

Strong Resilience in Challenging Times



CK ASSET HOLDINGS LIMITED
長江實業集團有限公司
(Incorporated in the Cayman Islands with limited liability)
STOCK CODE: 1113

Annual Report 2024

Group Structure



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



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FIVE YEAR FINANCIAL SUMMARY

Consolidated Income Statement (HK\$ million)					
	2020	2021	2022	2023	2024
Group revenue	59,825	62,094	56,341	47,243	45,529
Share of revenue of joint ventures	14,327	21,147	23,210	23,839	26,056
Total	74,152	83,241	79,551	71,082	71,585
Profit attributable to shareholders	16,332	21,241	21,683	17,340	13,657
Consolidated Statement of Financial Position (HK\$ million)					
	2020	2021	2022	2023	2024
Fixed assets	95,101	76,444	70,267	73,027	70,209
Investment properties	128,683	132,324	125,186	147,223	150,708
Joint ventures	62,467	80,752	74,685	79,992	78,998
Associates	7,077	7,054	7,058	6,961	6,999
Other non-current assets	34,640	26,016	27,746	19,216	18,950
Net current assets	121,912	155,606	154,899	130,666	134,585
Non-current liabilities	449,880	478,196	459,841	457,085	460,449
Net assets	82,662	91,921	66,134	57,649	60,249
Representing:					
Share capital and share premium	367,218	386,275	393,707	399,436	400,200
Reserves	245,639	242,619	240,102	238,071	236,471
Shareholders' funds	109,000	128,609	139,529	147,773	151,204
Perpetual capital securities	354,639	371,228	379,631	385,844	387,675
Non-controlling interests	6,200	7,929	7,929	7,929	7,929
Total equity	6,379	7,118	6,147	5,663	4,596
	367,218	386,275	393,707	399,436	400,200
	2020	2021	2022	2023	2024
Shareholders' funds (HK\$)					
– book value per share (Note 1)	96.02	101.89	105.30	108.72	110.77
Earnings per share (HK\$) (Note 2)	4.42	5.77	5.98	4.86	3.89
Dividends per share (HK\$)					
Interim dividend	1.80	2.20	2.28	2.05	1.74
Final dividend	0.34	0.41	0.43	0.43	0.39
	1.46	1.79	1.85	1.62	1.35

Note 1: Book value per share is calculated based on the number of shares issued at the year end dates.

Note 2: Earnings per share is calculated based on the number of shares in issue or the weighted average number of shares in issue during the years.

THE YEAR AT A GLANCE




1

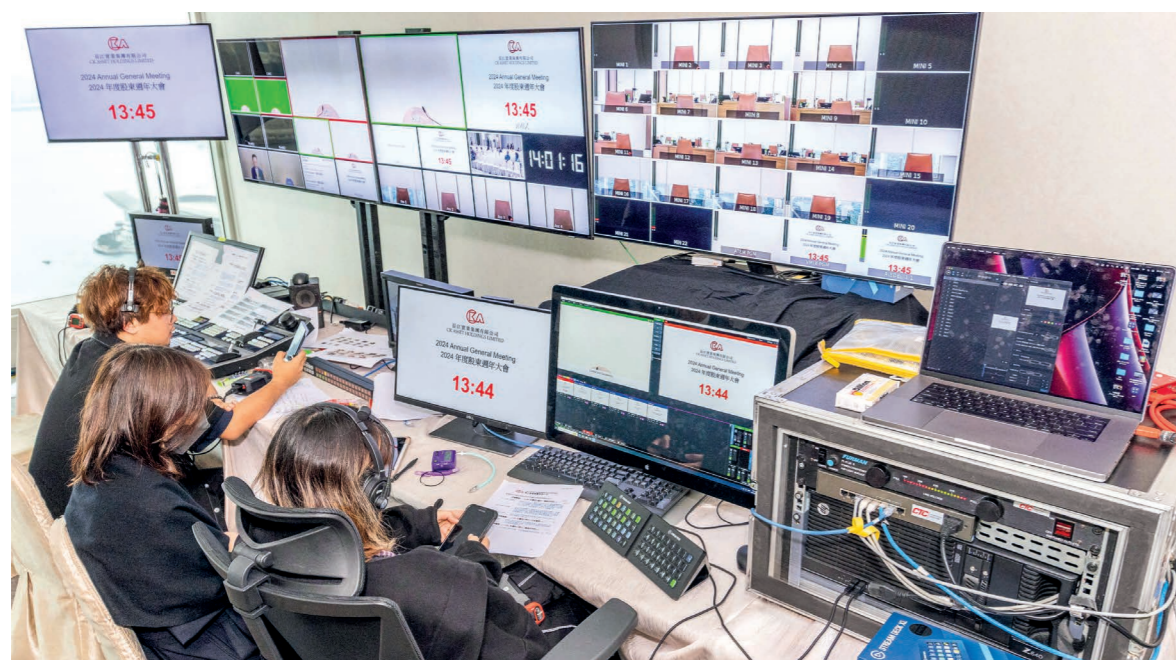
1 & 2. Release of the Group's 2024 interim results

2

1-3

 The Group's properties participated in a lights-out event "Earth Hour 2024" which was organised by World Wide Fund for Nature Hong Kong with the objective of supporting and caring for our planet's future.

THE YEAR AT A GLANCE (CONTINUED)



1

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1 & 2. 2024 Annual General Meeting of the Group

2

4

3 & 4. Launch of Blue Coast

4-6

- CA The sale of Blue Coast in Wong Chuk Hang was met with overwhelming response.
- CA 171 member companies of the CK Group were named "Caring Companies" by the Hong Kong Council of Social Service, the highest number of awards received by a commercial entity for 21 consecutive years.
- CA The Group's 2024 Annual General Meeting was convened as a hybrid meeting. Shareholders attended the meeting and exercised their voting rights either via online platform or in person.



4-6

- CA The Group received "The Listed Enterprise Excellence Awards 2023 – 業績表現大獎" from Capital Magazine.
- CA The Group was awarded the "Corporate Brand Awards of Excellence 2024 – 顯卓多元地產業務大獎" by Hong Kong Economic Journal.
- CA "The Community Chest Rainbow Fund – Medical Assistance Fund" was jointly supported by the CK Group and Li Ka Shing Foundation, at which every Hong Kong dollar donated by the public through the Cheung Kong Donation Hotline was matched one Hong Kong dollar each by the CK Group and Li Ka Shing Foundation.

THE YEAR AT A GLANCE (CONTINUED)



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1. Corporate Brand Awards of Excellence 2024 – 顯卓多元地產業務大獎

2. Ceremony of The Community Chest of Hong Kong

3 & 4. Launch of Emerald Cove

7-9

- CA The CK Group has been named one of The Community Chest's Top 3 Donors for 25 consecutive years and was recognised as The Second Top Donor 2023/2024.
- CA The Group was awarded the "Outstanding Corporate Strategy Awards 2024" presented by East Week Magazine.
- CA Blue Coast received the award "優越百億銷售地產項目品牌大獎" in the Leadership Business Award 2024 presented by Now Finance in recognition of its outstanding performance.



7-9

- CA Sale of Emerald Cove in Huizhou was launched with satisfactory market response.
- CA Harbour Plaza Hotels & Resorts received the "TTG Travel Hall of Fame Award" for the second consecutive year at the 33rd TTG Annual Travel Awards organised by TTG Asia Media.

THE YEAR AT A GLANCE (CONTINUED)



1

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1. The fifth Greater Bay Area Developing Forum cum Award Presentation Ceremony

2. Listed Company Awards of Excellence 2024 – 榮耀大獎

3. Launch of Blue Coast II

4. Directors' training

10-12

Member companies of the Group were awarded the “Good MPF Employer”, “MPF Support Award” and “e-Contribution Award” by the Mandatory Provident Fund Schemes Authority.

The CK Group was awarded “The Award for Corporations with Outstanding Contribution in Guangdong-Hong Kong-Macao Greater Bay Area (領航「9+2」粵港澳大灣區傑出貢獻企業獎)” and the Group was presented with “The Best Real Estate Development Award of Guangdong-Hong Kong-Macao Greater Bay Area (粵港澳大灣區最佳地產發展獎)” in the fifth “Greater Bay Area Developing Forum cum Award Presentation Ceremony”, both organised by Hong Kong Ta Kung Wen Wei Media Group.



10-12

The Group received the “ListCo Excellence Awards 2024” from am730 and PR Asia.

The Group was awarded the “Listed Company Awards of Excellence 2024 – 榮耀大獎” by Hong Kong Economic Journal.

Sale of Blue Coast II in Wong Chuk Hang was launched and was well received.

Directors' training was held with the participation of distinguished professionals regarding sustainability disclosure, UK capital markets and regulations, and new climate-related disclosures requirements.

Sale of Noble Hills Phase 4A in Guangzhou was launched.

Sale of Regency Park in Beijing was well received by home buyers.

The Group was named “香港傑出上市企業” by Ming Pao.

Harbour Plaza Hotels & Resorts received the prestigious “2024 Annual Digital Enterprise Award” from Tencent WeChat Mini Program, in recognition of its leading role in applying digital technology for business development in the hotel industry.

CHAIRMAN'S STATEMENT

Strong Resilience in Challenging Times



HIGHLIGHTS

Year ended 31 December	2024 HK\$ million	2023 HK\$ million	2024 HK\$ per share	2023 HK\$ per share	Change
Profit before investment property revaluation	11,688	14,014	3.33	3.92	-15.1%
Investment property revaluation (net of tax and non-controlling interests)	1,969	3,326	0.56	0.94	
Profit attributable to shareholders	13,657	17,340	3.89	4.86	-20.0%
Final dividend			1.35	1.62	-16.7%
Full year dividend			1.74	2.05	-15.1%

PROFIT FOR THE YEAR

The Group's profit before investment property revaluation for the year ended 31 December 2024 amounted to HK\$11,688 million (2023 – HK\$14,014 million), representing earnings per share of HK\$3.33 (2023 – HK\$3.92), a decrease of 15.1% when compared with last year. The Group's profit attributable to shareholders for the year ended 31 December 2024 amounted to HK\$13,657 million (2023 – HK\$17,340 million), representing earnings per share of HK\$3.89 (2023 – HK\$4.86), a decrease of 20.0% when compared with last year.

The Group's profit attributable to shareholders amounted to HK\$13,657 million.

DIVIDEND

The Directors recommend the payment of a final dividend of HK\$1.35 per share in respect of 2024 to shareholders whose names appear on the Register of Members of the Company at the close of business on Wednesday, 28 May 2025. Together with the interim dividend of HK\$0.39 per share paid on 26 September 2024, this gives a total of HK\$1.74 per share for the year (2023 – HK\$2.05 per share). The proposed final dividend will be paid on Thursday, 12 June 2025 following approval at the 2025 Annual General Meeting. As at the date hereof, the Company does not hold any treasury shares whether in the Central Clearing and Settlement System, or otherwise. All the shares bought back by the Company pending cancellation will not receive the final dividend for 2024.

CHAIRMAN'S STATEMENT (CONTINUED)

PROSPECTS

Business Review

The Group recorded a solid performance in 2024 amid continued international geopolitical and economic uncertainties. During the year, the Group further strengthened its global and diversified recurring income base by expanding its social infrastructure portfolio and investing in elderly care and assisted living homes in Germany, acquiring several infrastructure and utility assets in the UK, and agreeing to acquire agricultural land in Australia designated for carbon sequestration. The Group also drew on the strength of its balance sheet and deployed over HK\$1.5 billion to buy back 48,906,000 shares of the Company during the year, confirming its commitment to return value to shareholders and its confidence in the long-term growth prospects of the Group's businesses.

Property Sales

The residential property market in Hong Kong remained soft in 2024. During the year, the Hong Kong Government cancelled all demand-side management measures and relaxed the maximum loan-to-value ratios of property mortgage loans. On the Mainland, the Central Government introduced a series of measures to reinforce the property market, promote consumer confidence and bolster economic growth.

The Group maintained its proactive and market-focused sales strategy during the year. The pre-sales of Blue Coast and Blue Coast II in Wong Chuk Hang were launched at opportune times to capture market demand and were well received. Sales of The Coast Line in Yau Tong, Grand Jeté in Tuen Mun, The Greenwich in Beijing, Noble Hills in Zengcheng, Guangzhou, and Emerald Cove in Huizhou have progressed steadily, and Perfect Ten in Singapore was fully sold during the year.

In 2024, the Group recorded a decrease in revenue from property sales when compared with 2023. The Group was able to report a positive contribution from property sales during the year despite a challenging market and high land premiums and development costs. It will continue with its prudent strategy on land bank replenishment in assessing prime sites for future development.

Property Rental

The Group recorded a moderate increase in revenue and contribution from property rental in 2024. The full-year contribution from the Civitas social infrastructure portfolio in the UK has helped to mitigate the prevailing challenges of the retail and property rental markets in Hong Kong. The portfolio benefits from long-term leases and is in line with the Group's strategy to pursue investments that deliver stable recurring income and steady returns. The Group, through a joint venture with CK Life Sciences Int'l. (Holdings) Inc., also entered into an agreement for the acquisition of the pastoral leases and rights of over 350,000 hectares of agricultural land in Australia designated for carbon sequestration. The project comes with carbon credits that are tradeable to the Australian Government and the private sector. Cheung Kong Center II, the Group's latest flagship building in an iconic location in Central, Hong Kong, was completed in May 2024, and has started to make rental contribution.

Hotel and Serviced Suite Operation

The Hong Kong Government and event organisers made concerted efforts in 2024 to attract more visitors to Hong Kong. The Group recorded an increase in both revenue and contribution from the hotel and serviced suite operation. The Group remains steadfast in its commitment to invest in technology to boost operational efficiency and provide an enhanced and greener experience for its customers. Amid the changes in visitors' consumption patterns, the Group will continue to optimise its hotel and serviced suite portfolio in line with market demand to maximise occupancy rates and revenue income streams from both short-term visitors and long stay guests.

Pub Operation

In 2024, the pub sector in the UK continued to be negatively impacted by the inflationary environment and subdued consumer sentiment. Greene King recorded an increase in revenue during the year when compared with 2023, but contribution was lower due to the ongoing cost pressures and asset impairment loss. With the support of the Group, the management team will continue to drive business efficiency and optimise capital spend to generate growth and returns from Greene King's portfolio of high-quality freehold properties and strong brands that reflect its rich heritage.

Infrastructure and Utility Asset Operation

The infrastructure and utility assets operation recorded an increase in revenue and contribution during the year when compared with 2023. The Group's portfolio is anchored by businesses in the regulated utilities segment and the contracted infrastructure segment, which provide stable and recurring income. The revenues and asset bases of these businesses are resilient against macroeconomic impacts and fluctuations in inflation, and protected against high interest rates, given they are appropriately geared, and the allowed cost of debt is regularly adjusted to reflect the actual prevailing interest rates.

During the year, the Group completed a series of acquisitions through existing joint ventures with CK Infrastructure Holdings Limited and Power Assets Holdings Limited. The Group, through CK William UK Holdings Limited, acquired an indirect 40% interest in Phoenix Energy Holdings Limited, a gas distribution network operator in Northern Ireland, and an indirect 40% interest in a portfolio of operating onshore wind farms in the UK. In addition, the Group, through UK Power Networks Services Holdings Limited, acquired an indirect 20% stake in Powerlink Renewable Assets Limited (previously known as UU Solar), an owner and operator of a portfolio of renewable power generation assets in the UK.

Sustainability Initiatives

The Group made significant efforts in setting science-based GHG emissions reduction targets during the year. It has received independent validation from the Science Based Targets initiative for its near term and net zero targets, marking a pivotal milestone in its ongoing sustainability journey. This validation is a crucial first step and underscores the Group's commitment to decarbonise its operations and reduce value chain emissions. During the year, the Group expanded its engagement with stakeholders through focus groups to understand their priorities and expectations on the Group's sustainability strategies and initiatives. The Group also conducted a "double materiality" assessment to identify and evaluate sustainability issues that are both financially material to the Group's businesses and impactful to its stakeholders.

CHAIRMAN'S STATEMENT (CONTINUED)

The Group understands the importance of embracing sustainable building as a property developer. During the year, the Group received several green building certifications and awards for its commitment to sustainable development and environmental stewardship. Cheung Kong Center achieved a final platinum rating under BEAM Plus, a LEED platinum rating for operations and maintenance, and Cheung Kong Center Property Management Limited was recognised as a Hong Kong Green Organisation by the government-appointed Environmental Campaign Committee for the building's excellent indoor air quality and waste reduction efforts. Cheung Kong Center II received a provisional platinum rating under BEAM Plus. The Group's proposed composite development at the Kai Tak waterfront area achieved a provisional platinum rating under BEAM Plus, while Watson Centre received the LEED v4.1 Gold Certification for Operations & Maintenance.

The Civitas social infrastructure portfolio continues to generate significant and quantifiable social impact benefits by providing community-based healthcare housing and specialist education facilities. The Group's investments in Phoenix Energy, Powerlink Renewable Assets and onshore wind farms during the year are testimony to its commitment to facilitate and support the global low-carbon transition from traditional fossil fuel-based energy sources to sustainable, renewable and low-carbon energy solutions. The investment in agricultural land for carbon sequestration demonstrates the Group's efforts to address climate challenges through innovative and sustainable practices.

Outlook

The global economy is expected to remain challenging in 2025. The divergence in growth momentum, monetary policies and interest rate movements across major economies will be shaped by policy shifts, increasing economic fragmentation and the changing political landscape. Ongoing geopolitical tensions, trade protectionism and uncertainty will continue to affect global growth prospects.

The Mainland saw a stable economic performance in 2024 and recorded a positive GDP year-on-year growth of 5%. The Mainland continues to be one of the world's largest economic growth engines. The Central Government introduced a range of measures during the year to encourage domestic consumption and strengthen investor confidence.

The Hong Kong economy expanded at a moderated pace in 2024 and real GDP grew by 2.5% year-on-year. Hong Kong continues to benefit from the strong support of the Central Government to maintain its long-standing position as an international financial, trade and shipping centre amid multiple challenges. The Government has taken further steps to promote Hong Kong's unique role as a "super connector" linking the Mainland with the rest of the world, and to enhance its competitive advantage by attracting high-calibre talent, and global enterprises and capital to the city. The recent measures implemented by the Government to support the real estate market and improve market sentiment are expected to stimulate the economy, but housing and land policies and interest rate movements will continue to be determining factors for the property market.

The Group is a multinational conglomerate committed to achieving long-term sustainable growth. It remains guided by its principle of "Advancing without Forgoing Stability". The Group will maintain its strategic focus on financial discipline and prudent management practices, and navigate evolving challenges and macroeconomic uncertainties with caution. The management will continue to seek out investments with high structural liquidity and sustainable returns to further strengthen the quality of the Group's balance sheet, assets and earnings. The Group stands ready to deploy capital and invest in different sectors and geographies worldwide when suitable opportunities arise. Hong Kong and the Mainland remain important markets for the Group.

As at 31 December 2024, the Group had a net debt to net total capital ratio of approximately 4.0%. The Group has maintained "A/Stable" and "A2 Stable" credit ratings from Standard & Poor's and Moody's respectively, demonstrating its stable financial profile.

ACKNOWLEDGEMENT

My colleagues on the Board join me in thanking our team of diligent employees around the world for their hard work and contributions during the year. I also take this opportunity to express my sincere gratitude to our board members for their unwavering dedication and to our stakeholders for their continued support.

Victor T K Li

Chairman

Hong Kong, 20 March 2025

MANAGEMENT DISCUSSION AND ANALYSIS

BUSINESS REVIEW

Major Business Activities

1. Developments Completed during 2024:

Name	Location	Gross Floor Area (sq.ft.)	Group's Interest
The Coast Line I	The Remaining Portion of Yau Tong Inland Lot No. 45	113,444	100%
Grand Jeté Phase 2	The Remaining Portion of Tuen Mun Town Lot No. 463	175,505	40.94%
Cheung Kong Center II	Central	504,341	100%
The Greenwich Phase 2 (Regency Park)	Chaoyang District, Beijing	2,814,114	100%
Regency Hills Land No. 4A	Yangjiashan, Nan'an District, Chongqing	246,471	95%
Laguna Verona Phase F (House on House)	Henggang Reservoir, Dongguan	289,517	99.8%
Chelsea Waterfront Powerhouse (Stage 1)	Chelsea/Fulham, London	88,359	95%

2. Developments in Progress and Scheduled for Completion in 2025:

Name	Location	Gross Floor Area (sq.ft.)	Group's Interest
The Coast Line II	The Remaining Portion of Yau Tong Inland Lot No. 45	304,884	100%
Blue Coast and Blue Coast II	Aberdeen Inland Lot No. 467, Site C	999,976	Joint Venture
Perfect Ten	Singapore	219,518	100%
Upper West Shanghai Phase 3 Tender 2 (T1) Phase 4 Tender 2 (T14)	Putuo District, Shanghai	1,648,685	60%
Regency Hills Land Nos. 2A and 4B	Yangjiashan, Nan'an District, Chongqing	1,687,803	95%
Laguna Verona Phase G2b Zone 2	Henggang Reservoir, Dongguan	635,070	99.8%
The South Bay Phase 5A	Jinzhou New Area, Dalian	969,537	100%
Noble Hills Phase 4A	Zengcheng, Guangzhou	198,351	100%
Emerald Cove Phase 2	Daya Bay, Huizhou	1,216,988	100%
Regency Garden Phase 5B-2a	Pudong New District, Shanghai	261,367	85%
Regency Cove Phase 3A	Caidian District, Wuhan	282,554	100%
Chelsea Waterfront Powerhouse (Stages 2 & 3), The Rotunda, East Tower, Block KC4 and Block KC2A	Chelsea/Fulham, London	431,501	95%

MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

3. New Acquisitions and Joint Developments and Other Major Events:

- (1) March 2024: A joint venture company (owned as to 40%, 40% and 20% by the Company, CK Infrastructure Holdings Limited ("CKI") and Power Assets Holdings Limited ("PAH") respectively), through its wholly owned subsidiary (as purchaser), entered into a sale and purchase agreement in March 2024 in relation to the acquisition of Phoenix Energy Holdings Limited and its subsidiaries ("Phoenix Energy") for a total consideration of approximately GBP312 million (equivalent to approximately HK\$3,049 million). Phoenix Energy is a gas distribution network operator in Northern Ireland. Such acquisition was completed in April 2024.
- (2) May 2024: A joint venture company (owned as to 20%, 40% and 40% by the Company, CKI and PAH respectively), through its wholly owned subsidiary (as purchaser), entered into a sale and purchase agreement in May 2024 in relation to the acquisition of Powerlink Renewable Assets Limited ("Powerlink Renewable Assets") for a total consideration of approximately GBP88 million (equivalent to approximately HK\$859 million). Powerlink Renewable Assets owns and operates a portfolio of renewable power generation assets (including solar, wind and hydro assets) in the United Kingdom. Such acquisition was completed on the same day of the sale and purchase agreement was signed.
- (3) August 2024: A joint venture company (owned as to 40%, 40% and 20% by the Company, CKI and PAH respectively), through its wholly owned subsidiary (as purchaser), entered into a sale and purchase agreement in August 2024 in relation to the acquisition of a portfolio of operating onshore wind farms in the United Kingdom for a total consideration of approximately GBP329 million (equivalent to approximately HK\$3,404 million). Such acquisition was completed in October 2024.
- (4) October 2024: An open-ended fund (of which an indirect wholly owned subsidiary of the Company is the sole limited partner) entered into a framework agreement and individual purchase agreements in October 2024 to acquire 26 elderly care and assisted living homes in Germany at the aggregate purchase price of approximately EUR282.7 million (equivalent to approximately HK\$2,424 million). The acquisition of 17 properties completed in February 2025. Completion in respect of the remaining properties is subject to fulfilment of certain terms and conditions under the relevant purchase documents.
- (5) October 2024: A joint venture company (owned as to 80% and 20% by the Company and CK Life Sciences Int'l., (Holdings) Inc. respectively), through its wholly owned subsidiary (as purchaser), entered into a sale and purchase agreement in October 2024 in relation to the acquisition of pastoral leases and rights over agricultural land of over 350,000 hectares designated for carbon sequestration in Western Australia. Completion of such acquisition is subject to fulfilment of certain terms and conditions under the sale and purchase agreement.
- (6) March to July 2024: The Company bought back a total of 48,906,000 shares of HK\$1.00 each in the capital of the Company (the "Shares") from March to July 2024 on The Stock Exchange of Hong Kong Limited with the aggregate consideration (before expenses) amounting to HK\$1,545,564,825.00. All the Shares bought back were subsequently cancelled.

Property Sales

Revenue of property sales (including share of joint ventures) recognised for the year was HK\$9,962 million (2023 – HK\$13,153 million), comprising mainly (i) sales of residential projects in Hong Kong – #LYOS in Hung Shui Kiu and Grand Jeté Phase 1 and 2 in Tuen Mun; (ii) sales of residential and commercial units on the Mainland including Laguna Verona in Dongguan, Upper West Shanghai in Shanghai and La Grande Ville in Beijing; and (iii) sales of residential units of Chelsea Waterfront in London, the United Kingdom. Revenue of property sales is summarised by location as follows:

Location	2024 HK\$ Million	2023 HK\$ Million
Hong Kong	5,718	5,840
The Mainland	3,235	6,630
Overseas	1,009	683
	9,962	13,153

Contribution for the year was HK\$2,209 million (2023 – HK\$4,475 million) and is summarised by location as follows:

Location	2024 HK\$ Million	2023 HK\$ Million
Hong Kong	1,609	2,087
The Mainland	354	2,238
Overseas	246	150
	2,209	4,475

Revenue and contribution of property sales for the year decreased, when compared with last year, amid weak economic environment and property market sentiment in Hong Kong and on the Mainland.

In Hong Kong, the development of The Coast Line I was completed in November 2024 and The Coast Line II will be completed in 2025. The residential units of The Coast Line I and II have been presold and profit contribution will be recognised upon completion of property sales in 2025. The presales of residential units of Blue Coast and Blue Coast II have progressed steadily and over 70% of the units have been presold. The consent for presale of residential units of Victoria Blossom Phase 1 in the Kai Tak runway area has been obtained and presale of units will be launched in the first half of 2025.

On the Mainland, the development of The Greenwich Phase 2 in Beijing was completed before the end of 2024 and the sales of its residential units recently have been well received. The completion of Regency Garden Phase 5B-2a in Shanghai has been postponed to 2025. Profit contribution will be recognised in 2025 upon handover of the completed properties sold.

The development of Perfect Ten, a residential project in Singapore, is scheduled for completion in 2025. All units have been presold and profit contribution will be recognised upon completion of the development and property sales.

MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

Property sales contracted but not yet recognised at 31 December 2024 are as follows:

Location	Schedule for Sales Recognition		
	2025 HK\$ Million	After 2025 HK\$ Million	Total HK\$ Million
Hong Kong	17,810	5,297	23,107
The Mainland	4,463	22	4,485
Overseas	4,149	–	4,149
	26,422	5,319	31,741

At the year end date, the Group had a development land bank (including developers' interests in joint development projects but excluding agricultural land and completed properties) of approximately 70 million sq.ft., of which 7 million sq.ft., 60 million sq.ft. and 3 million sq.ft. were located in Hong Kong, on the Mainland and overseas respectively.

Property Rental

Revenue of property rental (including share of joint ventures) for the year was HK\$6,135 million (2023 – HK\$5,909 million) and comprised rental income derived from leasing of properties as follows:

Use of Property	2024 HK\$ Million	2023 HK\$ Million
Retail	1,867	2,056
Office	1,780	1,881
Industrial	771	771
Social infrastructure	1,275	751
Others	442	450
	6,135	5,909

Contribution for the year was HK\$4,720 million (2023 – HK\$4,635 million), and is summarised by location as follows:

Location	2024 HK\$ Million	2023 HK\$ Million
Hong Kong	3,487	3,734
The Mainland	241	323
Overseas	992	578
	4,720	4,635

Contribution from overseas for the year increased, when compared with last year, as the social infrastructure property portfolio of Civitas in the United Kingdom made a full year rental contribution to profit for the year. Civitas was acquired by the Group in July 2023.

The Group's investment properties in Hong Kong comprise mainly retail, office and industrial properties including Cheung Kong Center, Cheung Kong Center II ("CKC II") and China Building in Central, 1881 Heritage in Tsimshatsui, The Whampoa in Hunghom, OP Mall in Tsuen Wan and Hutchison Logistics Centre in Kwai Chung.

CKC II was completed in May 2024, a Super Grade A office property with approximately 560,000 sq.ft. of lettable gross floor area, and will provide recurrent rental income and cashflow to the Group when the property is occupied with tenants.

At the year end date, the Group had an investment property portfolio of approximately 22.4 million sq.ft. (including share of joint ventures but excluding car parking spaces) as follows:

Location	Retail	Office	Industrial	Social Infrastructure	Total
	Million sq.ft.	Million sq.ft.	Million sq.ft.	Million sq.ft.	Million sq.ft.
Hong Kong	3.3	3.9	5.9	–	13.1
The Mainland	3.0	1.6	–	–	4.6
Overseas	0.1	0.2	–	4.4	4.7
	6.4	5.7	5.9	4.4	22.4

An increase of HK\$1,349 million (2023 – HK\$3,238 million) in fair value of investment properties was recorded at 31 December 2024 based on a professional valuation using capitalisation rates ranging from approximately 4% to 8%.

Hotel and Serviced Suite Operation

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

During the year, visitor arrivals in Hong Kong increased year-on-year. The Group's results of hotel and serviced suite operation in Hong Kong was slightly better than last year. On the Mainland, the Group continued to strive for a positive contribution for its hotel and serviced suite operation in a difficult business environment.

MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

Revenue of hotel and serviced suite operation (including share of joint ventures) for the year was HK\$4,390 million (2023 – HK\$4,383 million) and the average occupancy rates for hotels and serviced suites were 82% (2023 – 79%) and 91% (2023 – 90%) respectively.

Contribution for the year was HK\$1,651 million (2023 – HK\$1,525 million), an increase of HK\$126 million when compared with last year, and is summarised by location as follows:

Location	2024 HK\$ Million	2023 HK\$ Million
Hong Kong	1,700	1,652
The Mainland	(49)	(127)
	1,651	1,525

Property and Project Management

Revenue of property and project management (including share of joint ventures) for the year was HK\$912 million (2023 – HK\$900 million) and mainly comprised management fees received for provision of property management and related services.

Contribution for the year (including share of joint ventures) was HK\$361 million (2023 – HK\$359 million) and is summarised by location as follows:

Location	2024 HK\$ Million	2023 HK\$ Million
Hong Kong	257	241
The Mainland	62	53
Overseas	42	65
	361	359

At the year end date, the Group provided management services to approximately 254 million sq.ft. of completed properties mainly in Hong Kong and on the Mainland. The Group is committed to providing high quality services to the properties under its management.

Pub Operation

The Group's pub businesses comprise 2 breweries and about 2,600 pubs, restaurants and hotels operated by Greene King across England, Wales and Scotland. The trading conditions for pub businesses in the United Kingdom remain difficult, experiencing significant cost inflation in the past years and a further increase in labour costs in 2025, whereas consumer confidence remains stagnant in the current unstable economic outlook.

Revenue of pub operation for the year was HK\$24,425 million (2023 – HK\$23,217 million), an increase of HK\$1,208 million when compared with last year, mainly driven by price optimisation.

Profit contribution for the year amounted to HK\$539 million (2023 – HK\$997 million) after a significant provision of HK\$1,233 million (2023 – HK\$535 million) required for asset impairment. The results by division of pub operation are as follows:

Division	2024		2023	
	Revenue HK\$ Million	Contribution HK\$ Million	Revenue HK\$ Million	Contribution HK\$ Million
Pub Company – operates food-led and drink-led destination pubs and restaurants and community-focused local pubs	20,122	(68)	19,186	627
Pub Partners – owns a portfolio of mainly drink-led pubs which are run as franchised or leased pubs	1,933	479	1,796	221
Brewing & Brands – sells and distributes a wide range of beers including ale brands brewed in own breweries	2,370	128	2,235	149
	24,425	539	23,217	997

MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

Infrastructure and Utility Asset Operation

At the year end date, the Group's infrastructure and utility asset businesses were operated through joint ventures as follows:

	Principal Activity	Interest in Joint Venture
CK William JV	Owner and operator of energy utility assets in Australia, the United Kingdom, the United States and Canada	40%
CKP (Canada) JV	A building equipment and service provider under the consumer brand identity of "Reliance Home Comfort" in Canada	75%
ista JV	A fully integrated energy management service provider operated by ista Group in Europe	65%
UK Power Networks JV	A power distributor that serves London, the South East and East of England	20%
Northumbrian Water JV	A regulated water and sewerage company in England and Wales	27%
Dutch Enviro Energy JV	An operator of energy-from-waste business in the Netherlands	24%
Wales & West Utilities JV	A gas distributor that serves Wales and the South West of England	22%
UK Rails JV	A rolling stock operating company in the United Kingdom	20%

The Group also held interests in the economic benefits of other infrastructure and utility asset businesses as follows:

	Principal Activity	Interest in Economic Benefit
Park'N Fly	An off-airport car park provider in Canada	20%
Australian Gas Networks	A distributor of natural gas in Australia	11%

Revenue of the joint venture operations was shared by the Group for the year as follows:

	2024 HK\$ Million	2023 HK\$ Million
CK William JV	4,974	4,469
CKP (Canada) JV	4,661	4,689
ista JV	6,680	6,296
UK Power Networks JV	3,961	3,595
Northumbrian Water JV	2,811	2,541
Dutch Enviro Energy JV	803	712
Wales & West Utilities JV	1,224	1,184
UK Rails JV*	647	34
	25,761	23,520

* UK Rails has been accounted for as a joint venture after the reorganisation of equity interest in December 2023.

