p>C</p>              | <ul style="list-style-type: none"> <li>The terms of reference of the Audit Committee were revised with effect from 1st January, 2012 to include the requirement to review arrangements that employees of the Company can use, in confidence, to raise concerns about possible improprieties in financial reporting, internal control or other matters.</li> <li>The Company has established the Procedures for Reporting Possible Improprieties in Matters of Financial Reporting, Internal Control or Other Matters for employees and those who deal with the Group to raise concerns, in confidence, with the Audit Committee about possible improprieties in matters of financial reporting, internal control or other matters relating to the Group. Such procedures were included into the Company's employees handbook and posted on the Company's website.</li> <li>The Company has issued an employee's handbook to its staff, which contains the mechanism for employees to raise any issues they may have to their department heads and to the human resources department for necessary action (whether these relate to their career development or any other grievances and complaints they may have).</li> </ul> |
| <b>D. DELEGATION BY THE BOARD</b>   |   |                                |  |
| <b>D.1 MANAGEMENT FUNCTIONS</b>   |   |                                |  |
| <i>Corporate Governance Principle</i>   |   |                                |  |
| <i>The Company should have a formal schedule of matters specifically reserved for Board approval and those delegated to management.</i> |   |                                |  |
| D.1.1   | When the board delegates aspects of its management and administration functions to management, it must at the same time give clear directions as to the management's powers, in particular, where management should report back and obtain prior board approval before making decisions or entering into any commitments on the company's behalf.   | C                              | <ul style="list-style-type: none"> <li>Executive Directors are in charge of different businesses and functional divisions in accordance with their respective areas of expertise.</li> <li>Please refer to the Management Structure Chart set out on page 188.</li> <li>For matters or transactions of a material nature, the same will be referred to the Board for approval.</li> <li>For matters or transactions of a magnitude requiring disclosure under the Listing Rules or other applicable rules or regulations, appropriate disclosure will be made and where necessary, circular will be prepared and shareholders' approval will be obtained in accordance with the requirements of the applicable rules and regulations.</li> </ul>   |
| D.1.2   | Formalise functions reserved to the board and those delegated to management and to review those arrangements periodically to ensure that they remain appropriate to the company's needs.  | C                              | <ul style="list-style-type: none"> <li>The Board, led by the Chairman, is responsible for the Group's future development directions; overall strategies and policies; evaluation of the performance of the Group and the management; and approval of matters that are of a material or substantial nature.</li> <li>Under the leadership of the Group Managing Director, management is responsible for the day-to-day operations of the Group.</li> </ul>  |

## CORPORATE GOVERNANCE REPORT

| Code Ref.  | Code Provisions  | Comply ("C")/<br>Explain ("E") | Corporate Governance Practices   |
|------------|--|--------------------------------|--|
| D.1.3      | The company should disclose the respective responsibilities, accountabilities and contributions of the board and management.   | C                              | <ul style="list-style-type: none"> <li>Please refer to the Management Structure Chart set out on page 188.</li> </ul>  |
| D.1.4      | Directors should clearly understand delegation arrangements in place. The company should have formal letters of appointment for directors setting out the key terms and conditions of their appointment.   | C                              | <ul style="list-style-type: none"> <li>In February 2012, formal letters of appointment have been issued to all Directors setting out the key terms and conditions of their respective appointment. Each newly appointed Director will also be issued with a letter of appointment.</li> </ul>  |
| <b>D.2</b> | <b>BOARD COMMITTEES</b>  |                                |  |
|            | <i>Corporate Governance Principle</i><br><i>Board Committees should be formed with specific written terms of reference which deal clearly with their authority and duties.</i>   |                                |  |
| D.2.1      | Where board committees are established to deal with matters, the board should give them sufficiently clear terms of reference to enable them to perform their functions properly.  | C                              | <ul style="list-style-type: none"> <li>Three Board Committees, namely, Audit Committee, Remuneration Committee and Executive Committee, have been established with specific terms of reference.</li> </ul>   |
| D.2.2      | The terms of reference of board committees should require them to report back to the board on their decisions or recommendations, unless there are legal or regulatory restrictions on their ability to do so (such as a restriction on disclosure due to regulatory requirements).  | C                              | <ul style="list-style-type: none"> <li>Board Committees report to the Board of their decisions and recommendations at the Board meetings.</li> </ul>   |
| <b>D.3</b> | <b>CORPORATE GOVERNANCE FUNCTIONS</b>  |                                |  |
| D.3.1      | <p>The terms of reference of the board (or a committee or committees performing this function) should include:-</p> <ul style="list-style-type: none"> <li>develop and review the company's policies and practices on corporate governance and make recommendations to the board;</li> <li>review and monitor the training and continuous professional development of directors and senior management;</li> <li>review and monitor the company's policies and practices on compliance with legal and regulatory requirements;</li> <li>develop, review and monitor the code of conduct and compliance manual (if any) applicable to employees and directors; and</li> <li>review the company's compliance with the CG Code and disclosure in the Corporate Governance Report.</li> </ul> | C                              | <ul style="list-style-type: none"> <li>The terms of reference of the Audit Committee were revised with effect from 1st January, 2012 to include the following corporate governance functions delegated by the Board: <ol style="list-style-type: none"> <li>Develop and review the Company's policies and practices on corporate governance and make recommendations to the Board;</li> <li>Review and monitor the training and continuous professional development of Directors and senior management;</li> <li>Review and monitor the Company's policies and practices on compliance with legal and regulatory requirements;</li> <li>Develop, review and monitor the code of conduct and compliance manual (if any) applicable to employees and Directors; and</li> <li>Review the Company's compliance with the CG Code and disclosure in this Corporate Governance Report.</li> </ol> </li> <li>At the Audit Committee's meeting held in March 2018, the Audit Committee was satisfied that the above-mentioned corporate governance functions were adhered to, and members of the Audit Committee had examined the Company's policies and practices on corporate governance and compliance with legal and regulatory requirements including:- <ol style="list-style-type: none"> <li>Policy on Handling of Confidential Information, Information Disclosure, and Securities Dealing;</li> <li>Procedures for Reporting Possible Improprieties in Matters of Financial Reporting, Internal Control or Other Matters;</li> <li>Shareholders Communication Policy;</li> <li>Media and Public Engagement Policy;</li> <li>Model Code for Securities Transactions by Directors; and</li> <li>Board Diversity Policy.</li> </ol> </li> </ul> |
| D.3.2      | The board should be responsible for performing the corporate governance duties set out in the terms of reference in D.3.1 or it may delegate the responsibility to a committee or committees.  | C                              | <ul style="list-style-type: none"> <li>The board has delegated the responsibility of performing the corporate governance duties to the Audit Committee. To that effect, the terms of reference of the Audit Committee as set out in D.3.1 above were revised with effect from 1st January, 2012 to include the corporate governance functions delegated by the Board.</li> </ul>   |

| Code Ref.  | Code Provisions  | Comply ("C")/<br>Explain ("E") | Corporate Governance Practices  |                      |            |                            |  |   |     |              |     |                      |     |                       |     |                    |     |               |     |                |     |                 |     |  |  |  |     |              |     |                                  |     |   |     |                       |     |             |     |                       |     |                                |  |                          |     |                       |     |
|--|--|--------------------------------|---|----------------------|------------|----------------------------|--|---|-----|--------------|-----|----------------------|-----|-----------------------|-----|--------------------|-----|---------------|-----|----------------|-----|-----------------|-----|--|--|--|-----|--------------|-----|----------------------------------|-----|---|-----|-----------------------|-----|-------------|-----|-----------------------|-----|--------------------------------|--|--------------------------|-----|-----------------------|-----|
| <b>E.</b>  | <b>COMMUNICATION WITH SHAREHOLDERS</b>   |                                |   |                      |            |                            |  |   |     |              |     |                      |     |                       |     |                    |     |               |     |                |     |                 |     |  |  |  |     |              |     |                                  |     |   |     |                       |     |             |     |                       |     |                                |  |                          |     |                       |     |
| <b>E.1</b>   | <b>EFFECTIVE COMMUNICATION</b>   |                                |   |                      |            |                            |  |   |     |              |     |                      |     |                       |     |                    |     |               |     |                |     |                 |     |  |  |  |     |              |     |                                  |     |   |     |                       |     |             |     |                       |     |                                |  |                          |     |                       |     |
|  | <i>Corporate Governance Principle</i><br>The Board should be responsible for maintaining an on-going dialogue with shareholders and in particular, use annual general meetings or other general meetings to communicate with them and encourage their participation.   |                                |   |                      |            |                            |  |   |     |              |     |                      |     |                       |     |                    |     |               |     |                |     |                 |     |  |  |  |     |              |     |                                  |     |   |     |                       |     |             |     |                       |     |                                |  |                          |     |                       |     |
| E.1.1  | For each substantially separate issue at a general meeting, a separate resolution should be proposed by the chairman of that meeting. The company should avoid "bundling" resolutions unless they are interdependent and linked forming one significant proposal. Where the resolutions are "bundled", the company should explain the reasons and material implications in the notice of meeting.  | C                              | <ul style="list-style-type: none"> <li>Separate resolutions are proposed at the general meetings of the Company on each substantially separate issue, including the election of individual directors.</li> </ul>  |                      |            |                            |  |   |     |              |     |                      |     |                       |     |                    |     |               |     |                |     |                 |     |  |  |  |     |              |     |                                  |     |   |     |                       |     |             |     |                       |     |                                |  |                          |     |                       |     |
| E.1.2  | <ul style="list-style-type: none"> <li>The chairman of the board should attend the annual general meeting. He should also invite the chairmen of the audit, remuneration, nomination and any other committees (as appropriate) to attend. In their absence, he should invite another member of the committee to be available to answer questions at the annual general meeting.</li> <li>The chairman of the independent board committee (if any) should also be available to answer questions at any general meeting to approve a connected transaction or any other transaction that requires independent shareholders' approval.</li> <li>The company's management should ensure the external auditor attend the annual general meeting to answer questions about the conduct of the audit, the preparation and content of the auditor's report, the accounting policies and auditor independence.</li> </ul> | <p>C</p> <p>C</p> <p>C</p>     | <ul style="list-style-type: none"> <li>In 2017, the Chairman, Chairman of the Audit Committee and Chairman of the Remuneration Committee attended the 2017 annual general meeting and were available to answer questions.</li> <li>Directors' attendance records of the 2017 annual general meeting, the March SGM and the October SGM are as follows:</li> </ul> <table border="1"> <thead> <tr> <th>Members of the Board</th> <th>Attendance</th> </tr> </thead> <tbody> <tr> <td colspan="2"><b>Executive Directors</b></td> </tr> <tr> <td>LI Tzar Kuoi, Victor (<i>Chairman of the Board</i>)</td> <td>3/3</td> </tr> <tr> <td>KAM Hing Lam</td> <td>2/3</td> </tr> <tr> <td>IP Tak Chuen, Edmond</td> <td>3/3</td> </tr> <tr> <td>FOK Kin Ning, Canning</td> <td>2/3</td> </tr> <tr> <td>Andrew John HUNTER</td> <td>3/3</td> </tr> <tr> <td>CHAN Loi Shun</td> <td>3/3</td> </tr> <tr> <td>CHEN Tsien Hua</td> <td>3/3</td> </tr> <tr> <td>Frank John SIXT</td> <td>3/3</td> </tr> <tr> <td colspan="2"><b>Independent Non-executive Directors</b></td> </tr> <tr> <td>CHEONG Ying Chew, Henry<br/>(<i>Chairman of the Remuneration Committee</i>)</td> <td>3/3</td> </tr> <tr> <td>KWOK Eva Lee</td> <td>2/3</td> </tr> <tr> <td>SNG Sow-mei alias POON Sow Mei ^</td> <td>2/3</td> </tr> <tr> <td>Colin Stevens RUSSEL # ^ (<i>Chairman of the Audit Committee</i>)</td> <td>1/3</td> </tr> <tr> <td>LAN Hong Tsung, David</td> <td>3/3</td> </tr> <tr> <td>Barrie COOK</td> <td>2/3</td> </tr> <tr> <td>Paul Joseph TIGHE * ^</td> <td>1/2</td> </tr> <tr> <td colspan="2"><b>Non-executive Directors</b></td> </tr> <tr> <td>LEE Pui Ling, Angelina ^</td> <td>2/3</td> </tr> <tr> <td>George Colin MAGNUS ^</td> <td>2/3</td> </tr> </tbody> </table> <p>* Appointed as an Independent Non-executive Director with effect from 21st April, 2017.<br/># Attended the March SGM via telephone conference.<br/>^ Attended the October SGM via telephone conference.</p> <ul style="list-style-type: none"> <li>In 2017, the Company's external auditor attended the annual general meeting and was available to answer questions.</li> </ul> | Members of the Board | Attendance | <b>Executive Directors</b> |  | LI Tzar Kuoi, Victor ( <i>Chairman of the Board</i> ) | 3/3 | KAM Hing Lam | 2/3 | IP Tak Chuen, Edmond | 3/3 | FOK Kin Ning, Canning | 2/3 | Andrew John HUNTER | 3/3 | CHAN Loi Shun | 3/3 | CHEN Tsien Hua | 3/3 | Frank John SIXT | 3/3 | <b>Independent Non-executive Directors</b> |  | CHEONG Ying Chew, Henry<br>( <i>Chairman of the Remuneration Committee</i> ) | 3/3 | KWOK Eva Lee | 2/3 | SNG Sow-mei alias POON Sow Mei ^ | 2/3 | Colin Stevens RUSSEL # ^ ( <i>Chairman of the Audit Committee</i> ) | 1/3 | LAN Hong Tsung, David | 3/3 | Barrie COOK | 2/3 | Paul Joseph TIGHE * ^ | 1/2 | <b>Non-executive Directors</b> |  | LEE Pui Ling, Angelina ^ | 2/3 | George Colin MAGNUS ^ | 2/3 |
| Members of the Board   | Attendance   |                                |   |                      |            |                            |  |   |     |              |     |                      |     |                       |     |                    |     |               |     |                |     |                 |     |  |  |  |     |              |     |                                  |     |   |     |                       |     |             |     |                       |     |                                |  |                          |     |                       |     |
| <b>Executive Directors</b>   |  |                                |   |                      |            |                            |  |   |     |              |     |                      |     |                       |     |                    |     |               |     |                |     |                 |     |  |  |  |     |              |     |                                  |     |   |     |                       |     |             |     |                       |     |                                |  |                          |     |                       |     |
| LI Tzar Kuoi, Victor ( <i>Chairman of the Board</i> )                        | 3/3  |                                |   |                      |            |                            |  |   |     |              |     |                      |     |                       |     |                    |     |               |     |                |     |                 |     |  |  |  |     |              |     |                                  |     |   |     |                       |     |             |     |                       |     |                                |  |                          |     |                       |     |
| KAM Hing Lam   | 2/3  |                                |   |                      |            |                            |  |   |     |              |     |                      |     |                       |     |                    |     |               |     |                |     |                 |     |  |  |  |     |              |     |                                  |     |   |     |                       |     |             |     |                       |     |                                |  |                          |     |                       |     |
| IP Tak Chuen, Edmond   | 3/3  |                                |   |                      |            |                            |  |   |     |              |     |                      |     |                       |     |                    |     |               |     |                |     |                 |     |  |  |  |     |              |     |                                  |     |   |     |                       |     |             |     |                       |     |                                |  |                          |     |                       |     |
| FOK Kin Ning, Canning  | 2/3  |                                |   |                      |            |                            |  |   |     |              |     |                      |     |                       |     |                    |     |               |     |                |     |                 |     |  |  |  |     |              |     |                                  |     |   |     |                       |     |             |     |                       |     |                                |  |                          |     |                       |     |
| Andrew John HUNTER   | 3/3  |                                |   |                      |            |                            |  |   |     |              |     |                      |     |                       |     |                    |     |               |     |                |     |                 |     |  |  |  |     |              |     |                                  |     |   |     |                       |     |             |     |                       |     |                                |  |                          |     |                       |     |
| CHAN Loi Shun  | 3/3  |                                |   |                      |            |                            |  |   |     |              |     |                      |     |                       |     |                    |     |               |     |                |     |                 |     |  |  |  |     |              |     |                                  |     |   |     |                       |     |             |     |                       |     |                                |  |                          |     |                       |     |
| CHEN Tsien Hua   | 3/3  |                                |   |                      |            |                            |  |   |     |              |     |                      |     |                       |     |                    |     |               |     |                |     |                 |     |  |  |  |     |              |     |                                  |     |   |     |                       |     |             |     |                       |     |                                |  |                          |     |                       |     |
| Frank John SIXT  | 3/3  |                                |   |                      |            |                            |  |   |     |              |     |                      |     |                       |     |                    |     |               |     |                |     |                 |     |  |  |  |     |              |     |                                  |     |   |     |                       |     |             |     |                       |     |                                |  |                          |     |                       |     |
| <b>Independent Non-executive Directors</b>                                   |  |                                |   |                      |            |                            |  |   |     |              |     |                      |     |                       |     |                    |     |               |     |                |     |                 |     |  |  |  |     |              |     |                                  |     |   |     |                       |     |             |     |                       |     |                                |  |                          |     |                       |     |
| CHEONG Ying Chew, Henry<br>( <i>Chairman of the Remuneration Committee</i> ) | 3/3  |                                |   |                      |            |                            |  |   |     |              |     |                      |     |                       |     |                    |     |               |     |                |     |                 |     |  |  |  |     |              |     |                                  |     |   |     |                       |     |             |     |                       |     |                                |  |                          |     |                       |     |
| KWOK Eva Lee   | 2/3  |                                |   |                      |            |                            |  |   |     |              |     |                      |     |                       |     |                    |     |               |     |                |     |                 |     |  |  |  |     |              |     |                                  |     |   |     |                       |     |             |     |                       |     |                                |  |                          |     |                       |     |
| SNG Sow-mei alias POON Sow Mei ^   | 2/3  |                                |   |                      |            |                            |  |   |     |              |     |                      |     |                       |     |                    |     |               |     |                |     |                 |     |  |  |  |     |              |     |                                  |     |   |     |                       |     |             |     |                       |     |                                |  |                          |     |                       |     |
| Colin Stevens RUSSEL # ^ ( <i>Chairman of the Audit Committee</i> )          | 1/3  |                                |   |                      |            |                            |  |   |     |              |     |                      |     |                       |     |                    |     |               |     |                |     |                 |     |  |  |  |     |              |     |                                  |     |   |     |                       |     |             |     |                       |     |                                |  |                          |     |                       |     |
| LAN Hong Tsung, David  | 3/3  |                                |   |                      |            |                            |  |   |     |              |     |                      |     |                       |     |                    |     |               |     |                |     |                 |     |  |  |  |     |              |     |                                  |     |   |     |                       |     |             |     |                       |     |                                |  |                          |     |                       |     |
| Barrie COOK  | 2/3  |                                |   |                      |            |                            |  |   |     |              |     |                      |     |                       |     |                    |     |               |     |                |     |                 |     |  |  |  |     |              |     |                                  |     |   |     |                       |     |             |     |                       |     |                                |  |                          |     |                       |     |
| Paul Joseph TIGHE * ^  | 1/2  |                                |   |                      |            |                            |  |   |     |              |     |                      |     |                       |     |                    |     |               |     |                |     |                 |     |  |  |  |     |              |     |                                  |     |   |     |                       |     |             |     |                       |     |                                |  |                          |     |                       |     |
| <b>Non-executive Directors</b>   |  |                                |   |                      |            |                            |  |   |     |              |     |                      |     |                       |     |                    |     |               |     |                |     |                 |     |  |  |  |     |              |     |                                  |     |   |     |                       |     |             |     |                       |     |                                |  |                          |     |                       |     |
| LEE Pui Ling, Angelina ^   | 2/3  |                                |   |                      |            |                            |  |   |     |              |     |                      |     |                       |     |                    |     |               |     |                |     |                 |     |  |  |  |     |              |     |                                  |     |   |     |                       |     |             |     |                       |     |                                |  |                          |     |                       |     |
| George Colin MAGNUS ^  | 2/3  |                                |   |                      |            |                            |  |   |     |              |     |                      |     |                       |     |                    |     |               |     |                |     |                 |     |  |  |  |     |              |     |                                  |     |   |     |                       |     |             |     |                       |     |                                |  |                          |     |                       |     |