Profit contribution for the year amounted to HK\$8,363 million (2023 – HK\$7,773 million), and is summarised by locations as follows:

	Australia HK\$ Million	Europe HK\$ Million	North America HK\$ Million	2024 Total HK\$ Million	2023 Total HK\$ Million
CK William JV	1,308	216	(1)	1,523	1,400
CKP (Canada) JV	–	–	1,463	1,463	1,456
ista JV	–	1,432	–	1,432	1,291
UK Power Networks JV	–	2,143	–	2,143	2,025
Northumbrian Water JV	–	815	–	815	672
Dutch Enviro Energy JV	–	74	–	74	129
Wales & West Utilities JV	–	582	–	582	621
UK Rails JV*	–	331	–	331	19
Others	–	–	–	–	160
	1,308	5,593	1,462	8,363	7,773

During the year, CK William JV acquired Phoenix Energy, a gas distribution network operator in Northern Ireland, for a consideration of approximately GBP312 million (equivalent to approximately HK\$3,049 million) and completed the acquisition of a portfolio of operating onshore wind farms in the United Kingdom for a total consideration of approximately GBP329 million (equivalent to approximately HK\$3,404 million).

UK Power Networks JV acquired Powerlink Renewable Assets Limited, an owner and operator of a portfolio of renewable power generation assets in the United Kingdom, for a consideration of approximately GBP88 million (equivalent to approximately HK\$859 million) in May 2024.

MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

Interests in Real Estate Investment Trusts

The Group’s interests in listed real estate investment trusts at the year end date were as follows:

	Principal Activity	Interest
Hui Xian REIT	Investment in hotels and serviced suites, office and retail properties on the Mainland	34.9%
Fortune REIT	Investment in retail properties in Hong Kong and Singapore	25.9%
Prosperity REIT	Investment in office, retail and industrial properties in Hong Kong	17.8%

Hui Xian REIT is an associate. The Group shared a net profit of HK\$48 million (2023 – HK\$55 million), taking into account of the REIT’s net rental and exchange loss on bank loan. Distributions of HK\$10 million (2023 – HK\$152 million) were received during the year, a significant decrease from last year due to exchange loss realised on bank loan repayment.

Distributions received from Fortune REIT and Prosperity REIT during the year amounted to HK\$226 million (2023 – HK\$270 million) and were recognised as investment income. A decrease of HK\$551 million (2023 – decrease of HK\$890 million) in fair value of the Group’s investments in Fortune REIT and Prosperity REIT was recorded based on the market closing price at 31 December 2024.

FINANCIAL REVIEW

Liquidity and Financing

The Group monitors its liquidity requirements on a short to medium term basis and arranges its financing accordingly. During the year, notes of HK\$3,790 million and US\$250 million were redeemed upon maturity in April 2024 and June 2024 respectively.

At the year end date, the Group’s bank and other loans amounted to HK\$52.7 billion, a decrease of HK\$2.2 billion when compared with bank and other loans at 31 December 2023. The maturity profile was spread over a period of 12 years, with HK\$11.1 billion repayable within 1 year, HK\$35.9 billion within 2 to 5 years and HK\$5.7 billion beyond 5 years.

Taking into account the bank balances and deposits of HK\$36.1 billion at 31 December 2024, the Group carried a net debt of HK\$16.6 billion at the year end date. The net debt to net total capital ratio was approximately 4%.

With plenty of cash on hand as well as available banking facilities, the Group’s liquidity position remains strong and the Group has sufficient financial resources to satisfy its commitments and working capital requirements.

Treasury Policies

The Group adopts a conservative approach on foreign exchange risk management and maintains an appropriate mix of floating and fixed rate borrowings to mitigate interest rate risk. The Group’s exposure to foreign exchange fluctuations and interest rate changes are reviewed regularly. Hedging instruments including swaps and forwards are used in the management of foreign exchange and interest rate risks.

At the year end date, the Group’s borrowings were 37% in HK\$/US\$ and 63% in foreign currencies (including AUD, GBP and RMB); and about 56% were on a floating interest rate basis and 44% were on a fixed interest rate basis, after taking into account of effective swaps in place. Foreign currencies borrowings had been arranged for investments and operations in Australia, the United Kingdom and on the Mainland.

The Group derives its revenue mainly from property businesses in HK\$ and RMB, and maintains bank balances and deposits substantially in HK\$, RMB and US\$. Income in foreign currencies is generated by overseas investments and operations, and cash in foreign currencies is maintained for business requirements.

Charges on Assets

At the year end date, (i) properties amounting to HK\$6,414 million (2023 – HK\$9,420 million) were charged to secure bank loans arranged for property development and investment; and (ii) properties amounting to HK\$24,760 million (2023 – HK\$25,978 million) were charged to secure other loans arranged for pub operation.

Contingent Liabilities

At the year end date, the Group provided guarantees for (i) revenue shared by land owner of a hotel project amounting to HK\$443 million (2023 – HK\$458 million); and (ii) mortgage loans provided by banks to purchasers of properties developed by the Group on the Mainland amounting to HK\$439 million (2023 – HK\$646 million).

Employees

At the year end date, the Group employed approximately 55,000 employees. The related employees’ costs for the year (excluding directors’ emoluments) amounted to approximately HK\$13,442 million. The Group ensures that the pay levels of its employees are competitive and employees are rewarded on a performance related basis, together with reference to the profitability of the Group, remuneration benchmarks in the industry, and prevailing market conditions within the general framework of the Group’s salary and bonus system. The Group does not have any share option scheme for employees.

DIRECTORS' BIOGRAPHICAL INFORMATION



LI Tzar Kuoi, Victor, aged 60, **Chairman and Managing Director**, joined the CK Group in 1985, has been a Director of the Company since January 2015. Mr. Li was designated as Executive Director, Managing Director and Deputy Chairman in February 2015 and has been re-designated as Chairman and Managing Director since May 2018. He has been the Chairman of the Executive Committee, and a member of the Remuneration Committee and Nomination Committee of the Company, since June 2015, May 2018 and January 2019 respectively. Mr. Li is the Chairman and Executive Director of CK Hutchison Holdings Limited. He is also the Chairman of CK Infrastructure Holdings Limited and 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 as the manager of Hui Xian REIT (listed in Hong Kong). He holds a Bachelor of Science degree in Engineering and a Master's degree in Business Administration. Mr. Kam is the brother-in-law of Mr. Li Ka-shing, the Senior Advisor of the Company and a substantial shareholder of the Company within the meaning of Part XV of the Securities and Futures Ordinance, and an uncle of Mr. Li Tzar Kuoi, Victor, the Chairman and Managing Director of the Company and the Chairman of the Executive Committee of the Company.

KAM Hing Lam, aged 78, **Deputy Managing Director**, joined the CK Group in 1993, and has been an Executive Director and Deputy Managing Director of the Company since February 2015, and an Executive Committee Member of the Company since June 2015. He is Deputy Managing Director of CK Hutchison Holdings Limited, the Group Managing Director of CK Infrastructure Holdings Limited, and the President 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 as the manager of Hui Xian REIT (listed in Hong Kong). He holds a Bachelor of Science degree in Engineering and a Master's degree in Business Administration. Mr. Kam is the brother-in-law of Mr. Li Ka-shing, the Senior Advisor of the Company and a substantial shareholder of the Company within the meaning of Part XV of the Securities and Futures Ordinance, and an uncle of Mr. Li Tzar Kuoi, Victor, the Chairman and Managing Director of the Company and the Chairman of the Executive Committee of the Company.

IP Tak Chuen, Edmond, aged 72, **Deputy Chairman**, joined the CK Group in 1993, and has been a Director of the Company since January 2015. Mr. Ip was designated as Executive Director and Deputy Managing Director in February 2015 and has been re-designated as the Deputy Chairman since April 2024. He has been an Executive Committee Member and the Chairman of the Sustainability Committee of the Company since June 2015 and December 2020 respectively. Mr. Ip is Deputy Managing Director of CK Hutchison Holdings Limited. He is also an Executive Director and Deputy Chairman of CK Infrastructure Holdings Limited, and 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 as the manager of Hui Xian REIT (listed in Hong Kong). He holds a Bachelor of Arts degree in Economics and a Master of Science degree in Business Administration.

CHUNG Sun Keung, Davy, aged 73, **Executive Director**, joined the CK Group in 1978, and has been an Executive Director of the Company since February 2015, and an Executive Committee Member of the Company since June 2015. Mr. Chung is a Registered Architect. He was a member of the 11th Guangzhou Committee of the Chinese People's Political Consultative Conference of the People's Republic of China. Mr. Chung is a director of certain companies controlled by certain substantial shareholders of the Company within the meaning of Part XV of the Securities and Futures Ordinance.

CHIU Kwok Hung, Justin, aged 74, **Executive Director**, joined the CK Group in 1997, and has been an Executive Director of the Company since February 2015, and an Executive Committee Member of the Company since June 2015. Dr. Chiu is the Chairman of ESR Asset Management (Prosperity) Limited as the manager of Prosperity REIT (listed in Hong Kong); a Non-executive Director of ESR Asset Management (Fortune) Limited as the manager of Fortune REIT (listed in Hong Kong); and an Independent Non-executive Director of Star Shine Holdings Group Limited (listed in Hong Kong). Dr. Chiu has more than 40 years of international experience in real estate in Hong Kong and overseas. He is a Fellow of The Royal Institution of Chartered Surveyors, a member of Advisory Board and a Fellow of The Hong Kong Institute of Directors, a Fellow of Hong Kong Institute of Real Estate Administrators, the Vice Chairman of the Board of Governors of Hong Kong Baptist University Foundation, an Honorary Associate Member of Business of Trent University, Canada, a member of the Singapore Management University International Advisory Council in China, the Chairman of the Advisory Committee and an Adjunct Professor of the School of Business of Hong Kong Baptist University, a Senior Departmental Fellow of the Department of Land Economy at University of Cambridge, the United Kingdom and an Adjunct Professor of Changzhou University. Dr. Chiu was previously an Honorary Professor of School of Pharmaceutical Sciences of Sun Yat-sen University and a member of the Standing Committee of the 12th Shanghai Committee of the Chinese People's Political Consultative Conference of the People's Republic of China. He holds a Bachelor of Arts degree in Sociology and Economics from Trent University, Canada and a degree of Doctor of Business Administration from Hong Kong Baptist University, and was conferred with the degree of Doctor of Social Sciences, honoris causa by Hong Kong Baptist University and the degree of Doctor of Laws, honoris causa by Trent University, Canada. Dr. Chiu is a director of certain companies controlled by certain substantial shareholders of the Company within the meaning of Part XV of the Securities and Futures Ordinance.

CHOW Wai Kam, Raymond, JP, aged 77, **Executive Director**, has been an Executive Director of the Company since February 2015, and an Executive Committee Member of the Company since June 2015. He joined the Hutchison Group in July 1995 and before his appointment on the Board, he was previously the Group Managing Director of the property and hotels divisions of the Hutchison Group. Mr. Chow is currently the Group Managing Director of Hutchison Property Group Limited, a wholly owned subsidiary of the Company. He is also a Non-executive Director of Continental Aerospace Technologies Holding Limited (listed in Hong Kong). He has over 40 years of experience in project management and architectural design for various developments, including hotel, residential, commercial, industrial and school projects in Hong Kong, the Mainland and overseas. He holds a Bachelor of Arts degree in Architectural Studies and a Bachelor of Architecture degree from The University of Hong Kong. He is an Authorised Person (List of Architects) and a Registered Architect. He has been admitted as a Fellow of The Hong Kong Institute of Architects since August 2001.

PAU Yee Wan, Ezra, aged 69, **Executive Director**, joined the CK Group in 1982, and has been an Executive Director of the Company since February 2015, and an Executive Committee Member of the Company since June 2015. Ms. Pau is a director of certain substantial shareholders of the Company within the meaning of Part XV of the Securities and Futures Ordinance, and a director of certain companies controlled by certain substantial shareholders of the Company.

DIRECTORS' BIOGRAPHICAL INFORMATION (CONTINUED)



CHEONG Ying Chew, Henry, aged 77, **Independent Non-executive Director**, has been an Independent Non-executive Director, the Chairman of the Audit Committee and a member of the Remuneration Committee of the Company since February 2015, and a member of the Sustainability Committee of the Company since December 2020. Mr. Cheong is also an Independent Non-executive Director of CK Infrastructure Holdings Limited, New World Department Store China Limited and Skyworth Group Limited, and an Independent Director of BTS Group Holdings Public Company Limited. Mr. Cheong is an Executive Director and Deputy Chairman of Worldsec Limited. All companies mentioned above are listed companies. Mr. Cheong holds a Bachelor of Science degree in Mathematics and a Master of Science degree in Operational Research and Management.

HUNG Siu-lin, Katherine, aged 77, **Independent Non-executive Director**, joined the CK Group in March 1972, and has been an Independent Non-executive Director, the Chairperson of the Remuneration Committee and a member of the Audit Committee of the Company since February 2015. Ms. Hung is a Governing Committee Member of The Hong Kong Polytechnic University Foundation, an Honorary Court Member of The Hong Kong Polytechnic University, a member of the Precise Advisory Committee of the CR-PolyU Joint Research Institute for Carbon Neutral New Materials, an Honorary Court Member of Lingnan University, Honorary Advisor of The Education University of Hong Kong Foundation, President Consultant of Tianjin University and Honorary Vice Chairman of Chinese Academy of Governance (Hong Kong) Industrial and Commercial Professionals Alumni Association Limited. She was a member of the Tianjin Committee of the 12th and 13th Chinese People's Political Consultative Conference of the People's Republic of China from January 2008 to January 2018, a Court Member of The Hong Kong University of Science and Technology from 2011 to May 2016, an Executive Committee Member of Hong Kong Housing Society from September 2008 to August 2014 and a member of the Supervisory Board of Hong Kong Housing Society from September 2014 to August 2020, a member of Estate Agents Authority from November 2006 to October 2012, and a Steering Committee Member of the Institute for Enterprise of The Hong Kong Polytechnic University from April 2000 to August 2011. Ms. Hung is a University Fellow of The Hong Kong Polytechnic University.

Donald Jeffrey ROBERTS, aged 73, **Independent Non-executive Director**, has been an Independent Non-executive Director and a member of the Audit Committee of the Company since March 2017, and a member of the Nomination Committee of the Company since January 2019. He is also an Independent Non-executive Director of CK Life Sciences Int'l., (Holdings) Inc. (listed in Hong Kong); an Independent Non-executive Director of HK Electric Investments Manager Limited, which is the trustee-manager of HK Electric Investments ("HKEI"), and HK Electric Investments Limited, a company listed together with HKEI in Hong Kong; and an Independent Non-executive Director of Queen's Road Capital Investment Ltd. (listed in Canada). He is also a Director of The Hongkong Electric Company, Limited, and an Independent Non-executive Director of Welab Bank Limited and Welab Capital Limited. He joined Hutchison Whampoa Limited ("HWL") in 1988 and was the Group Deputy Chief Financial Officer of HWL from 2000 until his retirement in 2011. Mr. Roberts was a member of the Listing Committee of the Main Board and GEM of The Stock Exchange of Hong Kong Limited from July 2015 to July 2020. He was previously a member of the Executive Committee of The Canadian Chamber of Commerce (the "Chamber") in Hong Kong and is currently Governor of the Chamber. He previously served as a Governor of the Canadian International School of Hong Kong for the periods from 1998 to 2004, and from 2006 to 2012 and also a member on its Finance & Administration Committee. Mr. Roberts has served as a member, including as the Deputy Chairman, of the Professional Conduct Committee of the Hong Kong Institute of Certified Public Accountants ("HKICPA") for 9 years. Mr. Roberts holds a Bachelor of Commerce degree. He is a Chartered Accountant with the Chartered Professional Accountants of Canada, Alberta and British Columbia, and also a Fellow of the HKICPA.

Stephen Edward BRADLEY, aged 66, **Independent Non-executive Director**, has been an Independent Non-executive Director, a member of the Audit Committee and a member of the Nomination Committee of the Company since November 2020, the Chairman of the Nomination Committee of the Company since December 2020, and a member of the Sustainability Committee of the Company since December 2022. He is also an Independent Non-executive Director of Power Assets Holdings Limited (listed in Hong Kong), and an Independent Director of Cenovus Energy Inc. (listed in Canada and U.S.A.). Mr. Bradley was previously a Director of CNEX (Shanghai CFETS-NEX International Money Broking Co., Ltd.) and Senior Advisor of CME Group. Mr. Bradley entered the British Diplomatic Service in 1981 and retired from the British Diplomatic Service in 2009. He served in various capacities including: Director of Trade & Investment Promotion (Paris) from 1999 to 2002; Minister, Deputy Head of Mission & Consul-General (Beijing) from 2002 to 2003; and HM Consul-General (Hong Kong) from 2003 to 2008. Mr. Bradley also worked in the private sector as Marketing Director, Guinness Peat Aviation (Asia) and Associate Director, Lloyd George Management (a part of BMO Global Asset Management). Mr. Bradley holds a Bachelor of Arts degree from Balliol College, University of Oxford, England and a post-graduate diploma from Fudan University, Shanghai.

KWOK Eva Lee, aged 82, **Independent Non-executive Director**, has been an Independent Non-executive Director of the Company since May 2022. She is also an Independent Non-executive Director of CK Infrastructure Holdings Limited and CK Life Sciences Int'l., (Holdings) Inc., and a Director of Li Ka Shing (Canada) Foundation ("LKS Canada Foundation"). She currently serves as the Chair and Chief Executive Officer of Amara Holdings Inc. ("Amara"). Mrs. Kwok also acts as an Independent Director of Cenovus Energy Inc. Except for LKS Canada Foundation and Amara, all the companies mentioned above are listed companies. She is a director of a company controlled by a substantial shareholder of the Company within the meaning of Part XV of the Securities and Futures Ordinance. In addition, she was an Independent Director of Bank of Montreal, a listed company, and previously sat on the Compensation Committee, the Corporate Governance Committee and the Audit Committee of Husky Energy Inc., 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.

SNG Sow-mei alias POON Sow Mei, aged 83, **Independent Non-executive Director**, has been an Independent Non-executive Director of the Company since May 2022. She is an Independent Non-executive Director of CK Infrastructure Holdings Limited (listed in Hong Kong and the United Kingdom). She is also an Independent Non-executive Director of ESR Asset Management (Prosperity) Limited, which manages Prosperity Real Estate Investment Trust, a real estate investment trust listed in Hong Kong. Mrs. Sng was previously 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"), an Independent Director and a member of the Audit Committee of ESR 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 ESR Asset Management (Fortune) Limited, which manages Fortune Real Estate Investment Trust, a real estate investment trust listed in Hong Kong. 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.

LAM Siu Hong, Donny, aged 61, **Independent Non-executive Director**, has been an Independent Non-executive Director of the Company since October 2022 and a member of the Audit Committee of the Company since December 2022. He is Partner of DL Holdings Group and Chairman of DL Family Office (HK) Limited ("DL Family Office"). Mr. Lam has over 30 years of experience in the financial services and capital market industry. Prior to joining DL Family Office in 2014, Mr. Lam served as Managing Director, specialised in global and Hong Kong investments, of J.P. Morgan Private Bank in Asia from 2009 to 2014. Mr. Lam was previously Managing Director, Investment Counseling, of HSBC Private Bank from 2001 to 2009. Mr. Lam also previously held various positions with Citibank Private Bank, Union Bank of Switzerland, HG Asia Limited and Citibank (Hong Kong). Mr. Lam is an Adjunct Associate Professor at the Faculty of Business and Economics of The University of Hong Kong. Mr. Lam holds Bachelor's and Master's degrees in Business Administration from The Chinese University of Hong Kong.

LEE Wai Mun, Rose, JP, aged 72, **Independent Non-executive Director**, has been an Independent Non-executive Director and a member of the Audit Committee of the Company since December 2023. She is also an Independent Non-executive Director of Swire Pacific Limited (listed in Hong Kong), a Vice Patron of The Community Chest of Hong Kong, and a member of the Board of Governors of Saint Francis University and Caritas Bianchi College of Careers. Ms. Lee was previously the Vice-Chairman and Chief Executive of Hang Seng Bank Limited, Group General Manager of HSBC Holdings plc, Director of The Hongkong and Shanghai Banking Corporation Limited, Chairman of the Board of Governors of The Hang Seng University of Hong Kong, Vice President of The Hong Kong Institute of Bankers, and a Board Member of the West Kowloon Cultural District Authority. Ms. Lee is a Fellow of The Hong Kong Institute of Bankers. Ms. Lee holds a Bachelor's degree in Business Administration. She was conferred Doctorate of Social Science, honoris causa, by The Hang Seng University of Hong Kong in 2021.

WONG Yick-ming, Rosanna, DBE, JP, aged 72, **Independent Non-executive Director**, has been an Independent Non-executive Director and a member of the Audit Committee of the Company since June 2024, and a member of the Nomination Committee of the Company since March 2025. Dr. Wong is also an Independent Non-executive Director of The Hongkong and Shanghai Hotels, Limited (listed in Hong Kong) and Institute of Philanthropy Limited, Senior Adviser of The Hong Kong Federation of Youth Groups ("HKFYG"), an Honorary Steward of The Hong Kong Jockey Club, a member of the Board of Governors of Our Hong Kong Foundation and Chairperson of Asia International School Limited. She was previously the Executive Director of HKFYG, Non-executive Chairperson of the Advisory Committee of The Hongkong Bank Foundation, an Independent Non-executive Director of The Hongkong and Shanghai Banking Corporation Limited, Chairperson and a member of the Consultation Panel of the West Kowloon Cultural District Authority. Dr. Wong was also a member of the Executive Council of the Hong Kong Special Administrative Region, Chairperson of the Housing Authority, a member of the 13th National Committee of the Chinese People's Political Consultative Conference of the People's Republic of China, and a member of The Hong Kong University of Science and Technology Business School Advisory Council. Dr. Wong holds a Doctor of Philosophy degree in Sociology from the University of California (Davis), U.S.A. and has been awarded Honorary Doctorates by The Chinese University of Hong Kong, The Hong Kong Polytechnic University, The University of Hong Kong, The Education University of Hong Kong and the University of Toronto, Canada. Dr. Wong is an Honorary Fellow of the London School of Economics and Political Science.

KEY PERSONNEL’S BIOGRAPHICAL INFORMATION

Accounts Department

Man Ka Keung, Simon, aged 67, Executive Committee Member & General Manager, Accounts Department, joined the CK Group in December 1987. He is the Alternate Director to Mr. Ip Tak Chuen, Edmond, Deputy Chairman and Executive Director of CK Infrastructure Holdings Limited and a Director of Harbour Plaza Hotel Management Limited. He has over 44 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.

Lee Shu Yan, Simon, aged 61, Deputy Chief Manager, joined the CK Group in October 1987. He has over 42 years of experience in accounting. He holds a Postgraduate Diploma in Management Studies. He is a fellow member of The Association of Chartered Certified Accountants, a Certified Public Accountant of the Hong Kong Institute of Certified Public Accountants, a non-practising member of The Chinese Institute of Certified Public Accountants, and a fellow member and Certified Tax Adviser of The Taxation Institute of Hong Kong.

Ng Yuet Fong, Betty, aged 76, Deputy Chief Manager, joined the CK Group in September 1993. She has over 52 years of experience in accounting and treasury. She holds a Bachelor of Business Administration degree in Accounting.

Lau Chi Ho, Elton, aged 44, Senior Manager, joined the CK Group in September 2013. He has over 22 years of experience in accounting and auditing. He holds a Bachelor of Business Administration degree with Honours in Accounting. He is a fellow member of The Association of Chartered Certified Accountants.

Wong Ling, Suki, aged 41, Senior Manager, joined the CK Group in June 2014. She has over 19 years of experience in accounting and auditing. She holds a Bachelor of Business Administration degree with Honours in Accounting. She is a Certified Public Accountant of the Hong Kong Institute of Certified Public Accountants.

Ng Wai Ling, Carrie, aged 56, Manager, joined the CK Group in October 2005. She has over 32 years of experience in accounting and auditing. She holds a Master of Science degree in Financial Management. She is a fellow member of The Association of Chartered Certified Accountants.

Cheung Wan Tung, Walter, aged 42, Manager, joined the CK Group in February 2013. He has over 20 years of experience in accounting and auditing. He holds a Bachelor of Business Administration degree with Honours in Accounting. He is a fellow member of The Association of Chartered Certified Accountants and a Certified Public Accountant of the Hong Kong Institute of Certified Public Accountants.

Choi Hiu Yeung, Gary, aged 41, Manager, joined the CK Group in April 2015. He has over 19 years of experience in accounting and auditing. He holds a Bachelor of Business Administration degree with Honours in Accounting. He is a Certified Public Accountant of the Hong Kong Institute of Certified Public Accountants, a Certified Practising Accountant of CPA Australia and a Chartered Accountant of The Institute of Chartered Accountants in England and Wales.

Leung Ka Lai, Stephanie, aged 41, Manager, joined the Group in June 2022. She has over 18 years of experience in accounting and auditing. She holds a Bachelor of Business Administration (Law) degree with Honours and a Bachelor of Laws degree with Honours. She is a Certified Public Accountant of the Hong Kong Institute of Certified Public Accountants.

Administration Department

Ng Po Lung, aged 63, Senior Manager, joined the CK Group in November 1993. He has over 40 years of experience in office administration management. He holds a Diploma in Legal Studies, a Bachelor of Social Science degree with Honours and a Master’s degree in Business Administration.

Building Cost & Contract Department

Chee Chun Kit, aged 62, Chief Manager, joined the CK Group in December 1991. She has over 36 years of experience in quantity surveying. She holds an Associateship in Building Technology and Management and a Master of Laws degree in International and Commercial Law. She is a Registered Professional Surveyor, a professional member of the Royal Institution of Chartered Surveyors, a member of The Hong Kong Institute of Surveyors, a member of Hong Kong Institute of Construction Managers, a member of The Chartered Institute of Arbitrators and possesses the qualification of PRC Cost Engineer.

Cheung Wai Hung, Kevin, aged 58, Contracts Manager, joined the CK Group in March 1998. He has over 39 years of experience in quantity surveying. He holds a Bachelor of Science degree with Honours in Construction Economics and Management. He is a Registered Professional Surveyor, a professional member of the Royal Institution of Chartered Surveyors and a member of The Hong Kong Institute of Surveyors.

Lam Man Na, Mana, aged 59, Contracts Manager, joined the CK Group in April 1996. She has over 35 years of experience in quantity surveying. She holds a Higher Diploma in Building and a Diploma in Surveying (Quantity Surveying). She is a Registered Professional Surveyor, a professional member of the Royal Institution of Chartered Surveyors, a member of The Hong Kong Institute of Surveyors and possesses the qualification of PRC Cost Engineer.

Lau Heung Wing, Joseph, aged 56, Contracts Manager, joined the CK Group in October 2000. He has over 34 years of experience in quantity surveying. He holds a Higher Diploma in Building Services Engineering and a Master of Science degree in Construction Project Management. He is a professional member of the Royal Institution of Chartered Surveyors, a member of The Chartered Institute of Arbitrators, a member of The Hong Kong Institute of Value Management, a Certified ESG Planner of International Chamber of Sustainable Development and a BEAM Professional of Hong Kong Green Building Council.

Chairman’s Office

Li Tuen Yee, Bianca, aged 61, Manager, joined the CK Group in May 1987. She has over 41 years of experience in secretarial and office management.

China Department

Beijing Office

Wong K, James, aged 61, Manager, Business Development, joined the CK Group in September 1991. He has over 35 years of experience in business development. He is the Chief Representative of the Beijing Office of the Company, and is also the Director, Deputy General Manager and Chief Corporate Affairs Officer of Beijing Oriental Plaza Company Limited. He holds a Master’s degree in Management Science and a Postgraduate Diploma in Global Operations and Management.

China Property

Lee Chi Kin, Casey, aged 62, Business Development Manager, joined the CK Group in August 1998. He is also an Executive Director, the Chief Operating Officer and a Responsible Officer of Hui Xian Asset Management Limited. He has over 40 years of experience in accounting, hotel management and property development. He holds a Bachelor of Social Sciences degree with Honours. He is a member of The Chinese Institute of Certified Public Accountants and a Certified Public Accountant of the Hong Kong Institute of Certified Public Accountants.

Cheung Sau Ying, Dorothy, aged 63, Business Development Manager, joined the CK Group in August 2000. She is also the Director and Deputy General Manager of Shenyang Lido Business Company Limited, Director and Deputy General Manager of Chengdu Chang Tian Company Limited, Deputy General Manager of The Westin Shenyang and Deputy General Manager of Sheraton Chengdu Lido Hotel. She has over 40 years of experience in accounting. She holds a Higher Certificate in Company Secretaries and Administration. She is an associate member of The Chartered Governance Institute and an associate member of The Hong Kong Chartered Governance Institute.

Guangzhou

Tang Sek Wai, Max, aged 65, Senior Project Manager, joined the CK Group in November 1986. He is the General Manager of Regal Lake Property Development Limited Guangzhou, Shanghai Heya Property Development Company Limited, Shanghai Lianya Investment Consultancy Company Limited (上海聯雅投資諮詢有限公司) and Shanghai Xiangya Investment Consultancy Company Limited (上海翔雅投資諮詢有限公司). He is also a Director and the General Manager of Beijing Po Garden Real Estates Development Company Limited and Beijing Chang Le Real Estates Development Company Limited. He has over 38 years of experience in project management. He holds a Master’s degree in Environmental Engineering Management and a Master’s degree in Business Administration (Executive). He is a member of The Hong Kong Institution of Engineers.

Shanghai

Lam Yuk, Bruce, aged 56, Senior Project Manager, joined the CK Group in June 1998. He is the General Manager of Shanghai Changrun Jianghe Property Development Company Limited. He has over 31 years of experience in project management. He holds a Bachelor of Arts degree with Honours in Architectural Studies, a Master’s degree in Architecture, a Master’s degree in Business Administration and a Postgraduate Diploma in Project Management. He is a Registered Architect, a member of The Hong Kong Institute of Architects and possesses the qualification of PRC Class 1 Registered Architect.

Chan Wing Fai, Eric, aged 58, Senior Leasing Manager, joined the CK Group in July 2012. He is also the Chief Leasing Manager of our project Company in Shanghai. He has over 32 years of experience in property leasing. He holds a Bachelor of Science degree in Land Management and a Master of Science degree in International Real Estate. He is a professional member of the Royal Institution of Chartered Surveyors.

Fan Kar Lun, Ryan, aged 48, Leasing Manager, joined the Group in October 2023. He is also the Chief Leasing Manager of our project Company in Shanghai. He has over 21 years of experience in real estate. He holds a Honours Diploma in Business Administration.

Shum Kam Yiu, Richard, aged 49, Finance Manager, joined the Group in September 2017. He is also the Financial Controller of our project companies in Shanghai. He has over 24 years of experience in accounting. He holds a Bachelor of Arts degree with Honours in Accountancy. He is a fellow member of The Association of Chartered Certified Accountants and a Certified Public Accountant of the Hong Kong Institute of Certified Public Accountants.

Company Secretarial Department

Yeung, Eirene, aged 64, Executive Committee Member and Company Secretary, General Manager of Company Secretarial Department and a member of the Sustainability Committee of the Company. She joined the CK Group in August 1994. She is also the Company Secretary of CK Infrastructure Holdings Limited and the Alternate Director to Mr. Kam Hing Lam, the Group Managing Director of CK Infrastructure Holdings Limited. She is also the Company Secretary of CK Life Sciences Int’l., (Holdings) Inc. and a Non-executive Director of ESR Asset Management (Fortune) Limited (formerly known as ARA Asset Management (Fortune) Limited). She is a member of the Main Board and GEM Listing Review Committees of The Stock Exchange of Hong Kong Limited. She is a solicitor of the High Court of the Hong Kong Special Administrative Region and a non-practising solicitor of the Senior Courts of England and Wales. She is also a fellow member of The Hong Kong Chartered Governance Institute and The Chartered Governance Institute. She holds a Master of Science degree in Finance, a Master’s degree in Business Administration and a Bachelor’s degree in Laws.



KEY PERSONNEL'S BIOGRAPHICAL INFORMATION (CONTINUED)

Tse Kin Keung, Augustine, aged 55, Deputy Chief Group General Counsel, joined the CK Group in October 2010. He has over 32 years of experience in the legal field. He holds a Bachelor of Laws degree with Honours, a Postgraduate Certificate in Laws and a Master's degree in Business Administration. He is a solicitor of the High Court of the Hong Kong Special Administrative Region.

Yu Ho Man, Simon, aged 49, Deputy Chief Group General Counsel, joined the Group in June 2022. He has over 25 years of experience in the legal field. He holds a Bachelor of Laws degree with Honours, a Postgraduate Certificate in Laws and a Master of Laws degree. He is a solicitor of the High Court of the Hong Kong Special Administrative Region and a non-practising solicitor of the Senior Courts of England and Wales.

Yu Tzu-Ern, Ernie, aged 45, Deputy Chief Group General Counsel, joined the CK Group in December 2014. He is also the Senior Legal Counsel of Hutchison Property Group (UK) Limited. He has over 20 years of experience in the legal field. He holds a Bachelor of Laws degree with Honours. He is a solicitor of the Senior Courts of England and Wales and attorney-at-law of the State of New York.

Cheng Shuk Chi, Bridie, aged 53, Assistant General Manager, joined the CK Group in September 2004. She has over 29 years of experience in the company secretarial field. She holds a Bachelor's degree with Honours in Business Administration. She is an associate member of The Hong Kong Chartered Governance Institute and an associate member of The Chartered Governance Institute.

Lee Ming Hua, Pauline, aged 53, Senior Group General Counsel, joined the Group in July 2017. She has over 19 years of experience in the legal field. She holds a Bachelor of Commerce degree, a Bachelor of Laws degree, a Postgraduate Certificate in Laws and a Master of Laws degree. She is a solicitor of the High Court of the Hong Kong Special Administrative Region, and a non-practising solicitor of the Supreme Court of Victoria and the Supreme Court of New South Wales. She is also an associate member of The Chartered Governance Institute.

Chan Cho Mui, Jo, aged 56, Senior Manager, joined the CK Group in November 2003. She has over 32 years of experience in the company secretarial field. She is an associate member of The Hong Kong Chartered Governance Institute and an associate member of The Chartered Governance Institute.

Chau Man Chun, Spencer, aged 40, Group General Counsel, joined the Group in October 2024. He has over 16 years of experience in the legal field. He holds a Bachelor of Arts degree with Honours in Law and Business Administration & Management, a Graduate Diploma in English and Hong Kong Law (Common Practice Examination), a Postgraduate Diploma in Legal Practice, a Postgraduate Certificate in Laws and an Executive Diploma in Enterprise Risk Management. He is a solicitor of the High Court of the Hong Kong Special Administrative Region and a HKCGI Sustainability Professional.

Chow Hoi Wah, Justin, aged 40, Group General Counsel, joined the Group in November 2019. He has over 14 years of experience in the legal field. He holds a Bachelor of Laws degree with Honours. He is an attorney-at-law of the State of New York and a solicitor of the Senior Courts of England and Wales.

Cheng Kwan Tsz, Gloria, aged 43, Manager, joined the Group in August 2023. She has over 18 years of experience in the company secretarial field. She holds a Bachelor of Arts degree with Honours in Translation & Chinese. She is an associate member of The Hong Kong Chartered Governance Institute and an associate member of The Chartered Governance Institute.

Lee Hok Yee, Natalie, aged 54, Manager, joined the CK Group in May 2009. She has over 30 years of experience in the company secretarial field. She holds a Bachelor of Business degree in Business Administration and a Master of Arts degree in Professional Accounting and Information Systems. She is an associate member of The Hong Kong Chartered Governance Institute and The Chartered Governance Institute, holding Chartered Secretary and Chartered Governance Professional due designations.

Lo Kit Wah, Lisa, aged 48, Manager, joined the CK Group in August 2010. She has over 17 years of experience in the company secretarial field. She holds a Bachelor of Science degree with Honours in Biology and a Master of Science degree in Professional Accounting & Corporate Governance. She is an associate member of The Hong Kong Chartered Governance Institute and an associate member of The Chartered Governance Institute.

So Hiu Wa, Connie, aged 35, Manager, joined the Group in July 2021. She has over 12 years of experience in the company secretarial field. She holds a Bachelor's degree with Honours in Business Administration and a Master's degree in Corporate Governance. She is an associate member of The Hong Kong Chartered Governance Institute and an associate member of The Chartered Governance Institute.

Szeto Mei Sim, Veronica, aged 53, Manager, joined the CK Group in May 2004. She has over 26 years of experience in the company secretarial field. She holds a Bachelor of Arts degree with Honours in Information Systems, a Postgraduate Diploma in Corporate Administration and a Master's degree in Professional Accounting. She is an associate member of The Hong Kong Chartered Governance Institute and an associate member of The Chartered Governance Institute.

Tang Sui Ying, Linda, aged 37, Manager, joined the CK Group in May 2013. She has over 15 years of experience in the company secretarial field. She holds a Bachelor of Science degree with Honours in Tourism Management, a Master of Science degree in Hotel & Tourism Management and a Juris Doctor degree. She is an associate member of The Hong Kong Chartered Governance Institute and an associate member of The Chartered Governance Institute.

Tse Siu Man, Tweety, aged 52, Copywriting Manager, joined the CK Group in June 2011. She has over 27 years of experience in the translation field. She holds a Bachelor of Arts degree with Honours in Translation.

Construction Audit & Quality Assurance Department

Chen Siu Hung, Wilson, aged 52, Senior Manager, joined the CK Group in April 2001. He has over 28 years of experience in building quality management. He holds a Master of Science degree in Facility Management and a Bachelor of Engineering degree with Honours in Building Services Engineering. He is a Registered Professional Engineer, a Chartered Engineer, a member of The Hong Kong Institution of Engineers, a member of The Chartered Institution of Building Services Engineers (UK) and a member of The Institute of Engineering and Technology.

Construction Management Department

Shen Wai Yee, Grace, aged 73, Executive Committee Member & General Manager, Construction Management Department, joined the CK Group in September 1989. She has over 43 years of experience in project management. She holds a Bachelor of Arts degree in Sociology and a Bachelor of Architecture degree. She is a Registered Architect, an Authorized Person (List of Architects) of the Hong Kong Special Administrative Region and a member of The Hong Kong Institute of Architects.

Cheng Kin Chi, Eddy, aged 49, Senior Executive Manager, joined the CK Group in July 2009. He has over 26 years of experience in construction management. He holds a Bachelor of Science degree with Honours in Building Technology and Management and a Master of Science degree in Project Management. He is a member of The Chartered Institute of Building and a member of The Hong Kong Institution of Engineers.

Mak Kwok Keung, Charles, aged 63, Senior Executive Manager, joined the CK Group in January 1994. He has over 42 years of experience in construction management. He holds a Postgraduate Diploma in Construction Management.

Chiu Chin Pang, aged 55, Manager, joined the CK Group in March 1994. He has over 33 years of experience in construction management. He holds a Higher Diploma in Mechanical Engineering.

Siu Chun Yim, Vincent, aged 53, Manager, joined the CK Group in September 2009. He has over 30 years of experience in construction management. He holds a Bachelor of Science degree with Honours in Building and a Master of Science degree in Project Management. He is a Registered Construction Manager, a member of The Chartered Institute of Building and a member of The Hong Kong Institution of Construction Managers.

Tam Sin Hang, Alan, aged 48, Manager, joined the CK Group in June 2005. He has over 28 years of experience in construction management. He holds a Bachelor of Science degree with Honours in Construction Project Management. He is a member of The Australian Institute of Building.

Wong Kin Wai, Ben, aged 54, Manager, joined the Group in November 2023. He has over 25 years of experience in construction management. He holds a Bachelor of Science degree in Building and a Master of Science degree in Project Management. He is an Authorized Signatory (Registered General Building Contractor) approved by the Buildings Department.

Corporate Affairs Department

Tong Barnes Wai Che, Wendy, aged 64, Executive Committee Member & Chief Corporate Affairs Officer, joined the CK Group in March 1999. She is also the Chief Corporate Affairs Officer of CK Infrastructure Holdings Limited and CK Life Sciences Int'l., (Holdings) Inc. as well as the Deputy Chief Executive Officer of Hui Xian Asset Management Limited. She holds a Bachelor's degree in Business Administration.

Tsui Sau Yuen, Anita, aged 61, Deputy Chief Manager, Marketing Communications, joined the CK Group in August 2005. She has over 35 years of experience in advertising and marketing communications. She holds a Diploma in Journalism.

Cheong Yuen Mei, Winnie, aged 56, Deputy Chief Manager, Corporate Affairs, joined the CK Group in March 1999. She is also the Deputy Chief Manager, Corporate Affairs of CK Infrastructure Holdings Limited. She has over 30 years of experience in public relations and corporate affairs. She holds a Bachelor of Arts degree with Honours in Philosophy.

Huen Ka Lee, Carrie, aged 54, Senior Corporate Affairs Manager, joined the CK Group in April 2014. She has over 30 years of experience in public relations and corporate affairs. She holds a Bachelor of Arts degree with Honours.

Cheung Wing Yin, Charlotte, aged 44, Corporate Affairs Manager, joined the Group in January 2025. She has over 20 years of experience in public relations and corporate affairs. She holds a Bachelor of Science degree with Honours in Management with Japanese Studies and a Master of Science degree in Business Information Systems.

Ngai Ching, Angie, aged 39, Marketing Communications Manager, joined the CK Group in June 2011. She has over 10 years of experience in the marketing communications field. She holds a Bachelor of Arts degree with Honours in Human Resource Management.

Corporate Business Development Department

Ma Lai Chee, Gerald, aged 57, Executive Committee Member & General Manager, Corporate Business Development Department, joined the CK Group in February 1996. He is a Non-Executive Director of ESR Asset Management (Fortune) Limited (formerly known as ARA Asset Management (Fortune) Limited) as the manager of Fortune Real Estate Investment Trust (listed in Hong Kong) and ESR Asset Management (Prosperity) Limited (formerly known as ARA Asset Management (Prosperity) Limited) as the manager of Prosperity Real Estate Investment Trust (listed in Hong Kong). He is also an Alternate Director to Mr. Lai Kai Ming, Dominic, Non-Executive Director of Hutchison Telecommunications Hong Kong Holdings Limited (listed in Hong Kong). He has over 35 years of management experience in different industries. He holds a Bachelor of Commerce degree in Finance and a Master of Arts degree in Global Business Management. He is a member of the Faculty Advisory Board of the Sauder School of Business of the University of British Columbia, Canada.

KEY PERSONNEL'S BIOGRAPHICAL INFORMATION (CONTINUED)

Lee Kwong Wang, Francis, aged 54, General Manager, joined the CK Group in August 2000. He is a Director of e-Smart System Inc. and iMarkets Limited. He has over 32 years of experience in banking, investment and managing technology related ventures. He holds a Bachelor of Science degree with Honours and a Master's degree in Business Administration. He is a Chartered Financial Analyst, a member of The CFA Institute and a member of The Hong Kong Society of Financial Analysts Limited.

Leung Kin, Kenneth, aged 50, Deputy General Manager, Head of M&A and Investment Management, joined the Group in October 2024. He has over 28 years of experience in investment banking and business development. He holds a Bachelor of Science degree in Economics.

Chow Ping Leung, Ruskin, aged 55, Chief Manager, Head of Group Credit & Risk Management, joined the Group in July 2016. He has over 29 years of experience in risk management. He holds a Bachelor of Sciences degree with Honours in Engineering and a Master's degree in Business Administration.

Chan Cheuk Man, Curley, aged 53, Deputy Chief Manager, Head of Finance & Accounts, joined the CK Group in July 2000. He has over 30 years of experience in finance, investment and business development. He holds a Bachelor of Arts degree with Honours in Accountancy and a Master of Science degree in Accounting and Finance. He is a fellow member of The Association of Chartered Certified Accountants and a Certified Public Accountant of the Hong Kong Institute of Certified Public Accountants.

Lau Chun Yu, Sophia, aged 45, Deputy Chief Manager, Head of Operations Management & Investor Relations, joined the CK Group in August 2000. She has over 24 years of experience in business development. She holds a Bachelor of Science degree, a Bachelor of Commerce degree and a Master's degree in International and Public Affairs. She is an associate member of The Chartered Institute of Management Accountants and a Chartered Global Management Accountant.

Au Chi Pun, Esmond, aged 58, Senior Manager, Group Credit & Risk Management, joined the Group in July 2016. He has over 29 years of experience in mortgage underwriting. He holds a Master's degree in Business Administration.

Luk Ting Chung, Mike, aged 52, Senior Manager, Group Credit & Risk Management, joined the CK Group in February 1998. He has over 34 years of experience in sales & marketing. He holds a Bachelor's degree with Honours in Management Studies.

Yu Lok Lun, Lawrence, aged 35, Senior Manager, M&A and Investment Management, joined the CK Group in January 2015. He has over 13 years of experience in investment banking and business development. He holds a Bachelor of Science degree in Economics.

Chu Hiu Yee, Connie, aged 39, Manager, Operations Management and Investor Relations, joined the CK Group in November 2011. She has over 17 years of experience in accounting. She holds a Bachelor of Business Administration degree with Honours in Professional Accountancy. She is a Certified Public Accountant of the Hong Kong Institute of Certified Public Accountants.

Kwok Stephen Joseph, aged 54, Manager - Group Information Security, Engineering, joined the CK Group in May 2001. He has over 29 years of experience in networking & system engineering. He holds a Bachelor of Arts degree in Economics.

Leigh Zen Way, Eric, aged 55, Manager, Group Credit & Risk Management, joined the CK Group in April 2003. He has over 27 years of experience in sales & marketing. He holds a Bachelor of Science degree.

Leung Wai Ping, Ricky, aged 61, Manager, Project Management, joined the CK Group in June 1993. He has over 38 years of experience in project management. He holds a Diploma in Electrical Engineering.

Li Michelle, aged 29, Manager, Operations Management and Investor Relations, joined the CK Group in August 2016. She has over 8 years of experience in finance, accounting and business development. She holds a Bachelor of Laws degree.

Wu Cheuk Ying, Ivy, aged 48, Manager, Finance & Accounts, joined the CK Group in April 2008. She has over 25 years of experience in accounting and auditing. She holds a Bachelor of Business Administration degree with Honours in Accountancy and a Master of Corporate Governance degree. She is a fellow member of The Association of Chartered Certified Accountants and a Certified Public Accountant of the Hong Kong Institute of Certified Public Accountants.

Yip Lai On, Maggie, aged 46, Manager, Finance & Accounts, joined the CK Group in May 2008. She has over 24 years of experience in accounting. She holds a Bachelor of Arts degree with Honours in Accountancy and a Master of Professional Accounting degree. She is a fellow member of The Association of Chartered Certified Accountants.

Yu Po Wah, Raymond, aged 39, Manager, Finance & Accounts, joined the Group in August 2015. He has over 15 years of experience in accounting. He holds a Bachelor of Business Administration degree with Honours in Accounting and a Master of Corporate Finance degree. He is a fellow of the Hong Kong Institute of Certified Public Accountants.

Design & Promotion Department

Leung Yuen Kwan, Josephine, aged 56, Deputy Chief Manager, joined the CK Group in July 1995. She has over 31 years of experience in design, promotion, market research and property sales. She holds a Bachelor of Commerce degree in Marketing and Finance.

Tsui Man Wai, Fanny, aged 46, Senior Promotion Manager, joined the CK Group in March 2006. She has over 22 years of experience in promotion and production management. She holds a Bachelor of Social Science degree with Honours in China Studies (History).

Development Department

Chan Ho Kei, Kevin, aged 52, Senior Project Manager, joined the CK Group in June 2003. He has over 26 years of experience in project management. He holds a Bachelor of Arts degree with Honours in Architectural Studies and a Master's degree in Architecture. He is a Registered Architect, an Authorized Person (List of Architects) of the Hong Kong Special Administrative Region and a member of The Hong Kong Institute of Architects.

Chan Hon Shing, aged 63, Senior Project Manager, joined the CK Group in December 1995. He has over 38 years of experience in architectural profession and project management. He holds a Bachelor of Arts degree with Honours in Architectural Studies and a Bachelor of Architecture degree. He is a Registered Architect, an Authorized Person (List of Architects) of the Hong Kong Special Administrative Region and a member of The Hong Kong Institute of Architects.

Chan Kwok Keung, Dennis, aged 57, Senior Project Manager, joined the CK Group in May 1997. He has over 31 years of experience in project management. He holds a Bachelor of Arts degree with Honours in Architecture, a Master's degree in Architecture, and a Master's degree in Business Administration in Digital Technologies Management. He is a Registered Architect, an Authorized Person (List of Architects) of the Hong Kong Special Administrative Region and a member of The Hong Kong Institute of Architects.

Lam Pui Yu, Eric, aged 52, Senior Project Manager, joined the CK Group in November 2004. He has over 26 years of experience in project management. He holds a Bachelor of Arts degree with Honours in Architectural Studies and a Master's degree in Architecture. He is a Registered Architect, an Authorized Person (List of Architects) of the Hong Kong Special Administrative Region and a member of The Hong Kong Institute of Architects.

Leung Chung Ping, Louis, aged 57, Senior Project Manager, joined the CK Group in November 2003. He is a Director of Property Enterprises Development (Singapore) Pte Limited. He has over 29 years of experience in project management. He holds a Bachelor of Science degree with Honours in Architecture and a Master's degree in Architecture. He is a Registered Architect, an Authorized Person (List of Architects) of the Hong Kong Special Administrative Region and a member of The Hong Kong Institute of Architects.

Pun Wing Chiu, Anthony, aged 61, Senior Project Manager, Structural, joined the CK Group in September 1999. He has over 37 years of experience in project / structural engineering management. He holds a Bachelor of Science degree with Honours in Civil Engineering. He is a Chartered Engineer, a Registered Professional Engineer, a Registered Structural Engineer, a member of The Hong Kong Institution of Engineers and a member of The Institution of Structural Engineers.

Chu Chi Hang, Lewis, aged 50, Project Manager, joined the CK Group in November 2004. He has over 26 years of experience in project management. He holds a Bachelor of Arts degree with Honours in Architectural Studies and a Master's degree in Architecture. He is a Registered Architect and a member of The Hong Kong Institute of Architects.

Lam Chung Kit, Jeremy, aged 44, Manager, Research & Development and Head of Research & Development, joined the CK Group in January 2012. He has over 20 years of experience in architectural profession and research & development. He holds a Bachelor of Architecture degree. He is a Registered Architect and a member of The Hong Kong Institute of Architects.

Cheng Wai Keung, aged 49, Manager, Research & Development, joined the CK Group in October 2001. He has over 32 years of experience in architectural profession and research & development.

Directors' Office

Lee Sheung Pui, Benjiman, aged 37, Senior Manager, joined the Group in May 2017. He has over 14 years of experience in financial management, auditing and investment. He holds a Bachelor of Commerce and Administration degree with Honours and Master of Science degree in Accounting and Finance. He is a Chartered Financial Analyst, a member of The CFA Institute and a Certified Public Accountant of the Hong Kong Institute of Certified Public Accountants.

E & M Department

Lo Kin Hing, Isaac, aged 63, Senior Manager, joined the CK Group in April 2003. He has over 38 years of experience in electrical & mechanical engineering. He holds a Master of Science degree in Construction Project Management. He is a Chartered Engineer, a Registered Professional Engineer, a fellow of The Chartered Institution of Building Services Engineers (UK), a fellow of The Institute of Engineering and Technology and a fellow of The Hong Kong Institution of Engineers.

Lau Man Bun, Barry, aged 57, Deputy Senior Manager, joined the CK Group in July 2003. He has over 33 years of experience in electrical & mechanical engineering. He holds a Bachelor of Engineering degree with Honours in Building Services Engineering and a Master of Science degree in Environmental Management. He is a Chartered Engineer, a Registered Professional Engineer, a member of The Chartered Institution of Building Services Engineers (UK) and a member of The Hong Kong Institution of Engineers.

Cheung Sau Hing, Belinda, aged 60, Manager, joined the CK Group in October 1999. She has over 37 years of experience in electrical & mechanical engineering. She holds a Higher Diploma in Building Services Engineering. She is a Chartered Engineer, a member of The Chartered Institution of Building Services Engineers (UK) and a member of The Hong Kong Institution of Engineers.

Human Resources Department

Yip Kim Wing, Kim, aged 61, Senior Manager, joined the CK Group in November 2003. He has over 35 years of experience in human resources and administration management. He holds a Bachelor's degree in Business Administration and a Postgraduate Diploma in Corporate Administration.

Tsang Chi Lun, Alan, aged 56, Senior Manager, joined the CK Group in April 2002. He has over 32 years of experience in human resources management. He holds a Bachelor of Arts degree with Honours in Hospitality Management and a Master's degree in Business Administration. He is a professional member of The Hong Kong Institute of Human Resource Management.

Chiang Sau Man, Grace, aged 57, Manager, joined the CK Group in March 2009. She has over 32 years of experience in human resources and administration management. She holds a Bachelor of Business Administration degree in Office Management and a Master of Science degree in Human Resources Management. She is a professional member of The Hong Kong Institute of Human Resource Management.

KEY PERSONNEL’S BIOGRAPHICAL INFORMATION (CONTINUED)

Information Technology Department

Lum Man Fai, Brian, aged 57, Chief Manager, Head of Information Technology, joined the CK Group in August 2000. He has over 34 years of experience in information technology and telecommunication. He holds a Bachelor of Science degree with Honours in Electronics and a Master’s degree in Business Administration.

Chan Chuen Kit, Dickie, aged 53, Senior Manager, Networking & Operations, joined the CK Group in August 1995. He has over 29 years of experience in information technology management and network operations. He holds a Bachelor of Science degree in Computer Science and a Master of Science degree in E-Commerce.

Leung Chun Wai, aged 55, Senior Manager, System Development, joined the Group in July 2016. He has over 29 years of experience in information technology management. He holds a Bachelor of Arts degree with Honours in Computing Studies.

Leung Hoi Shing, Kaiser, aged 52, Manager, System Development, joined the CK Group in July 1997. He has over 28 years of experience in information technology management. He holds a Bachelor of Mathematics degree in Computer Science and a Master of Science degree in E-Commerce. He is a Project Management Professional of Project Management Institute.

Internal Audit Department

Lee King Yuen, Albert, aged 69, Chief Manager, joined the CK Group in November 1987. He has over 47 years of experience in auditing. He holds a Bachelor of Science degree in Business Administration. He is a fellow member of The Association of Chartered Certified Accountants and a fellow of the Hong Kong Institute of Certified Public Accountants.

Chu Kai Wah, Richard, aged 62, Manager, joined the CK Group in August 1995. He has over 36 years of experience in auditing. He holds a Professional Diploma in Accountancy and a Master of Business degree in Electronic Commerce. He is a fellow member of The Association of Chartered Certified Accountants, an associate member of The Institute of Chartered Accountants in England and Wales and a fellow of the Hong Kong Institute of Certified Public Accountants.

Lam Wai Choi, Nick, aged 54, Manager, joined the CK Group in March 2001. He has over 32 years of experience in auditing. He holds a Bachelor of Arts degree in Accountancy, a Master of Science degree in Risk Management and a Postgraduate Diploma in Enterprise Risk Management. He is a fellow member of The Association of Chartered Certified Accountants and a Certified Public Accountant of the Hong Kong Institute of Certified Public Accountants.

Leasing Department

Wong See Hang, Resina, aged 61, Chief Manager, Leasing, joined the CK Group in June 1990. She is a Director of Cheung Kong Real Estate Limited and E-Park Parking Management Limited. She has over 38 years of experience in property leasing. She holds a Bachelor of Arts degree with Honours in History and a Master of Science degree in Facilities Management.

Lee Po Chu, Eileen, aged 64, Assistant Chief Manager, Leasing, joined the CK Group in October 2003. She has over 43 years of experience in property leasing. She holds a Diploma in Business.

Wong Ling Fei, Mable, aged 62, Assistant Chief Manager, Leasing, joined the CK Group in September 2002. She has over 36 years of experience in property leasing.

Deng Chi Yung, Jonathan, aged 54, Senior Leasing Manager, joined the CK Group in April 2008. He has over 28 years of experience in property leasing. He holds a Bachelor of Business degree in Property and a Master’s degree in Business Administration. He is a member of The Hong Kong Institute of Surveyors.

Fung Kam Sun, Kam, aged 64, Senior Leasing Manager, joined the CK Group in June 2007. He has over 38 years of experience in property leasing. He holds a Bachelor of Arts degree in Business Administration and a Master’s degree of Housing Management. He is a Registered Professional Housing Manager, a member of The Chartered Institute of Marketing, a chartered member of Chartered Institute of Housing, a member of The Hong Kong Institute of Housing and an ordinary member of Hong Kong Institute of Real Estate Administrators.

Ng Kwok Leung, Christopher, aged 63, Senior Manager, E-Park, joined the CK Group in October 2007. He has over 31 years of experience in car park management. He holds a Bachelor of Science degree with Honours in Engineering and a Postgraduate Diploma in Business Administration.

Cheung Yuk Ching, Virginia, aged 52, Promotion Manager, joined the Group in May 2023. She has over 20 years of experience in marketing, marketing communications and public relations. She holds a Master’s degree of Business in Marketing.

Leung Ho Shan, Susana, aged 56, Leasing Manager, joined the CK Group in March 1996. She has over 35 years of experience in property leasing. She holds a Bachelor of Science degree with Honours in Estate Management and a Master’s degree in Business Administration.

Tjer Hung Fu, Frederick, aged 57, Manager, Technical Support, joined the CK Group in May 1996. He has over 33 years of experience in building surveying, repair and maintenance. He holds a Bachelor of Science degree in Building Surveying.

Wong Kin Pong, Frank, aged 46, Leasing Manager, joined the Group in June 2023. He has over 21 years of experience in property leasing. He holds a Bachelor of Science degree with Honours in Real Estate. He is a professional member of the Royal Institution of Chartered Surveyors.

Legal Department

Yip Kin Ming, Emmanuel, aged 72, Executive Committee Member & General Manager, Legal Department, joined the CK Group in July 1985. He has over 41 years of experience in the legal field. He holds a Diploma in Economics.

Wong Fung King, Amy, aged 65, Deputy Chief Manager, joined the CK Group in June 1998. She has over 39 years of experience in the legal field. She holds a Bachelor of Laws degree with Honours and a Postgraduate Certificate in Laws. She is a solicitor of the High Court of the Hong Kong Special Administrative Region.

Cheung Kam Heung, Bella, aged 56, Deputy Chief Manager, joined the CK Group in December 2002. She has over 33 years of experience in the legal field. She holds a Bachelor of Laws degree with Honours and a Postgraduate Certificate in Laws. She is a solicitor of the High Court of the Hong Kong Special Administrative Region.

Ching Mei Yee, Elisa, aged 56, Senior Legal Manager, joined the CK Group in June 2006. She has over 33 years of experience in the legal field. She holds a Bachelor of Laws degree with Honours and a Postgraduate Certificate in Laws. She is a solicitor of the High Court of the Hong Kong Special Administrative Region.

Property Investment & Valuation Department

Chan Man Wai, Anthony, aged 62, Chief Manager, joined the CK Group in January 1994. He has over 35 years of experience in property development & investment, land management and property valuation. He holds a Bachelor of Science degree with Honours in Electrical Engineering, a Master’s degree in Business Administration and a Master of Science degree in Land Management. He is a Registered Professional Surveyor and a member of The Hong Kong Institute of Surveyors.

Chan Kam Ping, Karen, aged 52, Senior Manager, joined the CK Group in August 2011. She has over 29 years of experience in property development & investment, land management and property valuation. She holds a Bachelor of Science degree with Honours in Surveying. She is a Registered Professional Surveyor and a member of The Hong Kong Institute of Surveyors.

Fung Sing Tak, Patrick, aged 51, Senior Manager, joined the CK Group in January 2008. He has over 29 years of experience in property development & investment, land management and property valuation. He holds a Bachelor of Science degree with Honours in Surveying. He is a Registered Professional Surveyor and a member of The Hong Kong Institute of Surveyors.

Lam Chi Ho, aged 48, Manager, joined the CK Group in March 1994. He has over 28 years of experience in property development, research and analysis.

Sales Department

Kwok Tze Wai, William, aged 59, Chief Manager, Sales, joined the CK Group in May 1989. He is a Director of Cheung Kong Real Estate Limited. He has over 36 years of experience in property sales. He holds a Bachelor of Science degree in Business Administration Marketing.

Lau Kai Man, Joseph, aged 66, Deputy Chief Manager, Sales, joined the CK Group in June 1981. He is a Director of Cheung Kong Real Estate Limited, Goodwell-Fortune Property Services Limited and Goodwell-Prosperity Property Services Limited. He has over 46 years of experience in property sales.

Yeung Kwai Ling, Moni, aged 54, Deputy Chief Manager, Sales, joined the CK Group in February 2013. She has over 24 years of experience in property sales. She holds a Bachelor of Arts degree with Honours, a Master of Science degree with Honours in Marketing and a Master of Science degree in Real Estate.

Leung Cheuk Hang, Warren, aged 59, Senior Sales Manager, joined the Group in April 2022. He has over 24 years of experience in property sales. He holds a Master’s Degree in Business Administration.

Ng Chui Ha, Fiona, aged 61, Senior Manager, Sales Administration, joined the CK Group in December 1990. She has over 38 years of experience in sales administration. She holds a Bachelor of Arts degree in History.

Tai Mei Ling, Marinda, aged 66, Senior Manager, Customer Service, joined the CK Group in August 1985. She has over 39 years of experience in customer service.

Chan Wing Chi, Kristy, aged 34, Sales Manager, joined the CK Group in September 2014. She has over 10 years of experience in property sales. She holds a Master of Arts degree with Honours in Business Studies.

Chim Fan Wing, Jim, aged 36, Sales Manager, joined the Group in November 2022. He has over 12 years of experience in property sales. He holds a Bachelor of Science degree with Honours in Biology and a Master of Science degree in International Financial Management.

Sales Department – Building Management

Chua Kwok Cheung, Vincent, aged 58, Assistant Chief Manager, Building Management, joined the Group in January 2020. He is the General Manager of Goodwell Property Management Limited. He has over 36 years of experience in building management. He holds a Bachelor of Arts degree with Honours in Housing Studies and a Master’s degree in Business Administration. He is a Registered Professional Housing Manager, a chartered member of Chartered Institute of Housing and a member of The Hong Kong Institute of Housing.

KEY PERSONNEL'S BIOGRAPHICAL INFORMATION (CONTINUED)

Tse Ka Li, Gary, aged 63, Assistant Chief Manager, Building Management, joined the CK Group in September 2014. He is the General Manager of Citybase Property Management Limited. He has over 35 years of experience in building management. He holds a Bachelor of Science degree in Civil Engineering and a Bachelor of Arts degree with Honours in Housing Studies. He is a Registered Professional Housing Manager, a chartered member of Chartered Institute of Housing, a member of The Hong Kong Institute of Housing, an ordinary member of Hong Kong Institute of Real Estate Administrators and a corporate member of Building Services Operation and Maintenance Executives Society.

Pang Ling Ho, Ringo, aged 46, Manager, Building Management, joined the Group in September 2024. He has over 15 years of experience in accounting and leasing administration. He holds a Bachelor of Science degree with Honours in Physics, a Master of Science degree in Electrical & Electronics Engineering and a Postgraduate Diploma in Professional Accountancy. He is a Certified Public Accountant and a fellow member of the Hong Kong Institute of Certified Public Accountants.

Wong Wo Muk, Philip, aged 65, Manager, Building Management, joined the CK Group in May 1987. He is a Director of E-Park Parking Management Limited, Goodwell-Fortune Property Services Limited and Goodwell-Prosperity Property Services Limited. He has over 42 years of experience in building management. He holds a Bachelor of Arts degree with Honours in Business Studies and a Postgraduate Diploma in Surveying (Real Estate Development).

Senior Advisor's Office

Yue Shuk Chun, Jennie, aged 64, Manager & Secretary to Senior Advisor, joined the CK Group in March 1993. She has over 45 years of experience in secretarial and office management. She holds a Bachelor of Social Sciences degree.

Special Projects

Chiu Yue Seng, aged 48, Executive Committee Member & Head of Special Projects, joined the CK Group in January 2017. He is also the Head of Corporate Finance of CK Infrastructure Holdings Limited. He has over 20 years of experience in investment banking and finance. He holds a Bachelor of Arts degree and a Master's degree in Business Administration.

Hutchison Property Group Limited

Tsui Kin Tung, Tony, aged 65, Deputy Managing Director, Hutchison Property Group Limited, joined the CK Group in June 1990. He has over 40 years of experience in property sales and leasing in Hong Kong, the PRC and the United Kingdom. He is a Registered Professional Surveyor, a professional member of the Royal Institution of Chartered Surveyors and a member of The Hong Kong Institute of Surveyors.

Tam, Raymond, aged 71, Director – Finance, Hutchison Property Group Limited, joined the CK Group in May 1982. He has over 45 years of experience in accounting, taxation and finance in Hong Kong, the PRC and overseas. He holds a Doctor's degree in Business Administration. He is a fellow of the Hong Kong Institute of Certified Public Accountants, a fellow member of Institute of Chartered Accountants in England and Wales and a fellow member of The Taxation Institute of Hong Kong.

Tsui Ching Sang, Stephen, aged 64, Director – Projects, Hutchison Property Group Limited, joined the CK Group in April 1990. He has over 35 years of experience in project management and architectural design for various developments in Hong Kong, the PRC and the United Kingdom. He holds a Bachelor of Arts degree in Architectural Studies and a Bachelor's degree in Architecture. He is a Registered Architect, an Authorized Person (List of Architects) of the Hong Kong Special Administrative Region and a member of The Hong Kong Institute of Architects.

Tam Kin Yuk, Jason, aged 54, Director – Marketing and Director – Corporate Business Development, Hutchison Property Group Limited, joined the CK Group in August 2000. He has over 30 years of experience in property sales and leasing in the PRC. He holds a Bachelor of Science degree in Surveying. He is a professional member of the Royal Institution of Chartered Surveyors.

Chan Ching Man, Janice, aged 64, Director – Cost Control, Hutchison Property Group Limited, joined the CK Group in December 1994. She has over 35 years of experience in contract management and quantity surveying in Hong Kong, the PRC and the United Kingdom. She holds a Master's degree in Construction Project Management. She is a Registered Professional Surveyor, a fellow member of the Royal Institution of Chartered Surveyors and a fellow member of The Hong Kong Institute of Surveyors.

Mak Kin Wo, Kenneth, aged 59, Director – Projects, Hutchison Property Group Limited, joined the CK Group in October 2004. He has over 35 years of experience in project management and architectural design for various developments in Hong Kong and the PRC. He holds a Bachelor's degree in Architecture. He is a Registered Architect and a member of The Hong Kong Institute of Architects.

Harbour Plaza Hotel Management Limited

Koh Poh Chan, aged 76, Finance Director of Harbour Plaza Hotel Management Limited, joined the CK Group in January 1991. She is also an Executive Committee Member of CK Asset Holdings Limited and a Director of Harbour Plaza Hotel Management Limited. She has over 44 years of experience in accounting, auditing, tax and finance. She graduated from the London School of Accountancy. She is a fellow member of The Institute of Chartered Accountants in England and Wales, an associate member of the Canadian Institute of Chartered Accountants, an associate member of the Chartered Institute of Taxation in the United Kingdom and a Certified Public Accountant of the Hong Kong Institute of Certified Public Accountants.

REPORT OF THE DIRECTORS

The Directors have pleasure in presenting to shareholders their report together with the audited financial statements of the Group for the year ended 31 December 2024.

Principal Activities

The Group has diverse capabilities with activities presently encompassing property development and investment, hotel and serviced suite operation, property and project management, pub operation and investment in infrastructure and utility asset operation.