## CORPORATE GOVERNANCE REPORT

| Code Ref.         | Code Provisions   | Comply ("C")/<br>Explain ("E") | Corporate Governance Practices   |
|-------------------|---|--------------------------------|--|
| E.1.2<br>(Cont'd) |   |                                | <ul style="list-style-type: none"> <li>The Company established an independent board committee on 12th January, 2017 ("January IBC") for advising the independent shareholders in relation to the formation of a joint venture in connection with the proposed acquisition of all of the stapled securities in issue of DUET Group by way of the schemes of arrangement and trust scheme. The January IBC comprised five Independent Non-executive Directors, namely, Mrs. Kwok Eva Lee, Mrs. Sng Sow-mei alias Poon Sow Mei, Mr. Colin Stevens Russel, Mr. Lan Hong Tsung, David and Mr. Barrie Cook. The chairman of the January IBC was available to answer questions at the March SGM.</li> <li>The Company established an independent board committee on 21st July, 2017 ("July IBC") for advising the independent shareholders in relation to the formation of a joint venture in connection with the proposed acquisition of all of the shares and preferred equity certificates in issue of ista Luxemburg GmbH. The July IBC comprised five Independent Non-executive Directors, namely, Mrs. Kwok Eva Lee, Mrs. Sng Sow-mei alias Poon Sow Mei, Mr. Lan Hong Tsung, David, Mr. Barrie Cook and Mr. Paul Joseph Tighe. The chairman of the July IBC was available to answer questions at the October SGM.</li> </ul>   |
| E.1.3             | The company should arrange for the notice to shareholders to be sent for annual general meeting at least 20 clear business days before the meeting and to be sent at least 10 clear business days for all other general meetings. | C                              | <ul style="list-style-type: none"> <li>The Company's notices to shareholders for the 2017 annual general meeting, the March SGM and the October SGM of the Company were sent at least 20 clear business days and at least 10 clear business days before the meeting respectively.</li> </ul>   |
| E.1.4             | The board should establish a shareholders' communication policy and review it on a regular basis to ensure its effectiveness.   | C                              | <ul style="list-style-type: none"> <li>In March 2012, the Board has established a shareholders communication policy and made it available on the Company's website. The policy is subject to review on a regular basis to ensure its effectiveness.</li> <li>The particulars of shareholders' rights relating to, inter alia, convening of special general meetings and making enquiries to the Company are as follows: <ol style="list-style-type: none"> <li>The Company has only one class of shares. All shares have the same voting rights and are entitled to the dividends declared. The Company's Bye-laws set out the rights of shareholders.</li> <li>Shareholder(s) holding not less than one-tenth of the paid-up capital of the Company may, in accordance with the requirements and procedures set out in the Companies Act of Bermuda, request the Board to convene a special general meeting pursuant to Bye-law 58 of the Company's Bye-laws. The objects of the meeting must be stated in the related requisition which must be signed by the requisitioner(s) and deposited at the registered office of the Company.</li> <li>(a) Shareholder(s) holding not less than one-twentieth of the total voting rights or (b) not less than 100 shareholders, may at their expense, unless the Company otherwise resolves, propose any resolution at any general meeting under the Companies Act of Bermuda. A written notice to that effect signed by the requisitionists together with a sum reasonably sufficient to meet the expenses in giving effect thereto must be deposited at the registered office of the Company at Clarendon House, Church Street, Hamilton HM11, Bermuda (addressed to the Company Secretary) not less than six weeks before the meeting. The notice shall contain, inter alia, a description of the proposed resolution desired to be put forward at the meeting, the reasons for such proposal and any material interest of the proposing shareholder in such proposal.</li> </ol> </li> </ul> |

| Code Ref.         | Code Provisions  | Comply ("C")/<br>Explain ("E") | Corporate Governance Practices   |
|-------------------|--|--------------------------------|--|
| E.1.4<br>(Cont'd) |  |                                | <ol style="list-style-type: none"> <li>4. Pursuant to Bye-law 88 of the Company's Bye-laws, if a shareholder wishes to propose a person other than a retiring Director for election as a Director at any general meeting (including annual general meeting), the shareholder should lodge a written notice at the registered office or the head office of the Company provided that the minimum length of the period, during which such written notice may be given, shall be at least seven days and that the period for lodgment of such written notice shall commence no earlier than the day after the dispatch of the notice of the general meeting appointed for such election and end no later than seven days prior to the date of such general meeting. Such written notice must be accompanied by a notice signed by the person to be proposed of his/her willingness to be elected as a Director.</li> <li>5. In conducting a poll, subject to any special rights or restrictions as to voting for the time being attached to any shares by or in accordance with the Company's Bye-laws, every shareholder present in person or by proxy or, in the case of a shareholder being a corporation, by its duly authorised representative, shall have one vote for every fully paid share of which he/she/it is the holder. A person entitled to more than one vote on a poll need not use all his/her votes or cast all the votes he/she uses in the same way.</li> <li>6. Shareholders have the right to receive corporate communications issued by the Company in hard copies or through electronic means in accordance with the manner as specified in Bye-law 160 of the Company's Bye-laws.</li> <li>7. Shareholders whose shares are held in the Central Clearing and Settlement System (CCASS) may notify the Company from time to time through Hong Kong Securities Clearing Company Limited if they wish to receive the Company's corporate communications.</li> <li>8. Shareholders and other stakeholders may send their enquiries and concerns, in written form, to the Board by addressing them to the Company Secretary at 12th Floor, Cheung Kong Center, 2 Queen's Road Central, Hong Kong.</li> </ol> |
| <b>E.2</b>        | <p><b>VOTING BY POLL</b></p> <p><i>Corporate Governance Principle</i></p> <p><i>The Company should ensure that shareholders are familiar with the detailed procedures for conducting a poll.</i></p> |                                |  |
| E.2.1             | The chairman of a meeting should ensure that an explanation is provided of the detailed procedures for conducting a poll and answer any questions from shareholders on voting by poll.               | C                              | <ul style="list-style-type: none"> <li>• At the 2017 annual general meeting, the March SGM and the October SGM, the Chairman of the meeting explained (through the Company Secretary) the detailed procedures for conducting a poll, and answered questions from shareholders.</li> <li>• At the 2017 annual general meeting, the March SGM and the October SGM, the Chairman of the meeting exercised his power under the Company's Bye-laws to put each resolution set out in the notices to be voted by way of a poll.</li> <li>• Representatives of the Branch Share Registrar of the Company were appointed as scrutineer to monitor and count the poll votes cast at the 2017 annual general meeting, the March SGM and the October SGM.</li> <li>• Since the Company's 2003 annual general meeting, all the resolutions (other than procedural or administrative resolutions) put to vote at the Company's general meetings were taken by poll.</li> <li>• Poll results were posted on the websites of the Company and HKEx.</li> </ul>   |

## CORPORATE GOVERNANCE REPORT

| Code Ref. | Code Provisions  | Comply ("C")/<br>Explain ("E") | Corporate Governance Practices  |
|-----------|--|--------------------------------|---|
| <b>F.</b> | <b>COMPANY SECRETARY</b>   |                                |   |
|           | <p><i>Corporate Governance Principle</i><br/> <i>The Company Secretary plays an important role in supporting the Board by ensuring good information flow within the Board and that Board policy and procedures are followed. The Company Secretary is responsible for advising the Board through the Chairman and/or the Group Managing Director on governance matters and should also facilitate induction and professional development of Directors.</i></p> |                                |   |
| F.1.1     | The company secretary should be an employee of the company and have day-to-day knowledge of the company's affairs.   | C                              | <ul style="list-style-type: none"> <li>The Company Secretary of the Company has been appointed from 1996 to 2008 and re-appointed in 2008 and has day-to-day knowledge of the Group's affairs.</li> <li>The Company Secretary ensures the effective conduct of board meetings and that Board procedures are duly followed.</li> <li>The Company Secretary prepares written resolutions or minutes and keeps records of substantive matters discussed and decisions resolved at all Board and Board Committee meetings.</li> <li>The Company Secretary also advises on compliance with all applicable laws, rules and regulations in relation to the investments of the Group and keeps the Board fully abreast of all legislative, regulatory and corporate governance developments.</li> </ul> |
| F.1.2     | The board should approve the selection, appointment or dismissal of the company secretary.   | C                              | <ul style="list-style-type: none"> <li>The appointment and removal of the Company Secretary is subject to Board approval in accordance with the Company's Bye-laws.</li> </ul>  |
| F.1.3     | The company secretary should report to the board chairman and/or the chief executive.  | C                              | <ul style="list-style-type: none"> <li>The Company Secretary reports to the Board through the Chairman whilst all members of the Board have access to the advice of the Company Secretary.</li> </ul>   |
| F.1.4     | All directors should have access to the advice and services of the company secretary to ensure that board procedures, and all applicable law, rules and regulations, are followed.   | C                              | <ul style="list-style-type: none"> <li>Directors have access to the Company Secretary and key officers of the Company Secretarial Department who are responsible to the Board for ensuring that Board procedures, and all applicable rules and regulations, are followed.</li> <li>Memoranda are issued to Directors from time to time to update them with legal and regulatory changes and matters of relevance to Directors in the discharge of their duties.</li> </ul>  |

## II. RECOMMENDED BEST PRACTICES

| Recommended Best Practice Ref. | Recommended Best Practices   | Comply ("C")/<br>Explain ("E") | Corporate Governance Practices |
|--------------------------------|--|--------------------------------|--------------------------------|
| <b>A.</b>                      | <b>DIRECTORS</b>   |                                |                                |
| <b>A.1</b>                     | <b>THE BOARD</b><br><i>Corporate Governance Principle</i><br><i>The Board should assume responsibility for leadership and control of the Company; and is collectively responsible for directing and supervising the Company's affairs.</i><br><i>The Board should regularly review the contribution required from a Director to perform his responsibilities to the Company, and whether he is spending sufficient time performing them.</i> |                                |                                |
|                                | There is no recommended best practice under Section A.1 in the CG Code.  |                                |                                |
| <b>A.2</b>                     | <b>CHAIRMAN AND CHIEF EXECUTIVE</b><br><i>Corporate Governance Principle</i><br><i>There should be a clear division of responsibilities between the Chairman and the Group Managing Director of the Company to ensure a balance of power and authority.</i>  |                                |                                |
|                                | There is no recommended best practice under Section A.2 in the CG Code.  |                                |                                |
| <b>A.3</b>                     | <b>BOARD COMPOSITION</b><br><i>Corporate Governance Principle</i><br><i>The Board should have a balance of skills, experience and diversity of perspectives appropriate to the requirements of the Company's business and should include a balanced composition of Executive and Non-executive Directors so that independent judgement can effectively be exercised.</i>   |                                |                                |
|                                | There is no recommended best practice under Section A.3 in the CG Code.  |                                |                                |
| <b>A.4</b>                     | <b>APPOINTMENTS, RE-ELECTION AND REMOVAL</b><br><i>Corporate Governance Principle</i><br><i>There should be a formal, considered and transparent procedure for the appointment of new Directors and plans in place for orderly succession for appointments. All Directors should be subject to re-election at regular intervals.</i>   |                                |                                |
|                                | There is no recommended best practice under Section A.4 in the CG Code.  |                                |                                |
| <b>A.5</b>                     | <b>NOMINATION COMMITTEE</b><br><i>Corporate Governance Principle</i><br><i>In carrying out its responsibilities, the nomination committee should give adequate consideration to the principles under Sections A.3 and A.4 in the CG Code.</i>  |                                |                                |
|                                | There is no recommended best practice under Section A.5 in the CG Code.  |                                |                                |
| <b>A.6</b>                     | <b>RESPONSIBILITIES OF DIRECTORS</b><br><i>Corporate Governance Principle</i><br><i>Every Director must always know his responsibilities as a Director of the Company and its conduct, business activities and development.</i>  |                                |                                |
|                                | There is no recommended best practice under Section A.6 in the CG Code.  |                                |                                |
| <b>A.7</b>                     | <b>SUPPLY OF AND ACCESS TO INFORMATION</b><br><i>Corporate Governance Principle</i><br><i>Directors should be provided in a timely manner with appropriate information in the form and quality to enable them to make an informed decision and perform their duties and responsibilities.</i>  |                                |                                |
|                                | There is no recommended best practice under Section A.7 in the CG Code.  |                                |                                |
| <b>B.</b>                      | <b>REMUNERATION OF DIRECTORS AND SENIOR MANAGEMENT AND BOARD EVALUATION</b>  |                                |                                |
| <b>B.1</b>                     | <b>THE LEVEL AND MAKE-UP OF REMUNERATION AND DISCLOSURE</b><br><i>Corporate Governance Principle</i><br><i>The Company should disclose its Director's remuneration policy and other remuneration related matters. The procedure for setting policy on Executive Directors' remuneration and all Directors' remuneration packages should be formal and transparent.</i>   |                                |                                |

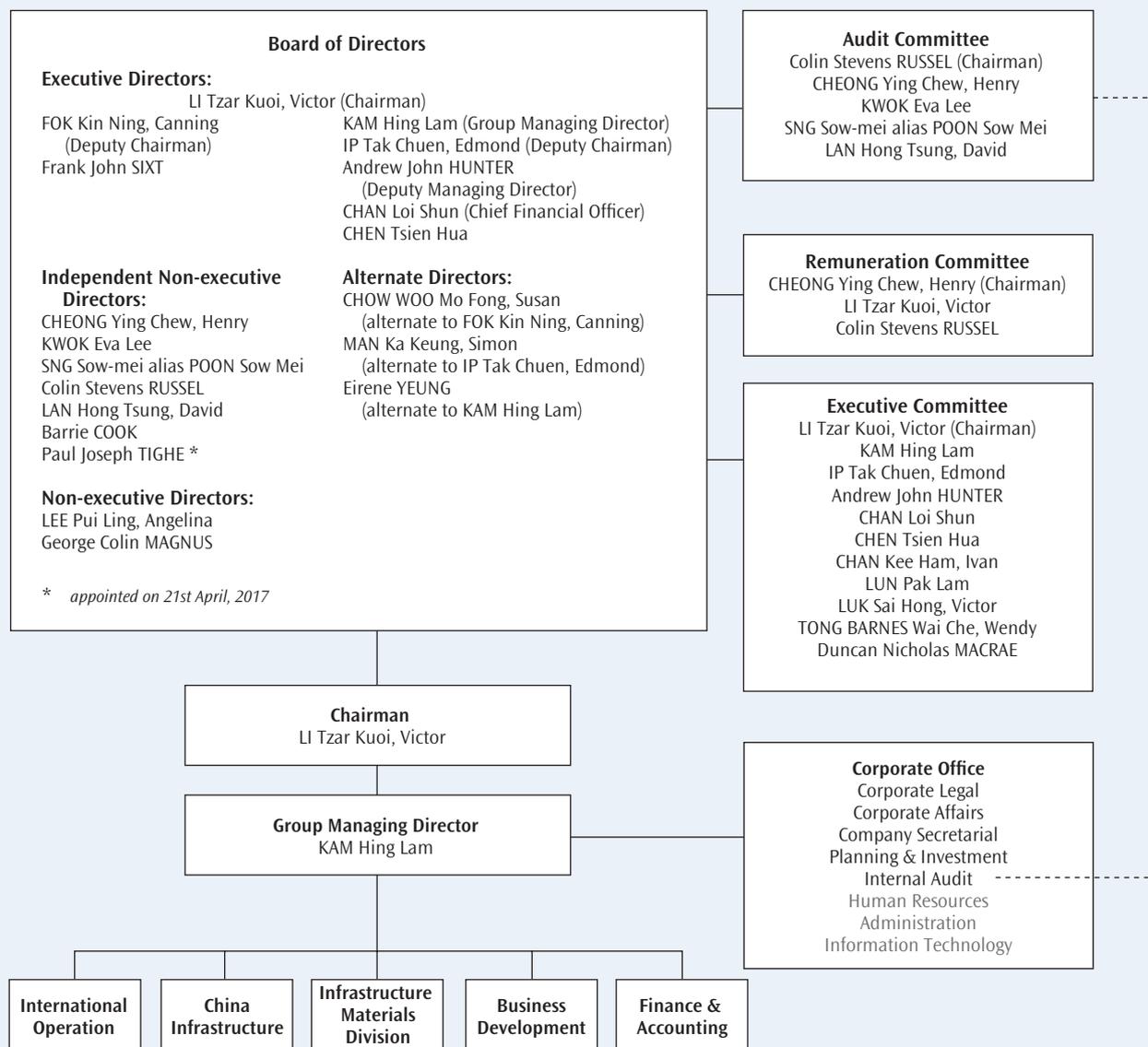
## CORPORATE GOVERNANCE REPORT

| Recommended Best Practice  |  | Comply ("C")/<br>Explain ("E") | Corporate Governance Practices  |
|--|--|--------------------------------|---|
| Ref.   | Recommended Best Practices   |                                |   |
| B.1.6  | Where the board resolves to approve any remuneration or compensation arrangements with which the remuneration committee disagrees, the board should disclose the reasons for its resolution in its next Corporate Governance Report.   | N/A                            | <ul style="list-style-type: none"> <li>The Board has never approved any remuneration or compensation arrangements which have previously been rejected by the Remuneration Committee.</li> </ul>   |
| B.1.7  | A significant proportion of executive directors' remuneration should link rewards to corporate and individual performance.   | C                              | <ul style="list-style-type: none"> <li>In 2017, a significant proportion of Executive Directors' remuneration has been structured to link rewards to corporate and individual performance. Please refer to note 33 in the Notes to the Consolidated Financial Statements for details of discretionary bonus.</li> </ul>   |
| B.1.8  | The company should disclose details of any remuneration payable to members of senior management, on an individual and named basis, in the annual reports.  | C                              | <ul style="list-style-type: none"> <li>The Board has resolved that the senior management of the Company comprises only the Executive Directors of the Company. Please refer to note 33 in the Notes to the Consolidated Financial Statements for details of the remuneration payable to the Directors.</li> </ul>   |
| B.1.9  | The board should conduct a regular evaluation of its performance.  | E                              | <ul style="list-style-type: none"> <li>The performance of the Board is best reflected by the Company's results and stock price performance during the year.</li> </ul>  |
| <b>C. ACCOUNTABILITY AND AUDIT</b>   |  |                                |   |
| <b>C.1 FINANCIAL REPORTING</b>   |  |                                |   |
| <p><i>Corporate Governance Principle</i><br/>The Board should present a balanced, clear and comprehensible assessment of the Company's performance, position and prospects.</p>  |  |                                |   |
| C.1.6 –<br>C.1.7   | <ul style="list-style-type: none"> <li>The company should announce and publish quarterly financial results within 45 days after the end of the relevant quarter. These should disclose sufficient information to enable shareholders to assess the company's performance, financial position and prospects. The company's quarterly financial results should be prepared using the accounting policies of its half-year and annual accounts.</li> <li>Once the company announces quarterly financial results, it should continue to do so for each of the first 3 and 9 months periods of subsequent financial years. Where it decides not to continuously announce and publish its financial results for a particular quarter, it should announce the reason(s) for this decision.</li> </ul> | E                              | <ul style="list-style-type: none"> <li>The Company issued half-yearly financial results within 2 months after the end of the relevant period, and annual financial results within 3 months after the end of the relevant year. In addition, all significant transactions and inside information have been announced and disclosed in accordance with the Listing Rules during the year. The shareholders of the Company are therefore able to assess the performance, financial position and prospects of the Company. The Company does not consider it necessary, nor is it in the interests of the Company and its shareholders, to issue quarterly financial results. This would result in incurring costs disproportionate to any additional benefits to the shareholders.</li> <li>Please refer to C.1.6 above for details.</li> </ul> |
| <b>C.2 RISK MANAGEMENT AND INTERNAL CONTROL</b>  |  |                                |   |
| <p><i>Corporate Governance Principle</i><br/>The Board is responsible for evaluating and determining the nature and extent of the risks it is willing to take in achieving the Company's strategic objectives, and ensuring that the Company establishes and maintains appropriate and effective risk management and internal controls systems. The Board should oversee management in the design, implementation and monitoring of the risk management and internal control systems, and management should provide a confirmation to the Board on the effectiveness of these systems.</p> |  |                                |   |
| C.2.6  | The board may disclose in the Corporate Governance Report that it has received a confirmation from management on the effectiveness of the company's risk management and internal control systems.  | C                              | <ul style="list-style-type: none"> <li>The Board confirmed that, through the Audit Committee, it has received a confirmation from the management of the Company and its business units on the effectiveness of the risk management and internal control systems. Please also refer to C.2.3 (c) above.</li> </ul>   |
| C.2.7  | The board may disclose in the Corporate Governance Report details of any significant areas of concern.   | C                              | <ul style="list-style-type: none"> <li>No significant areas of concern regarding the Group's risk management and internal controls were raised by the Board.</li> </ul>   |