Business Review

A fair review of the Group's business, an indication of likely future development in the Group's business and an analysis using financial key performance indicators are provided in the Chairman's Statement and the Management Discussion and Analysis respectively from pages 10 to 15 and pages 16 to 27 of this Annual Report. A description of the principal risks and uncertainties facing the Group are set out in the Risk Factors on pages 186 to 199 of this Annual Report. In addition, particulars of important events affecting the Group that have occurred since the end of the year 2024, if any, are set out in the Chairman's Statement from pages 10 to 15 of this Annual Report. The above discussions form part of this Report of the Directors.

The Group recognises the importance of sustainable business and is conscious of the environmental impact associated with its operations. With increasing interest from regulators and stakeholders regarding climate change, green buildings and sustainable operations, the Group understands the shifting market needs in balancing community welfare, environment and economy. Relevant environmental, social and corporate governance aspects are therefore assessed and considered as part of its investment decisions and various measures are continuously incorporated into its business operations in order to build a sustainable future.

The Group endeavours to minimise its environmental impact through various measures in resource reduction, climate change mitigation, and waste management initiatives. It has established the Corporate Social Responsibility Policy, Environmental Policy, Sustainable Building Guidelines and Biodiversity Policy, which set out its corporate direction for environmental protection. During 2024, the Group received several green building certifications and awards for its commitment to sustainable development and environmental stewardship. Cheung Kong Center achieved a final platinum rating under BEAM Plus, a LEED platinum rating for operations and maintenance, and Cheung Kong Center Property Management Limited was recognised as a Hong Kong Green Organisation by the government-appointed Environmental Campaign Committee for the building's excellent indoor air quality and waste reduction efforts. Cheung Kong Center II received a provisional platinum rating under BEAM Plus. The Group's proposed composite development at the Kai Tak waterfront area achieved a provisional platinum rating under BEAM Plus, while Watson Centre received the LEED v4.1 Gold Certification for Operations & Maintenance.

REPORT OF THE DIRECTORS (CONTINUED)

The Group maintains close dialogue with key stakeholders (including, but not limited to, employees, shareholders and investors, tenants, customers, suppliers, government bodies, media and rating agents) in the different geographic locations in which it operates. The Group examines stakeholders' concerns and regularly enhances its sustainability strategy to address them. The Group treasures its employees and strives to provide employees with a safe workplace and a positive work environment that fosters personal growth and professional development. Our employment and labour practices prioritise fair treatment, equal opportunities, and the protection of workers' rights. The Group adheres to local labour laws and regulations, and strives to provide competitive compensation and benefits packages, promote work-life balance, and foster a culture of respect and collaboration. The Group is committed to delivering superior customer service and handling queries from customers in a timely and efficient manner. The Group conducts customers' survey regularly to enhance its services and respond swiftly to changes in customer appetite. The Group puts customers' health and safety as its priority, performing daily cleansing and disinfection work at its property locations and pubs. The Group is aware of the indirect impact on the community arising from its ability to influence environmental and social performance within its supply chains, and therefore closely collaborates with its suppliers. In its procurement activity, the Group has a preference for products that are eco-friendly or that have environmental certifications, such as organic fertilisers and paper sourced from sustainable forests.

The Board of Directors of the Company ("Board") is ultimately responsible for sustainability, and is engaged in formulating related strategies and policies which provide direction and guidance to the Group. It oversees sustainability performance, and is responsible for ensuring effective risk (including ESG risk) management and internal controls. The Company has established the Sustainability Committee to oversee management of and advise the Board on the development and implementation of the sustainability initiatives of the Group. The Group's sustainability and corporate governance policies provide guidance on the integration of sustainability and purposeful governance into businesses. The Group will continue to publish its annual standalone Sustainability Report. Please refer to the Company's Sustainability Report for more details about the Group's sustainability practices, which will be available on the website of Hong Kong Exchanges and Clearing Limited and the Company's website at www.ckah.com for inspection and download.

In connection with the Group's property business in Hong Kong, the Residential Properties (First-hand Sales) Ordinance regulates the sales of first-hand uncompleted and completed residential properties and sets out detailed requirements in relation to, among other things, sales brochures, price lists, show flats, viewing of properties in completed developments, disclosures of transaction information, sales arrangements, the mandatory provision for the preliminary agreement for sale and purchase and agreement for sale and purchase for the sales of first-hand residential properties, advertisements and promotional materials. The Group strives to and has taken special care and all necessary steps and reasonable precautions and exercised all due diligence to comply with the said Ordinance including developing internal compliance procedures, familiarising its employees with the specific requirements of the said Ordinance by internal seminars and issuing internal memoranda with updates of the requirements of the said Ordinance and seeking external professional advice to ensure, among other things, accuracy of information made available to public so that transparency and consumer protection of sales of first-hand residential properties can be enhanced.

In connection with the Group's development and project management in Hong Kong, applicable statutory controls include ordinances and regulations on air pollution and other environmental issues, antiquities and monuments, building design, construction works, construction safety, consumers' protection, land use, town planning etc. Each project has external professional consultants working with in-house professional teams with different expertise, under the direction of a Project Manager, for the design and development of the project. During the construction phase, a construction management team, also under the direction of the Project Manager, will be deployed full time on site. The site team will manage and monitor the construction activities to ensure compliance with contract requirements, including applicable ordinances and regulations. Upon completion and before handover to our customers, all units are checked and inspected again by an audit team as well as the customer service handover team to ensure that all units are in good condition and in compliance with the sale and purchase agreement.

In connection with the Group's property business on the Mainland, save as the compliance matters as disclosed in the listing document of the Company dated 8 May 2015 where measures have been undertaken to closely monitor the status and remedial action where appropriate to the circumstances have been in progress, the Group has complied with all applicable laws and regulations, including the Civil Code, the Law of the Administration of Urban Real Estate, Law of Urban and Rural Planning and Civil Air Defence Law, and will seek legal and/or technical advice from external professional consultants, wherever required, to ensure compliance.

In connection with the Group's property investment business, the Group invests, via dedicated funds managed by Civitas Investment Management Limited, in living, healthcare and education real estate assets in the UK and Europe. These social infrastructure investments facilitate the delivery of various forms of care, education and housing services that are provided by third party organisations to whom the assets are leased, and who support the individuals in residence with their daily needs and with their healthcare or special education requirements. In the UK, the Regulator of Social Housing oversees social housing, and the supported housing investments are required to meet the Decent Homes Standard and Consumer Standards. Residential care facilities are monitored by the Care Quality Commission in England or its equivalent in Wales and Scotland which regulate the care providers who lease our properties. Specialist schools in the UK and the school operators are regulated by The Office for Standards in Education, Children's Services and Skills (Ofsted). In Sweden, the investments include several supported housing developments under 4-year public sector framework arrangements primarily with the Gothenburg Municipality. Certain properties providing short-term collective housing are registered with the Health and Social Care Inspectorate which may conduct inspections on an ad hoc basis. The operating company is required to maintain a quality management system that assists the delivery of housing support services.

In connection with the Group's hotel and serviced suite operation in Hong Kong, the Group ensures its compliance with the Hotel and Guesthouse Accommodation Ordinance, the Public Health and Municipal Services Ordinance, the Food Business Regulations and the Dutiable Commodities (Liquor) Regulations and the Group has maintained requisite licences such as hotel and guesthouse licence, hotel television (transmission) licence, restaurant licence, liquor licence and water pollution control licence from the relevant regulatory bodies if required for its operations.

REPORT OF THE DIRECTORS (CONTINUED)

In the UK, Greene King's managed pubs continue to comply with food safety and health and safety legislation, with no enforcement action received from regulators for over 500 routine inspections in 2024. Their Environmental Health Officer (EHO) average of all food hygiene ratings continued to improve on the previous year reaching another all-time high of 4.93 (on a scale of 0 – 5). Greene King serves quality food and offers a variety of dishes to customers with a range of calorie options that support a healthy and balanced diet. The children's menus offer fresh fruit, salad and fresh vegetables, in line with the five-a-day UK government recommendation. Greene King's tenanted pub business is subject to the Pubs Code, compliance with the Pubs Code is overseen by the Code Compliance Officer (the "CCO") appointed by Greene King pursuant to the Pubs Code. Regular internal compliance reporting is undertaken by the CCO, who is required to submit an annual report to the Pubs Code Adjudicator confirming Greene King's compliance with the Pubs Code. Greene King's ESG board, established in 2022, continues to operate and has governance over all aspects of environmental, social and governance and reports to Greene King's group executive board. A key part of its role is to ensure that the group is able to meet its reporting requirements under various new ESG-related regulations. Greene King has established a regulatory governance forum since 2023 to ensure that management were made aware of any significant new legislation that could impact the group. Work has also been undertaken to ensure there are clear accountabilities for regulatory compliance across the group and better systems in place to monitor new legislation. In addition, going forwards there will be regular reporting of significant litigation to the group's executive board. Greene King also has a cyber and data governance committee which deals with issues relating to compliance with data protection legislation in the UK. Greene King requires all non-pub staff to undertake a variety of training including on matters such as compliance with the Bribery Act and the Equalities Act in the UK.

In connection with the compliance with the Competition Ordinance, the Group has established internal compliance policies and implemented compliance programme to educate its employees so as to ensure that its business practices are compliant with the relevant laws from time to time.

Results and Dividends

Results of the Group for the year ended 31 December 2024 are set out in the consolidated income statement on page 132.

The Directors recommend the payment of a final dividend of HK\$1.35 per share which, together with the interim dividend of HK\$0.39 per share paid on 26 September 2024, makes a total dividend of HK\$1.74 per share for the year.

Group Financial Summary

Results, assets and liabilities of the Group for the last five years are summarised on page 2.

Directors

The Directors of the Company in office at the date of this Annual Report are listed on page 200. The Directors' biographical information is set out on pages 28 to 31.

Mr. Chow Nin Mow, Albert retired as an Independent Non-executive Director of the Company with effect from the conclusion of the annual general meeting held on 23 May 2024.

In accordance with the Company's Amended and Restated Articles of Association, the Directors of the Company (including Independent Non-executive Directors) shall be subject to retirement by rotation at each annual general meeting. Mr. Kam Hing Lam, Dr. Chiu Kwok Hung, Justin, Mr. Chow Wai Kam, Raymond, Mr. Stephen Edward Bradley, Mrs. Kwok Eva Lee and Mr. Lam Siu Hong, Donny will retire by rotation and, being eligible, offer themselves for re-election at the forthcoming annual general meeting.

Dr. Wong Yick-ming, Rosanna was appointed as Independent Non-executive Director of the Company by the Board with effect from 1 June 2024. In accordance with the Amended and Restated Articles of Association of the Company, she holds office until the forthcoming annual general meeting of the Company and, being eligible, offers herself for re-election at the annual general meeting.

Each of the Independent Non-executive Directors has made an annual confirmation of independence taking into account the factors referred to in Rule 3.13 of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited ("Listing Rules"). The Company considers 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 or any of its subsidiaries 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", 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 any of its subsidiaries 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 2024 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).

REPORT OF THE DIRECTORS (CONTINUED)

Permitted Indemnity Provision

The Amended and Restated Articles of Association of the Company provide that every Director shall be entitled to be indemnified out of the assets of the Company against all losses or liabilities incurred or sustained by him/her as a Director in defending any proceedings, whether civil or criminal, in which judgment is given in his/her favour, or in which he/she is acquitted. A Directors Liability Insurance is in place to protect the Directors against potential costs and liabilities arising from claims brought against the Directors.

Disclosure of Interests

Directors' Interests and Short Positions in Shares, Underlying Shares and Debentures

As at 31 December 2024, 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 ("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 ("Model Code"), to be notified to the Company and the Stock Exchange, were as follows:

Long Positions in Shares

(a) The Company

Name of Director	Capacity	Number of Ordinary Shares				Total	Approximate% of Shareholding (Note 6)
		Personal Interest	Family Interest	Corporate Interest	Other Interest		
Li Tzar Kuoi, Victor	Beneficial owner, interest of child or spouse, interest of controlled corporations & beneficiary of trusts	220,000	405,200	376,935,448 (Note 1)	1,328,696,745 (Note 2)	1,706,257,393	48.75%
Kam Hing Lam	Beneficial owner & interest of child or spouse	51,040	57,360	–	–	108,400	0.003%
Ip Tak Chuen, Edmond	Beneficial owner	900,000	–	–	–	900,000	0.02%
Hung Siu-lin, Katherine	Beneficial owner	43,256	–	–	–	43,256	0.0012%
Donald Jeffrey Roberts	Interests held jointly	–	–	–	10,396 (Note 3)	10,396	0.0002%
Lam Siu Hong, Donny	Interest of spouse & interests held jointly	–	5,472	–	5,420 (Note 4)	10,892	0.0003%

(b) Associated Corporations

Name of Company	Name of Director	Capacity	Number of Ordinary Shares				Total	Approximate% of Shareholding
			Personal Interest	Family Interest	Corporate Interest	Other Interest		
Precise Result Global Limited	Li Tzar Kuoi, Victor	Beneficiary of trusts	–	–	–	15 (Note 5)	15	15%
Jabrin Limited	Li Tzar Kuoi, Victor	Beneficiary of trusts	–	–	–	2,000 (Note 5)	2,000	20%
Mightycity Company Limited	Li Tzar Kuoi, Victor	Beneficiary of trusts	–	–	–	168,375 (Note 5)	168,375	1.53%

Notes:

- (1) The 376,935,448 shares of the Company comprise:
 - (a) 2,272,350 shares 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.
 - (b) 374,663,098 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.
- (2) The 1,328,696,745 shares of the Company comprise:
 - (a) 1,171,881,779 shares of the Company held by Li Ka-Shing Unity Trustee Company Limited ("TUT1") as trustee of The Li Ka-Shing Unity Trust ("UT1") and its related companies in 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"). Mr. Li Ka-shing is the settlor of each of The Li Ka-Shing Unity Discretionary Trust ("DT1") and another discretionary trust ("DT2"). Each of Li Ka-Shing Unity Trustee Corporation Limited ("TDT1", which is the trustee of DT1) and Li Ka-Shing Unity Trustcorp Limited ("TDT2", which is the trustee of DT2) holds units in UT1 but is not entitled to any interest or share in any particular property comprising the trust assets of the said unit trust. The discretionary beneficiaries of each of DT1 and DT2 are, inter alia, Mr. Li Tzar Kuoi, Victor, his wife and children, and Mr. Li Tzar Kai, Richard.

The entire issued share capital of TUT1, TDT1 and TDT2 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 only 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.

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

REPORT OF THE DIRECTORS (CONTINUED)

- (b) 72,387,720 shares of the Company held by Li Ka-Shing Castle Trustee Company Limited (“TUT3”) as trustee of The Li Ka-Shing Castle Trust (“UT3”) and its related companies in which TUT3 as trustee of UT3 is entitled to exercise or control the exercise of one-third or more of the voting power at their general meetings (“TUT3 related companies”). Mr. Li Ka-shing is the settlor of each of the two discretionary trusts (“DT3” and “DT4”). Each of Li Ka-Shing Castle Trustee Corporation Limited (“TDT3”, which is the trustee of DT3) and Li Ka-Shing Castle Trustcorp Limited (“TDT4”, which is the trustee of 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. The discretionary beneficiaries of each of DT3 and DT4 are, inter alia, Mr. Li Tzar Kuoi, Victor, his wife and children, and Mr. Li Tzar Kai, Richard.
- The entire issued share capital of TUT3, TDT3 and TDT4 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 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 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.
- As Mr. Li Tzar Kuoi, Victor is a discretionary beneficiary of each of DT3 and DT4, and by virtue of the above, Mr. Li Tzar Kuoi, Victor is taken to have a duty of disclosure in relation to the said shares of the Company held by TUT3 as trustee of UT3 and TUT3 related companies under the SFO as a Director of the Company.
- (c) 84,427,246 shares of the Company held by a company controlled by TDT3 as trustee of DT3.
- (3) Such 10,396 shares are jointly held by Mr. Donald Jeffrey Roberts and his wife.
- (4) Such 5,420 shares are jointly held by Mr. Lam Siu Hong, Donny and his son.
- (5) These companies are subsidiaries of the Company and such shares are held through TUT1 as trustee of UT1. By virtue of Mr. Li Tzar Kuoi, Victor’s deemed interests as described in Note (2)(a) above, Mr. Li Tzar Kuoi, Victor is taken to have a duty of disclosure in relation to such shares under the SFO as a Director of the Company.
- (6) The approximate percentages of shareholding were based on the issued share capital of the Company as at 31 December 2024 (i.e. 3,499,778,333 shares). As at 31 December 2024, the Company did not hold any treasury shares.

Save as disclosed above, none of the Directors or chief executives of the Company had, as at 31 December 2024, 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 31 December 2024, shareholders of the Company (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 of Shareholder	Capacity	Number of Ordinary Shares	Total	Approximate% of Shareholding (Note 3)
Li Ka-Shing Unity Trustee Company Limited as trustee of The Li Ka-Shing Unity Trust	Trustee	1,171,881,779	1,171,881,779 (Note 1)	33.48%
Li Ka-Shing Unity Trustee Corporation Limited as trustee of The Li Ka-Shing Unity Discretionary Trust	Trustee & beneficiary of a trust	1,171,881,779	1,171,881,779 (Note 1)	33.48%
Li Ka-Shing Unity Trustcorp Limited as trustee of another discretionary trust	Trustee & beneficiary of a trust	1,171,881,779	1,171,881,779 (Note 1)	33.48%
Li Ka-shing	(i) Interest of a controlled corporation	374,663,098		
	(ii) Founder of discretionary trusts	1,328,696,745	1,703,359,843 (Note 2)	48.67%
Li Ka Shing Foundation Limited	Beneficial owner	374,663,098	374,663,098	10.70%

Notes:

- (1) The three references to 1,171,881,779 shares relate to the same block of shares in the Company. Of these 1,171,881,779 shares of the Company, 913,378,704 shares of the Company are held by TUT1 as trustee of UT1 and 258,503,075 shares of the Company are held by companies controlled by TUT1 as trustee of UT1. Each of TUT1 as trustee of UT1, TDT1 as trustee of DT1 and TDT2 as trustee of another discretionary trust is taken to have a duty of disclosure under the SFO in relation to the same 1,171,881,779 shares of the Company as described in Note (2)(a) under the section headed “Directors’ Interests and Short Positions in Shares, Underlying Shares and Debentures” above.

REPORT OF THE DIRECTORS (CONTINUED)

(2) The 1,703,359,843 shares of the Company comprise:

- (a) 374,663,098 shares held by LKSF. By virtue of the terms of the constituent documents of LKSF, Mr. Li Ka-shing 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.
- (b) 1,328,696,745 shares of the Company as described in Note (2) under the section headed “Directors’ Interests and Short Positions in Shares, Underlying Shares and Debentures” above. As Mr. Li Ka-shing may be regarded as a founder of each of DT1, DT2, DT3 and DT4 for the purpose of the SFO, Mr. Li Ka-shing is taken to have a duty of disclosure under the SFO as a substantial shareholder in relation to the same 1,328,696,745 shares of the Company after his retirement from the directorship of the Company.

(3) The approximate percentages of shareholding were based on the issued share capital of the Company as at 31 December 2024 (i.e. 3,499,778,333 shares). As at 31 December 2024, the Company did not hold any treasury shares.

Save as disclosed above, as at 31 December 2024, 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

Each of CK Hutchison Holdings Limited (“CK Hutchison”, together with its subsidiaries, “CK Hutchison Group”) and the Company has been deemed by the Stock Exchange to be a connected person of the other after completion of the listing of the ordinary shares in the share capital of the Company by way of introduction (the “Listing”) on 3 June 2015. Accordingly, transactions entered into between members of the Group and members of the CK Hutchison Group following the Listing would constitute connected transactions of the Company under the Listing Rules.

The following transactions constituted continuing connected transactions of the Company (“Continuing Connected Transactions”) under the Listing Rules during the financial year ended 31 December 2024:

(a) Leasing and licensing of premises by the Group to the CK Hutchison Group

On 13 December 2023, the Company entered into an agreement with CK Hutchison to set out the framework terms governing the leasing transactions between the Group and the CK Hutchison Group (the “Leasing Transactions”) to be entered into during the period from 1 January 2024 to 31 December 2026 (the “Term”) (the “Master Leasing Agreement”). Pursuant to the Master Leasing Agreement, the Company agrees to lease or license or to procure its subsidiaries to lease or license the premises owned by the Group (including office space, car parks and building areas) to members of the CK Hutchison Group as and when reasonably requested by members of the CK Hutchison Group from time to time during the Term, at a rental or licence fee to be negotiated on a case-by-case and arm’s length basis, and on normal commercial terms.

The aggregate rental or licence fees of the Leasing Transactions are subject to the annual caps of HK\$754 million for the year ended 31 December 2024, and HK\$812 million and HK\$855 million for the years ending 31 December 2025 and 31 December 2026 respectively. During the year ended 31 December 2024, HK\$666 million has been received/receivable by the Group from the CK Hutchison Group for the Leasing Transactions.

(b) Purchases of goods and services by the Group from the CK Hutchison Group for use in connection with the Group’s property development projects

On 13 December 2023, the Company entered into an agreement with CK Hutchison to set out the framework terms governing the purchases of goods and services (the “Project Related Supplies”) by the Group from the CK Hutchison Group for use in connection with the Group’s property development projects (the “Project Related Supplies Transactions”) to be entered into during the Term (the “Master Purchase Agreement”). Pursuant to the Master Purchase Agreement, CK Hutchison agrees to provide, or to procure its subsidiaries to provide, the Project Related Supplies to members of the Group as and when reasonably requested by the members of the Group from time to time during the Term, at a fee or charge to be negotiated on a case-by-case and arm’s length basis, and on normal commercial terms.

The aggregate fees and charges of the Project Related Supplies Transactions are subject to the annual caps of HK\$198 million for the year ended 31 December 2024, and HK\$215 million and HK\$590 million for the years ending 31 December 2025 and 31 December 2026 respectively. During the year ended 31 December 2024, HK\$35 million has been paid/payable by the Group to the CK Hutchison Group for the Project Related Supplies Transactions.

None of the Directors have any material interest in the Continuing Connected Transactions except by virtue of being a director and/or shareholder of the Company (including its subsidiaries) and/or the other parties involved in the transactions, and no Directors were required to abstain from voting on the board resolutions of the Company approving the Continuing Connected Transactions. Notwithstanding the foregoing, as Mr. Victor T K Li, the Chairman and Managing Director, might be regarded as having a material interest in the Continuing Connected Transactions, he has voluntarily abstained from voting on the board resolutions of the Company approving the Continuing Connected Transactions. An announcement in respect of the above Continuing Connected Transactions was published on 13 December 2023 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 ended 31 December 2024 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.

REPORT OF THE DIRECTORS (CONTINUED)

Pursuant to Rule 14A.56 of the Listing Rules, the Company has engaged the auditor of the Company to report on 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 (Revised) “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 and confirmed that for the year ended 31 December 2024 nothing has come to the auditor’s attention that causes the auditor to believe that the Continuing Connected Transactions (i) have not been approved by the Board; (ii) were not, in all material respects, in accordance with the pricing policies of the Group for transactions involving the provision of goods or services by the Group; (iii) were not entered into, in all material respects, in accordance with the relevant agreements governing such transactions; and (iv) have exceeded the annual caps as set by the Company.

Major Customers and Suppliers

During the year, 38% of the Group’s purchases were attributable to the Group’s five largest suppliers with the largest supplier accounted for 15% of the Group’s purchases. The Group’s revenue from sales of goods or rendering of services attributable to the Group’s five largest customers was less than 30%.

To the best knowledge of the Company, none of the Directors and their close associates, nor any shareholder of the Company owning more than 5% of the number of issued shares (excluding treasury shares) of the Company, has any interest in the Group’s five largest suppliers.

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 (“Competing Business”) as required to be disclosed pursuant to the Listing Rules were as follows:

1. Principal Business Activities of the Group

- (1) Property development and investment
- (2) Hotel and serviced suite operation
- (3) Property and project management
- (4) Interests in Real Estate Investment Trusts
- (5) Pub operation
- (6) Investment in infrastructure and utility asset operation

2. Interests in Competing Business

Name of Director	Name of Company	Nature of Interest	Competing Business (Note)
Victor T K Li	CK Hutchison Holdings Limited	Chairman and Executive Director*	(6)
	CK Infrastructure Holdings Limited	Chairman	(6)
	CK Life Sciences Int’l., (Holdings) Inc.	Chairman	(1)
	HK Electric Investments and HK Electric Investments Limited	Non-executive Director and Deputy Chairman	(6)
	Power Assets Holdings Limited	Non-executive Director	(6)
Kam Hing Lam	CK Hutchison Holdings Limited	Deputy Managing Director	(6)
	CK Infrastructure Holdings Limited	Group Managing Director	(6)
	CK Life Sciences Int’l., (Holdings) Inc.	President	(1)
	Hui Xian Asset Management Limited	Chairman and Non-executive Director	(1), (2), (3) & (4)
Ip Tak Chuen, Edmond	CK Hutchison Holdings Limited	Deputy Managing Director	(6)
	CK Infrastructure Holdings Limited	Deputy Chairman	(6)
	CK Life Sciences Int’l., (Holdings) Inc.	Senior Vice President and Chief Investment Officer	(1)
	Hui Xian Asset Management Limited	Non-executive Director	(1), (2), (3) & (4)
Chiu Kwok Hung, Justin	ESR Asset Management (Fortune) Limited (formerly known as ARA Asset Management (Fortune) Limited)	Non-executive Director	(1), (3) & (4)
	ESR Asset Management (Prosperity) Limited (formerly known as ARA Asset Management (Prosperity) Limited)	Chairman and Non-executive Director	(1), (3) & (4)
	ESR Group Limited	Non-executive Director**	(1), (3) & (4)
Chow Wai Kam, Raymond	Continental Aerospace Technologies Holding Limited	Non-executive Director	(1)

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

* Mr. Victor T K Li was the Chairman and Group Co-Managing Director of CK Hutchison Holdings Limited before being redesignated as Chairman and Executive Director on 1 April 2024.

** Dr. Chiu Kwok Hung, Justin retired as a Non-executive Director with effect from the conclusion of the annual general meeting of ESR Group Limited held on 31 May 2024.

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.



REPORT OF THE DIRECTORS (CONTINUED)

Pre-Emptive Rights

There are no provisions for pre-emptive rights under the Company’s Amended and Restated Articles of Association, or the laws of Cayman Islands, which would oblige the Company to offer new shares on pro-rata basis to existing shareholders.

Purchase, Sale or Redemption of Listed Securities

CK Property Finance (MTN) Limited (“CPFM”), a wholly owned subsidiary of the Company, redeemed the US\$250,000,000 0.75% guaranteed senior fixed rate notes due 2024 (listed on the Stock Exchange) under the US\$5 billion Euro Medium Term Note Programme at principal amount upon maturity on 30 June 2024.

During the year ended 31 December 2024, the Company bought back a total of 48,906,000 Shares on the Stock Exchange for an aggregate consideration of HK\$1,545,564,825.00 (before expenses). All the Shares bought back were subsequently cancelled. As at 31 December 2024, (i) the total number of Shares in issue was 3,499,778,333, and (ii) the Company did not hold any treasury shares.

Particulars of the Share buy-backs are as follows:

Month	Number of Shares bought back	Purchase price per Share		Aggregate consideration (before expenses) (HK\$)
		Highest (HK\$)	Lowest (HK\$)	
March 2024	18,070,000	33.50	32.05	585,050,375.00
April 2024	19,786,000	32.65	30.70	629,767,825.00
June 2024	10,800,000	30.50	29.10	323,476,625.00
July 2024	250,000	29.10	29.05	7,270,000.00
	48,906,000			1,545,564,825.00

The Directors were of the view that the above Share buy-backs would lead to an enhancement of the net assets and/or earnings per Share and benefit the Company and the shareholders.

Save as disclosed above, during the year ended 31 December 2024, neither the Company nor any of its subsidiaries has purchased, sold or redeemed any of the Company’s listed securities (including sale of treasury shares).

Equity-Linked Agreements

The Company did not enter into any equity-linked agreements during the year ended 31 December 2024. There were no subsisting equity-linked agreements entered into by the Company as at 31 December 2024.

Management Contracts

No contracts concerning 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.

Sufficiency of Public Float

Based on information publicly available to the Company and within the knowledge of the Directors as at the date of this Annual Report, the Company has maintained the prescribed public float under the Listing Rules.

Donations

During the year, the Group supported a wide variety of charitable activities of the community. Donations of approximately HK\$8 million were made by the Group to various charitable organisations.

Audit Committee

The Group’s Annual Report for the year ended 31 December 2024 has been reviewed by the audit committee of the Company (the “Audit Committee”). Information on the work of Audit Committee and its composition are set out in the Corporate Governance Report on pages 74 to 77.

Auditor

The consolidated financial statements for the year have been audited by Messrs. Deloitte Touche Tohmatsu who will retire and offer themselves for re-appointment at the 2025 annual general meeting.

On behalf of the Board

Victor T K Li

Chairman and Managing Director

Hong Kong, 20 March 2025

CORPORATE GOVERNANCE REPORT

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

The Company has applied the principles and complied with all code provisions (except code provision C.2.1 with respect to the separate roles of the Chairman of the Board (the “Chairman”) and Managing Director as further elucidated below) and, where applicable, the recommended best practices of the Corporate Governance Code (the “CG Code”) as set out in Appendix C1 to the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the “Listing Rules”) throughout the year ended 31 December 2024.

SUSTAINABLE BUSINESS MODEL

Vision

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

Purpose

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

Values

The core values embraced by the Group include:

<i>Integrity</i>	We act with integrity, honesty and fairness, and adhere to high corporate governance and ethical standards.
<i>Accountability</i>	We are a responsible corporate citizen. We deliver results, quality and value.
<i>Prudence</i>	We make prudent investment decisions based on financial analysis, and pride ourselves in our ability to anticipate and manage risks.
<i>Diversity</i>	We respect individual differences and treat others with dignity.
<i>Collaboration</i>	We prioritise collaboration and collegiality and believe in the power of combined efforts.

Strategy

The Motto: Advancing without Forgoing Stability – This overarching guiding principle is the bedrock of the Group’s business operations. The Group’s emphasis on financial discipline, effective risk management and internal controls has contributed to a strong track record of outstanding operational and financial performance. The Group has also demonstrated remarkable resilience during adversities. It employs a prudent growth strategy and seeks to capture timely opportunities in different economic phases of market cycles with financial agility and strategic flexibility.

Optimise its Strength in the Property Development Sector – The Group has a leading market share in the property development sector in Hong Kong and the Mainland with presence in the UK and Singapore. Property development has been a significant part of the Group’s heritage and remains close to our heart. The Group will continue to optimise its property development portfolio and expand its land bank as suitable investment opportunities arise in and outside of Hong Kong.

Broaden Quality Recurrent Income Base – The Group maintains a quality investment portfolio in line with its investment strategy and criteria which focus on fundamentals, growth prospects and sustainability performance, with quality recurring income streams to complement the cyclical revenue generated from the development and sales of properties. Its global portfolio is rich in stability and potential, and is diversified across geographies and sectors. The Group will continue to look for opportunities to broaden its quality recurrent income and sector and geographical base to generate sustainable returns, and when suitable opportunities arise, engage in strategic collaboration with others, including listed companies within the CK Group, for the benefit of synergistic impact.

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



CORPORATE GOVERNANCE REPORT (CONTINUED)

Sustainable Dividend Policy

The Company is committed to maintaining an optimal capital structure and investment grade credit ratings. This is pursued to deliver returns to shareholders and ensure that adequate capital resources are available for business growth and investment opportunities. Subject to business conditions, market opportunities and maintenance of the Company's strong investment grade credit ratings, the Company aims to deliver a sustainable dividend that improves over time in line with its underlying earnings performance, consistent with its long-term growth prospects. The Board makes all dividend decisions in accordance with those principles which are provided in the Company's dividend policy.

Culture

As a multinational conglomerate with businesses around the world, the Group respects the unique set of legal, social, environmental and economic considerations in each individual market, and strives to integrate these considerations into its culture. The Group adheres to high corporate governance standards and conducts its businesses with ethics and integrity. The Group's vision, values and strategy are inextricably linked to its purpose and business operations, and will continue to underpin its performance in enhancing shareholder value and delivering returns. The Group's resilient financial results and stable dividend payout amid the challenging macro environment reflect the quality of its assets and steady income stream. Its "A/Stable" and "A2 Stable" credit ratings from Standard & Poor's and Moody's demonstrate its stable outlook.

Through collaboration: The Group promotes the purpose, values and strategy set by the Board by employing a three-pronged approach, which focuses on top-down, bottom-up and horizontal interactions and the close collaboration between the Board, employees and the communities in which the Group operates. With a positive and productive culture that celebrates diversity and collaboration, the Group is poised to maintain stable growth through effective risk management and financial prudence. The Group's culture and values will continue to support its mission of enriching lives and creating long-term value for its shareholders and stakeholders through the sustainable development of its businesses.

Through communication and training: The Board, with support of the management, is responsible for fostering the corporate culture to support the Group's pursuit of success. The desired culture and expected behaviours that underpin the Group's values are set out in the Group's Employee Code of Conduct, Employee Handbooks, Supplier Code of Conduct, in conjunction with other policies and procedures issued by the Group from time to time including the Human Rights Policy, Anti-Fraud and Anti-Bribery Policy, Anti-Money Laundering Policy, Whistleblowing Policy, Anti-Harassment Policy and Workforce Diversity Policy. Induction and regular training are provided to directors and employees to instil and reinforce the Group's values. Regular in-house training sessions are also provided by The Independent Commission Against Corruption of Hong Kong and The Office of the Privacy Commissioner for Personal Data to reinforce the importance of anti-bribery and anti-corruption compliance as well as data protection and use.