| Recommended Best Practice Ref.  | Recommended Best Practices   | Comply ("C")/<br>Explain ("E") | Corporate Governance Practices   |
|---|--|--------------------------------|--|
| <b>C.3</b>  | <b>AUDIT COMMITTEE</b><br><i>Corporate Governance Principle</i><br>The Board should establish formal and transparent arrangements to consider how it will apply financial reporting, risk management and internal control principles and maintain an appropriate relationship with the Company's auditors.   |                                |  |
| C.3.8   | The audit committee should establish a whistleblowing policy and system for employees and those who deal with the company (e.g. customers and suppliers) to raise concerns, in confidence, with the audit committee about possible improprieties in any matter related to the company.   | C                              | <ul style="list-style-type: none"> <li>Please refer to C.3.7 above for the details.</li> </ul> |
| <b>D.</b>   | <b>DELEGATION BY THE BOARD</b>   |                                |  |
| <b>D.1</b>  | <b>MANAGEMENT FUNCTIONS</b><br><i>Corporate Governance Principle</i><br>The Company should have a formal schedule of matters specifically reserved for Board approval and those delegated to management.   |                                |  |
| There is no recommended best practice under Section D.1 in the CG Code. |  |                                |  |
| <b>D.2</b>  | <b>BOARD COMMITTEES</b><br><i>Corporate Governance Principle</i><br>Board Committees should be formed with specific written terms of reference which deal clearly with their authority and duties.   |                                |  |
| There is no recommended best practice under Section D.2 in the CG Code. |  |                                |  |
| <b>D.3</b>  | <b>CORPORATE GOVERNANCE FUNCTIONS</b>  |                                |  |
| There is no recommended best practice under Section D.3 in the CG Code. |  |                                |  |
| <b>E.</b>   | <b>COMMUNICATION WITH SHAREHOLDERS</b>   |                                |  |
| <b>E.1</b>  | <b>EFFECTIVE COMMUNICATION</b><br><i>Corporate Governance Principle</i><br>The Board should be responsible for maintaining an on-going dialogue with shareholders and in particular, use annual general meetings or other general meetings to communicate with them and encourage their participation.   |                                |  |
| There is no recommended best practice under Section E.1 in the CG Code. |  |                                |  |
| <b>E.2</b>  | <b>VOTING BY POLL</b><br><i>Corporate Governance Principle</i><br>The Company should ensure that shareholders are familiar with the detailed procedures for conducting a poll.   |                                |  |
| There is no recommended best practice under Section E.2 in the CG Code. |  |                                |  |
| <b>F.</b>   | <b>COMPANY SECRETARY</b><br><i>Corporate Governance Principle</i><br>The Company Secretary plays an important role in supporting the Board by ensuring good information flow within the Board and that Board policy and procedures are followed. The Company Secretary is responsible for advising the Board through the Chairman and/or the Group Managing Director on governance matters and should also facilitate induction and professional development of Directors. |                                |  |
| There is no recommended best practice under Section F in the CG Code.   |  |                                |  |

# CORPORATE GOVERNANCE REPORT

## MANAGEMENT STRUCTURE CHART



# ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

CK Infrastructure Holdings Limited (the “Company”) and its subsidiaries (the “Group”) as well as its business units present the Environmental, Social and Governance (“ESG”) Report (“Report”).

The scope of this Report covers the Group’s core businesses, including energy infrastructure, transportation infrastructure, water infrastructure, waste management, waste-to-energy, as well as infrastructure related businesses but excluding those acquisitions during the year, unless otherwise specified. This Report aims to provide an overview of the Group’s ESG performance and its representative initiatives for the year ended 31st December, 2017 (the “Reporting Period”), based on the ESG Reporting Guide under Appendix 27 of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (“Reporting Guide”).

This Report has been organised into four sections focusing on environment, employment and labour practices, operating practices and the community. Key initiatives undertaken by the respective business units are featured in their relevant sections which the Group believes best demonstrate its commitments in generating sustainable values to its stakeholders.

## Approach to ESG and Reporting

The Group’s ESG philosophy is to create long-term value for its stakeholders that aligns with the growth and sustainability of its business and the environment it is in. The Group aspires to be a responsible corporate citizen and believes that transparency and accountability are important foundations for building the trust with its stakeholders.

As a leading player in the global infrastructure arena, the Group is cognizant of the significance of effective ESG practices and the importance of integrating ESG systems in key business decision-making. The Group tackles ESG issues both at the Group and business levels. While the Board oversees the direction for its ESG practices, the Group’s business units set up individual ESG programmes and regularly measure their performances to identify opportunities for improvement and create sustainable values for its stakeholders. The management will then confirm that appropriate and effective ESG risk management and internal control systems are in place.

## Stakeholder Engagement and Materiality Assessment

The Group engages its stakeholders from time to time through on-going communications and collect their views on the ESG aspects that they regard as relevant and important. Its key stakeholders include its employees, shareholders, customers, suppliers, the local community, professional institutions, non-governmental organisations and authorities. The Group maintains an open and transparent dialogue with its stakeholders through various channels including meetings, surveys, seminars and workshops. This Report details how the material ESG aspects identified based on the inputs of its key stakeholders are addressed.

For the purpose of meeting the requirements of the Reporting Guide, a working group comprised of members of International Operation, China Infrastructure, Corporate Finance, Business Development, Finance & Accounting, Corporate Legal, Corporate Affairs, Company Secretarial, Planning & Investment, Internal Audit, Information Technology, Administration and Human Resources of the Company, along with designated personnel of Power Assets, Green Island Cement & Alliance Construction Materials, UK Power Networks, Northumbrian Water, Northern Gas Networks, Wales & West Gas Networks, Seabank Power, UK Rails, SA Power Networks, Victoria Power Networks, Australian Gas Networks, Wellington Electricity, EnviroNZ, Dutch Enviro Energy, Portugal Renewable Energy, Canadian Power, Park’N Fly, Australian Energy Operations and Husky Midstream, identifies and assesses material ESG aspects of the Group’s operations.

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

An independent advisor has been retained to provide reporting advisory services to the Company and to assist with developing a structure, processes and practices for ESG reporting for its compilation of an ESG report in accordance with the Reporting Guide. With the assistance of the advisor, information was collected from the relevant parties of the above mentioned business units and departments of the Group. The information so collected was reported in the ESG report which has been reviewed by the advisor in the process. The management has confirmed that appropriate and effective ESG risk management and internal control systems are in place.

### ENVIRONMENT

The Group recognises its responsibility to the environment and the importance of reducing emissions and improving the efficiency in resource use.

#### Emissions

The Group's business units strive to minimise impacts to the environment through reducing air and greenhouse gas (GHG) emissions, waste and wastewater discharges.

##### *Air and Greenhouse Gas (GHG) Emissions*

Business units of the Group have taken various actions to reduce their air and GHG emissions.

In order to reduce carbon and other air emissions generated by electricity production operations, HK Electric has been working to optimise fuel mix by increasing the use of natural gas. This is to meet the tightening emission allowances set out by the Hong Kong Special Administrative Region Government. In 2017, HK Electric continued to meet the stipulated emissions allowances in all categories, and also worked with the government to agree new and more stringent emissions allowances from 2022 onwards. In addition, two new gas-fired generating units under construction will be equipped with the Selective Catalytic Reduction systems that serve to reduce nitrogen oxides ("NO<sub>x</sub>") emission levels.

In support of the New Zealand Government's principal climate change policy, the New Zealand Emissions Trading Scheme, EnviroNZ works to curb GHG emissions by converting part of the methane generated from its landfills to electricity. This helps the environment by achieving a higher percentage of landfill gas recovery and aids in electricity generation.

A major source of the Group's GHG emissions are the fugitive emissions produced during gas distribution processes. To reduce such emissions, a maintenance programme has been implemented in Canadian Power's Meridian plant. The programme diagnoses leakages from natural gas systems and repairs them on a timely basis to minimise the amount of fugitive GHG released into the atmosphere.

Dutch Enviro Energy has been running a pilot project to capture CO<sub>2</sub> from the flue gas of its waste-to-energy plant in Duiven. The project will remove an annual 50,000 tonnes of CO<sub>2</sub> from being released into the atmosphere, allowing captured CO<sub>2</sub> to be used productively, such as in horticulture.

In addition to reducing greenhouse emissions from the production processes, the Group also works to cut its carbon footprint by making its fleet greener and supporting sustainable transport. Alliance Construction Materials has been taking steps to modernise its mixer truck fleet, with 90% of the fleet comprising of EURO V-compliant vehicles. Wales & West Gas Networks continues to strengthen its fleet, with 95% of its vehicles being Euro V or Euro VI-compliant.

UK Power Networks provides incentives to purchase low emission vehicles for use as business cars. Furthermore, HK Electric supports widespread adoption of electric vehicles (“EV”) to improve roadside air quality. During the year, HK Electric established three new multi-standard quick charging stations and upgraded four existing standard charging stations. At the end of 2017, HK Electric operated 13 public charging stations covering every district on Hong Kong Island, offering free EV charging services until the end of 2018. HK Electric’s EV service team also provides technical advice to assist residential and commercial building owners in the installation of EV charging facilities. For air and GHG emissions performance, please refer to table below.

**Table 1: Air and GHG emissions performance of the Group’s core business units**

| Environmental KPIs <sup>(Note 1)</sup>                 | Unit                         | 2017      |
|--|------------------------------|-----------|
| NO <sub>x</sub> emissions <sup>(Note 2)</sup>          | tonne                        | 5,649     |
| SO <sub>x</sub> emissions <sup>(Note 2)</sup>          | tonne                        | 668       |
| Particulate matter emissions <sup>(Note 2)</sup>       | tonne                        | 426       |
| Total GHG emissions                                    | tonne CO <sub>2</sub> e      | 9,778,614 |
| Total GHG emissions intensity <sup>(Note 3)</sup>      | tonne CO <sub>2</sub> e/HK\$ | 255       |
| Greenhouse gas emissions (Scope 1) <sup>(Note 4)</sup> | tonne CO <sub>2</sub> e      | 7,464,392 |
| Greenhouse gas emissions (Scope 1) intensity           | tonne CO <sub>2</sub> e/HK\$ | 195       |
| Greenhouse gas emissions (Scope 2) <sup>(Note 5)</sup> | tonne CO <sub>2</sub> e      | 2,314,222 |
| Greenhouse gas emissions (Scope 2) intensity           | tonne CO <sub>2</sub> e/HK\$ | 60        |

Notes:

- (1) Environmental data are calculated based on the Group’s equity interest on the respective Group’s core business units for the year ended 31st December, 2017.
- (2) Emission data from gaseous fuel consumption and/or from vehicles.
- (3) “Total GHG emissions intensity” equals to “Total GHG emissions” over total revenue contributed by the Group’s core business units, which is considered to be a more appropriate common intensity basis due to the various nature of Group’s core business units.
- (4) Scope 1 – Direct emissions from operations that are owned or controlled by the Group’s core business units.
- (5) Scope 2 – “Energy indirect” emissions resulting from the generation of purchased or acquired electricity, heating, cooling and steam consumed within the Group’s core business units.

### Waste

Waste management which includes avoiding, reusing, recycling and reducing waste before final disposal is adopted by businesses within the Group.

Northern Gas Networks has implemented an excavation spoil recycling programme which aims to limit the amount of excavated spoil sent to landfill to 8%. The programme raises awareness amongst employees and contractors about this target and educates them about methods to recycle spoil and the benefits of doing so. Each contractor in charge of mains replacement and reinstatement is required to provide monthly spoil disposal data identifying the amount of spoil sent to landfill. This data is subject to investigation and discussed during contract performance review meetings. Spoil disposal to landfill has been incorporated as a key KPI for contractors and is measured and reported on a regular basis.

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

It is a major objective of the Group's members to be able to recycle waste into useful materials. Northumbrian Water continues to use sewage sludge for energy (biogas) generation. Biogas produced is either used for electricity generation or converted into biomethane for injection to the UK gas grid. This not only reduces the residual waste produced, but also makes waste suitable as a land fertiliser.

HK Electric has been collecting ash and gypsum produced for industrial use, such as manufacturing of cement. In 2017, about 235,000 tonnes of ash and 61,000 tonnes of gypsum were collected for reuse by third parties.

As part of its gas mains replacement programme, Northern Gas Networks installs more than 500 km of plastic gas pipes of varying dimensions with their associated fittings. A certain amount of this plastic pipe is wasted as part of the installation process. To avoid wasted pipes being disposed to landfill, Northern Gas Networks takes part in a plastic pipe waste recycling scheme and have installed dedicated recycling bins in workplaces to encourage recycling of the pipes. During 2017, approximately 140,000 kg worth of waste plastic pipe was recycled.

### *Wastewater*

Businesses within the Group handle wastewater with care. In 2017, EnviroNZ commissioned a reverse osmosis leachate treatment plant at its Hampton PARRC Landfill. This process recovers high quality water from landfill leachate by treating the leachate using reverse osmosis technology, a type of purification technology which removes contaminants to make the treated water fit for reuse or direct discharge to the environment. Furthermore, Canadian Power, has a closed-loop system in the Husky Upgrader project at Meridian Power Station which achieves zero discharge of wastewater to the environment. Seabank Power, on the other hand, has strengthened its monitoring of wastewater quality including pH, temperature, biochemical oxygen demand and heavy metals to ensure that the treated effluents meet discharge standards. For waste treatment performance, please refer to table below.