Through governance: The Group maintains a robust corporate governance framework and internal control systems to uphold its accountability with support from internal and external auditors and other professional advisors. The Board, through different board level committees, makes reference to employee and other stakeholder communications, feedback and data, and reviews whistleblowing and audit reports, and other regulatory and compliance performance metrics, to assess and monitor the Group's culture.

The Group adopts a "zero tolerance" approach to bribery, corruption and fraud, and is committed to the prevention, deterrence, detection and investigation of all forms of bribery, corruption and fraud. Reports on any impropriety, misconduct or malpractice within the Group received through the whistleblowing channel are handled on a timely and confidential basis. The Company conducts regular risk assessments both internally and externally, in consultation with the corruption prevention arm of the local anti-corruption authority, to identify risks that it might be exposed to through its businesses, operations and counterparties. In addition to the implementation of relevant policies and procedures, the Group manages its counterparty risks through the pre-screening of track records, due diligence checks and contractual provisions.

Through dialogue: The Group commits to engaging stakeholders in ongoing dialogue to better understand their evolving concerns and expectations. Stakeholders can keep abreast of the Group's development by accessing its website which contains useful and up-to-date information about the Group, and are welcome to provide feedback and suggestions through various channels. The Group has established different forms of engagement for various groups of stakeholders in order to maintain effective and meaningful dialogue. Employees, shareholders, investors, customers, tenants, suppliers, government bodies, rating agencies, the media and other stakeholders are engaged with designated departments and units at various levels of the Group through dedicated communication channels, activities and events. In particular, open and frank discussions among colleagues are encouraged, and designated hotlines, emails and suggestion boxes have been set up to receive comments and feedback from employees. The Group strives to ensure that the legitimate interests and concerns of stakeholders are understood and acknowledged, and reflected in the Group's strategic planning where appropriate to achieve alignment.

Through appreciation: The Group recognises that its resilience and success depend on its employees, and is committed to providing them with an inclusive workplace, a caring environment and development opportunities to advance and prosper. The Group adopts a transparent recruitment process and recruits in a manner in line with its corporate values. Employee performance and promotion reviews are based on merit and the Group ensures the equity and competitiveness of its employee remuneration policy and recognition programmes. Sponsorships and special leave are offered to eligible employees for career development training. Furthermore, events and activities including sports, leisure classes and health talks have been arranged to support the physical and mental wellness of employees. Refreshments, such as healthy fruits, snacks and beverages, are provided daily at the head office for the enjoyment of employees in response to suggestions from colleagues. The Group implements measures to protect the health and safety of employees. The Group has made an effort to go above and beyond for its employees to make them feel appreciated and at ease in assimilating the corporate culture.

Through reflection: All Directors have completed a Board performance evaluation for 2024. The results show that the Directors are satisfied with the performance of the Board. Taking into account the corporate culture in a range of contexts, including the Board performance evaluation conducted for 2024, the Board considers that the culture and the purpose, values and strategy of the Group are aligned.

CORPORATE GOVERNANCE REPORT (CONTINUED)

THE BOARD

Roles of the Board

The Board, accountable to the shareholders under the leadership of the Chairman, leads, directs and supervises the Company's affairs to enable the long-term success of the Company. The Board is responsible for shaping and monitoring the corporate culture, setting long-term strategic objectives, policies and directions of the Company with appropriate focus on values creation and risk management. The Board evaluates the Group's operating, financial and sustainability performance and oversees the executive management of the Company with the support of various standing committees, and ensures the Company maintains effective communication with shareholders and appropriate engagement with other key stakeholders. The Board ensures appropriate and adequate reporting in annual reports, including financial statements, ESG, disclosure of Board's practices and other corporate policies. The Board is accountable for its actions or inactions, and where appropriate, the Board takes the shareholders' and stakeholders' view into account in its decisions. The Board ensures adequacy of resources, staff qualifications and experience, especially for the Company's accounting, internal audit and financial reporting functions.

The Company's management is responsible for the day-to-day operations of the Group.

The Company has arranged and maintained appropriate and adequate directors and officers liability insurance coverage for its Directors and officers since its listing on The Stock Exchange of Hong Kong Limited (the "Stock Exchange").

Board Composition

As at 31 December 2024 and as at the date of this Annual Report, the Board consists of 16 Directors, comprising seven Executive Directors and nine Independent Non-executive Directors. Details of the composition of the Board are set out on page 200 of this Annual Report. Throughout the year ended 31 December 2024 and up to the date of this Annual Report, more than half of the Board are Independent Non-executive Directors and more than one of them have appropriate professional qualifications, or accounting or related financial management expertise. Independent Non-executive Directors have been identified in all corporate communications that disclosed the names of Directors.

A formal letter setting out the key terms and conditions of the Board appointment was issued to each Director upon appointment. Since the date of the last corporate governance report, the following changes to the composition of the Board have taken place:

1. Mr. Ip Tak Chuen, Edmond was re-designated from the position of Deputy Managing Director to Deputy Chairman with effect from 1 April 2024;
2. Mr. Chow Nin Mow, Albert retired as an Independent Non-executive Director with effect from the conclusion of the annual general meeting held on 23 May 2024; and
3. Dr. Wong Yick-ming, Rosanna was appointed as an Independent Non-executive Director with effect from 1 June 2024.

The Board, through and by the Nomination Committee, reviews the Board's structure, size and composition at least annually to ensure that the Board has a balance of expertise, skills, experience and diversity of perspectives appropriate to the requirements of the business of the Group and a balanced composition of Executive and Non-executive Directors.

The Company maintains, on the websites of the Company and Hong Kong Exchanges and Clearing Limited ("HKEX") an updated list of Directors identifying their respective roles and functions and whether they are Independent Non-executive Directors. The Directors' biographical information and the relationships among the Directors are set out on pages 28 to 31 of this Annual Report and on the website of the Company.

Chairman and Managing Director

During the year, the positions of Chairman and Managing Director are held by the same individual, namely, Mr. Victor T K Li. Although the positions of Chairman and Managing Director are not separately held, the Board is of the view that this is the most appropriate arrangement in the interest of the shareholders as a whole at present. All major decisions are made, in accordance with current practice, in consultation with members of the Board and relevant Board Committees and key personnel of the Group after thorough discussions. As at 31 December 2024 and as at the date of this Annual Report, the Board has a majority of Independent Non-executive Directors. These nine Independent Non-executive Directors have a balance of expertise, skills, experience and diversity of perspectives appropriate to the requirement of the Group's business. The Company's Independent Non-executive Directors will continue to provide views and comments to Mr. Victor T K Li as Chairman and Managing Director as they have done so over the years.

CORPORATE GOVERNANCE REPORT (CONTINUED)

The Chairman provides leadership for the Board and ensures effective performance of the duties of the Board and that all key and appropriate issues are discussed in a timely manner. Under the leadership of the Chairman, the Board determines the strategic directions of the Group. With the support of other Executive Directors and the Company Secretary, the Chairman sets the agenda for each Board meeting taking into account, where appropriate, matters proposed by the other Directors for inclusion in the agenda, and ensures that all Directors receive adequate and accurate information, and are properly briefed on issues arising at Board meetings, on a timely manner.

The Chairman encourages and solicits opinions from the Directors and urges for Directors’ active contribution to the Board’s affairs, and takes the lead to ensure that the Board acts in the best interest of the Company. The Chairman promotes a culture of openness and a constructive relationship between Executive and Non-executive Directors, and encourages Directors with different views to voice their concerns. The Chairman allows sufficient time for discussion of issues and ensures that Board decisions fairly reflect Board consensus. Led by the Chairman, the Board and the management of the Company have taken appropriate steps to facilitate effective communication with shareholders and engagement with other stakeholders, and have put in place good corporate governance practices and procedures.

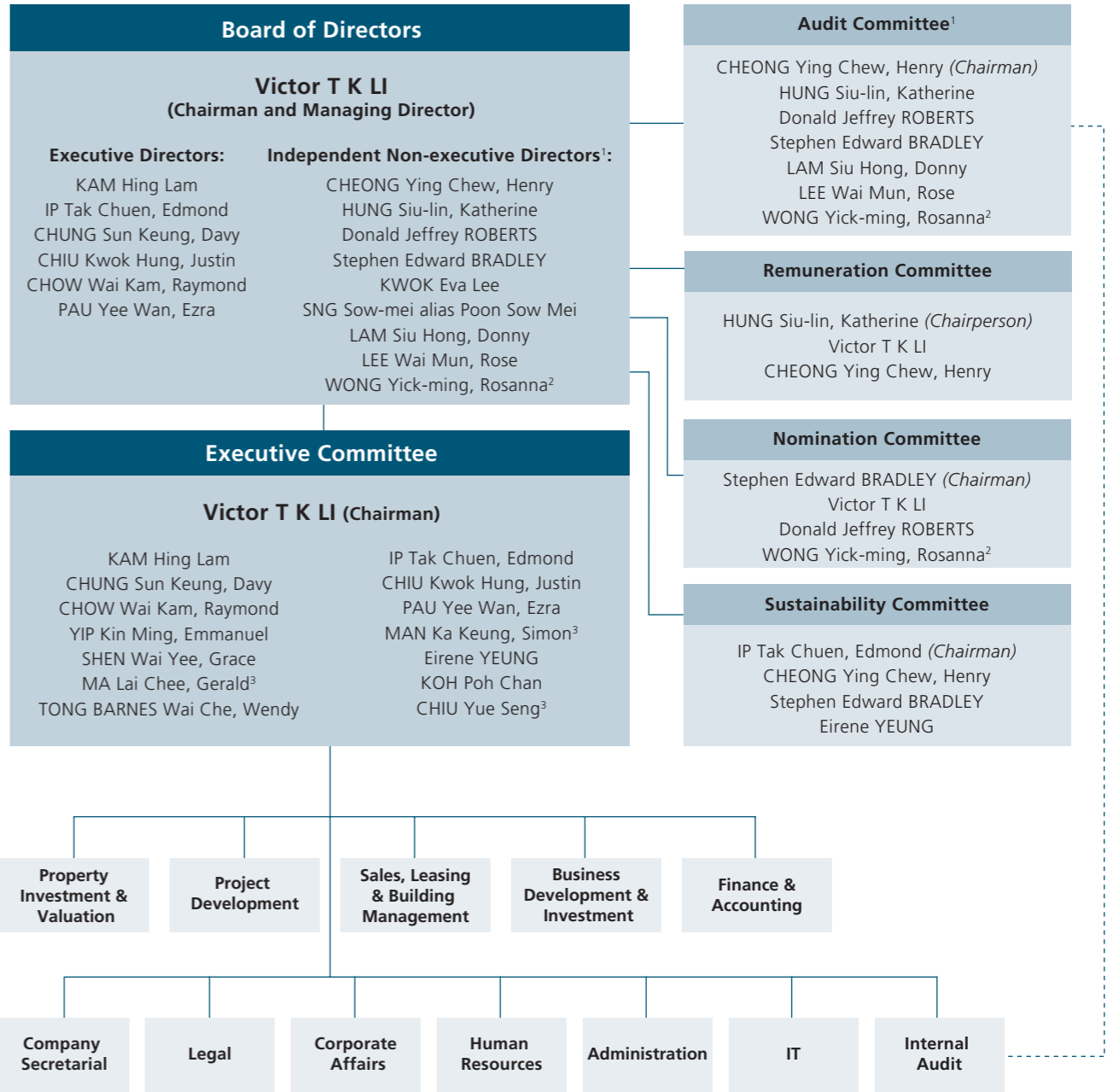
The Chairman leads the Board in fostering the Group’s corporate culture in alignment with its purpose, values and strategy set by the Board, to reinforce the Group’s vision and pursuit of success.

Executive Directors and the Executive Committee

Executive Directors are in charge of different business units and functional divisions in accordance with their respective areas of expertise. The management of the Company reports acquisitions of or investments in businesses or projects, and other matters as considered appropriate, back to the Board, and obtains the Board’s prior approval before making decisions or entering into any commitments on behalf of the Company. Where appropriate, disclosure is made and/or circulars are issued to obtain shareholders’ approval in accordance with the requirements of the applicable rules and regulations.

The Executive Committee is one of the five Board committees established with specific terms of reference. (Details of the other Board committees are provided below in this Report.) The Executive Committee is chaired by the Chairman and Managing Director of the Company, and comprises all Executive Directors and eight general managers/business unit heads of the Group. The Executive Committee meets as and when it is necessary to discuss and make decisions on matters relating to the management and operations of the Company, and to assess and make recommendations to the Board on acquisitions of or investments in businesses or projects. The Executive Committee is provided with sufficient resources to discharge its duties, and may seek independent professional advice, through the Company Secretary and at the Company’s expense, in appropriate circumstances in discharging its duties.

A Management Structure Chart of the Company is set out below:



Notes:

1. Mr. Chow Nin Mow, Albert retired as an Independent Non-executive Director and a member of Audit Committee of the Company with effect from the conclusion of the annual general meeting held on 23 May 2024.
2. Dr. Wong Yick-ming, Rosanna was appointed as an Independent Non-executive Director and a member of Audit Committee of the Company with effect from 1 June 2024, and a member of Nomination Committee of the Company with effect from the conclusion of the Board meeting held on 20 March 2025.
3. Members of the Company's Finance Committee, a working team under the Executive Committee.

CORPORATE GOVERNANCE REPORT (CONTINUED)

Board Process

The Board meets regularly and at least four times a year at approximately quarterly intervals. Regular Board meetings in a particular year are scheduled towards the end of the immediately preceding year to give all Directors adequate time to plan their schedules. Notice of at least 14 days is given of a regular Board meeting, together with a draft agenda for review and comments. The prior notice gives all Directors an opportunity to include matters in the agenda. The agenda accompanying a full set of papers of a regular Board meeting are circulated not less than three days before the intended date of the meeting, with a view to enabling the Directors to make informed decisions on matters to be considered at the meeting. The Directors are given as much prior notice as is reasonable and practical under the circumstances of ad hoc Board meetings in addition to regular Board meetings.

The Directors are provided with adequate, complete and reliable information in a timely manner to enable them to make informed decisions. All Directors are entitled to have access to Board papers and related materials. Directors make enquiries when they require further information. Communication between the Directors on the one hand and the Company Secretary acting as the co-ordinator for business units of the Group on the other, is a dynamic and interactive process ensuring that queries raised and clarifications sought by the Directors are dealt with and that further supporting information is provided if appropriate. The Company Secretary and the General Manager of the Accounts Department attend all regular Board meetings to advise on corporate governance, statutory compliance and accounting and tax related financial matters, as appropriate. A Director may seek independent professional advice at the Company’s expense in accordance with the Company’s Guidelines for Directors Seeking Independent Professional Advice should such advice be considered necessary by the Director.

Each Director is required to declare his/her interest in accordance with the Company’s amended and restated articles of association (the “Articles”). All matters to be considered by the Board which the Board has determined to be material, in which a substantial shareholder or a Director has a conflict of interest, are dealt with in accordance with the applicable rules and regulations and, where appropriate, by an independent board committee to be set up in accordance with the Listing Rules.

During the year ended 31 December 2024, the Company held four regular Board meetings (in March, May, August and November of 2024). An annual general meeting of the Company was held on 23 May 2024. The attendance record is set out below:

Members of the Board	Board Meeting(s) Attended/Eligible to Attend	General Meeting(s) Attended/Eligible to Attend
Executive Directors		
Victor T K LI (<i>Chairman and Managing Director</i>)	4/4	1/1
KAM Hing Lam (<i>Deputy Managing Director</i>)	4/4	1/1
IP Tak Chuen, Edmond (<i>Deputy Chairman</i>) ¹	4/4	1/1
CHUNG Sun Keung, Davy	4/4	1/1
CHIU Kwok Hung, Justin	4/4	1/1
CHOW Wai Kam, Raymond	4/4	1/1
PAU Yee Wan, Ezra	4/4	1/1
Independent Non-executive Directors		
CHEONG Ying Chew, Henry	4/4	1/1
CHOW Nin Mow, Albert ²	1/1	0/1
HUNG Siu-lin, Katherine	4/4	1/1
Donald Jeffrey ROBERTS	4/4	1/1
Stephen Edward BRADLEY	4/4	1/1
KWOK Eva Lee	4/4	1/1
SNG Sow-mei alias Poon Sow Mei	4/4	1/1
LAM Siu Hong, Donny	4/4	1/1
LEE Wai Mun, Rose	3/4	0/1
WONG Yick-ming, Rosanna ³	2/2	N/A

- Notes:
- Mr. Ip was Deputy Managing Director before the re-designation with effect from 1 April 2024.
 - Mr. Chow retired as an Independent Non-executive Director with effect from the conclusion of the annual general meeting held on 23 May 2024.
 - Dr. Wong was appointed as an Independent Non-executive Director with effect from 1 June 2024. Two Board meetings were held in 2024 after her appointment.

The Directors have the option to attend Board meetings in person, by phone or through means of electronic communication or by their respective alternate directors (if applicable) or proxies in accordance with the Company’s Articles. None of the Directors attended meetings through his/her proxy during the year of 2024. English and Chinese versions of the Company’s Articles are available on the websites of the Company and HKEX.

The Directors also considered and approved affairs and matters of the Company by way of written resolutions during the year ended 31 December 2024 with the support of relevant information and explanatory materials necessary and sufficient for the Directors to make informed decisions. All Directors (including the Independent Non-executive Directors) have been given the opportunity to consider, query and comment on such matters before granting approval. In addition, the management of the Company also provides the Directors with monthly updates and other information in order to enable the Directors to keep abreast of the business affairs of the Group and involved in scrutinizing the Group’s performance in achieving the Group’s corporate goals and objectives.



CORPORATE GOVERNANCE REPORT (CONTINUED)

During the year ended 31 December 2024, in addition to full Board meetings, the Chairman held two meetings with the Independent Non-executive Directors without the presence of other Directors (in May and November of 2024). The attendance record is set out below:

	Meeting(s) Attended/Eligible to Attend
Chairman	
Victor T K LI	2/2
Independent Non-executive Directors	
CHEONG Ying Chew, Henry	2/2
CHOW Nin Mow, Albert ¹	N/A
HUNG Siu-lin, Katherine	2/2
Donald Jeffrey ROBERTS	2/2
Stephen Edward BRADLEY	2/2
KWOK Eva Lee	2/2
SNG Sow-mei alias Poon Sow Mei	2/2
LAM Siu Hong, Donny	2/2
LEE Wai Mun, Rose	1/2
WONG Yick-ming, Rosanna ²	1/1

Notes:

1. Mr. Chow retired as an Independent Non-executive Director with effect from the conclusion of the annual general meeting held on 23 May 2024. Both meetings were held after his retirement.
2. Dr. Wong was appointed as an Independent Non-executive Director with effect from 1 June 2024. One meeting was held in 2024 after her appointment.

Board Independence

The Board has maintained a balanced composition of Executive and Non-executive Directors, so that there is strong independence on the Board. As at 31 December 2024 and as at the date of this Annual Report, nine out of the 16 members of the Board are Independent Non-executive Directors accounting for approximately 56% of the Board. The Audit Committee, the Nomination Committee and the Remuneration Committee are chaired by Independent Non-executive Directors. The Audit Committee comprises Independent Non-executive Directors only. Independent Non-executive Directors comprise a majority of each of the Nomination Committee and the Remuneration Committee. A majority of the Directors sitting on the Sustainability Committee are Independent Non-executive Directors.

The Independent Non-executive Directors exercise their independent judgement on issues of strategy, policy, performance, accountability, resources, key appointments and standards of conduct of the Company. The Independent Non-executive Directors help review the Board’s major decisions, the Company’s financial and operational performance and monitor performance reporting on a regular basis. During the year ended 31 December 2024, through their participation at the Company’s annual general meeting, Board and Board Committee meetings and perusal of reports by and having dialogues with the management, the Independent Non-executive Directors attended to affairs relating to internal audit and controls, corporate governance, directors’ appointments, acquisitions and divestments, accounting and financial matters, regulatory compliance, and strategic and sustainability policies of the Company.

The independence of the Independent Non-executive Directors is assessed according to the relevant requirements under the Listing Rules. Each Independent Non-executive Director is reminded to inform the Company and the Stock Exchange as soon as practicable if there is any change that may affect his/her independence. Each Independent Non-executive Director has provided the Company with an annual confirmation of independence taking into account the factors referred to in Rule 3.13 of the Listing Rules. Independent Non-executive Directors receive fixed fees for their appointments as members of the Board and additional fees for sitting on each Board Committee. None of such fees are based on the performance of the Group. None of the Independent Non-executive Directors are financially dependent on the Group.

The Board considers that a Director’s independence is a question of fact and that cross-directorships do not necessarily result in significant links with other directors or compromise the independence of an Independent Non-executive Director. Instead, the experience of sitting on other listed boards broadens a Director’s perspective and enriches a Director’s contributions to Board discussions. The Independent Non-executive Directors are professionals with high esteem and integrity, experts in their specific fields with a wide spectrum of skills and experience, and financially independent. The Independent Non-executive Directors are able to provide independent, constructive views with respect to the Company’s matters and challenges to the management and other Directors as circumstances require. During the year ended 31 December 2024, one new Independent Non-executive Director was appointed to the Board according to the Company’s Articles, Director Nomination Policy and Board Diversity Policy. The Board is of the view that all Independent Non-executive Directors of the Company meet the independence guidelines set out in Rule 3.13 of the Listing Rules.

The following paragraphs provide a summary of the mechanism maintained by the Company to ensure independent views and input are available to the Board.

Pursuant to the Company’s Board Diversity Policy and Director Nomination Policy, the Board, through the Nomination Committee, reviews and assesses the profile of a candidate for directorship with a view to achieving a balance of skill set, experience, expertise and diversity of perspectives appropriate for the strategies of the Company. As reported above, a balanced composition secures strong independence on the Board and the Board Committees. To maintain the desired independence, the Company assesses the independence of the Independent Non-executive Directors periodically on the Board in accordance with the requirements of the Listing Rules.

CORPORATE GOVERNANCE REPORT (CONTINUED)

The Chairman encourages Directors with different views to voice their concerns to promote diversity of thought and independence of judgement. To enable the Directors to discharge their duties and identify and understand issues quickly, the management of the Company provides the Directors with all relevant documents and information in a timely manner, with a view to enabling the Directors to exercise independent judgement, contribute to discussions and make informed, resilient decisions. To facilitate these objectives, the Directors are entitled to seek further information from the management on the matters to be discussed at meetings of the Board or Board Committees, and/or to seek assistance from the Company Secretary who will be co-ordinating between the Directors and the management to deal with any queries from the Directors, or seek assistance from external professional advisers at the Company's expense.

In addition, the two meetings held every year between the Chairman and Independent Non-executive Directors without the presence of the other Directors provide an exclusive platform for Independent Non-executive Directors to raise concerns, exchange views and discuss issues about the Company or its business, such as corporate governance enhancement, efficiency of the Board and any other matters they may wish to discuss without the presence of the Executive Directors and the management.

The Company considers board performance evaluation as an essential tool for assessing Board effectiveness. The Board conducted an internal board and committees performance evaluation for 2024 with assistance from the Company Secretarial Department. The evaluation involved each Director completing a questionnaire to provide individual ratings and comments and identify areas for enhancement (if any) covering a range of topics. The evaluation parameters included, amongst others, board composition and expertise, board processes, board accountability and leadership, and continuous development. The results show that the Directors are satisfied with the performance of the Board.

Commitment, Induction and Professional Development

The Directors disclosed to the Company at the time of appointment their other significant commitments, such as the number and nature of offices held in public companies or organisations. Each Director has provided the Company with an annual confirmation that he/she has given sufficient time and attention to the affairs of the Group and has disclosed to the Company in a timely manner changes, if any, in the number and nature of offices he/she held in public companies or organisations and his/her other significant commitments, for the year ended 31 December 2024. The Company considers that there has been satisfactory attendance of the Directors at the Company's general meeting, Board meetings, Board Committee meetings and, with respect to the Independent Non-executive Directors, the meetings between the Chairman and the Independent Non-executive Directors during the year ended 31 December 2024. Executive Directors have hands-on knowledge and expertise in the areas and operations of which they are in charge. Appropriate attention to the affairs of the Company is measured in terms of time as well as the quality of such attention, the ability of the Directors to contribute with reference to their areas of knowledge, skills and expertise and the ability to bring global perspectives to the Company. The Independent Non-executive Directors have consistently demonstrated their commitment to being fully engaged with the Company's affairs both inside and outside the boardroom, and their ability to devote sufficient time to the Board. The Company considers that the Independent Non-executive Directors manage to make a positive contribution to the development of the Group's strategy and policies through independent, constructive and informed comments.

Shortly before the appointment takes effect, a prospective Director receives a comprehensive induction package comprising a policy handbook containing the Company's corporate governance and sustainability policies and procedures, as well as a guidance book, compiled and reviewed by the Company's external legal advisers, providing an overview of directors' duties and obligations under the Listing Rules and other relevant legal and regulatory requirements. The Company instructs its external legal advisers to give a briefing session to take a prospective Director through all the directors' duties and responsibilities under the applicable laws and regulations, and other requirements under the Listing Rules that are applicable to him/her as a Director, before the appointment is effective. Senior executives and responsible officers provide newly appointed Directors with orientation briefings on the roles of a member of the Board and Board Committees and on the Group's structure, business outlook and strategy, financial reporting and accounting practice, risk management and governance framework. The Company Secretary and responsible officers liaise proactively with newly appointed Directors before and after their appointments to facilitate their discharge of duties and responsibilities as Directors of the Company. A new Independent Non-executive Director was appointed during the year ended 31 December 2024. A firm of solicitors, which is qualified to advise on Hong Kong law as regards the requirements under the Listing Rules that are applicable to a Director of the Company and the possible consequences of making a false declaration or giving false information to the Stock Exchange, provided the requisite legal advice to the proposed Director before her appointment in a briefing session held on 13 May 2024, and such proposed Director confirmed she understood her obligations as a Director of the Company before her appointment. Subsequently, such Director also received orientation briefings conducted by senior executives and responsible officers of the Company.

All Directors are encouraged to participate in continuous professional development ("CPD"). The Company has a long history of organising and providing Directors with tailored CPD training, at the cost of the Company, to enable the Directors to develop and refresh their knowledge and skills on the roles, functions and duties of a listed company director and discharge their duties and responsibilities for the benefit of the Company. Since the listing of its shares on the Stock Exchange, the Company has been organising in-house seminars and webinars on an annual basis for the Directors and directors of other companies of the entire CK Group. The Company Secretary and the responsible officers at the Company Secretarial Department of the Company also assist the Directors, on an individual basis, from time to time upon request in handling any regulatory, compliance or governance issues that the Directors may come across in the performance of their duties and responsibilities.

Throughout the year ended 31 December 2024, the Directors have participated in CPD to keep abreast of the latest developments in areas including laws and regulations, the Listing Rules, governance and sustainability practices, directors' duties, risk management and internal controls, and industry-specific and innovative changes in the markets in which the Group operates, primarily by the following means:

1. Reading guidelines, memoranda, reports, updates and other papers prepared or compiled from time to time by or for the Company;
2. Attending briefings/seminars/conferences/courses/workshops organised by the Company, professional bodies and/or government authorities; and
3. Reading news/journals/magazines/other materials.

CORPORATE GOVERNANCE REPORT (CONTINUED)

The CPD training received by the Directors in the year ended 31 December 2024 is summarised as follows:

Members of the Board	Training received
Executive Directors	
Victor T K LI (<i>Chairman and Managing Director</i>)	(1) & (3)
KAM Hing Lam (<i>Deputy Managing Director</i>)	(1), (2) & (3)
IP Tak Chuen, Edmond (<i>Deputy Chairman</i>) ¹	(1) & (3)
CHUNG Sun Keung, Davy	(1) & (3)
CHIU Kwok Hung, Justin	(1), (2) & (3)
CHOW Wai Kam, Raymond	(1), (2) & (3)
PAU Yee Wan, Ezra	(1), (2) & (3)
Independent Non-executive Directors	
CHEONG Ying Chew, Henry	(1), (2) & (3)
CHOW Nin Mow, Albert ²	N/A
HUNG Siu-lin, Katherine	(1), (2) & (3)
Donald Jeffrey ROBERTS	(1), (2) & (3)
Stephen Edward BRADLEY	(1), (2) & (3)
KWOK Eva Lee	(1), (2) & (3)
SNG Sow-mei alias Poon Sow Mei	(1), (2) & (3)
LAM Siu Hong, Donny	(1) & (3)
LEE Wai Mun, Rose	(1) & (3)
WONG Yick-ming, Rosanna ³	(1), (2) & (3)

Notes:

1. Mr. Ip was Deputy Managing Director before the re-designation with effect from 1 April 2024.
2. Mr. Chow retired as an Independent Non-executive Director with effect from the conclusion of the annual general meeting held on 23 May 2024.
3. Dr. Wong was appointed as an Independent Non-executive Director with effect from 1 June 2024.

The Directors have provided the Company with their CPD records for the year ended 31 December 2024.

Compliance with the Model Code

The Company has adopted a code of conduct regarding directors’ securities transaction on terms no less exacting than the required standards set out in the “Model Code for Securities Transactions by Directors of Listed Issuers” set out in Appendix C3 to the Listing Rules (the “Model Code”). The Company will review and revise its code regarding directors’ securities transactions to reflect any amendments to Appendix C3 to the Listing Rules from time to time.

All Directors have confirmed that they have complied with the required standards set out in the Model Code regarding their dealings in securities of the Company during the year ended 31 December 2024.

The Board has established written guidelines no less exacting than the Model Code for relevant employees in respect of their dealings in the Company’s securities. The Company has adopted a policy on handling of confidential information, information disclosure and securities dealing, applicable to the Group’s employees when they are in possession of confidential or inside information in relation to the Group. The policy satisfies the requirements under Part XIVA of the Securities and Futures Ordinance. The policy is available on the Company’s intranet and disseminated to the employees.

Board Committees

Five Board Committees, namely Audit Committee, Remuneration Committee, Nomination Committee, Sustainability Committee and Executive Committee, have been established with specific terms of reference. Details of these Board Committees are further provided in this Report. The memberships and terms of reference of the Board Committees are available on the websites of the Company and/or HKEX. Board Committees are required to report to the Board on their decisions and recommendations at Board meetings.

The table below provides membership information of these committees on which the Directors served during the year ended 31 December 2024:

Director	Board Committee				
	Audit Committee	Remuneration Committee	Nomination Committee	Sustainability Committee*	Executive Committee*
Executive Directors					
Victor T K LI		M	M		C
KAM Hing Lam					M
IP Tak Chuen, Edmond				C	M
CHUNG Sun Keung, Davy					M
CHIU Kwok Hung, Justin					M
CHOW Wai Kam, Raymond					M
PAU Yee Wan, Ezra					M
Independent Non-executive Directors					
CHEONG Ying Chew, Henry	C	M		M	
CHOW Nin Mow, Albert ¹	M				
HUNG Siu-lin, Katherine	M	C			
Donald Jeffrey ROBERTS	M		M		
Stephen Edward BRADLEY	M		C	M	
LAM Siu Hong, Donny	M				
LEE Wai Mun, Rose	M				
WONG Yick-ming, Rosanna ²	M				

Notes:

- * also comprises other key personnel
- C Chairperson of the relevant Board Committee
- M Member of the relevant Board Committee
1. Mr. Chow retired as an Independent Non-executive Director and a member of Audit Committee with effect from the conclusion of the annual general meeting held on 23 May 2024.
2. Dr. Wong was appointed as an Independent Non-executive Director and a member of the Audit Committee with effect from 1 June 2024, and was appointed as a member of the Nomination Committee with effect from the conclusion of the Board meeting held on 20 March 2025.



CORPORATE GOVERNANCE REPORT (CONTINUED)

COMPANY SECRETARY

Reporting to the Chairman, the Company Secretary advises the Board on corporate governance and other regulatory compliance matters. The Company Secretary assists the Board with the development and maintenance of a sound and effective corporate governance framework, including robust risk management and internal control systems to reinforce regulatory compliance and good corporate governance practices. The Company Secretary further assists the Board in fostering a strong compliance culture to meet regulatory and shareholder expectations.

The Company Secretary is responsible for keeping the Board abreast of developments in the law, rules and regulations that may affect the Company's business and operations. The Company Secretary also assists the Board in monitoring the Company's compliance with Board procedures and the requirements under the Listing Rules and other applicable law, rules and regulations. From time to time, the Company Secretary organises induction and regular training, and prepares briefing materials for Directors and the management of the Company, to provide them with continuous training on regulatory developments or specific topics of relevance to the business of the Company.

The Company Secretary provides compliance advice to the Board and management in the Company's decision making process, and works closely with the Board, in particular the Executive Directors, and the management in the formulation and implementation of the Company's policies and procedures which reflect the values underlying the Company's corporate culture developed over the years in support of the application of the strategy to achieve the Company's purpose. The Company Secretary assists the Board and the Sustainability Committee in aligning the desired corporate culture with the Company's purpose, values and strategy.

As part of the Company's efforts to maintain effective and meaningful engagement with stakeholders, the Company Secretary, in collaboration with the Executive Directors and the management of the Company, acts as a crucial conduit of communications within the Board, between the Board and the management, between the Board and the Company's business units and departments, and between the Company and its shareholders and other stakeholders. In doing so, the Company Secretary facilitates a good channel of communication between the Company and its shareholders, and also assists and works with the Board and the management in responding to inquiries from the regulators in a timely manner. All Directors have access to the advice and services of the Company Secretary in order to ensure that Board procedures, and all applicable law, rules and regulations, are complied with.

The Company Secretary is supported by the Company Secretarial Department in carrying out her duties and responsibilities. The Company Secretarial Department, under the supervision of the Company Secretary, prepares written resolutions and minutes and keeps records of substantive matters discussed and decisions resolved at all Board and Board Committee meetings. Minutes of all meetings of the Board and Board Committees record in sufficient detail the matters considered and decisions reached by the Board or Board Committees. Draft and final versions of the minutes are sent to all Directors or Board Committee members as appropriate for comments and for their records within a reasonable time after each Board or Board Committee meeting. Such minutes and resolutions are available for inspection by Directors or Board Committee members upon request.

The Company Secretary is an employee of the Company, and a member of the Executive Committee and the Sustainability Committee. The appointment and dismissal of the Company Secretary is subject to the Board's approval. The Company Secretary has confirmed that she has complied with all the required qualifications, experience and training requirements under the Listing Rules as at 31 December 2024.

ACCOUNTABILITY AND AUDIT

Financial Reporting

Directors are provided with a review of the Group's major business activities and key financial information on a quarterly basis. Monthly updates are provided to all members of the Board, for the purpose of providing 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. Sufficient explanation and information is provided to the Board to enable Directors to make an informed assessment of the financial and other information put before the Board for approval.

The Directors acknowledge in writing on an annual basis their responsibility for preparing the financial statements of the Group. With the assistance of the Company's Accounts Department which is under the supervision of its General Manager being a professional accountant, the Directors ensure the financial statements of the Group are prepared in accordance with the statutory requirements and applicable accounting standards, and published in a timely manner. Directors are not aware of any material uncertainties relating to events or conditions that may cast significant doubts upon the Company's ability to continue as a going concern. The statement by the auditor of the Company regarding its reporting responsibilities on the Consolidated Financial Statements of the Group is provided in the Independent Auditor's Report on pages 175 to 179.

The Board presents a clear, balanced and understandable assessment of the Group's performance and financial position in the Group's annual and interim reports and other financial disclosures required by the Listing Rules, and in other reports to the regulators or information disclosed under applicable statutory requirements. The Board is aware of and updated with the requirements under the applicable rules and regulations about timely disclosure of information or matters regarding the Company and will authorise the publication of such announcements as and when the occasion arises. The relevant responsible departments and business units work closely and in consultation with professional advisers to review the materiality and sensitivity of transactions and proposed transactions and advise the Board accordingly.

The Company issues half-yearly financial results within two months after the end of the relevant period, and annual financial results within three months after the end of the relevant year. All significant transactions and inside information are 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.

CORPORATE GOVERNANCE REPORT (CONTINUED)

Given regular Board meetings are held quarterly to review major business and financial information, 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 incur costs disproportionate to any additional benefits to the shareholders. The Company considers that quarterly financial reports may not fairly reflect the actual performance of the Company given that the development cycle of property projects often spans several years.

Audit Committee

The Audit Committee comprises seven members, all of whom are Independent Non-executive Directors, with more than one of the members possessing appropriate professional qualifications, or accounting or related financial management expertise. No members of the Audit Committee are former partners of the existing auditing firm of the Company who have ceased to be partners of such firm or ceased to have financial interest in such firm for less than two years.

The Audit Committee is chaired by Mr. Cheong Ying Chew, Henry with Ms. Hung Siu-lin, Katherine, Mr. Donald Jeffrey Roberts, Mr. Stephen Edward Bradley, Mr. Lam Siu Hong, Donny, Ms. Lee Wai Mun, Rose and Dr. Wong Yick-ming, Rosanna (appointed on 1 June 2024) as members. The Audit Committee held four meetings in March, May, August and November of 2024. The Company’s external auditor was invited to attend the meetings held in March, August and November of 2024. During the year ended 31 December 2024, the Audit Committee held two private sessions with the external auditor and internal auditor respectively without the presence of management. Attendance record of the members of the Audit Committee in 2024 is as follows:

Members of the Audit Committee	Audit Committee Meetings Attended/ Eligible to Attend
CHEONG Ying Chew, Henry (<i>Chairman</i>)	4/4
CHOW Nin Mow, Albert ¹	0/2
HUNG Siu-lin, Katherine	4/4
Donald Jeffrey ROBERTS	4/4
Stephen Edward BRADLEY	4/4
LAM Siu Hong, Donny	4/4
LEE Wai Mun, Rose	3/4
WONG Yick-ming, Rosanna ²	2/2

Notes:

- 1. Mr. Chow retired as an Independent Non-executive Director with effect from the conclusion of the annual general meeting held on 23 May 2024.
- 2. Dr. Wong was appointed as a member of the Audit Committee with effect from 1 June 2024. Two meetings were held in 2024 after her appointment.

Minutes of the Audit Committee meetings are kept by the Company Secretary. Draft minutes of the meetings of the Audit Committee are circulated to members within a reasonable time after each meeting for their review and comments and the signed minutes are shared with the members for reference.

The terms of reference of the Audit Committee are updated from time to time in accordance with the provisions set out in the CG Code and are available on the websites of the Company and HKEX. Under the Audit Committee’s terms of reference, the role of the Audit Committee is to assist the Board in fulfilling its duties through the review and supervision of the Company’s financial reporting, risk management and internal control systems and to take on any other responsibility as may be delegated by the Board from time to time. Audit Committee is responsible for overseeing the Group’s financial reporting, risk management and internal control systems, monitoring the integrity of the Group’s financial information, overseeing the relationship with the external auditor of the Company, reviewing the arrangements that the Company’s employees may use, in confidence and anonymity, to raise concerns about possible improprieties and ensuring proper arrangements are in place for fair and independent investigations and follow-up actions, and performing corporate governance functions delegated by the Board. The Audit Committee is provided with sufficient resources to perform its duties. The Company Secretary arranges independent professional advice for the Audit Committee at the expense of the Company should the seeking of such advice be considered necessary by the Audit Committee.

In 2024, the Audit Committee discharged the duties and responsibilities under the terms of reference and the CG Code. The following is a summary of the work of the Audit Committee during 2024:

- 1. Reviewed the financial reports for 2023 annual results and 2024 interim results, and unaudited financial results for the first quarter and the third quarter of 2024;
- 2. Reviewed the findings and recommendations of the Internal Audit Department of the Company on the work of various departments and related companies and updates on remedial actions, as appropriate;
- 3. Reviewed the effectiveness of the risk management and internal control systems;
- 4. Reviewed the external auditor’s audit findings;
- 5. Reviewed the external auditor’s remuneration;
- 6. Reviewed the risks of different business units and analysis thereof provided by the relevant business units and the Internal Audit Department;
- 7. Reviewed the control mechanisms for such risks and the action plans for improvement of the situations;
- 8. Reviewed the arrangements employees can use, in confidence and anonymity, to raise concerns about possible improprieties in financial reporting, internal control or other matters;
- 9. Reviewed the following internal policies and corporate governance practices:

Corporate governance policies (“Corporate Governance Policies”):

- (a) Anti-Fraud and Anti-Bribery Policy;
- (b) Anti-Money Laundering Policy;
- (c) Board Diversity Policy;
- (d) Competition Compliance Policy;



CORPORATE GOVERNANCE REPORT (CONTINUED)

- (e) Director Nomination Policy;
- (f) Employee Code of Conduct;
- (g) GenAI Use Policy;
- (h) Information Security Policy;
- (i) Media, Public Engagement and Donation Policy;
- (j) Model Code for Securities Transactions by Directors;
- (k) Policy on Appointment of Third Party Representatives;
- (l) Policy on Handling of Confidential Information, Information Disclosure, and Securities Dealing;
- (m) Privacy Policy and Personal Information Collection Statement;
- (n) Sanctions Compliance Policy;
- (o) Shareholders Communication Policy; and
- (p) Whistleblowing Policy – Procedures for Reporting Possible Improprieties;

Sustainability Policies:

- (q) Anti-Harassment Policy;
 - (r) Biodiversity Policy
 - (s) Corporate Social Responsibility Policy;
 - (t) Environmental Policy;
 - (u) Health and Safety Policy;
 - (v) Human Rights Policy;
 - (w) Modern Slavery & Human Trafficking Statement;
 - (x) Supplier Code of Conduct;
 - (y) Sustainable Building Guidelines; and
 - (z) Workforce Diversity Policy; and
10. Reviewed revisions of the following Corporate Governance Policies:
- (a) Model Code for Securities Transactions by Directors; and
 - (b) Shareholders Communication Policy.

At the meeting of the Audit Committee held in March 2025, the Audit Committee:

1. Noted, after due and careful consideration of reports from the management and the internal and external auditors, that no suspected fraud or irregularities, significant internal control deficiencies, or significant suspected infringement of laws, rules, or regulations had been found, and concluded that the risk management and internal control systems were adequate and effective;

2. Reviewed the Group's 2024 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 and external auditors, 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 2024 complied with the applicable accounting standards and Appendix D2 to the Listing Rules. The Audit Committee therefore resolved to recommend for the Board's approval the consolidated financial statements for the year ended 31 December 2024;
3. Noted the fees for (i) audit services, (ii) tax services and (iii) advisory services provided by the external auditor of the Company for the year ended 31 December 2024 amounted to approximately HK\$47 million, HK\$4 million and HK\$26 million, respectively; and, in this respect, received confirmation from Messrs. Deloitte Touche Tohmatsu ("Deloitte"), the Company's external auditor, that Deloitte is independent in accordance with The Code of Ethics for Professional Accountants issued by The Hong Kong Institute of Certified Public Accountants;
4. Resolved to recommend to the Board the re-appointment of Deloitte as the Company's external auditor for 2025 and that the related resolution be put forth for shareholders' consideration and approval at the 2025 annual general meeting;
5. Reviewed the Annual Report 2024;
6. Reviewed and confirmed satisfaction of the following corporate governance functions, as delegated by the Board and provided in the terms of reference of the Audit Committee:
 - (a) Develop and review the Company's policies and practices on corporate governance and make recommendations to the Board;
 - (b) Review and monitor the training and continuous professional development of Directors and senior management;
 - (c) Review and monitor the Company's policies and practices on compliance with legal and regulatory requirements;
 - (d) Develop, review and monitor the code of conduct and compliance manual (if any) applicable to employees and Directors; and
 - (e) Review the Company's compliance with the CG Code and disclosure in the Corporate Governance Report; and
7. Reviewed revisions of Anti-Fraud and Anti-Bribery Policy and Shareholders Communication Policy.

The Whistleblowing Policy is in place for employees and those who deal with the Group (e.g. customers and suppliers) to raise concerns, in confidence and anonymity, with the Audit Committee about possible improprieties in matters of financial reporting, internal control or other matters relating to the Group. Such procedures are included in the Company's Employee Handbook and available on the Company's website.

CORPORATE GOVERNANCE REPORT (CONTINUED)

RISK MANAGEMENT AND INTERNAL CONTROL

The Group strives to maintain high standards of corporate governance. During 2024, the Group reviewed its risk management framework and processes and implemented relevant enhancement measures resulting from such exercise. In particular, the Group has developed, approved and implemented an enterprise risk management (“ERM”) system (the “ERM System”), which is defined in and supported by a risk management policy (the “RM Policy”). It is a robust internal control system that is designed to provide reasonable assurance on the prevention, detection and handling of any material misstatement or loss and to manage the risk of failure in operating systems and in the achievement of its objectives. It is acknowledged that the assurance provided by the ERM System is not absolute and cannot eliminate such risk completely.

A Risk Management Taskforce (“RMTF”) has been established and is the decision-making body for the operation of the ERM System.

The ERM System defines the roles and responsibilities within the Group for risk management activity and describes the methodology and approach to risk identification and assessment that the Group has adopted. The ERM System also contains the established protocols for the communication of risks and measures to address such risks. The Board is ultimately responsible for determining and evaluating the risks that it is willing to take in achieving the Group’s objectives, ensuring effective risk management and internal control systems are established and maintained, and overseeing these systems on an ongoing basis. The Group’s management is responsible for designing, implementing and monitoring the Group’s risk management and internal control systems. They also consider and assess the adequacy of resources, staff qualifications and experience, training programmes, and budgets of the Group’s accounting, internal audit, financial reporting functions, as well as those relating to the Group’s ESG performance and reporting.

In addition to complying with the CG Code, the Group strives to enhance the communication of information on risk and controls across different levels and departments/functions/overseas subsidiaries within the Group for the purpose of enhancing accountability in the business operations.

The RM Policy also provides direction to management within the Group for applying consistent risk management practices in which the Group’s significant risks (including ESG risks) are identified, prioritised and addressed. It also serves to provide continuity in the Group’s risk management activities, by facilitating transitions as turnover of staff may take place.

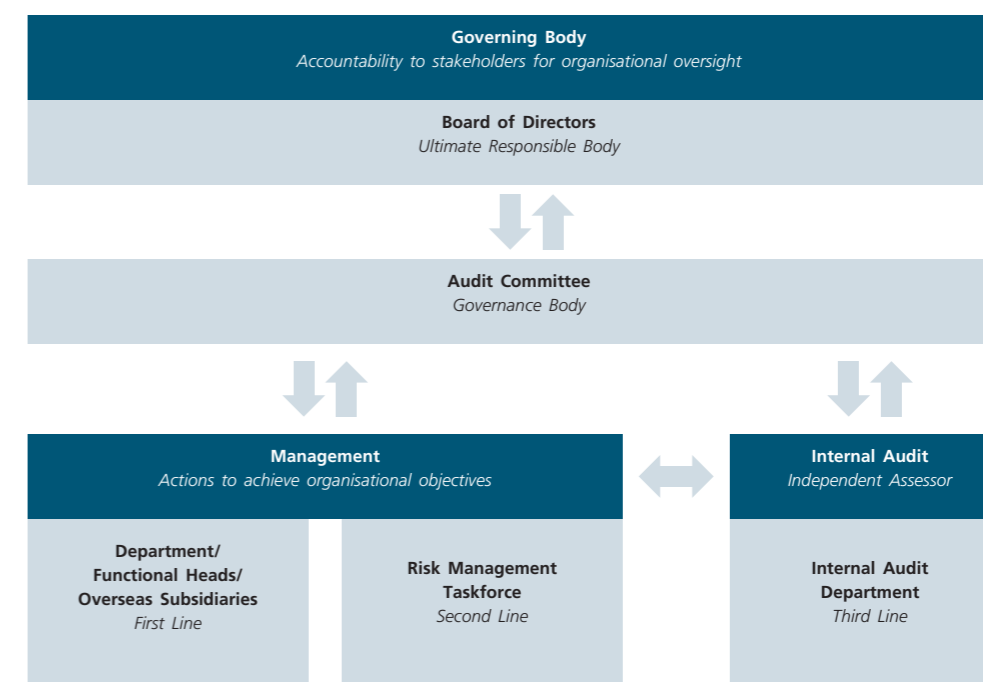
Overall, risk management activity is a key element of our corporate governance practices. The Group recognises that effective risk management is essential to the financial and operational success of the Group. The Group is committed to the continuous improvement of its risk management and internal control systems and will continue to conduct regular reviews to ensure that they are effective and appropriate, especially as business conditions and the organisation develop.

A “Top-Down” approach is adopted in the Group’s risk management system. This is manifested by strong oversight exercised by the Board, the Audit Committee, the RMTF and department heads in the establishment and maintenance of the ERM System.

The terms of reference of the Audit Committee include the responsibility for the oversight of the Group’s risk management and internal control systems, as delegated by the Board. The RM Policy has been endorsed by the Audit Committee.

Governance Structure for Enterprise Risk Management

The governance structure for our ERM System is as shown below:



Note:

Accountability, reporting
 Delegation, direction, resources, oversight
 Alignment, communication

CORPORATE GOVERNANCE REPORT (CONTINUED)

The Board has overall responsibility for maintaining sound and effective risk management and internal control systems for the Group including, but not limited to:

- Setting and communicating the Group's strategies and objectives;
- Overseeing the Group's ERM System and activities, including internal controls, on an ongoing basis, having overall accountability for the effectiveness thereof;
- Evaluating and providing direction to the Group on the nature and extent of the risks that shall be taken to achieve the Group's strategic objectives (i.e. setting the risk appetite);
- Ensuring a review of the effectiveness of the Group's ERM System and material financial, operational and compliance controls is conducted at least annually, considering any relevant significant failings or weaknesses identified therefrom, their impact and how they are being addressed;
- Reviewing changes in the nature and extent of significant risks (including ESG risks) from the last annual review and the Group's ability to respond to these risks and to changes in its business and external environment; and
- Reviewing the scope and quality of management's ongoing monitoring of risks (including ESG risks) and internal controls, the extent and frequency of communication of the results of risk monitoring to the Board.

The Audit Committee plays a vital role in overseeing the ERM System on behalf of the Board, including by way of:

- Reviewing and approving the RM Policy and subsequent changes that are requested or required;
- Reviewing, on behalf of the Board, the Group's ERM System and internal controls with the RMTF and the Internal Audit Department on at least an annual basis to ensure that management has fulfilled its duties of establishing and maintaining an effective ERM system and internal controls;
- Reviewing the results of the annual risk assessment, including changes in the nature, and extent of significant risks (including ESG risks) since the last review and the Group's ability to respond to changes in these risks, and in its business and the external environment;
- Reviewing any enhancements to the ERM System proposed by the RMTF;
- Assessing the extent and frequency of the communication of the monitoring results to the Board and the Audit Committee, and of the effectiveness of the ERM System as well as the processes for financial reporting and for achieving compliance with Listing Rules;
- Considering the results of any investigation into the Group's risk management practices and internal controls, as delegated by the Board or as performed on its own initiative, and considering management's responses to the findings of such investigations;
- Identifying key risk issues that might require the Board's attention and reporting on the same accordingly;
- Performing an annual review on the adequacy of budgets and resources, the qualifications and experience of the management and staff, and the quality of the training program, in order to ensure that there is sufficient coverage of the Group's key risk issues; and
- Reviewing reports from the external auditor, Deloitte, on internal controls and relevant financial reporting matters, in addition to management's review.

The RMTF is the decision-making body of the ERM System. It is chaired by an Executive Director and comprises delegates of the Executive Directors and representatives from different functions of the Group, so as to provide effective coverage of the Group as a whole. The RMTF is responsible for the following:

- Assisting the Board and the Audit Committee with overseeing the ERM System and its implementation;
- Making decisions relating to the design or modification of the ERM System, i.e. risk assessment approach/methodology;
- Ensuring that a risk management culture is fostered and developed and that the ERM System is embedded over time into the Group's daily operations;
- Performing ad hoc reviews of the ERM System, as needed;
- Resolving and aligning any risk management practices and activities of different departments/functions/overseas subsidiaries that are inconsistent;
- Ensuring that departments/functions/overseas subsidiaries of the Group commit sufficient resources to carrying out risk management activities in accordance with the RM Policy;
- Reviewing and approving the Risk Inventory (which covered the operational, compliance, and ESG risks) produced as part of the annual risk assessment process performed by Functional Heads and which summarises all key strategic, financial, operational and compliance risks identified;
- Reviewing the results of the annual risk assessment and submitting these results to the Audit Committee for review; and
- Proposing enhancements to the ERM System, including those required to fulfill any changes in regulatory requirements, and submitting these proposed endorsements to the Audit Committee for review.

The Internal Audit Department acts as an independent assessor of the ERM System. In maintaining a sound ERM System, the Internal Audit Department's major responsibilities include but are not limited to the following:

- Carrying out independent assessments of the adequacy and effectiveness of the Group's ERM System;
- Acting as an advisory member of the RMTF advising on matters such as the design, implementation and development of the ERM System, risk assessment practices, etc.;
- Reporting to the Audit Committee on the results of its independent assessments, the scope, frequency and timing of which are subject to the discretion of the Audit Committee; and
- Providing administrative support in relation to the Group's risk assessment process.

On top of the above responsibilities, the Internal Audit Department also provides an independent appraisal of the Group's financial and operating activities, and makes constructive recommendations to the relevant management regarding actions necessary to be taken to address any areas for improvement.

CORPORATE GOVERNANCE REPORT (CONTINUED)

The Internal Audit Department carries out an annual risk assessment of the Group's operations and derives a yearly audit plan based on the risk ratings of various auditable areas. The audit plan is reviewed and endorsed by the Audit Committee before execution. In addition to its agreed schedule of work derived from this plan, the Internal Audit Department conducts other review and investigative work as may be required. The results of internal audit reviews and agreed management action plans in response to the Internal Audit Department's recommendations are reported to the Executive Directors and Audit Committee periodically. The Internal Audit Department also follows up with the management regarding the implementation of the agreed action plans, to ensure that internal controls are continuously enhanced.

Department/Functional Heads/Overseas Subsidiaries and their delegates are responsible for managing risks during their day-to-day operations. Their major responsibilities include, but are not limited to, the following:

- Operating in a manner that is consistent with the Group's risk appetite;
- Embedding appropriate risk management processes and practices into day-to-day operations and fostering a risk culture within the departments/functions under their responsibilities;
- Supporting and participating in the implementation of the ERM System;
- Attending risk assessment meetings and other risk management-related meetings upon the request of the RMTF;
- Identifying and assessing risks (including ESG risks) associated with business activities (including new business) within their own departments/functions;
- Participating in the Group's control self-assessment process (which is performed semi-annually), in order to assess the effectiveness of controls over the reliability of financial reporting, the effectiveness and efficiency of operations, compliance with applicable laws and regulations as well as mitigation of the Group's risks;
- Preparing operational budgets and seeking the approval of the responsible Executive Director for the same, as well as complying with processes for appraising, reviewing and approving major capital and recurrent expenditure;
- Reporting the results of operations against budgets to the Executive Directors on a regular basis; and
- Developing and implementing risk action plans to address key risks in systems, processes and controls which are assessed as being ineffective.

Enterprise Risk Assessment Methodology

The Group adopted the Committee of Sponsoring Organisations of the Treadway Commission's ERM Framework in establishing the ERM System which illustrates the key components of any ERM system necessary for managing risks.

Our ERM activity is integrated into our business and decision-making processes, including the formulation of strategic objectives, business planning and development and daily operations.

The Group's methodology for risk assessment comprises four core stages as shown below.



It mainly involves:

a) Risk Identification

Department/Functional Heads/Overseas Subsidiaries identify risks in the operations for which they are responsible as well as such risks which they believe are relevant to the Group as a whole. All the identified risks are consolidated into a risk inventory.

b) Risk Assessment

Risks in the Risk Inventory are evaluated by a range of senior individuals from the Group using predefined risk assessment criteria associated with two risk dimensions – (i) impact of each risk on the Group; and (ii) the Group's vulnerability to each risk. The risk scoring and prioritisation process is then performed.

c) Risk Response

The prioritised risk ranking is then submitted to the Internal Audit Department for use in preparing the internal audit plan for the upcoming financial year and to the RMTF for review. Risk Owners are assigned for each selected risk, with more significant risks being assigned to more senior individuals. Risk Owners also formulate risk mitigation plans relating to their areas of responsibility for the significant risks identified.

CORPORATE GOVERNANCE REPORT (CONTINUED)

When determining appropriate risk mitigation plans, four types of risk responses are generally adopted:

- **Acceptance:** Risks are considered immaterial and are therefore accepted, based on the Group's risk appetite. No action is considered necessary.
- **Reduction:** Risks cannot be considered immaterial and actions, such as implementing more effective controls, have to be taken to reduce their potential impact, and the Group's vulnerability to such risks, to an acceptable level.
- **Sharing:** Risks cannot be considered immaterial and the Group itself cannot effectively reduce them to an acceptably low level in isolation. Therefore, a portion of the risks have to be transferred to, or shared with, other parties (by insurance, outsourcing, etc.).
- **Avoidance:** Risks are so significant that there are no means, either through reduction or sharing, of mitigating them to acceptable levels without incurring excessive costs. Therefore, activities giving rise to such risks should be avoided.

Such plans are reviewed and approved by the RMTF. The Internal Audit Department incorporates the finalised risk ranking account into its internal audit plan and revises this plan as needed. The revised internal audit plan will then be submitted to the Audit Committee for approval.

d) Risk Monitoring and Reporting

Risk monitoring and reporting are key components of the ERM System as they enable the Board, the Audit Committee, the RMTF and Department/Functional Heads/Overseas Subsidiaries to determine whether the ERM System is functioning effectively and whether risks are being properly addressed. This includes ensuring that risks are identified, prioritised and communicated to those responsible for taking action to address them, and that such actions have been taken and are operating effectively.

Risk Owners monitor the implementation and effectiveness of the risk mitigation plans for which they are responsible. They provide periodic updates to the RMTF on the progress of the implementation of the risk mitigation plans and on the performance of these plans, according to the frequency specified in each plan. Risk management monitoring activities and the effectiveness of the implementation of risk mitigation plans are reviewed by the Internal Audit Department and are included in its internal audit plans.

Communication of Risk Events

Where risk events arise, our communication, both within the Group and to external parties, is an integral part of the ERM System. To enable the Group to make appropriate decisions and responses to mitigate or address any risk event, relevant information on the incident is communicated by and to the right functions and individuals, completely and accurately, and in a timely manner.

The Group has put in place written procedures relating to the handling of confidential and inside information, including Price Sensitive Information in accordance with Hong Kong laws and regulations, and the requirements for communication of information on risk events specified above. These procedures are posted on the Group's intranet and disseminated to all employees of the Group.

In addition, various functions in the Group have established practices and protocols for the escalation and handling of crisis level events, involving the Executive Directors, key personnel and the Corporate Affairs Department, etc., as appropriate. Group personnel refer to their functional/departamental leadership their requirement for further information or guidance relating to the crisis management practices and protocols that are relevant to them.

Review of the Effectiveness of the Enterprise Risk Management System and Internal Control

As mentioned above, the Board is ultimately responsible for the Group's risk management and internal control systems and the related effectiveness review.

The Internal Audit Department conducts ongoing independent assessments of the Group's risk management and internal control systems, including those of its subsidiaries, and reports on these assessments to the Audit Committee. The Audit Committee also reviewed the effectiveness of the Group's risk management and internal control systems and reported on these reviews to the Board for the financial year.

For the year ended 31 December 2024, the Board has received confirmation from management on the effectiveness of the risk management and internal control systems. The Board and its Audit Committee considered the risk management and internal control systems to be effective and adequate. They also considered the adequacy of resources, staff qualifications and experience, training and budgets of accounting, internal audit and financial reporting functions, as well as those relating to the Group's ESG performance and reporting. No significant areas of concern that might affect our stakeholders, including our shareholders, were identified during the year ended 31 December 2024.

Legal and Regulatory Compliance

The Group is committed to maintaining high standards of business integrity, honesty and transparency in all its business dealings. In addition to the ERM system and other risk management and internal control measures discussed above, the Company has adopted, and regularly reviews, its comprehensive set of corporate governance policies and sustainability policies, which provide frameworks and directions at the Group level on corporate governance and sustainability-related matters. Business units and operating subsidiaries also develop additional implementation policies and practices that better suit their specific business and operating circumstances.

The Group adopts a "zero tolerance" approach to bribery, corruption and fraud of any kind. Relevant Corporate Governance Policies (e.g. the Anti-Fraud and Anti-Bribery Policy, Anti-Money Laundering Policy, the Employee Code of Conduct and the Whistleblowing Policy etc.) are in place and available to employees for their attention and adherence for promotion and support of the anti-corruption laws and regulations. In addition to the specific requirements included in the contracts with suppliers for compliance with local laws and regulations, the Supplier Code of Conduct requests that the appointed suppliers maintain the ethical standards which align with the compliance requirements and practices as provided therein. Tailor-made internal seminars and workshops are held from time to time with the assistance of regulators, legal professionals and other experts to provide employees with training on the latest development of the legal and regulatory requirements in relation to anti-corruption and other legal compliance issues.

CORPORATE GOVERNANCE REPORT (CONTINUED)

The Group is subject to the Listing Rules, the Codes on Takeovers and Mergers and Shares Buy-backs, the Securities and Futures Ordinance, the Companies Ordinance, the Cayman Islands Companies Act and other applicable law, rules and regulations. The Group is committed to conducting its businesses in compliance with the applicable local and international law, rules and regulations. During the year of 2024, the Board is not aware of any legal or regulatory non-compliance by the Directors or employees of the Group which might have significant impact on the Group.

NOMINATION OF DIRECTORS

Nomination Committee

A majority of the members of the Company’s Nomination Committee are Independent Non-executive Directors. The Nomination Committee is chaired by Mr. Stephen Edward Bradley, an Independent Non-executive Director with two other Independent Non-executive Directors, Mr. Donald Jeffrey Roberts and Dr. Wong Yick-ming, Rosanna* and the Chairman and Managing Director, Mr. Victor T K Li, as members.

The terms of reference of the Nomination Committee follow closely the requirements of the CG Code and are available on the websites of the Company and HKEX. The principal responsibilities of the Nomination Committee are:

- i. to review at least once annually the structure, size, diversity profile and skills matrix of the Board and the needs of the Board and make recommendation on any proposed changes to the Board to complement the Board to achieve the Group corporate strategy as well as promote shareholder value;
- ii. to identify suitable director candidates and select or make recommendation to the Board on the selection of individuals to be nominated as Directors;
- iii. to assess the independence of Independent Non-executive Directors having regard to the criteria under the Listing Rules;
- iv. to make recommendation to the Board on the appointment or re-appointment of Directors and succession planning for Directors; and
- v. to review the Director Nomination Policy and the Board Diversity Policy of the Company periodically and make recommendation on any proposed revisions to the Board.

A meeting of the Nomination Committee was held in March 2024. Attendance record of the members of the Nomination Committee in 2024 is as follows:-

Members of the Nomination Committee*	Nomination Committee Meeting(s) Attended/ Eligible to Attend
Stephen Edward BRADLEY (Chairman)	1/1
Victor T K LI	1/1
Donald Jeffrey ROBERTS	1/1

* Dr. Wong Yick-ming, Rosanna was appointed as a member of Nomination Committee with effect from the conclusion of the Board meeting held on 20 March 2025.

The following is a summary of the work of the Nomination Committee during 2024:

- 1. Reviewed the structure, size, diversity profile and skills matrix of the Board and the needs of the Board, and made recommendation to the Board on the appointment of Dr. Wong Yick-ming, Rosanna as an Independent Non-executive Director;
- 2. Facilitated the Board in the conduct of the selection and nomination process, including identify suitable candidates for consideration by the Board;
- 3. Assessed the independence of the Independent Non-executive Directors having regard to the criteria under the Listing Rules;
- 4. Made recommendation to the Board on the re-election of Directors at the 2024 annual general meeting; and
- 5. Reviewed the implementation and effectiveness of the Director Nomination Policy and the Board Diversity Policy and made recommendations on any proposed revision to the Board, where applicable.

In March 2025, the Nomination Committee has assessed each Director’s time commitment and contribution to the Board, as well as the Director’s ability to discharge his/her responsibilities effectively, taking into account professional qualifications and work experience, existing directorships in Hong Kong listed issuers and other significant external time commitments of such director and other factors or circumstances relevant to the director’s character, integrity, independence and experience.

The Nomination Committee is provided with sufficient resources to perform its duties. The Nomination Committee is empowered by the Board to seek information they require from the management of the Company in order to perform their duties and to have access to independent professional advice at the Company’s expense, through the Company Secretary, where necessary.

Nomination Procedures and Board Diversity

The Board recognises the importance of Board refreshment, which brings in new perspectives and ideas to the Board and the Group. The Nomination Committee is responsible for regular review of the Board composition and succession planning for Directors and makes recommendations on changes to the Board, taking the Company’s corporate strategy and shareholder value into account.

The Nomination Committee, with delegated responsibility, establishes the policy and procedures for nomination of directors, and determines the process and criteria to select and recommend candidates for directorship. The nomination process has been, and will continue to be, conducted in accordance with the Director Nomination Policy and the Board Diversity Policy. Such policies are available on the website of the Company. The Board, through and by the Nomination Committee, reviews from time to time (and at least once annually) these policies and monitors their implementation to ensure continued effectiveness and compliance with regulatory requirements and good corporate governance practices.

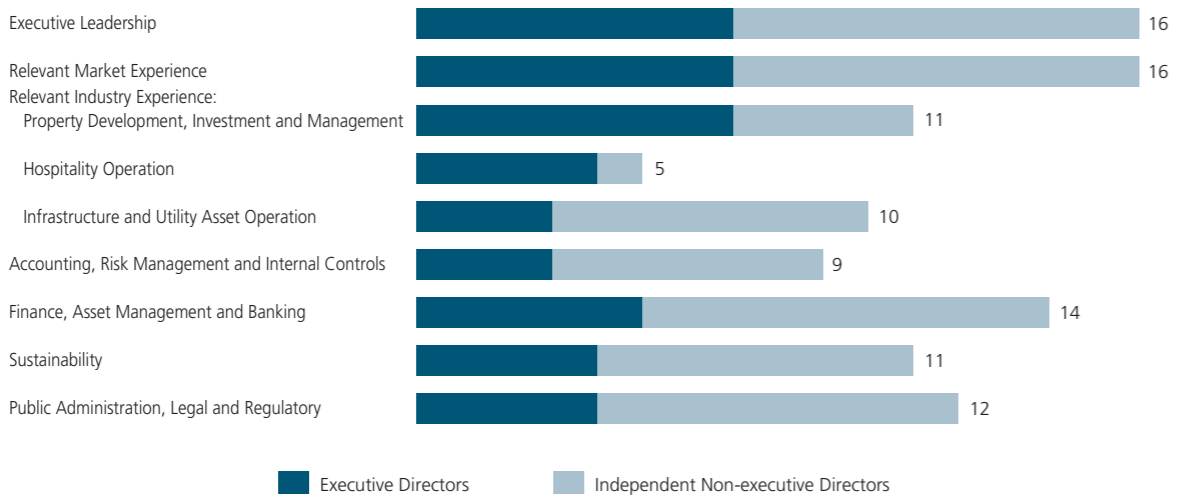


CORPORATE GOVERNANCE REPORT (CONTINUED)

The Company’s Director Nomination Policy sets out the approach and procedures the Board adopts for the nomination and selection of suitable director candidates, including the appointment of additional Directors, replacement of Directors and re-election of Directors.