**Table 2: Waste produced by the Group's core business units**

| <b>Environmental KPIs</b> <sup>(Note 6)</sup>      | <b>Unit</b> | <b>2017</b>    |
|--|-------------|----------------|
| Total hazardous waste produced <sup>(Note 7)</sup> | tonne       | <b>105,728</b> |
| Total non-hazardous waste produced                 | tonne       | <b>496,761</b> |

Notes:

(6) Please refer to Note 1 above.

(7) Hazardous wastes are those defined by relevant national regulations applicable to the relevant Group's core business units.

### **Use of Resources**

The Group's businesses endeavour to optimise the use of resources, including energy, water and other materials and have initiated their own resource efficiency programmes that align with their respective business natures.

#### *Energy*

Alliance Construction Materials has an ISO50001-certified energy management system in place to guide target setting to encourage energy saving. Furthermore, Green Island Cement focuses on improving equipment availability and utilisation in order to reduce energy wastage.

Northern Gas Networks has implemented a low carbon gas technology which enhances energy efficiency in the pre-heating process to prevent gas from freezing when it moves from high pressure networks to lower pressure networks. The new method is expected to save more energy as compared to traditional boiler packages and water bath heaters. Two alternative technologies, Low Pressure Steam and Thermo Catalytic Systems, have been identified and piloted alongside existing technologies across 12 of Northern Gas Networks' sites.

To be able to source cleaner alternative energy, SA Power Networks has begun installing solar PV on depots and buildings. Portugal Renewable Energy and PRC wind farms continue to contribute to the Group's commitment to a higher ratio of renewable energy in its asset mix.

The Group also supports renewable energy transmission. Australian Energy Operations constructs, owns and operates reliable transmission links that transports clean, renewable power from windfarms to power grids.

**Table 3: Energy consumption of the Group's core business units**

| Environmental KPIs <sup>(Note 8)</sup>                 | Unit     | 2017              |
|--|----------|-------------------|
| Total energy consumption                               | '000 kWh | <b>29,905,031</b> |
| Total energy consumption intensity <sup>(Note 9)</sup> | kWh/HK\$ | <b>0.78</b>       |
| Total direct energy consumption                        | '000 kWh | <b>25,442,074</b> |
| Total direct energy consumption intensity              | kWh/HK\$ | <b>0.66</b>       |
| Gasoline/Petrol  | '000 kWh | <b>36,619</b>     |
| Diesel   | '000 kWh | <b>464,942</b>    |
| Gas (exclude towngas and natural gas)                  | '000 kWh | <b>4,235</b>      |
| Natural gas  | '000 kWh | <b>10,268,616</b> |
| Other fuels  | '000 kWh | <b>14,667,662</b> |
| Total indirect energy consumption (Electricity)        | '000 kWh | <b>4,462,957</b>  |
| Total indirect energy consumption intensity            | kWh/HK\$ | <b>0.12</b>       |

Notes:

(8) Please refer to Note 1 above.

(9) "Total energy consumption intensity" equals to "Total energy consumption" over total revenue contributed by the Group's core business units, which is considered to be a more appropriate common intensity basis due to the various nature of the Group's core business units.

### Water

Business units have also worked to conserve water and promote water efficiency through various initiatives in their operations.

HK Electric has been collecting rain water and plant processing water for reuse at the Lamma Power Station. About 112,000 m<sup>3</sup> of rain water and plant processing water were collected for reuse during 2017. Green Island Cement and its subgroups have also recycled wastewater from production and storm water for process cooling, thus minimising the amount of freshwater extracted. For water consumption performance, please refer to table below.

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

**Table 4: Water consumption of the Group's core business units**

| Environmental KPIs <sup>(Note 10)</sup>          | Unit                 | 2017          |
|--|----------------------|---------------|
| Water consumption <sup>(Note 11)</sup>           | '000 m <sup>3</sup>  | <b>38,634</b> |
| Water consumption intensity <sup>(Note 12)</sup> | m <sup>3</sup> /HK\$ | <b>1,008</b>  |

Notes:

(10) Please refer to Note 1 above.

(11) Annual water consumption by taking measurements at the source of water abstraction (direct), or bills or meter readings (indirect).

(12) "Water consumption intensity" equals to "Water consumption" over total revenue contributed by the Group's core business units, which is considered to be a more appropriate common intensity basis due to the various nature of the Group's core business units.

### *Material*

Alliance Construction Materials reuses the reclaimed aggregates from concrete waste with an average of two truckloads of being delivered to Tuen Mun Aggregate Depot for reuse in road base products.

The cement production business of the Group in Hong Kong has increased the use of recycled materials from 43% to 54% since 2015. Over one million tonnes of industrial waste materials, such as byproducts from coal-fired power generation, slag from copper smelter, crush rock fines from metallurgy grade limestone production and waste glass, have been recycled as raw materials for the Group's cement manufacturing business at its plants in Hong Kong and Mainland China.

**Table 5: Packaging material used by the Group's core business units**

| Environmental KPIs   | Unit  | 2017         |
|--|-------|--------------|
| Total packaging material used for finished products (Paper) <sup>(Note 13)</sup> | tonne | <b>4,489</b> |

Note:

(13) This KPI is most relevant to the infrastructure related businesses of the Group.

### **The Environment and Natural Resources**

Across the Group, a number of individual operations continue to identify, assess and manage potentially adverse environmental impacts including the protection of important habitats and the natural environment.

Husky Midstream stewards the land in its care, from a project's planning stage through to the asset's retirement. Potential impacts are identified so they can be avoided, minimised or mitigated, and the land is ultimately remediated and reclaimed.

## **Regulatory Compliance**

The Group is not aware of any material non-compliance with laws and regulations relating to air and GHG emissions, discharges into water and land, and generation of hazardous and non-hazardous waste that have a significant impact on the Group during the Reporting Period.

## **EMPLOYMENT AND LABOUR PRACTICES**

The Group together with its core business units have over 26,000 employees round the world. The Group believes people are its most important asset. Recruiting, engaging and retaining talent are fundamental for the Group to remain ahead of its competition. The belief in talent management is demonstrated through the merit-based evaluation mechanism, competitive remuneration and inclusive work environment adopted in business units across the Group. In 2017, the turnover rate of the Group together with its core business units was 7.84%.

Wales & West Gas Networks administers a flexible benefits scheme that allows employees to choose alternative benefits alongside the standard benefits package.

Recognising the importance of a work-life balance to a motivated and productive workforce, business units in the Group encourage their employees to maintain reasonable working hours. EnviroNZ has installed tracking devices into trucks to alert drivers if they have driven a certain amount of hours consecutively; this is to safeguard the well-being of the drivers. UK Rails supports National Work Life to raise awareness on work-life balance whilst Wellington Electricity considers employees' requests on flexible working hours in order to enable employees' work-life balance. Competitive paid leave entitlements are also offered to the employees.

Programmes have been initiated at the business unit level to recruit people from higher education institutions and to promote health and wellbeing of their employees.

The Group values employees' views and its business units have established various communication channels, such as seminars and workshops, to facilitate open dialogues with the employees, and to exchange views and collect feedback.

Business units of the Group have received awards as recognition for their achievements in different areas of employment practice. For awards in the employment practice that have been obtained by business units of the Group during the year, please refer to pages 22 to 25 of this Annual Report.

## **Health and Safety**

The Group recognises the importance of health and safety of employees at work and business units have established individual health and safety management programmes for such purpose.

Dutch Enviro Energy has developed a robust Health, Safety and Environment management programme. Sickness ratio and injury frequency rate are monitored closely. Upon accidents, relevant information is recorded into a database to produce a monthly dashboard that is available for senior management and shareholders to reference health and safety performance. Health and safety topics are at the top of the agenda in production meetings, senior meetings, and in the board of directors meetings.

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

### Training and Development

The Group believes in talent investment and strives to realise the potential of employees through development programmes. It hopes to inspire employees to pursue further knowledge and encourage them to undertake learning. Trainings are provided at the business unit level to suit specific business needs and support the day-to-day job functions. In 2017, more than 571,000 training hours were provided to the employees of the Group and its core business units; the percentage of employees trained reached 88.15%.

The highway toll bridge employees in China Infrastructure participated in regular training to keep themselves updated with highway regulations. First aid training has also been provided to any interested employee of Park'N Fly and UK Rails has also offered continued professional development training to its employees.

### Labour Standards

The Group adheres to fair employment practices and promotes diversity and equal opportunity in its recruitment and promotion. The Group has zero tolerance to harassment and discrimination of any form. Employees are hired and selected based on their merits, regardless of their race, colour, sex or religious belief. The Group prohibits the use of child and forced labour in its businesses across the world. Mechanisms have been established by business units to prevent unethical practices.

Northumbrian Water has published their statement on Modern Slavery. In addition, they have briefed their procurement and legal teams on slavery and trafficking, and related requirements of the Modern Slavery Act. The company has also launched a responsible procurement supply charter, where contracted suppliers also have to be committed to the relevant Code of Conduct and meet all ethical and statutory obligations.

### Regulatory Compliance

The Group is not aware of (i) any material non-compliance with laws and regulations relating to employment and labour practices, occupational health and safety that have a significant impact on the Group; or (ii) any incident that has a significant impact on the Group relating to the use of child or forced labour during the Reporting Period.

## OPERATING PRACTICES

### Supply Chain Management

Businesses within the Group work with suppliers to make them aware of the Group's commitment to sustainability.

#### *Sourcing Responsibility*

The Group supports sustainable procurement and its business units have incorporated environmental and social responsibilities into their procurement processes. Suppliers are required to take into consideration sustainability performance.

UK Rails conducts a Quarterly Supplier Performance Review and Project Review for its suppliers. Alternated between Eversholt office and suppliers facility, the Supplier Performance pack includes a relationship indicator, delivery Key Performance Indicators, safety and quality measures, open item lists and more. This pack helps improve outcomes of safety and quality performance, build better business-to-business relationships and facilitate an honest, open dialogue with suppliers on a range of performance indicators.

### *Engaging Suppliers*

Business units of the Group exchange and share knowledge with suppliers about their procurement practices and requirements.

Australian Gas Networks engages its key contractor for distribution and transmission pipeline operations and management services and incentivises them to improve productivity and efficiency in a consistent and sustainable manner.

UK Power Networks attended and presented to the Achilles Live Event in London. The event facilitated the interaction between the buying community and suppliers. In May 2017, UK Power Networks organised an event with its Original Equipment Manufacturers to introduce a new Supplier Relationship Management (“SRM”) framework approach with an active policy reinforcing the importance of Health & Safety in all aspects of work activity including equipment supply & installation and of seeking and sharing innovation, technological advances and continuous improvement.

A SRM framework has been introduced across business units including Victoria Power Networks.

### **Product Responsibility**

Business units of the Group strive to continuously enhance customer experience of their services and products through seeking feedback from customers to improve their operations.

### **Product Reliability and Safety**

Effort and resources have been dedicated by the Group’s business units in upholding safety procedures in the course of their daily operations.

### *Customer Experience*

Business units of the Group provide different ways to communicate and engage with customers and collect customer feedback.

Northumbrian Water has a well-established defined Code of Practice relating to complaints made by customers. The document provides clear guidance to customers regarding the complaint process and options they could choose from besides making a complaint. The company is also bounded by the Guaranteed Service Standards in a number of their service areas that have positive impact on customer experience excellence.

Park’N Fly has also adopted a policy which requires immediate inspection to be carried out when customer reports a damaged vehicle case. If the case is proven to be the company’s fault, follow up actions have to be conducted within one (1) business day.

### *Customer Protection*

The Group recognises the importance of personal data protection and relevant business units of the Group safeguard data privacy and provide transparency on information relating to their products and services. The relevant business units have established data and privacy protection procedures which have been communicated to employees through internal policy and training. Collected personal data is treated as confidential and kept securely, accessible only by authorised personnel.

### **Regulatory Compliance**

The Group is not aware of any incidents of material non-compliance with laws and regulations concerning health and safety, advertising, labelling and privacy matters relating to products and services and methods of redress, that have a significant impact on the Group during the Reporting Period.

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

### Anti-Corruption

The Group has zero-tolerance on any forms of bribery, corruption and fraud. Policies and measures against corruption and other malpractices are adopted by business units across the Group. Monitoring and management control systems have been developed to detect bribery, fraud or other malpractice activities directly at the source. Employees and all other concerned stakeholders are encouraged to raise concerns on suspected cases through the Company's whistle-blowing mechanisms. Reports raised may be investigated internally by the Audit Committee or other departments of the Company delegated by the Audit Committee.

### Regulatory Compliance

The Group is not aware of any material breach of laws and regulations relating to bribery, extortion, fraud and money laundering that have a significant impact on the Group during the Reporting Period.

## COMMUNITY INVESTMENT

The Group's businesses support the development of communities in which they operate.

### Supporting Education

Plant tours were arranged with the aim to further educate the community on the waste-to-energy process, and Dutch Enviro Energy's role in the community.

### Helping the Underprivileged

Wales & West Gas Networks has formed a new partnership with Fire & Rescue Services in areas it has operations in order to improve customers' knowledge of carbon monoxide ("CO"). To better assist disadvantaged, underprivileged customers, these customers were provided with complementary CO alarms during Home Safety Visits. In order to measure the effectiveness of the initiative on communities, surveys were carried out during the year. The subsequent results were encouraging, during 2017 over 2,300 surveys were completed and the initiative has contributed to a 31% positive increase in awareness of CO as a result of the questionnaires completed.

Furthermore, Green Island Cement has dedicated itself to improving the efficiency of travel for villagers in Mainland China. To do so, Green Island Cement has provided villages with cement and gravel to assist in road construction, thus allowing for an easier commute between locations.