- 1. The Nomination Committee, from time to time, identifies, assesses, selects and nominates suitable director candidates to the Board for it to consider for appointment. In the determination of the suitability of a candidate, the Nomination Committee considers the potential contributions a candidate can bring to the Board in terms of qualifications, skills, experience, expertise, independence, age, culture, ethnicity and gender diversity, and in particular considers whether and how the candidate’s attributes may be complementary to the Board as a whole, and the candidate’s commitment, motivation, integrity and such other factors that it may consider appropriate for a position on the Board. The Board takes into consideration the benefits of a diversified Board when selecting Board candidates. The ultimate responsibility for the selection and appointment of Directors rests with the Board as a whole.
- 2. If the Nomination Committee determines that an additional or replacement Director is required, it will deploy multiple channels for identifying suitable director candidates. Where a retiring Director, being eligible, offers himself/herself for re-election, the Nomination Committee will, if appropriate, make a recommendation to the Board for its consideration, for such retiring Director to stand for re-election at a general meeting. A circular containing the requisite information on such retiring Director will be sent to shareholders prior to a general meeting in accordance with the Listing Rules. Shareholders of the Company may nominate a person to stand for election as a Director at a general meeting in accordance with the Articles and applicable laws and regulations. The procedures for such proposal are available on the website of the Company.

As at 31 December 2024, the Board comprises seven Executive Directors and nine Independent Non-executive Directors. A skills matrix setting out details of the mix of skills of the Board is provided below:-



As provided in the Company’s Board Diversity Policy, the Board takes the following approach to achieving diversity on the Board appropriate for the Company’s purpose, values, strategy and corporate culture.

- 1. The Company recognises the benefits of a Board that possesses a balance of skill set, experience, expertise and diversity of perspectives appropriate for the strategies of the Company. The Company believes that board diversity enhances decision-making capability and thus the overall effectiveness of the Board in achieving sustainable business operation and enhancing shareholder value.
- 2. The Company takes into consideration the benefits of various aspects of diversity, including gender, age, culture, ethnicity, education background, professional experience and other factors that may be relevant from time to time towards achieving a diversified Board.
- 3. Appointment to the Board is based on merit and attributes that the selected candidate will bring to the Board to complement and expand the competencies, experience and perspectives of the Board as a whole, taking into account the corporate strategy of the Company.
- 4. The Nomination Committee is responsible for reviewing the structure, size, diversity profile and skills matrix of the Board, selecting individuals to be nominated as Directors, reviewing succession plan of Directors, and making recommendation on these matters to the Board for approval. The Company is mindful of having an appropriately structured recruitment, selection and training programme at appropriate levels so as to identify and prepare suitable talents for Board positions.

In June 2024, one additional female Independent Non-executive Director was appointed to the Board. There are currently six female Directors, representing about 37.5% of the Board. However, the Board is of the view that gender should not be the only driving factor in considering a candidate to the Board. The Company would follow the Board Diversity Policy and the Director Nomination Policy to take into account various factors to identify suitable candidates for appointment to the Board, and may adjust the proportion of female directors over time as and when appropriate. As at 31 December 2024, the gender ratio of the Company’s key personnel (including the Directors) is 39% female and 61% male. The gender diversity of the Group’s workforce as at the end of 2024 is balanced (approximately 51% female: 49% male). The Company seeks to maintain gender diversity at the workforce.

Rotation of Directors

All Directors (including Independent Non-executive Directors) are subject to retirement by rotation at least once every three years. Retiring Directors are eligible for re-election by shareholders at general meetings in accordance with the Company’s Articles and the CG Code. Each Director who is subject to retirement by rotation will be appointed by a separate resolution at the Company’s annual general meeting.

CORPORATE GOVERNANCE REPORT (CONTINUED)

Where a retiring Director, being eligible, offers himself/herself for re-election at the annual general meeting, the Nomination Committee will consider and, if appropriate, recommend to the Board that such retiring Director be recommended for re-election by the shareholders at the forthcoming annual general meeting. When formulating such recommendations, the Nomination Committee will take into consideration the Company’s Articles, Director Nomination Policy and Board Diversity Policy, as well as, in the case of a retiring Independent Non-executive Director, his/her biographical details and diversity profile, and the contributions and independent view he/she can bring to the Board. A member of the Nomination Committee abstains from voting on the resolutions of the Nomination Committee for considering his/her own nomination.

Each retiring Independent Non-executive Director eligible for re-election at the annual general meeting makes a confirmation of independence taking into account the independence factors set out in Rule 3.13 of the Listing Rules. The Board has opined in its circular for 2025 annual general meeting that the retiring Independent Non-executive Directors, eligible for re-election, namely Mr. Stephen Edward Bradley, Mrs. Kwok Eva Lee, Mr. Lam Siu Hong, Donny and Dr. Wong Yick-ming, Rosanna, meet the independence factors set out in Rule 3.13 of the Listing Rules and are independent.

The Board assesses a Director’s independence on a case-by-case basis with reference to the Director’s business acumen, experience in related industries, professional qualification, international business exposure and the nature of the businesses of the Company. The Board considers that a Director’s independence should not be defined by his/her tenure on the Board. A Director who has over time gained in-depth insight into the Company’s operations and its markets are well-positioned to offer his/her perspective and advice for discussions on the Board and that he/she can bring valuable contribution to the Company with comprehensive understanding of the operations of the Company.

The Nomination Committee has taken into account the respective contributions of the retiring Independent Non-executive Directors to the Board and their commitment to their roles as Independent Non-executive Directors. The retiring Independent Non-executive Directors have demonstrated their ability to provide independent views to the Company’s matters and have brought in fresh perspectives, skills and knowledge gained from their other directorships and appointments on an ongoing basis. The Nomination Committee is satisfied that each of the retiring Independent Non-executive Directors possesses the required integrity and the wealth of skills, knowledge and experience that have enabled them to continue contributing meaningfully and objectively to the Board as an Independent Non-executive Director and the independence of each of the retiring Independent Non-executive Director from the management has not been impaired by the years of service. Based on the biographical information disclosed to the Company, none of the retiring Independent Non-executive Directors holds seven or more listed company directorships. During their tenure as Independent Non-executive Directors, none of the retiring Independent Non-executive Directors has been involved in the daily management of the Company nor has been financially dependent on the Company which would materially interfere with the exercise of independent judgement. There is no evidence that their tenure has compromised their continued independence.

The nomination of the retiring Directors has been made in accordance with the Director Nomination Policy of the Company. The Nomination Committee is of the view that the retiring Directors are appropriate to stand for re-elections and that their re-appointments will enhance the Board’s diversity and performance, and accordingly recommends them for re-election at the forthcoming annual general meeting. The Nomination Committee member being one of the retiring Directors abstained from voting at the Nomination Committee meeting regarding his nomination.

The Board, having considered the recommendation of the Nomination Committee, is of the view that the retiring Directors are able to continue to generate significant contributions to the Company and the shareholders as a whole, and has accepted the nomination by the Nomination Committee and recommends the retiring Directors stand for re-election by the shareholders at the forthcoming annual general meeting. The Board considers that the re-election of the retiring Directors as Directors is in the best interest of the Company and the shareholders as a whole. The retiring Directors abstained from voting at the Board meeting regarding their respective nominations.

As at 31 December 2024, Mr. Cheong Ying Chew, Henry and Ms. Hung Siu-lin, Katherine have been serving the Board as Independent Non-executive Directors for more than nine years.

REMUNERATION OF DIRECTORS

Remuneration Committee

A majority of the members of the Company’s Remuneration Committee are Independent Non-executive Directors. The Remuneration Committee is chaired by Ms. Hung Siu-lin, Katherine, an Independent Non-executive Director, with another Independent Non-executive Director, Mr. Cheong Ying Chew, Henry, and the Chairman and Managing Director, Mr. Victor T K Li as members.

As reported in the last corporate governance report, a meeting of the Remuneration Committee was held in January 2024. Since the publication of the Annual Report 2023 in April 2024, a meeting of the Remuneration Committee was held in January 2025. Attendance record is as follows:

Members of the Remuneration Committee	Remuneration Committee
	Meeting(s) Attended/ Eligible to Attend
HUNG Siu-lin, Katherine (<i>Chairperson</i>)	1/1
Victor T K LI	1/1
CHEONG Ying Chew, Henry	1/1

The terms of reference of the Remuneration Committee are available on the websites of the Company and HKEX. The Board reviewed the terms of reference of the Remuneration Committee in March 2024 for an update of the terms of reference in accordance with the provisions set out in the CG Code.

CORPORATE GOVERNANCE REPORT (CONTINUED)

Under its terms of reference, the principal responsibilities of the Remuneration Committee include making recommendations to the Board on the Company's policy and structure for the remuneration packages of all Directors and the management, making recommendations on the remuneration of Independent Non-executive Directors and, with delegated responsibility, determining the remuneration packages of individual Executive Directors and the management, with reference to the corporate goals and objectives of the Board resolved from time to time. The Board has never approved any remuneration or compensation arrangements which have previously been rejected by the Remuneration Committee.

In the discharge of its duties and to better advise on the Group's future remuneration policy and related strategies, the Remuneration Committee has been advised on the Group's existing Remuneration Policy and proposals for formulating employees' remuneration packages, market trends and other human resources issues relating to the Directors and the management, including, without limitation, succession plans and key personnel movements as well as policies for recruiting and retaining qualified personnel. Human Resources Department provides administrative support and implements the approved remuneration packages and other human resources related decisions approved by the Remuneration Committee. The Remuneration Committee is provided with sufficient resources to perform its duties. The Company Secretary arranges independent professional advice at the expense of the Company for the Remuneration Committee should the seeking of such advice be considered necessary by the Remuneration Committee.

The following is a summary of the work of the Remuneration Committee during the meeting held in January 2025:

1. Reviewed the remuneration policy for 2024/2025;
2. Recommended to the Board the Company's policy and structure for the remuneration packages of the Directors and the management;
3. Reviewed and determined the remuneration packages of Executive Directors and the management with reference to the Company's established practice of the remuneration review;
4. Reviewed the remuneration of Independent Non-executive Directors;
5. Reviewed the annual bonus policy; and
6. Considered HKEX's requirement for listed issuers to disclose whether and how climate-related considerations would be factored into remuneration policies, and noted the effectiveness of the current remuneration policy of the Company.

The Remuneration Committee, in assessing remuneration proposals, has taken into account the progress of the Company's performance towards achieving short and long term climate-related sustainability metrics and targets as adopted by the Company, and the Company's progress towards other matters, such as climate and environment, and health and safety, against such applicable metrics and targets.

The Remuneration Committee is satisfied that there is in place a clear system for determining remunerations, which is reasonable and has been followed consistently in its application.

No Director or any of his/her associates was involved in deciding his/her own remuneration at the meeting of the Remuneration Committee held in January 2025. The recommendations made by the Remuneration Committee were endorsed by the Board in March 2025.

Remuneration Policy

The remuneration packages of the Executive Directors and the management are determined with reference to the skills, knowledge, experience, involvement in the Company's affairs and the performance of the individuals, taking into account the corporate goals and objectives of the Board resolved from time to time, the expected overall performance of the Group's businesses, market trends (including market data and the prevailing market conditions during that year and remuneration levels relative to peers), and whether the current remuneration programme effectively aligns executive pay and performance (to be assessed against corporate financials). A significant proportion of the Executive Directors' remuneration packages has been structured to link rewards to corporate and individual performance. The Company does not have any share option scheme in place. The Board has resolved that the senior management of the Company comprises the Executive Directors of the Company only. Please refer to note 4 in the Notes to Consolidated Financial Statements for details of the remuneration payable to the Directors.

The Independent Non-executive Directors receive fixed fees for their appointments as members of the Board and additional fees for sitting on each Board Committee. None of such fees are based on the performance of the Group.

SUSTAINABILITY

Sustainability Committee

As at 31 December 2024 and as at the date of this Annual Report, the Sustainability Committee comprises three Directors, a majority of whom are Independent Non-executive Directors, and the Company Secretary.

The Sustainability Committee is chaired by Mr. Ip Tak Chuen, Edmond, Deputy Chairman. Other members include two Independent Non-executive Directors, Mr. Cheong Ying Chew, Henry and Mr. Stephen Edward Bradley, and the Company Secretary, Ms. Eirene Yeung.

The terms of reference of the Sustainability Committee are available on the websites of the Company and HKEX. The principal responsibilities of the Sustainability Committee include:

- i. to propose and recommend to the Board on the Group's corporate social responsibility and sustainability objectives, strategies, priorities, initiatives, goals and targets;
- ii. to oversee, review and evaluate actions taken by the Group in furtherance of the corporate social responsibility and sustainability priorities, goals and targets, including coordinating with the business units of the Group and ensuring that their operations and practices adhere to the relevant priorities and goals;
- iii. to review and report to the Board on sustainability and ESG risks and opportunities;

CORPORATE GOVERNANCE REPORT (CONTINUED)

- iv. to monitor, evaluate and review emerging corporate social responsibility and sustainability-related issues, trends and best practices that could impact the business operations and performance of the Group;
- v. to oversee and review the Group’s corporate social responsibility and sustainability and ESG policies, practices, frameworks and management approaches, and to recommend improvements;
- vi. to consider the impact of the Company’s corporate social responsibility and sustainability on its stakeholders, including employees, shareholders, local communities and the environment;
- vii. to review and advise the Board on the Company’s public communication, disclosure and publications (including sustainability reports) as regards its corporate social responsibility and sustainability performance; and
- viii. to perform such further functions related or incidental to the foregoing which the Sustainability Committee deems appropriate.

The Sustainability Committee is provided with sufficient resources to perform its duties. The Company Secretary arranges independent professional advice for the Sustainability Committee at the expense of the Company should the seeking of such advice be considered necessary by the Sustainability Committee.

The Sustainability Committee held two meetings in March and November of 2024. Attendance record of the members of the Sustainability Committee in 2024 is as follows:

Members of the Sustainability Committee	Sustainability Committee Meeting(s) Attended/ Eligible to Attend
IP Tak Chuen, Edmond (<i>Chairman</i>)	2/2
CHEONG Ying Chew, Henry	2/2
Stephen Edward BRADLEY	2/2
Eirene YEUNG	2/2

The following is a summary of the major work of the Sustainability Committee during the year of 2024:

- 1. Reviewed the Group’s sustainability objectives, strategies, priorities, initiatives, goals, targets, management approach and work progress and highlights for the year of 2023, in consultation with the external professional consultant;
- 2. Reviewed the Company’s standalone sustainability report for the year of 2023, prepared in consultation with the external professional consultant;
- 3. Reviewed the Company’s climate-related disclosures in compliance with the recommendations of the Taskforce on Climate-related Financial Disclosures (TCFD) and noted the HKEX’s new climate-related disclosure requirements that would apply to the Group starting from the financial year commencing 1 January 2025;
- 4. Reviewed the Company’s progress with setting science-based targets and having its near term and net-zero targets validated by the SBTi, in consultation with the external professional consultant;
- 5. Reviewed the Company’s sustainability policies and practices, including new policies on anti-harassment, biodiversity, the use of GenAI, sustainable building and workforce diversity;

- 6. Considered rating agencies’ analyses of the Group’s sustainability performance and addressing any actionable improvement areas;
- 7. Considered the plan and preparatory work for the sustainability report for the year of 2024 in consultation with the external professional consultant;
- 8. Reviewed the progress of the Group towards achieving the ESG targets set by the Company on electricity consumption, water consumption, paperwaste and green house gas emissions (the “Consumption-based Targets”); and
- 9. Considered potential climate-related financial risks, i.e. physical risk and transition risk, that might affect the Group.

At the meeting of the Sustainability Committee held in March 2025, the Sustainability Committee (i) reviewed the progress of the sustainability report for the year 2024; (ii) noted that the Company’s near term and net-zero targets were validated by the SBTi in December 2024; (iii) noted the double materiality assessment and stakeholder engagement conducted by the Group; (iv) reviewed the Group’s progress towards achieving the Consumption-based Targets for 2024; and (v) reviewed revisions of various existing Sustainability Policies.

Sustainability Report

The Company’s standalone sustainability report provides more details of the Group’s sustainability efforts and practices. The sustainability report for the year of 2024, published at the same time as this Annual Report, is available on the websites of the Company and HKEX.

SHAREHOLDERS ENGAGEMENT

Shareholders Communication Policy

The Company’s Shareholders Communication Policy is available on the Company’s website. The policy is subject to review on a regular basis to ensure its implementation and effectiveness.

The Company commits to engaging stakeholders in ongoing dialogues to understand their evolving needs, concerns and expectations. The Company establishes different forms of engagement for different groups of stakeholders to keep consistent interactions and maintains different communication channels for shareholders and investors to communicate their views on matters regarding the Company’s businesses and affairs. These channels include (i) corporate communications¹ published on the websites of the Company and HKEX (and, in the case of actionable corporate communications², further disseminated to shareholders in accordance with the Listing Rules); (ii) general meetings which provide a forum for shareholders to raise comments and exchange views with the Board (further details to be provided below); (iii) updated and key information regarding the Group available on the website of the Company; (iv) the Company’s website which offers a communication platform between the Company and its shareholders and stakeholders; (v) press conferences and briefing meetings with analysts held from time to time, where applicable, to provide updates on the performance of the Group; (vi) the Company’s Hong Kong Share Registrar who deals with shareholders for share registration and related matters; (vii) the Corporate Affairs Department of the Company handling enquiries from shareholders and investors generally; and (viii) other dedicated communication channels, activities and events operated or organised by designated business units and departments at various levels engaging different groups of stakeholders.



CORPORATE GOVERNANCE REPORT (CONTINUED)

These channels are adopted for communications with shareholders, and for shareholders and investors to provide the Company with feedback and engage with the Company actively. Shareholders are encouraged to attend general meetings. Shareholders' questions not fully answered at general meetings will be followed up by the Company Secretarial Department or other relevant departments, as appropriate. Contact details of Corporate Affairs Department are available on the Company's website for taking enquiries and receiving information requests from shareholders. Those enquiries and information requests will be handled by the Corporate Affairs Department or referred to other relevant departments for further handling, as appropriate. Having reviewed the implementation of the multiple channels of communication in place, the Board, through and by the Audit Committee, considers that the implementation of the Company's Shareholders Communication Policy was effective during the year ended 31 December 2024. In March 2024, the Shareholders Communication Policy was amended to reflect the new arrangements for dissemination of corporate communications to shareholders.

No changes have been made to the Company's Articles during the year ended 31 December 2024 and thereafter until the date of this Annual Report.

Notes:

1. "Corporate Communications" refer to any documents issued or to be issued by the Company for the information or action of holders of any of the Company's shares or securities or the investing public, including but not limited to directors' reports, annual accounts and auditor's reports, interim reports, notices of meetings, listing documents, circulars and proxy forms.
2. "Actionable Corporate Communications" refer to any Corporate Communications that seek instructions from holders of the shares in or other securities of the Company on how they wish to exercise their rights or make an election as holders of the shares in or other securities of the Company.

Shareholders Rights and Shareholders Meetings

The Company has only one class of shares. All shares in the Company rank *pari passu* with each other in all respects, including rights as to voting, dividends and return of capital. The Articles set out the rights of shareholders. Any two or more shareholders holding not less than one-tenth of the paid-up capital of the Company, or any one shareholder which is a recognised clearing house (or its nominee(s)) holding not less than one-tenth of the paid-up capital of the Company, may issue a written requisition to the Board to convene an extraordinary general meeting in accordance with the requirements and procedures set out in the Articles. The objects of the meeting must be specified in the written requisition, and the written requisition must be signed by the requisitionist(s) and deposited at the principal office of the Company in Hong Kong. Within 21 days from the date of deposit of the written requisition, the Board would convene the meeting to be held within a further 21 days. The notice of the meeting 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.

A shareholder intending to propose a person other than a retiring Director for election as a Director at a general meeting (including an annual general meeting) may lodge a written notice of his/her/its intention to propose such person for election as a Director with the Company Secretary during a seven-day period commencing on a day after the dispatch of the notice of the general meeting appointed for such election (or any such period, as may from time to time be designated by the Company, being not less than seven days, commencing no earlier than the day after the dispatch of the notice of the general meeting and ending 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. The procedures for shareholders to propose a person for election as a Director are available on the website of the Company.

In conducting a poll, subject to any special rights, privileges or restrictions as to voting for the time being attached to any shares by or in accordance with the Articles, 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 each share registered in his/her/its name in the register. On a poll a shareholder entitled to more than one vote is under no obligation to cast all his/her/its votes in the same way.

A general meeting may be held as a physical meeting, or as a hybrid meeting conducted by virtual attendance through electronic facilities as well as physical attendance, in the proceedings of which shareholders are provided with on-line access to participate and vote. All corporate communications of the Company are published on the Company's website. Shareholders (including those whose shares are held in the Central Clearing and Settlement System (CCASS)) are entitled to request receiving corporate communications in printed form. (Any such request from a shareholder will cease to be valid after one year, or such shorter period if the original request is revoked in writing, or superseded by a subsequent written request, by such shareholder, prior to the expiry date of the original request.) Details of the arrangements for dissemination of corporate communications (including actionable corporate communications) and the relevant request forms are available on the Company's website under "Dissemination of Corporate Communications" section in the "Investor Relations". Enquiries may be sent in written form to the Board by addressing them to the Corporate Affairs Department or the Company Secretary by mail at 7th Floor, Cheung Kong Center, 2 Queen's Road Central, Hong Kong or by email to contactckah@ckah.com. The Company Secretary ensures that all such enquiries will be properly directed to the Board, the relevant Board Committee(s), and/or the relevant departments of the Company, as appropriate, for further handling. The Company Secretarial Department is responsible for coordinating communications.

CORPORATE GOVERNANCE REPORT (CONTINUED)

In 2024, the Company held one general meeting. The Chairman, the Chairperson of each of the Audit Committee, the Remuneration Committee, the Nomination Committee, the Sustainability Committee and the Executive Committee attended the 2024 annual general meeting held in May 2024 and were available to answer questions. The Company's external auditor attended the 2024 annual general meeting and was available to answer questions.

Separate resolutions are proposed at the general meetings of the Company on each substantially separate issue, including the election of individual directors. All the resolutions (other than procedural or administrative resolutions) put to vote at the Company's general meetings are taken by poll.

At the 2024 annual general meeting, the Chairman of the meeting explained (through the Company Secretary) the detailed procedures for conducting a poll, and answered questions from shareholders. The Chairman of the meeting exercised his power under the Articles to put each resolution set out in the notice to be voted on by way of a poll. Representatives of the Hong Kong Share Registrar of the Company were appointed as scrutineers to monitor and count the poll votes cast at the 2024 annual general meeting.

The percentage of votes cast in favour of the resolutions at the 2024 annual general meeting as disclosed in the announcement of the Company dated 23 May 2024 are set out below:

Resolutions proposed at the 2024 annual general meeting		% of Votes
1	To receive the audited Financial Statements, the Report of the Directors and the Independent Auditor's Report for the year ended 31 December 2023	99.8180%
2	To declare a final dividend	99.9999%
3(1)	To elect Mr. Ip Tak Chuen, Edmond as Director	96.6142%
3(2)	To elect Mr. Chung Sun Keung, Davy as Director	99.6167%
3(3)	To elect Ms. Pau Yee Wan, Ezra as Director	99.4572%
3(4)	To elect Ms. Hung Siu-lin, Katherine as Director	93.4824%
3(5)	To elect Mr. Donald Jeffrey Roberts as Director	91.1474%
3(6)	To elect Ms. Lee Wai Mun, Rose as Director	93.9332%
4	To appoint Messrs. Deloitte Touche Tohmatsu as Auditor and authorise Directors to fix their remuneration	98.0887%
5(1)	To give a general mandate to the Directors to issue additional shares of the Company	98.1780%
5(2)	To give a general mandate to the Directors to buy back shares of the Company	99.1846%

Accordingly, all resolutions put to shareholders at the 2024 annual general meeting were duly passed as ordinary resolutions. Poll results were posted on the websites of the Company and HKEX.

Other corporate information and important shareholders dates are set out in the "Corporate Information and Key Dates" section of this Annual Report.

As at 31 December 2024, the Company had 10,067 registered shareholders, whose shareholdings are categorised as follows:-

Number of Shares held	No. of Shareholders	Approximate % of Shareholders	Aggregate Number of Shares held	Approximate % of Issued Share Capital
0 – 1,000	3,987	39.60%	2,214,802	0.06%
1,001 – 5,000	3,686	36.61%	9,755,657	0.28%
5,001 – 10,000	1,013	10.06%	7,708,284	0.22%
10,001 – 100,000	1,233	12.25%	34,283,334	0.98%
Above 100,000	148	1.47%	3,445,816,256	98.46%
Total	10,067	100.00%	3,499,778,333^{Note}	100.00%

Note: As at 31 December 2024, the Company did not hold any treasury shares, and the total number of shares in issue was 3,499,778,333, out of which 1,698,350,844 shares were registered in the name of HKSCC Nominees Limited.

Based on information publicly available and within the knowledge of the Directors, the public float of the Company as at the latest practicable date prior to the date of publication of this Annual Report is approximately 51.22%.

HIGHLIGHTS OF DEVELOPMENT PROPERTIES

THE COAST LINE I

Yau Tong

Located by the Victoria Harbour in Kowloon East, the project offers a panoramic seaview and enjoys the transport convenience along the MTR lines including the Island Line, Kwun Tong Line and Tseung Kwan O Line. The project is developed into two phases, consisting of 4 towers with a total of 886 residential units. The Coast Line I is a tower which provides 228 residential units.



PERFECT TEN

Singapore

Well situated in Bukit Timah, one of Singapore's most sought-after districts, this project is conveniently connected to major expressways and is embraced by a wide array of amenities within the condominium buildings and neighbourhood. The project is a freehold luxury condominium complex made up of 2 symmetrical towers with 230 residential flats in total.



HIGHLIGHTS OF DEVELOPMENT PROPERTIES (CONTINUED)

UPPER WEST SHANGHAI PHASE 3 TENDER 2 (T1)

Shanghai

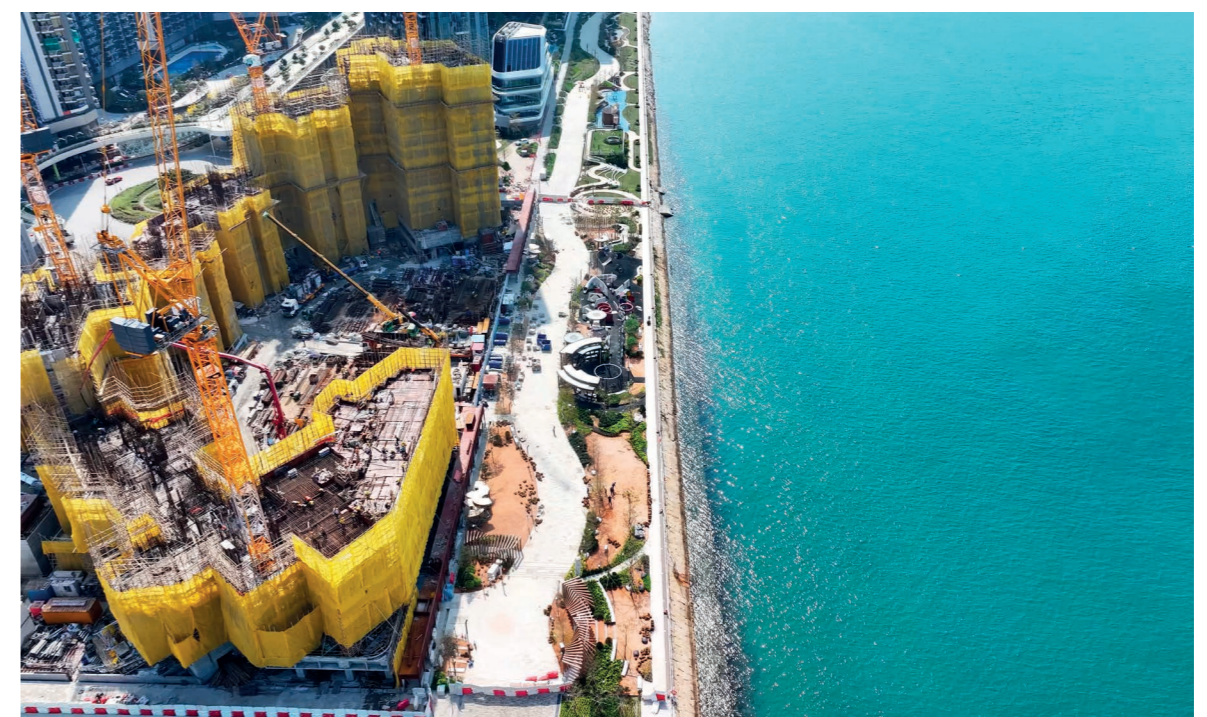
The office tower, located in Zhenru, Putuo district, the west of Shanghai, 280 metres in height, enjoys a 360-degree unobstructed view. The project is well connected with various major districts in Shanghai by two subway lines no. 11 and 14. It provides approximately 116,000 square metres of Grade A office space suitable for global or district headquarters of multi-national companies.



VICTORIA BLOSSOM

Kai Tak

Located in Kai Tak, the core area of Kowloon, the project is built by the sea, offering a panoramic view of Victoria Harbour. With an excellent location, it enjoys comprehensive transportation networks and is close to major commercial and leisure facilities. Phase 1 of the project offers a total of 307 residential units.



HIGHLIGHTS OF DEVELOPMENT PROPERTIES (CONTINUED)

LAU YIP STREET PROJECT

Yuen Long

The project is situated at the junction of Lau Yip Street and Chung Yip Road. With its location at the heart of the Northern Metropolis, the project takes full advantage of the economic and cultural vibrancy of the Northwest New Territories. The house design conveys a sense of luxury.



REGENCY PARK

Beijing

Located just outside the East Fourth Ring Road in Chaoyang District, Beijing Regency Park is surrounded by multiple established commercial districts and urban parks nearby. Situated steps from the metro station, the project effortlessly blends vibrancy with tranquility, making it a rare international residential enclave in the capital. The project features 18 blocks of urban townhouses and 8 panoramic high-rise towers, all now fully completed and available for viewing.



HIGHLIGHTS OF DEVELOPMENT PROPERTIES (CONTINUED)

REGENCY HILLS LAND NO.4

Chongqing

Located in the prestigious Nan'an District, this landmark million-square-meter development commands breathtaking views of the Nanshan Scenic Area while embracing Chongqing's vibrant energy. Adjacent to the Nanshan Scenic Area, the development offers sweeping panoramas. Featuring a comprehensive transportation network of three rail lines and six bridges, with seamless connections via Luojiaba and Sigongli stations, the development offers residents effortless access to business, leisure, entertainment, and daily convenience – creating a prestigious new international metropolitan lifestyle.



NOBLE HILLS PHASE 4A

Guangzhou

A new masterpiece following the acclaimed Noble Hills residential project, this development is located in Guangzhou's Zengcheng District along Guangshan Highway, near Guangzhou Metro Line 21 and the North Third Ring Expressway interchange. Nestled on a hillside with expansive views, it forms a large-scale, low-density residential community. The project is conveniently close to vibrant commercial centers and supported by quality educational and healthcare resources, offering residents a high-caliber living environment.



HIGHLIGHTS OF DEVELOPMENT PROPERTIES (CONTINUED)

REGENCY COVE PHASE 3A

Wuhan

Regency Cove is located in the Houguan Lake area of the Sino-French Wuhan Ecological Demonstration City. It is bordered to the north by the verdant Ma'an Mountain and the south by the picturesque Zhiyin Lake. The property is close to Zhiyin Station on Metro Line 4, offering convenient access to both urban vibrancy and natural beauty. The development features a grand luxury clubhouse, exemplifying a lifestyle that perfectly balances activity and tranquility.



CHELSEA WATERFRONT – POWERHOUSE

London

Powerhouse is an iconic residential landmark at Chelsea Waterfront, situated on the north bank of the River Thames in London. Located within the prestigious Royal Borough of Kensington and Chelsea, this development epitomizes contemporary luxury living. The apartments feature thoughtfully designed, spacious, and elegant interiors, complemented by stunning views of the River Thames. With phases of Powerhouse now complete and residents moved in, a vibrant new community is thriving.



HIGHLIGHTS OF INVESTMENT PROPERTIES



1

2

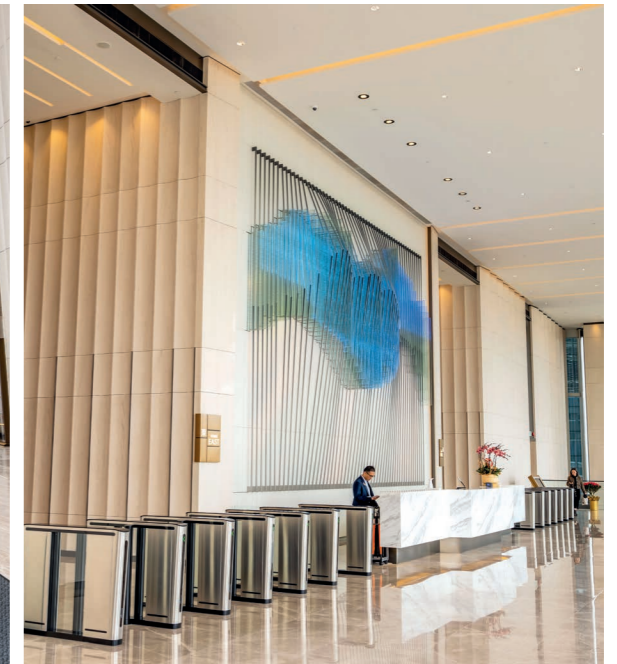
3

4

1. Cheung Kong Center

2, 3 & 4. Cheung Kong Center II

The Group has an investment property portfolio comprising mainly office, retail, and industrial properties. It continues to evaluate and strategically adjust the mix of investment properties from time to time in order to timely release the underlying value of the portfolio.



HIGHLIGHTS OF INVESTMENT PROPERTIES (CONTINUED)

1

2

1. The Harbourfront

2. China Building



1881 HERITAGE

Located in the heart of Tsim Sha Tsui, this historical development represents a cultural and shopping landmark in Hong Kong.



HIGHLIGHTS OF INVESTMENT PROPERTIES (CONTINUED)

SOCIAL INFRASTRUCTURE

Civitas is a leading provider of care-based community housing in the United Kingdom and has the dual objectives of achieving both positive financial returns and large-scale social impact. The Civitas portfolio comprises new and repurposed community housing for working age adults and young people with long-term care needs.