### Conserving the Environment

Northumbrian Water works in partnership with Essex & Suffolk Water, the Essex Wildlife Trust and the Bee Improvement and Bee Breeders Association to establish native British black bees at Abberton Reservoir – a species which was, until recently, thought to be extinct. Three beehives have been introduced at Abberton Reservoir, populated with native black queen bees obtained from a reputable source. The objective of this project is to increase the population of the British black bees over the span of the next three years, and thus, promote biodiversity. In the first year the aim is for 40 to 50 new native queen bees to be established from the hives at Abberton. Presentations have already been made to local organisations and beekeepers, and the aim is to provide them with native queen bees in order to establish new colonies within an initial three mile radius. This will then expand to a six and nine mile radius in year two and three of the project. Throughout the progression of the project, other groups of likeminded organisations and beekeepers are also encouraged to participate, allowing the initiative to expand further over an increasing area.

## RISK FACTORS

The Group's businesses, financial conditions, results of operations or growth prospects may be affected by risks and uncertainties directly or indirectly pertaining to the Group's businesses. The risk factors set out below are those that could result in the Group's businesses, financial conditions, results of operations or growth prospects differing materially from expected or historical results. Such factors are by no means exhaustive or comprehensive, and there may be other risks in addition to those shown below which are not known to the Group or which may not be material now but could turn out to be material in the future. In addition, this Annual Report does not constitute a recommendation or advice to invest in the shares or other securities of the Company and investors are advised to make their own judgment or consult their own investment advisors before making any investment in the shares or other securities of the Company.

### GLOBAL ECONOMY

While global economic activity continues to strengthen, there are still a number of uncertainties and risks affecting the global economy. The outcomes of the negotiations of the United Kingdom ("UK") to leave the European Union ("EU"), the fluctuation of the US dollar against major currencies around the world, the aggravation of trade competition and the continuing geopolitical tensions create uncertainties in the world economy and global financial market. A slowdown in global economic growth could lead to economic contractions in certain markets, commercial and consumer delinquencies, weakened consumer confidence and increased market volatility. The Group is a diversified infrastructure investment company with businesses in Hong Kong, Mainland China, the UK, Continental Europe, Australia, New Zealand and North America. Any adverse economic conditions in those countries and places in which the Group operates may potentially impact on the Group's financial conditions or results of operations, asset values and liabilities.

### ECONOMIC CONDITIONS AND INTEREST RATES

The industries in which the Group operates are affected by the economic conditions of the various places where the Group's investments or operations are located, the population growth of these places, mark to market value of securities investments, the currency environment and interest rates cycles. There can be no assurance that the combination of the above factors the Group experiences in the future will not adversely affect its financial conditions or results of operations.

In particular, income from finance and treasury operations is dependent upon the capital markets, interest rate and currency environment, and the worldwide economic and market conditions, and therefore there can be no assurance that changes in these conditions will not adversely affect the Group's financial conditions or results of operations. The volatility in the financial markets may also adversely affect the income to be derived by the Group from its finance and treasury activities.

### POTENTIAL RISKS IN RELATION TO WITHDRAWAL OF THE UK FROM EU'S MEMBERSHIP ("BREXIT")

On 23rd June, 2016, the UK voted to leave the EU, resulting immediately in financial market volatility and a significant fall in the value of the British pound. Although the UK Government and the EU have reached an agreement in principle on the rights of citizens, the dialogue on Ireland/Northern Ireland and, the financial settlement in the first phase of negotiations of Brexit, various other issues are still being further negotiated. Nevertheless, Brexit has created significant uncertainty about the future relationship between the UK and EU, including with respect to the laws and regulations that will apply as the UK determines which EU-derived laws to replace or replicate in the event of a withdrawal. These developments, or the perception that any of them could occur, has had a material adverse effect on global economic conditions and the stability of global financial markets.

## RISK FACTORS

While the Group's businesses in the UK are either protected by the respective regulated regimes or under long term payment contracts, and are essential services including electricity, water & sewage, gas and transportation, the continuing uncertainties following Brexit could adversely affect the economy of the UK and the strength of the British pound, although the long term implication of Brexit remains to be seen.

A significant and prolonged depreciation of the British pound may affect the Group's reported profit, and its ability to maintain future growth of dividends for shareholders.

## CONCENTRATION IN GEOGRAPHICAL MARKETS AND BUSINESS TYPES

The business operation of the Group may be viewed as substantially concentrated in one or more geographical markets or in one particular or more types of business. If and when the Group's operations are exposed to any deterioration in the economic, social and/or political conditions as well as any incidence of social unrest, strike, riot, civil disturbance or disobedience or terrorism in such geographical markets and/or business segments, the adverse circumstances may materially disrupt the Group's operations and, in turn, impact the revenue, profitability and financial conditions of the Group.

## HIGHLY COMPETITIVE MARKETS

The Group's waste management, off-airport car park and household infrastructure businesses face significant competition across the markets in which they operate. New market entrants and intensified price competition among existing market players could adversely affect the Group's businesses, financial conditions, results of operations or growth prospects. Competition risks faced by the Group include (a) possible restrictions on the access by the shuttle buses operated by the Group's off-airport car park businesses as imposed by the airport authorities who operates the on-airport car park businesses; (b) the availability of rail link services from city centre to airport which may reduce the usage of the off-airport car park; and (c) significant competition and pricing pressure from other competitors attempting to capture a higher level of market share. Such risks may adversely affect the financial performance of the Group's operation.

## INFRASTRUCTURE MARKET

Some of the investments owned by the Group (for example, water, gas and electricity) are subject to regulatory pricing and strict adherence must be made to the licence requirements, codes and guidelines established by the relevant regulatory authorities from time to time. Failure to comply with these licence requirements, codes or guidelines may lead to penalties, or, in extreme circumstances, amendment, suspension or cancellation of the relevant licences by the authorities. Infrastructure projects are capital intensive, and with only a few major players in the market, there is no assurance of ready buyers on disposal.

The distribution and transmission networks of the Group's utilities investments are also exposed to supply interruptions. If a severe earthquake, storm, flood, fire, sabotage, terrorist attack or other unplanned event interrupts service, the loss of cash flow resulting from the interruption and the cost of recovery from network damage could be considerable and potentially cause poor customer perception and may also lead to claims and litigations. Moreover, some losses from events such as terrorist attacks may not be recoverable. Increases in the number or duration of supply interruptions could result in material increases in the costs associated with the operation of the distribution and transmission networks. The capacity factor (load factor) of the Group's wind farms could also be affected by the wind condition, which could result in the fluctuation of revenues. All of these uncertain factors could have a material adverse effect on the businesses, financial conditions, results of operations or growth prospects of the Group.

## CRUDE OIL MARKETS

The Group's investment in Husky Midstream Limited Partnership ("HMLP") comprises oil pipelines, storage facilities and ancillary assets in Canada. Its results of operation and financial conditions may be dependent on the prices received for Husky Energy Inc. ("Husky")'s refined products and crude oil. Lower prices over a prolonged period of time for crude oil could adversely affect the value and quantity of Husky's oil reserve. HMLP also has other customers apart from Husky and their demand for HMLP's services may depend on prices received for their refined products and crude oil. Prices for refined products and crude oil are based on local and global supply and demand as well as availability and costs of transportation. Supply and demand may be affected by a number of factors including, but not limited to, actions taken by the Organisation of the Petroleum Exporting Countries (OPEC), non-OPEC crude oil supply, social and political conditions in oil producing countries, the occurrence of natural disasters, general and specific economic conditions, technological developments, prevailing weather patterns and the availability of alternate sources of energy. In 2016, Husky had a pipeline release at a river crossing in Saskatchewan, Canada. Husky took full responsibility for the incident and worked closely with downstream communities, First Nations and regulatory authorities on the response. A full and thorough investigation was undertaken and Husky is committed to using what it learned from the incident to further improve its operations. If the above events occurred or further occurred, it may adversely affect the Group's financial conditions and results of operations.

## CAPITAL EXPENDITURE

A significant amount of capital expenditure is required for the Group to acquire new investments and to maintain the assets of its existing businesses. While the relevant asset companies have their own asset management plans, there is a risk that due to unforeseen events, capital expenditure required for the replacement of assets could exceed budgeted amounts and hence affect the businesses, financial conditions, results of operations or growth prospects of the Group.

## CURRENCY FLUCTUATIONS

The Group is a diversified infrastructure investment company with businesses in Hong Kong, Mainland China, the UK, Continental Europe, Australia, New Zealand and North America, and is exposed to potential currency fluctuations in these countries and places in which the Group operates. The results of the Group are recorded in Hong Kong dollars but its various subsidiaries, associates and joint ventures may receive revenue and incur expenses in other currencies. Any currency fluctuations on translation of the accounts of these subsidiaries, associates and joint ventures and also on the repatriation of earnings, equity investments and loans may therefore impact on the Group's financial conditions or results of operations, asset values and liabilities. The fluctuations in currencies and in particular, the devaluation of the pound sterling arising from Brexit impact on all businesses in the market that have exposure in the UK and/or to pound sterling. While the Company is not immune from such impact, there is no material change beyond market expectation.

To minimise currency risk exposure in respect of its investments in other countries, the Group generally hedges those investments with (i) currency swaps and (ii) appropriate level of borrowings denominated in the local currencies. The Group has not entered into any speculative derivative transaction.

Although currency exposures have been managed by the Group, a depreciation or fluctuation of the currencies in which the Group conducts operations relative to the Hong Kong dollar could adversely affect the Group's businesses, financial conditions, results of operations or growth prospects.

## CYBERSECURITY

With the fast expanding adoption of Internet and networking operational technology, cyberattacks around the world are occurring at a higher frequency and intensity. The Group's critical utility and information assets are exposed to attack, damage or unauthorised access in the cyberworld. Cybersecurity risks could have material adverse effect on the operational and business performance, as well as the business reputation of the Group.

## RISK FACTORS

Although the Group has not experienced any major damage to its infrastructure projects, assets or activities from cyberattacks to date, there can be no assurance that future cyberattacks or breaches of the Group's cybersecurity will not occur and result in significant impact on the Group's reputation, businesses, financial conditions, results of operations or growth prospects.

## STRATEGIC PARTNERS

Some of the businesses of the Group are conducted through non wholly-owned subsidiaries, associates and joint ventures in which the Group shares control (in whole or in part) and strategic alliances had been formed by the Group with other strategic or business partners. There can be no assurance that any of these strategic or business partners will continue their relationships with the Group in the future or that the Group will be able to pursue its stated strategies with respect to its non wholly-owned subsidiaries, associates and joint ventures and the markets in which they operate. Furthermore, the joint venture partners may (a) have economic or business interests or goals that are inconsistent with those of the Group; (b) take actions contrary to the Group's policies or objectives; (c) undergo a change of control; (d) experience financial and other difficulties; or (e) be unable or unwilling to fulfill their obligations under the joint ventures, which may affect the Group's businesses, financial conditions, results of operations or growth prospects.

## MERGERS AND ACQUISITIONS

The Group has undertaken merger and acquisition activities in the past and may continue to do so if there are appropriate acquisition opportunities in the market. Although due diligence and detailed analysis are conducted before these activities are undertaken, there can be no assurance that these can fully expose all hidden problems, potential liabilities and unresolved disputes that the target company may have. In addition, valuations and analyses on the target company conducted by the Group and by professionals alike are based on numerous assumptions, and there can be no assurance that those assumptions are correct or appropriate or that they will receive universal recognition. Relevant facts and circumstances used in the analyses could have changed over time, and new facts and circumstances may come to light as to render the previous assumptions and the valuations and analyses based thereon obsolete. Some of these merger and acquisition activities are subject to regulatory approvals in overseas countries and there can be no assurance that such approvals will be obtained, and even if granted, that there will be no burdensome conditions attached to such approvals. The Group may not necessarily be able to successfully integrate the target business into the Group and may not be able to derive any synergy from the acquisition, leading to an increase in costs, time and resources. For merger and acquisition activities undertaken overseas, the Group may also be exposed to different and changing political, social, legal and regulatory requirements at the local, national and international level. The Group may also need to face different cultural issues when dealing with local employees, customers, governmental authorities and pressure groups.

## IMPACT OF LOCAL, NATIONAL AND INTERNATIONAL REGULATIONS

The local business risks in different countries and cities in which the Group operates could have a material impact on the businesses, financial conditions, results of operations or growth prospects. The Group has investments in different countries and cities around the world and the Group is, and may increasingly become, exposed to different and changing political, social, legal, tax, regulatory and environmental requirements at the local, national or international level. Also, new guidelines, directives, policies or measures by governments, whether fiscal, tax, regulatory, environmental or other competitive changes, may lead to an increase in additional or unplanned operating expenses and capital expenditures, increase in market capacity, reduction in government subsidies, pose a risk to the overall investment return of the Group's businesses and may delay or prevent the commercial operation of a business with resulting loss of revenue and profit, which may adversely affect the Group's businesses, financial conditions, results of operations or growth prospects.

Political, regulatory and media attention has increased significantly towards privatised companies in countries in which the Group operates. Regulators in some of these countries have warned of increasingly onerous regulatory resets, and some major political parties are promoting policies to bring energy, water and railways back into public ownership, which could potentially have serious and material consequences for the Group if such regulations and policies are enacted. Group companies are responding to these risks by focusing on their core strategies of delivering and outperforming regulatory outputs such as safety, reliability and customer service, at the lowest cost possible; by conveying the positive benefits to customers of the services they provide; and by engaging collaboratively with regulators and politicians to demonstrate the advantages of private ownership.

## **IMPACT OF NEW ACCOUNTING STANDARDS**

The International Accounting Standards Board has from time to time issued a number of new and revised International Financial Reporting Standards (“IFRS”). The International Accounting Standards Board may in the future issue new and revised standards and interpretations. In addition, interpretations on the application of the IFRS will continue to develop. These factors may require the Group to adopt new accounting policies. The adoption of new accounting policies or new IFRS might or could have a significant impact on the Group’s financial position or results of operations.

## **OUTBREAK OF HIGHLY CONTAGIOUS DISEASE**

In 2003, there was an outbreak of Severe Acute Respiratory Syndrome (“SARS”) in Hong Kong, the Mainland and other places. The SARS outbreak had a significant adverse impact on the economies of the affected areas. The spread of Influenza and other communicable diseases from time to time have also affected many areas of the world. The outbreak of the Ebola virus disease and Zika virus also pose a significant threat to global industries. Additional outbreaks of other epidemic diseases may adversely affect the Group’s businesses, financial conditions, results of operations or growth prospects.

## **CONNECTED TRANSACTIONS**

CK Hutchison Holdings Limited (“CK Hutchison”) is also listed on The Stock Exchange of Hong Kong Limited. Although the Group believes that its relationship with CK Hutchison provides it with significant business advantages, the relationship results in various connected transactions under the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the “Listing Rules”) and accordingly any transactions entered into between the Group and CK Hutchison, its subsidiaries or associates are connected transactions, which, unless one of the exemptions is available, will be subject to compliance with the applicable requirements of the Listing Rules, including the issuance of announcements, the obtaining of independent shareholders’ approval at general meetings and disclosure in annual reports and financial statements. Independent shareholders’ approval requirements may also lead to unpredictable outcomes causing disruptions to as well as an increase in the risks of the Group’s business activities. Independent shareholders may also take actions that are in conflict with the interests of the Group.

## **THE GROUP’S FINANCIAL CONDITIONS OR RESULTS OF OPERATIONS ARE AFFECTED BY THOSE OF THE POWER ASSETS GROUP**

Following the spin-off by Power Assets Group of its Hong Kong electricity business in January 2014, the Group owns approximately 38.01 per cent of Power Assets Holdings Limited (“Power Assets”) which has investments in different countries and places and holds 33.37 per cent of HK Electric Investments, a fixed single investment trust, which in turn holds 100 per cent of The Hongkong Electric Company, Limited whose operations comprise the generation, transmission, distribution and supply of electricity to Hong Kong Island and Lamma Island. Hence the financial conditions and results of operations of Power Assets may be affected by the local market conditions and the economy of Hong Kong as well as the places where its investments are located. The Group’s financial conditions and results of operations are materially affected by the financial conditions and results of operations of Power Assets.

## RISK FACTORS

### NATURAL DISASTERS

Some of the Group's assets and projects, and many of the Group's customers and suppliers are located in areas at risk of damage from earthquakes, floods, fire, frost and similar events and the occurrence of any of these events could disrupt the Group's business and materially and adversely affect the Group's businesses, financial conditions, results of operations or growth prospects.

Although the Group has not experienced any major structural damage to its infrastructure projects or assets or facilities from earthquakes or natural disasters to date, there can be no assurance that future earthquakes or other natural disasters will not occur and result in major damage to the Group's infrastructure projects, assets or facilities or on the general supporting infrastructure facilities in the vicinity, which could adversely affect the Group's businesses, financial conditions, results of operations or growth prospects.

### TERRORIST THREAT

The Group is a diversified infrastructure investment company with businesses in Hong Kong, Mainland China, the UK, Continental Europe, Australia, New Zealand and North America. In recent years, a series of terrorist activities occurred across the globe that resulted in multiple deaths and casualties. There is no assurance that countries in which the Group operates will not have any political unrest or they will be immune from terrorist threat, and if these events occur, it may have an adverse impact on the Group's businesses, financial conditions, results of operations or growth prospects.

### PAST PERFORMANCE AND FORWARD LOOKING STATEMENTS

The performance and the results of operations of the Group during the past years as contained in this Annual Report are historical in nature and past performance can be no guarantee of future results of the Group. This Annual Report may contain forward-looking statements and opinions that involve risks and uncertainties. Actual results may differ materially from expectations discussed in such forward-looking statements and opinions. Neither the Group nor the directors, employees or agents of the Group assume (a) any obligation to correct or update the forward-looking statements or opinions contained in this Annual Report; and (b) any liability in the event that any of the forward-looking statements or opinions does not materialise or turns out to be incorrect.

# PROJECT PROFILES

## Investment in **POWER ASSETS**



### **POWER ASSETS HOLDINGS LIMITED** HONG KONG

Power Assets Holdings Limited is a global investor in power and utility-related businesses with investments in electricity generation, transmission and distribution; renewable energy; gas distribution and energy-from-waste

#### **HK OPERATIONS**

##### **Business**

Owns 33.37% HKEI which supplies electricity to Hong Kong Island and Lamma Island

##### **Installed capacity**

3,737 MW

##### **Consumer coverage**

More than 570,000 customers

#### **OPERATIONS OUTSIDE HK**

##### **Business**

Power Assets has also established a strong global presence with investments in the United Kingdom, Australia, New Zealand, Mainland China, the United States, Canada, Thailand, the Netherlands and Portugal, bringing sustainable energy and lighting up the lives of millions around the world

##### **CKI's interest**

38.01%

## Infrastructure Investments in **UNITED KINGDOM**



### **UK POWER NETWORKS HOLDINGS LIMITED** THE UNITED KINGDOM

#### **Business**

One of UK's largest power distributors comprises three regional networks with a distribution area that covers London, South East England and the East of England; and non-regulated business comprising commercial contracts to distribute electricity to a number of privately owned sites

#### **Network length**

Approximately 190,000 km

#### **Consumer coverage**

Approximately 8.25 million customers

#### **CKI's interest**

40% (another 40% held by Power Assets)



### **NORTHUMBRIAN WATER GROUP LIMITED** THE UNITED KINGDOM

#### **Business**

One of the ten regulated water and sewerage companies in England and Wales. It supplies water and sewerage services in the North East of England and supplies water services to the South East of England

#### **Network length**

Water mains – Approximately 26,000 km

Sewers – About 30,000 km

Water treatment works – 64

Sewage treatment works – 437

Water service reservoirs – 354

#### **Consumer coverage**

Serves a total population of 4.5 million

#### **CKI's interest**

40%

# PROJECT PROFILES

## Infrastructure Investments in **UNITED KINGDOM** (CONT'D)



### **NORTHERN GAS NETWORKS LIMITED** THE UNITED KINGDOM

#### **Business**

One of the eight major gas distribution networks in Great Britain

#### **Natural gas distribution network**

Approximately 37,000 km

#### **Consumer coverage**

Serves a total population of around 6.7 million

#### **CKI's interest**

47.1% (another 41.3% held by Power Assets)



### **SEABANK POWER LIMITED** BRISTOL, THE UNITED KINGDOM

#### **Business**

Owns and operates Seabank Power Station near Bristol. The electricity is sold under a long-term contract to SSE Energy Supply Ltd.

#### **Generating capacity**

Approximately 1,150 MW

#### **CKI's interest**

25% (another 25% held by Power Assets)



### **WALES & WEST GAS NETWORKS (HOLDINGS) LIMITED** THE UNITED KINGDOM

#### **Business**

A gas distribution network that serves Wales and the South West of England

#### **Natural gas distribution network**

35,000 km

#### **Consumer coverage**

Serves a total population of 7.5 million

#### **CKI's interest**

30% (another 30% held by Power Assets)



### **SOUTHERN WATER SERVICES LIMITED** THE UNITED KINGDOM

#### **Business**

Supplies water and waste water services to the South East of England

#### **Length of mains/sewers**

Water mains – 13,700 km

Length of sewers – 39,600 km

#### **Consumer coverage**

Water – Serves a population of 2.4 million

Recycles wastewater – Serves a population of 2.4 million

#### **CKI's interest**

4.75%



**UK RAILS GROUP**  
THE UNITED KINGDOM

**Business**

One of the three major rolling stock operation companies in the United Kingdom. It leases a diverse range of rolling stock on long term contracts

**CKI's interest**

50%



**POWERCOR AUSTRALIA LIMITED**  
VICTORIA, AUSTRALIA

**Business**

Operates a major electricity distribution network, covering an area of 150,000 sq km in the state of Victoria

**Electricity distribution network**

Approximately 84,000 km

**Consumer coverage**

Over 795,000 customers

**CKI's interest**

23.07% (another 27.93% held by Power Assets)

Infrastructure Investments in

**AUSTRALIA**



**SA POWER NETWORKS**  
SOUTH AUSTRALIA, AUSTRALIA

**Business**

Primary electricity distribution business for the state of South Australia

**Electricity distribution network**

Approximately 200,000 km

**Consumer coverage**

Approximately 865,000 customers

**CKI's interest**

23.07% (another 27.93% held by Power Assets)



**CITIPower I PTY LTD.**  
VICTORIA, AUSTRALIA

**Business**

Operates the electricity distribution network in the CBD and inner suburban areas of Melbourne, Victoria

**Electricity distribution network**

Approximately 7,400 km

**Consumer coverage**

Over 330,000 customers

**CKI's interest**

23.07% (another 27.93% held by Power Assets)

# PROJECT PROFILES

## Infrastructure Investments in

## AUSTRALIA (CONT'D)



### AUSTRALIAN GAS NETWORKS LIMITED AUSTRALIA

#### Business

One of Australia's largest distributors of natural gas

#### Natural gas distribution network

About 24,000 km

#### Consumer coverage

Approximately 1.3 million customers

#### CKI's interest

Approximately 45% (another 27.5% held by Power Assets)



### DUET GROUP AUSTRALIA

#### Business

- United Energy (66% interest) – Operates a major electricity distribution network in the state of Victoria
- Multinet Gas (100% interest) – Operates a gas distribution network in the state of Victoria
- Dampier Bunbury Pipeline (100% interest) – Natural gas transmission pipeline connecting the Carnarvon/Browse Basins with Perth
- Energy Developments Limited (100% interest) – Owns and operates power generation facilities with installed capacity over 980 MW

#### CKI's interest

40% (another 20% held by Power Assets)

## Infrastructure Investments in

## NEW ZEALAND



### AUSTRALIAN ENERGY OPERATIONS PTY LTD. VICTORIA, AUSTRALIA

#### Business

To operate a transmission link which transports renewable energy from the wind farm to Victoria's power grid

#### Electricity transmission network

42 km

#### CKI's interest

50% (another 50% held by Power Assets)



### WELLINGTON ELECTRICITY LINES LIMITED WELLINGTON, NEW ZEALAND

#### Business

Operates the electricity distribution network in New Zealand's capital city, Wellington, and the surrounding greater Wellington area

#### Electricity distribution network

About 4,700 km

#### Consumer coverage

Approximately 167,000 customers

#### CKI's interest

50% (another 50% held by Power Assets)



**ENVIRO (NZ) LIMITED**  
NEW ZEALAND

**Business**  
A diversified, vertically integrated waste management business that has national coverage in New Zealand

**Facilities**  
A network of collection facilities at 18 locations nationwide, 14 transfer stations, 3 landfills and a fleet of over 290 vehicles

**Consumer coverage**  
More than 500,000 commercial and residential customers

**CKI's interest**  
100%



**PORTUGAL RENEWABLE ENERGY**  
PORTUGAL

**Business**  
One of the largest wind energy companies in Portugal

**Generating capacity wind power**  
About 730 MW

**CKI's interest**  
50% (another 50% held by Power Assets)

Infrastructure Investments in  
**CONTINENTAL EUROPE**



**DUTCH ENVIRO ENERGY HOLDINGS B.V.**  
THE NETHERLANDS

**Business**  
Owns the largest energy-from-waste player in the Netherlands, AVR, which operates 5 waste treatment plants in Rozenburg and Duiven; as well as 4 transfer stations

**Capacity (plants)**  
Energy from Waste – 2,300 kilotonnes per year  
Biomass Energy – 140 kilotonnes per year  
Liquid Waste – 270 kilotonnes per year  
Paper Residue Incineration – 160 kilotonnes per year

**Capacity (transfer stations)**  
1,000 kilotonnes per year

**CKI's interest**  
35% (another 20% held by Power Assets)



**ISTA**  
GERMANY

**Business**  
One of the world's leading fully integrated energy management services providers with strong market positions in European countries such as Germany, Denmark, the Netherlands, France, Italy and Spain

**Customers**  
Covering over 12 million homes

**CKI's interest**  
35%

# PROJECT PROFILES

## Infrastructure Investments in

## CANADA



### CANADIAN POWER HOLDINGS INC. CANADA

#### Business

Owns 49.99% share of TransAlta Cogeneration, L.P. which operates five power plants in the provinces of Ontario and Alberta as well as 100% of the Meridian Cogeneration Plant in Saskatchewan

#### Generation capacity

Six power plants with total gross capacity of 1,368 MW

#### CKI's interest

50% (another 50% held by Power Assets)



### CANADIAN MIDSTREAM ASSETS CANADA

#### Business

This business comprises oil pipelines, storage facilities and ancillary assets in Canada

#### Length of oil pipeline

1,900 km

#### Storage facilities

2

#### CKI's interest

16.25% (another 48.75% held by Power Assets)



### PARK'N FLY CANADA

#### Business

The largest off-airport car park provider in Canada and the only national operator. The company provides parking facilities in Toronto, Vancouver, Montreal, Edmonton, Ottawa, Halifax and Winnipeg

#### CKI's interest

50%



### RELIANCE HOME COMFORT CANADA

#### Business

Principally engaged in the building equipment services sector providing rental water heaters, rental HVAC equipment, comfort protection plans and other services to homeowners primarily in Ontario, Canada

#### Consumer Coverage

Over 1.7 million customers

#### CKI's interest

25%

## Infrastructure Investments in MAINLAND CHINA



### SHEN-SHAN HIGHWAY (EASTERN SECTION) GUANGDONG, CHINA

|  |  |
|--|--|
| <b>Location</b><br>Lufeng/Shantou,<br>Guangdong Province | <b>Joint venture expiry date</b><br>2028       |
| <b>Road type</b><br>Expressway                           | <b>Total project cost</b><br>HK\$2,619 million |
| <b>Length</b><br>140 km                                  | <b>CKI's investment</b><br>HK\$877 million     |
| <b>No. of lanes</b><br>Dual two-lane                     | <b>CKI's interest in JV</b><br>33.5%           |
| <b>Joint venture contract date</b><br>1993               |  |



### TANGSHAN TANGLE ROAD HEBEI, CHINA

|  |  |
|--|--|
| <b>Location</b><br>Tangshan,<br>Hebei Province | <b>Joint venture expiry date</b><br>2019     |
| <b>Road type</b><br>Class 2 highway            | <b>Total project cost</b><br>HK\$187 million |
| <b>Length</b><br>100 km                        | <b>CKI's investment</b><br>HK\$95 million    |
| <b>No. of lanes</b><br>Dual one-lane           | <b>CKI's interest in JV</b><br>51%           |
| <b>Joint venture contract date</b><br>1997     |  |



### SHANTOU BAY BRIDGE GUANGDONG, CHINA

|   |  |
|---|--|
| <b>Location</b><br>Shantou,<br>Guangdong Province | <b>Joint venture expiry date</b><br>2028     |
| <b>Road type</b><br>Bridge                        | <b>Total project cost</b><br>HK\$665 million |
| <b>Length</b><br>6 km                             | <b>CKI's investment</b><br>HK\$200 million   |
| <b>No. of lanes</b><br>Dual three-lane            | <b>CKI's interest in JV</b><br>30%           |
| <b>Joint venture contract date</b><br>1993        |  |



### CHANGSHA WUJIALING AND WUYILU BRIDGES HUNAN, CHINA

|  |  |
|--|--|
| <b>Location</b><br>Changsha,<br>Hunan Province | <b>Joint venture expiry date</b><br>2022     |
| <b>Road type</b><br>Bridge                     | <b>Total project cost</b><br>HK\$465 million |
| <b>Length</b><br>5 km                          | <b>CKI's investment</b><br>HK\$206 million   |
| <b>No. of lanes</b><br>Dual two-lane           | <b>CKI's interest in JV</b><br>44.2%         |
| <b>Joint venture contract date</b><br>1997     |  |

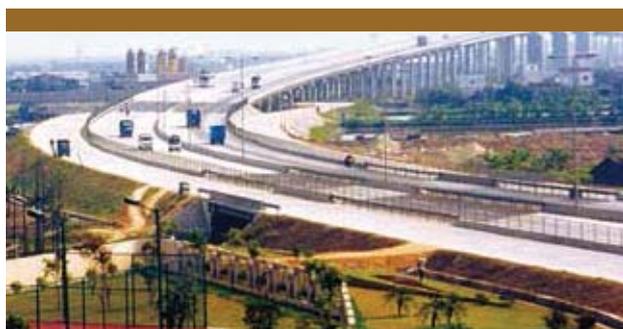
# PROJECT PROFILES

## Infrastructure Investments in MAINLAND CHINA (CONT'D)



### JIANGMEN CHAOLIAN BRIDGE GUANGDONG, CHINA

|  |  |
|--|--|
| <b>Location</b><br>Jiangmen,<br>Guangdong Province | <b>Joint venture expiry date</b><br>2027     |
| <b>Road type</b><br>Bridge                         | <b>Total project cost</b><br>HK\$130 million |
| <b>Length</b><br>2 km                              | <b>CKI's investment</b><br>HK\$65 million    |
| <b>No. of lanes</b><br>Dual two-lane               | <b>CKI's interest in JV</b><br>50%           |
| <b>Joint venture contract date</b><br>1997         |  |



### PANYU BEIDOU BRIDGE GUANGDONG, CHINA

|   |  |
|---|--|
| <b>Location</b><br>Panyu,<br>Guangdong Province | <b>Joint venture expiry date</b><br>2024     |
| <b>Road type</b><br>Bridge                      | <b>Total project cost</b><br>HK\$164 million |
| <b>Length</b><br>3 km                           | <b>CKI's investment</b><br>HK\$66 million    |
| <b>No. of lanes</b><br>Dual three-lane          | <b>CKI's interest in JV</b><br>40%           |
| <b>Joint venture contract date</b><br>1999      |  |

## Investments in INFRASTRUCTURE RELATED BUSINESSES



### ALLIANCE CONSTRUCTION MATERIALS LIMITED HONG KONG

#### CONCRETE DIVISION

|   |
|---|
| <b>Business</b><br>Hong Kong's largest concrete producer  |
| <b>Total capacity</b><br>4 million cubic meters per annum |
| <b>CKI's interest</b><br>50%                              |

#### QUARRY DIVISION

|  |
|--|
| <b>Business</b><br>1 quarry in China, with sole distribution rights for another quarry in China for sales in Hong Kong |
| <b>Total capacity (aggregates)</b><br>6 million tonnes per annum   |
| <b>CKI's interest</b><br>50%   |



**GREEN ISLAND CEMENT COMPANY,  
LIMITED**  
HONG KONG

**Business**

The only fully integrated cement producer in Hong Kong

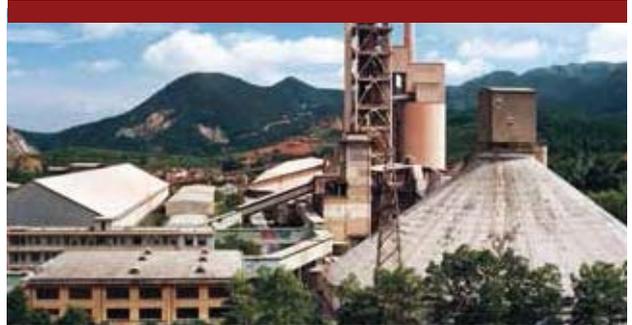
**Total capacity**

Clinker – 1.5 million tonnes per annum

Cement grinding – 2.5 million tonnes per annum

**CKI's interest**

100%



**GUANGDONG GITIC GREEN ISLAND  
CEMENT CO. LTD.**  
GUANGDONG, CHINA

**Location**

Yunfu, Guangdong Province

**Business**

Cement production

**Total capacity**

Clinker – 1.0 million tonnes per annum

Cement grinding – 1.5 million tonnes per annum

**CKI's interest**

67%



**GREEN ISLAND CEMENT (YUNFU)  
COMPANY LIMITED**  
GUANGDONG, CHINA

**Location**

Yunfu, Guangdong Province

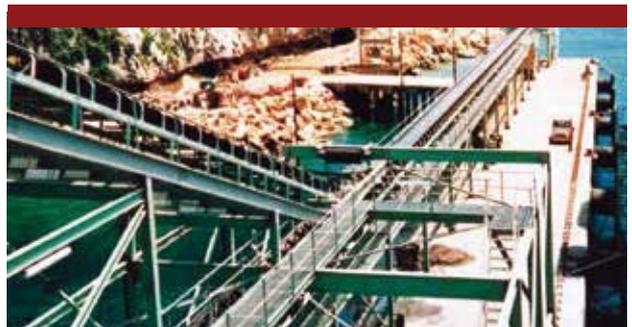
**Total capacity**

Clinker – 2.0 million tonnes per annum

Cement grinding – 1.5 million tonnes per annum

**CKI's interest**

100%



**SQUIJOR LIMESTONE QUARRY**  
PHILIPPINES

**Location**

Siquijor, Philippines

**Business**

Limestone quarry

**Total capacity**

2 million tonnes per annum

**CKI's interest**

40%

# CORPORATE INFORMATION AND KEY DATES

## BOARD OF DIRECTORS

### Executive Directors

LI Tzar Kuoi, Victor (Chairman)

FOK Kin Ning, Canning (Deputy Chairman)

Frank John SIXT

KAM Hing Lam (Group Managing Director)

IP Tak Chuen, Edmond (Deputy Chairman)

Andrew John HUNTER (Deputy Managing Director)

CHAN Loi Shun (Chief Financial Officer)

CHEN Tsien Hua

### Independent Non-executive Directors

CHEONG Ying Chew, Henry

KWOK Eva Lee

SNG Sow-mei alias POON Sow Mei

Colin Stevens RUSSEL

LAN Hong Tsung, David

Barrie COOK

Paul Joseph TIGHE

### Alternate Directors

CHOW WOO Mo Fong, Susan

(alternate to FOK Kin Ning, Canning)

MAN Ka Keung, Simon

(alternate to IP Tak Chuen, Edmond)

Eirene YEUNG

(alternate to KAM Hing Lam)

### Non-executive Directors

LEE Pui Ling, Angelina

George Colin MAGNUS

## AUDIT COMMITTEE

Colin Stevens RUSSEL (Chairman)

CHEONG Ying Chew, Henry

KWOK Eva Lee

SNG Sow-mei alias POON Sow Mei

LAN Hong Tsung, David

## AUDITOR

Deloitte Touche Tohmatsu

## LEGAL ADVISERS

Woo, Kwan, Lee & Lo

## REGISTERED OFFICE

Clarendon House, Church Street,

Hamilton HM11, Bermuda

## PRINCIPAL PLACE OF BUSINESS

12th Floor, Cheung Kong Center,

2 Queen's Road Central, Hong Kong

## PRINCIPAL SHARE REGISTRAR AND TRANSFER OFFICE

MUFG Fund Services (Bermuda) Limited

The Belvedere Building,

69 Pitts Bay Road,

Pembroke HM08, Bermuda

## BRANCH SHARE REGISTRAR AND TRANSFER OFFICE

Computershare Hong Kong Investor Services Limited

Rooms 1712-1716, 17th Floor, Hopewell Centre,

183 Queen's Road East, Hong Kong

## REMUNERATION COMMITTEE

CHEONG Ying Chew, Henry (Chairman)

LI Tzar Kuoi, Victor

Colin Stevens RUSSEL

## COMPANY SECRETARY

Eirene YEUNG

## AUTHORISED REPRESENTATIVES

IP Tak Chuen, Edmond

Eirene YEUNG

## PRINCIPAL BANKERS

Australia and New Zealand Banking Group Limited

Bank of China (Hong Kong) Limited

Credit Agricole Corporate and Investment Bank

Mizuho Bank, Ltd.

The Hongkong and Shanghai Banking Corporation Limited

The Bank of Tokyo-Mitsubishi UFJ, Ltd.

## STOCK CODES

Stock Exchange of Hong Kong: 1038

Bloomberg: 1038 HK

Reuters: 1038.HK

## WEBSITE

[www.cki.com.hk](http://www.cki.com.hk)

## INVESTOR RELATIONS

For further information about CK Infrastructure Holdings Limited, please contact:

### Ivan CHAN

CK Infrastructure Holdings Limited  
12th Floor, Cheung Kong Center,  
2 Queen's Road Central,  
Hong Kong  
Telephone: (852) 2122 3986  
Facsimile: (852) 2501 4550  
Email: [contact@cki.com.hk](mailto:contact@cki.com.hk)

## KEY DATES

|   |  |
|---|--|
| Annual Results Announcement   | 16th March, 2018   |
| Closure of Register of Members<br>(for determination of shareholders who are entitled to attend and vote at Annual General Meeting) | 4th May, 2018 to 9th May, 2018<br><i>(both days inclusive)</i> |
| Annual General Meeting  | 9th May, 2018  |
| Record Date<br>(for determination of shareholders who qualify for the Final Dividend)   | 15th May, 2018   |
| Payment of Final Dividend   | 30th May, 2018   |

This annual report 2017 ("Annual Report") is available in both English and Chinese versions. Shareholders who have received either the English or the Chinese version of the Annual Report may request a copy in the other language by writing to the Company c/o the Company's Branch Share Registrar, Computershare Hong Kong Investor Services Limited, at 17M Floor, Hopewell Centre, 183 Queen's Road East, Hong Kong or by email to [cki.ecom@computershare.com.hk](mailto:cki.ecom@computershare.com.hk).

The Annual Report (both English and Chinese versions) has been posted on the Company's website at [www.cki.com.hk](http://www.cki.com.hk). Shareholders who have chosen (or are deemed to have consented) to read the Company's corporate communications (including but not limited to the Annual Report) published on the Company's website in place of receiving printed copies thereof may request the printed copy of the Annual Report in writing to the Company c/o the Company's Branch Share Registrar or by email to [cki.ecom@computershare.com.hk](mailto:cki.ecom@computershare.com.hk).

Shareholders who have chosen (or are deemed to have consented) to receive the corporate communications using electronic means through the Company's website and who for any reason have difficulty in receiving or gaining access to the Annual Report posted on the Company's website will upon request in writing to the Company c/o the Company's Branch Share Registrar or by email to [cki.ecom@computershare.com.hk](mailto:cki.ecom@computershare.com.hk) promptly be sent the Annual Report in printed form free of charge.

Shareholders may at any time choose to change their choice as to the means of receipt (i.e. in printed form or by electronic means through the Company's website) and/or the language of the Company's corporate communications by reasonable prior notice in writing to the Company c/o the Company's Branch Share Registrar or sending a notice to [cki.ecom@computershare.com.hk](mailto:cki.ecom@computershare.com.hk).



**CK INFRASTRUCTURE HOLDINGS LIMITED**

12th Floor, Cheung Kong Center,

2 Queen's Road Central, Hong Kong

Tel: (852) 2122 3133 Fax: (852) 2501 4550

[www.cki.com.hk](http://www.cki.com.hk)