1
2

3
4

1. Hill House School in South East England is a specialist school designed to cater to children with autism, severe learning difficulties and associated behaviours.
2. Hill House School is based on a large campus with sensory rooms, spacious classrooms, secure outdoor play, exploratory areas and small group living accommodation.
3. The property at Radnor Park in South East England has been adapted for use as specialist supported housing, providing a safe and secure environment for adults with learning or physical disabilities.
4. The property at Ruscombe Road in North West England provides secure, community-based accommodation for vulnerable adults with learning or physical disabilities.

HIGHLIGHTS OF HOTELS AND SERVICED SUITES



The Group's hotel and serviced suite properties are mostly located in Hong Kong and Shanghai.



- | | | |
|---|---|--|
| 1 | 3 | 1. Hotel Alexandra |
| 2 | 4 | 2. Harbour Grand Kowloon |
| | | 3. Harbour Plaza Metropolitan Shanghai |
| | | 4. Metropolitan Residence Shanghai |

HIGHLIGHTS OF PUB OPERATION



Greene King is a leading integrated brewer and pub retailer which operates pubs, restaurants and hotels across England, Scotland and Wales.



1	3
2	4

1. The Roebuck – one of Richmond's oldest pubs – underwent a six-figure investment in 2024, giving it a refreshed and elegant new look that honours its 300-year history. Carefully refurbished and restored, the pub has retained its original features including open fire places and terracotta tile and parquet flooring – ensuring it can be enjoyed by generations for years to come.
2. Nothing brings people together like watching live sport in the pub as customers come together to enjoy all the action of the pitch combined with great food and drinks.
3. Popular London pub, the Railway, is located on Liverpool Street, close to the iconic train station. The pub has foundations dating back to 1736 and was originally called the Cow House before being renamed to the Railway after the invention of railways in 1804.
4. Customers enjoying quality food and Greene King beers in the pub garden.

HIGHLIGHTS OF INFRASTRUCTURE AND UTILITY ASSET OPERATION

The Group has actively expanded its investment portfolio of businesses with stable recurrent income through various acquisitions. Its diversified businesses now include infrastructure and utility asset operations in Continental Europe, Australia, Canada and the United Kingdom.

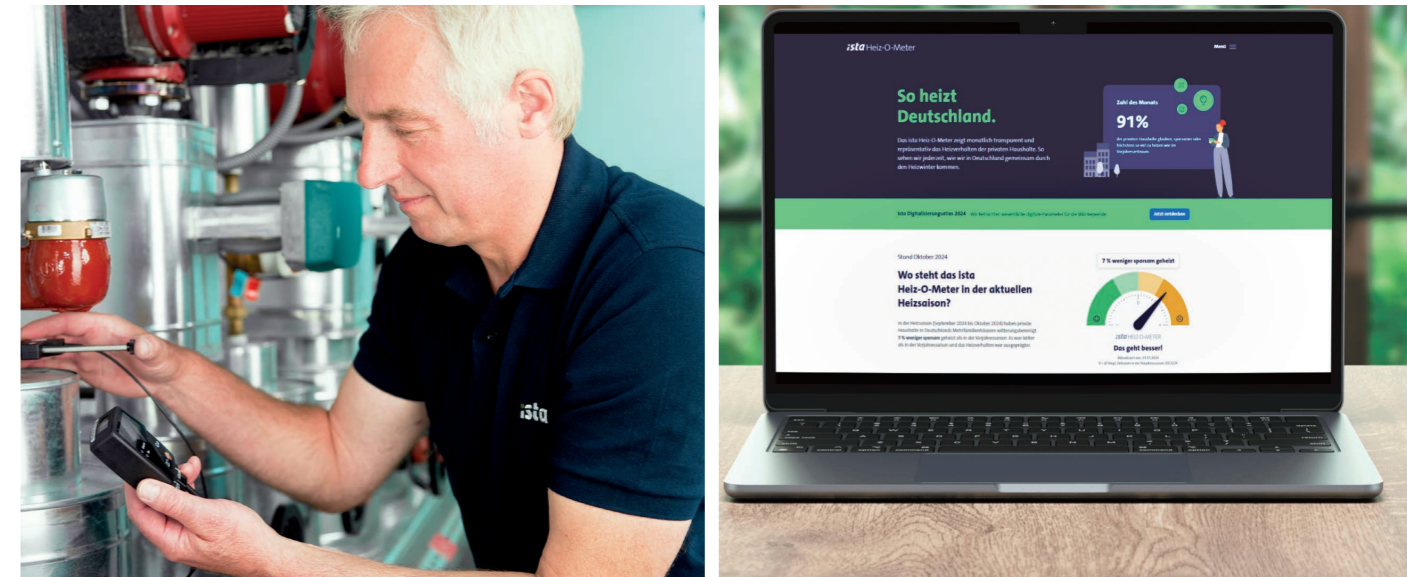
United Energy, Dampier Bunbury Pipeline, Multinet Gas Networks, Energy Developments (EDL)



1	2
3	4

- United Energy distributes electricity to more than 715,000 customers across Melbourne's east and southeast suburbs as well as the Mornington Peninsula in Australia. In the 2024 Annual Benchmarking Report published by the Australian Energy Regulator, United Energy was ranked third in terms of the multilateral total factor productivity.
- Dampier Bunbury Pipeline is the owner and operator of the Dampier to Bunbury Natural Gas Pipeline, the principal gas transmission pipeline in Western Australia. The company's Tubridgi Gas Storage Expansion project continued to achieve milestones throughout 2024 to support the gas sales agreement to Yara. Two new wells, TRW-02 and TRW-08, were commissioned.
- Multinet Gas Networks operates a regulated natural gas network that covers approximately 1,860 square kilometres in the eastern and southeastern suburbs of Melbourne, the Yarra Ranges and South Gippsland. It serves approximately 720,000 residential, commercial and industrial customers. The company's Priority Services Programme for vulnerable customers won the 2024 Service Champion Award for "Customer Service Project of the Year" at the Australian Service Excellence Awards.
- Energy Developments ("EDL") is a leading global producer of sustainable distributed energy. It owns and operates a global portfolio of 88 power and gas facilities in Australia, North America and Europe. In April 2024, EDL successfully delivered a 4 MW expansion for Gold Fields's Agnew Gold Mine in Western Australia.

ista



- Headquartered in Essen, Germany, ista is a leading international provider of sub-metering and related services. In 2024, ista demonstrated remarkable performance and reported record organic growth. The company launched an international rebranding campaign, expanded its footprint in the EV charging space by acquiring Chargemaker GmbH in Germany, and expanded its international presence by acquiring Alfred Aubert SA in Switzerland.
- ista has developed the Heiz-O-Meter, an innovative digital data application designed to provide a comprehensive overview of household heating behaviours across Germany on a monthly basis. The Heiz-O-Meter leverages anonymised heating data from over 500,000 German households and integrates information from the German Weather Service to account for weather-related influences. Since its launch in December 2023, the Heiz-O-Meter has enabled consumers to accurately measure their heating energy usage; and by comparing their consumption patterns with trends in Germany, users are encouraged to adopt more responsible heating practices.

Reliance Home Comfort



- Reliance Home Comfort ("Reliance") is one of Canada's leading home services companies offering the sale and rental of water heaters, HVAC (Heating, Ventilation, and Air Conditioning) equipment, water purification products, and emerging green solutions. Reliance was recognised for the eighth consecutive year as one of Canada's Most Admired Corporate Cultures by Waterstone Human Capital.

HIGHLIGHTS OF INFRASTRUCTURE AND UTILITY ASSET OPERATION (CONTINUED)

Northumbrian Water



- Northumbrian Water is one of ten regulated water and sewerage companies in England and Wales. Northumbrian Water's creative projects earned the accolade of Innovation Award – Water at the prestigious Utility Week Awards. Additionally, Northumbrian Water has been named one of the World's Most Ethical Companies by the Ethisphere Institute for the 13th time, the only water company in the world to achieve this milestone.
- In 2024, Northumbrian Water introduced the country's first smart sewer project, designed to reduce spills from storm overflows, as well as an innovative interactive digital Storm Overflow Map. These initiatives have led to a reduction in internal sewer flooding and have positioned Northumbrian Water as a leader in the country in flood prevention.

Dutch Enviro Energy (AVR)



- Dutch Enviro Energy is the holding company of AVR, which operates five waste treatment facilities – three in Rozenburg, in the Port of Rotterdam area, and two in Duiven, near the German border. AVR is also one of the largest renewable district heating producers in the Netherlands.
- In September 2023, a fire broke out at the E-building of AVR's Rozenburg unit. The subsequent recovery efforts have made significant progress after a year of dedicated efforts. The Energy-from-Waste facility has successfully achieved a partial re-start as planned, with all seven incineration lines are now operational as of January 2025.

Wales & West Utilities



- Wales & West Gas Networks has continued to accelerate its innovation in a wide variety of energy system transition projects. During the year the company announced that it would lead the next phase of the project, NextGen Electrolysis, to demonstrate the use of contaminated industrial wastewater to produce green hydrogen.
- Wales & West Gas Networks's dedication to the highest safety standards earned it an 11th consecutive Gold RoSPA (Royal Society for the Prevention of Accidents) award.

UK Power Networks



- UK Power Networks Services, a non-regulated business of UK Power Networks, acquired Powerlink Renewable Assets (previously known as UU Solar), a 68.7 MW portfolio of renewable assets, for a total consideration of approximately GBP88 million. The portfolio comprises 70 renewable generation assets, including 65 solar photovoltaic, four onshore wind and one hydro generation assets.
- The outstanding performance of UK Power Networks continued to be recognised through a plethora of awards. These included the prestigious Energy Network of the Year award at Utility Week's inaugural Flex Awards, which also awarded the Flexibility Pioneer of the Year accolade to celebrate the company's pioneering Distribution System Operator.

HIGHLIGHTS OF INFRASTRUCTURE AND UTILITY ASSET OPERATION (CONTINUED)

UK Rails, Phoenix Energy



- UK Rails is one of the major rolling stock leasing companies in the United Kingdom. At the annual Golden Spanner Awards, the UK Rails Class 185 fleet was presented with a Golden Spanner, recognising the fleet as the most reliable in its category. The company was also commended by its customer, London North Eastern Railway (LNER), through the LNER Legends Award, in recognition of the support provided over the years by UK Rails on their IC225 fleet.
- UK Rails will be investing in upgrading the Class 170 fleet leased to East Midlands Railway. The trains will be extensively refreshed, with CCTV and new passenger information systems installed, as well as new foams and covers applied to seats.
- A joint venture including the Company, CK Infrastructure Holdings Limited ("CKI") and Power Assets Holdings Limited ("PAH"), acquired Phoenix Energy, the largest gas distribution network in Northern Ireland in April 2024. The company's pipeline network extends across over 4,000 kilometres and covers 78% of gas connections in Northern Ireland. It serves over 350,000 properties and 48% of the population, including Greater Belfast.
- Phoenix Energy led a series of pilot projects with industry partners to evaluate the regional performance of hybrid heating systems, i.e. combining the reliability of a gas boiler with the efficiency of a heat pump across a range of housing types. The trial activity explores the potential for hybrid heating solutions to support the decarbonisation of domestic heating, within an increasingly integrated energy system, providing programmatic, cost-effective consumer solutions.

UK Renewables Energy



- In August 2024, a joint venture comprising the Company, CKI and PAH entered into an agreement to acquire a portfolio of operating onshore wind farms in the UK. Comprising 32 wind farms located in England, Scotland and Wales totalling 175 MW in installed capacity and 137 MW in net attributable capacity, the portfolio was named UK Renewables Energy after acquisition completion.

HIGHLIGHTS OF ECONOMIC BENEFITS OF INFRASTRUCTURE BUSINESSES

Through the economic benefits of infrastructure businesses comprising interests in Park'N Fly and Australian Gas Networks, the Group is well-positioned to strengthen its stable recurring revenue base.

Park'N Fly, Australian Gas Networks



1	2
3	

- 1 & 2. Park'N Fly is the leading off-airport car park company in Canada, providing parking solutions to both business and leisure travellers coast-to-coast. As global air travel gradually recovered from previous downturns, Park'N Fly saw solid revenue growth driven by rising demand in its key markets in 2024.
3. Australian Gas Networks is one of Australia's largest natural gas distribution companies. It owns over 25,000 kilometres of distribution networks and 1,000 kilometres of transmission pipelines. During the year, Australian Gas Networks completed its two-decade infrastructure upgrade programme in Victoria. Its Melbourne network is now entirely made up of polyethylene and protected-steel mains, making the network compatible with the future delivery of 100% hydrogen with only minor incremental investments needed.

SCHEDULE OF MAJOR PROPERTIES

As at 31 December 2024

A. PROPERTIES FOR/UNDER DEVELOPMENT

Description	Lot Number/Location	Group's Interest	Approx. Site Area (sq. ft.)	Approx. Floor Area Attributable to the Group (sq. ft.)	Existing Land Use	Stage of Completion	Estimated Date of Completion
Hong Kong							
The Coast Line II, Yau Tong	Y.T.I.L. 45 R.P.	100.0%	60,978	304,884	Residential	Superstructure in progress	April, 2025
A site at Kam Tin	Lot 2206 in D.D. 109	100.0%	171,986	137,584	Residential	Superstructure in progress	June, 2026
A site at Yuen Long	Lot 1677 in D.D. 115	100.0%	163,697	78,574	Residential	Superstructure in progress	August, 2026
Victoria Blossom, Kai Tak	N.K.I.L. 6604	100.0%	117,843	218,015	Residential/Commercial	Superstructure in progress	August, 2026
				239,021	Residential	Superstructure in progress	December, 2026
				191,084	Residential	Superstructure in progress	April, 2027
A site at Kwun Tong	Lot 1069 in Survey District No. 3	100.0%	217,076	1,089,145	Residential	Superstructure in progress	September, 2026
A site at Tuen Mun	T.M.T.L. 561	100.0%	362,883	1,306,380	Residential	Foundation work	June, 2028
A site at Sung Wong Toi, Kai Tak	N.K.I.L. 6649	100.0%	214,406	482,954	Residential/Commercial	Foundation work	August, 2028
				476,292	Residential	Foundation work	June, 2029
				324,833	Residential	Foundation work	September, 2029
A site at Fung Yuen, Tai Po	Various lots in D.D. 11	100.0%	747,564	–	Agricultural land	Planning	–
A site at Yuen Long	Lot 1457 R.P. in D.D. 123 Y.L.	60.0%	8,610,937	–	Agricultural land	Planning	–
A site at North District	Various lots	100.0%	101,633	–	Agricultural land	Planning	–
Various sites at Yuen Long	Various lots	100.0%	1,721,094	–	Agricultural land	Planning	–
Various sites at Tai Po	Various lots	100.0%	133,472	–	Agricultural land	Planning	–
The Mainland							
Noble Hills	Changsha	100.0%	345,500	1,042,936	Residential	Planning	–
Regency Hills	Chongqing	95.0%	8,556,902	1,023,865	Residential/Commercial	Superstructure in progress	June, 2025
				579,548	Residential/Commercial	Superstructure in progress	December, 2025
				25,276,394	Residential/Commercial	Planning	–
The South Bay	Dalian	100.0%	3,007,111	969,537	Residential	Interior finishing completed	February, 2025
				2,642,527	Residential	Planning	–
Laguna Verona	Dongguan	99.8%	3,586,359	633,946	Residential	Superstructure in progress	December, 2025
				4,622,681	Residential/Commercial	Planning	–
Noble Hills	Guangzhou	100.0%	2,326,068	198,351	Residential	Facade and interior finishing	April, 2025
				1,156,484	Residential	Planning	–
Yuhu Mingdi	Guangzhou	80.0%	287,038	479,603	Residential	Superstructure in progress	June, 2027
Emerald Cove	Huizhou	100.0%	248,775	1,216,988	Residential/Commercial	Facade and interior finishing	April, 2025
Regency Garden	Shanghai	85.0%	235,697	222,162	Residential	Facade and interior finishing	March, 2025
				323,055	Residential	Foundation work	December, 2026
Upper West Shanghai	Shanghai	60.0%	199,624	989,211	Commercial	Superstructure completed	May, 2025
Regency Cove	Wuhan	100.0%	6,689,785	282,554	Residential	Interior finishing completed	January, 2025
				13,394,586	Residential/Commercial/Hotel	Planning	–
Horizon Costa	Zhuhai	100.0%	2,152,780	2,557,115	Residential/Commercial	Planning	–
Overseas							
Chelsea Waterfront, Chelsea	London, the United Kingdom	95.0%	205,193	37,758	Residential/Commercial	Interior finishing	June, 2025
				372,168	Residential/Commercial	Interior finishing	October, 2025
A site at Convoys Wharf	London, the United Kingdom	100.0%	1,737,293	2,727,859	Residential/Commercial/Hotel	Planning	–
Perfect Ten	Singapore	100.0%	104,532	219,518	Residential	Superstructure in progress	November, 2025

SCHEDULE OF MAJOR PROPERTIES (CONTINUED)

B. PROPERTIES IN WHICH THE GROUP HAS A DEVELOPMENT INTEREST

Description	Lot Number/Location	Approx. Site Area (sq. ft.)	Approx. Floor Area of the Development (sq. ft.)	Existing Land Use	Stage of Completion	Estimated Date of Completion
Hong Kong						
Blue Coast, Wong Chuk Hang	A.I.L. 467, Site C	240,928	583,721	Residential	Superstructure in progress	May, 2025
			416,255	Residential	Superstructure in progress	June, 2025
Two adjoining sites at To Kwa Wan	K.I.L. 11275 & K.I.L. 11277	58,534	518,196	Residential/Commercial	Foundation work	October, 2027
A site at Sai Ying Pun	I.L. 9089	16,864	114,421	Residential/Commercial	Foundation work	March, 2028
A site at Wong Tai Sin	N.K.I.L. 6509	64,721	374,347	Residential	Planning	–

C. PROPERTIES FOR INVESTMENT/OWN USE

Description	Lot Number/Location	Group's Interest	Approx. Floor Area Attributable to the Group (sq. ft.)	Existing Use	Lease Term
Hong Kong					
Cheung Kong Center, Central	I.L. 8887	100.0%	1,289,356	Office/Retail	Medium Term Lease
Cheung Kong Center II, Central	I.L. 8286	100.0%	504,341	Office/Retail	Long Lease
One and Two Harbourfront, Hung Hom	Sections A, B & R.P. of H.H.M.L. 6 & Extension	100.0%	938,308	Office/Retail	Long Lease
THE HUB, Aberdeen	A.I.L. 399	100.0%	342,868	Office	Long Lease
Hutchison Telecom Tower (portion), Tsing Yi	T.Y.T.L. 139 section A	100.0%	300,268	Office	Medium Term Lease
China Building, Central	I.L. 2317	100.0%	258,751	Office/Retail	Medium Term Lease
The Whampoa, Hung Hom	K.I.L. 10750 sections A to H & J to L	100.0%	1,713,990	Retail	Long Lease
OP Mall, Tsuen Wan	T.W.T.L. 401	100.0%	436,476	Retail	Medium Term Lease
Aberdeen Centre (portion), Aberdeen	A.I.L. 302 & 304	100.0%	345,026	Retail	Long Lease
Victoria Mall, Tsim Sha Tsui	K.I.L. 11086 R.P.	85.0%	143,040	Retail	Medium Term Lease
Celestial Place, Ho Man Tin	K.I.L. 11124	90.0%	82,466	Retail	Medium Term Lease
1881 Heritage, Tsim Sha Tsui	K.I.L. 11161 R.P.	100.0%	140,180	Retail/Hotel	Medium Term Lease
Harbourview Horizon All-Suite Hotel, Hung Hom Bay	K.I.L. 11103	100.0%	1,283,918	Hotel	Medium Term Lease
Harbourfront Horizon All-Suite Hotel and Kowloon Harbourfront Hotel, Hung Hom Bay	K.I.L. 11110	100.0%	1,156,516	Hotel	Medium Term Lease
Harbour Plaza Resort City, Tin Shui Wai	T.S.W.T.L. 4	98.5%	651,990	Hotel	Medium Term Lease
Harbour Grand Kowloon, Hung Hom	Sections A, B & R.P. of H.H.M.L. 6 & Extension	100.0%	633,487	Hotel	Long Lease
Horizon Suite Hotel at Tolo Harbour, Ma On Shan	S.T.T.L. 461	100.0%	602,778	Hotel	Medium Term Lease
Harbour Plaza Metropolis, Hung Hom	K.I.L. 11077	100.0%	461,309	Hotel	Medium Term Lease
Harbour Grand Hong Kong, North Point	I.L. 7106 s.A & Extension	Development interest	444,988	Hotel	Medium Term Lease
Harbour Plaza North Point	I.L. 8885	100.0%	343,078	Hotel	Medium Term Lease
Hotel Alexandra, North Point	I.L. 8920	100.0%	322,917	Hotel	Medium Term Lease
Harbour Plaza 8 Degrees, Kowloon City	K.I.L. 4013 R.P.	100.0%	230,565	Hotel	Long Lease
The Apex Horizon, Kwai Chung	K.C.T.L. 467 R.P.	100.0%	228,087	Hotel	Medium Term Lease
Rambler Oasis Hotel, Tsing Yi	T.Y.T.L. 140	100.0%	213,233	Hotel	Medium Term Lease
Rambler Garden Hotel, Tsing Yi	T.Y.T.L. 140	100.0%	211,111	Hotel	Medium Term Lease
The Kowloon Hotel, Tsim Sha Tsui	K.I.L. 10737	100.0%	329,486	Hotel/Retail	Medium Term Lease
Sheraton Hong Kong Hotel & Towers, Tsim Sha Tsui	K.I.L. 9172	39.0%	260,061	Hotel/Retail	Long Lease
Hutchison Logistics Centre (portion), Kwai Chung	K.C.L. 4 & Extension	100.0%	4,705,141	Industrial/Office	Medium Term Lease
Watson Centre, Kwai Chung	K.C.T.L. 258	100.0%	687,200	Industrial	Medium Term Lease
Conic Investment Building, Hung Hom	Subsection 1 of section O of K.M.L. 40	100.0%	508,885	Under redevelopment	Medium Term Lease

SCHEDULE OF MAJOR PROPERTIES (CONTINUED)

C. PROPERTIES FOR INVESTMENT/OWN USE (continued)

Description	Lot Number/Location	Group's Interest	Approx. Floor Area Attributable to the Group (sq. ft.)	Existing Use	Lease Term
The Mainland					
Century Place	Shenzhen	80.0%	454,346	Retail	Medium Term Lease
Kerry Everbright City	Shanghai	24.8%	113,401	Retail/Office	Medium Term Lease
Upper West Shanghai	Shanghai	60.0%	2,244,004	Retail/Office	Medium Term Lease
Harbour Plaza Metropolitan	Shanghai	60.0%	196,475	Hotel	Medium Term Lease
Metropolitan Residence	Shanghai	60.0%	138,537	Hotel	Medium Term Lease
The Westin Shenyang	Shenyang	29.0%	252,090	Hotel	Medium Term Lease
Overseas					
1 & 2 Heuston South Quarter	Dublin, Ireland	100.0%	242,115	Office	Freehold
Various premises at England, Wales and Scotland	The United Kingdom	100.0%	4,218,379	Social infrastructure	Freehold
			154,642	Social infrastructure	Long Lease
Various premises at England, Wales and Scotland	The United Kingdom	100.0%	24 million	Pub operation	Freehold
			3 million	Pub operation	Long and Medium Term Lease

Notes to Schedule of Major Properties:

- Properties which are insignificant, including overseas properties, agricultural land and completed properties for sales, are not included.
- For properties in which the Group has a development interest, other parties provide the land whilst the Group finances the construction costs and occasionally also the land costs, and is entitled to a share of the revenue/development profits/properties after completion in accordance with the terms and conditions of the joint development agreements.

CONSOLIDATED INCOME STATEMENT

For the year ended 31 December 2024

	Note	2024 \$ Million	2023 \$ Million
Group revenue		45,529	47,243
Share of revenue of joint ventures		26,056	23,839
	(3)	71,585	71,082
Group revenue		45,529	47,243
Forfeiture of deposit of property sale		–	2,077
Interest from joint ventures		1,415	1,675
Investment and others		1,586	1,350
Operating costs			
Property and related costs		(8,761)	(9,736)
Pub operation and related costs		(12,862)	(12,382)
Salaries and related expenses		(11,327)	(10,685)
Interest and other finance costs		(2,029)	(1,583)
Depreciation		(1,926)	(1,927)
Other expenses		(574)	(587)
		(37,479)	(36,900)
Gain on financial instruments		476	164
Increase in fair value of investment properties		1,349	3,238
Gain on bargain purchase of Civitas		–	1,486
Goodwill impairment		–	(1,963)
Impairment loss on fixed assets		(1,233)	(535)
Share of profit of joint ventures		3,143	2,436
Share of profit of associates		48	55
Profit before taxation	(4)	14,834	20,326
Taxation	(5)	(1,100)	(2,802)
Profit for the year		13,734	17,524
Non-controlling interests		208	102
Perpetual capital securities		(285)	(286)
Profit attributable to shareholders		13,657	17,340
Earnings per share	(6)	\$3.89	\$4.86

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

For the year ended 31 December 2024

	2024 \$ Million	2023 \$ Million
Profit for the year	13,734	17,524
Other comprehensive income to be reclassified to income statement		
Exchange gain (loss) on translation of financial statements of operations outside Hong Kong	(7,358)	3,974
Exchange gain (loss) on translation of bank loans for hedging	814	(100)
Gain (loss) on derivative financial instruments		
Net investment hedges	3,498	(4,533)
Cash flow hedges	206	(377)
Share of other comprehensive income of joint ventures	10	(135)
Other comprehensive income not to be reclassified to income statement		
Gain (loss) on remeasurement of defined benefit obligations	(55)	62
Share of other comprehensive income of joint ventures	(416)	40
Other comprehensive income, net of tax	(3,301)	(1,069)
Total comprehensive income	10,433	16,455
Non-controlling interests	282	185
Perpetual capital securities	(285)	(286)
Total comprehensive income attributable to shareholders	10,430	16,354

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at 31 December 2024

	Note	2024 \$ Million	2023 \$ Million
Non-current assets			
Fixed assets	(8)	70,209	73,027
Investment properties	(9)	150,708	147,223
Joint ventures	(10)	78,998	79,992
Associates	(11)	6,999	6,961
Investments	(12)	4,545	6,422
Goodwill	(13)	2,516	2,573
Derivative financial instruments	(14)	6,940	4,985
Other non-current assets	(15)	4,949	5,236
		325,864	326,419
Current assets			
Properties for sale	(16)	129,776	130,101
Debtors, prepayments and others	(17)	7,901	7,491
Loan receivables		2,171	2,393
Bank balances and deposits		36,069	42,481
		175,917	182,466
Current liabilities			
Creditors, accruals and others	(18)	18,713	23,562
Bank and other loans	(19)	11,139	17,799
Customers' deposits received		10,766	7,781
Provision for taxation		714	2,658
		41,332	51,800
Net current assets		134,585	130,666
Non-current liabilities			
Bank and other loans	(19)	41,577	37,070
Deferred tax liabilities	(20)	13,791	14,041
Lease liabilities	(21)	4,648	5,555
Derivative financial instruments	(14)	223	895
Pension liabilities	(22)	10	88
		60,249	57,649
Net assets		400,200	399,436
Representing:			
Share capital and share premium	(23)	236,471	238,071
Reserves		151,204	147,773
Shareholders' funds		387,675	385,844
Perpetual capital securities	(24)	7,929	7,929
Non-controlling interests		4,596	5,663
Total equity		400,200	399,436

Victor T K Li
Director

Ip Tak Chuen, Edmond
Director

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

For the year ended 31 December 2024

	Shareholders' funds				Perpetual capital securities	Non- controlling interests	Total equity
	Share capital \$ Million	Share premium \$ Million	Reserves ^(Note) \$ Million	Total \$ Million	\$ Million	\$ Million	\$ Million
Balance at 1 January 2023	3,605	236,497	139,529	379,631	7,929	6,147	393,707
Profit for the year	-	-	17,340	17,340	286	(102)	17,524
Exchange gain on translation of financial statements of operations outside Hong Kong	-	-	4,055	4,055	-	(81)	3,974
Exchange loss on translation of bank loans for hedging	-	-	(100)	(100)	-	-	(100)
Loss on derivative financial instruments	-	-	(4,533)	(4,533)	-	-	(4,533)
Net investment hedges	-	-	(377)	(377)	-	-	(377)
Cash flow hedges	-	-	(95)	(95)	-	-	(95)
Share of other comprehensive income of joint ventures	-	-	64	64	-	(2)	62
Gain on remeasurement of defined benefit obligations	-	-	(986)	(986)	-	(83)	(1,069)
Other comprehensive income	-	-	-	-	-	(145)	(145)
Change in non-controlling interests	(56)	(1,975)	56	(1,975)	-	-	(1,975)
Buy-back and cancellation of issued shares	-	-	5	5	-	-	5
Unclaimed dividends reverted to the Company	-	-	-	-	(286)	-	(286)
Distribution of perpetual capital securities	-	-	-	-	-	(154)	(154)
Dividend paid to non-controlling interests	-	-	-	-	-	-	-
Dividend paid to shareholders	-	-	(6,644)	(6,644)	-	-	(6,644)
2022 final dividend \$1.85 per share	-	-	(1,527)	(1,527)	-	-	(1,527)
2023 interim dividend \$0.43 per share	-	-	-	-	-	-	-
Balance at 31 December 2023	3,549	234,522	147,773	385,844	7,929	5,663	399,436
Balance at 1 January 2024	3,549	234,522	147,773	385,844	7,929	5,663	399,436
Profit for the year	-	-	13,657	13,657	285	(208)	13,734
Exchange loss on translation of financial statements of operations outside Hong Kong	-	-	(7,285)	(7,285)	-	(73)	(7,358)
Exchange gain on translation of bank loans for hedging	-	-	814	814	-	-	814
Gain on derivative financial instruments	-	-	3,498	3,498	-	-	3,498
Net investment hedges	-	-	206	206	-	-	206
Cash flow hedges	-	-	(406)	(406)	-	-	(406)
Share of other comprehensive income of joint ventures	-	-	(54)	(54)	-	(1)	(55)
Loss on remeasurement of defined benefit obligations	-	-	(3,227)	(3,227)	-	(74)	(3,301)
Other comprehensive income	-	-	-	-	-	(731)	(731)
Change in non-controlling interests	(49)	(1,551)	49	(1,551)	-	-	(1,551)
Buy-back and cancellation of issued shares	-	-	5	5	-	-	5
Unclaimed dividends reverted to the Company	-	-	-	-	(285)	-	(285)
Distribution of perpetual capital securities	-	-	-	-	-	(54)	(54)
Dividend paid to non-controlling interests	-	-	-	-	-	-	-
Dividend paid to shareholders	-	-	(5,688)	(5,688)	-	-	(5,688)
2023 final dividend \$1.62 per share	-	-	(1,365)	(1,365)	-	-	(1,365)
2024 interim dividend \$0.39 per share	-	-	-	-	-	-	-
Balance at 31 December 2024	3,500	232,971	151,204	387,675	7,929	4,596	400,200

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY (CONTINUED)

Note: Reserves

	Business combination reserve	Capital redemption reserve	Exchange reserve	Hedging reserve	Retained profits	Total
	\$ Million	\$ Million	\$ Million	\$ Million	\$ Million	\$ Million
Balance at 1 January 2023	(69,014)	588	(3,701)	2,634	209,022	139,529
Profit attributable to shareholders	–	–	–	–	17,340	17,340
Other comprehensive income	–	–	(371)	(719)	104	(986)
Buy-back and cancellation of issued shares	–	56	–	–	–	56
Unclaimed dividends reverted to the Company	–	–	–	–	5	5
Dividend paid to shareholders						
2022 final dividend \$1.85 per share	–	–	–	–	(6,644)	(6,644)
2023 interim dividend \$0.43 per share	–	–	–	–	(1,527)	(1,527)
Balance at 31 December 2023	(69,014)	644	(4,072)	1,915	218,300	147,773
Balance at 1 January 2024	(69,014)	644	(4,072)	1,915	218,300	147,773
Profit attributable to shareholders	–	–	–	–	13,657	13,657
Other comprehensive income	–	–	(1,759)	(998)	(470)	(3,227)
Buy-back and cancellation of issued shares	–	49	–	–	–	49
Unclaimed dividends reverted to the Company	–	–	–	–	5	5
Dividend paid to shareholders						
2023 final dividend \$1.62 per share	–	–	–	–	(5,688)	(5,688)
2024 interim dividend \$0.39 per share	–	–	–	–	(1,365)	(1,365)
Balance at 31 December 2024	(69,014)	693	(5,831)	917	224,439	151,204

At the year end date, the cumulated gain included in exchange reserve on net investment hedges amounted to \$10,483 million (31 December 2023 – \$5,157 million, 1 January 2023 – \$9,545 million).

CONSOLIDATED STATEMENT OF CASH FLOWS

For the year ended 31 December 2024

	Note	2024 \$ Million	2023 \$ Million
Operating activities			
Cash generated from (used in) operations	(a)	12,582	(1,720)
(Increase) decrease in bank deposits maturing over three months		(342)	2,760
Interest received		2,931	4,495
Profits tax paid		(3,306)	(5,157)
Net cash from operating activities		11,865	378
Investing activities			
Investment in/loan advance to joint ventures		(1,804)	(1,914)
Dividend/loan repayment from joint ventures		2,572	2,751
Cash distribution from associates		10	152
Dividend/distribution from investments		379	726
Acquisition of investments		(365)	(78)
Acquisition of investment properties		(2,893)	(1,935)
Acquisition of fixed assets		(2,276)	(2,403)
Acquisition of Civitas		–	(4,592)
Disposal of fixed assets		252	105
Disposal/redemption of investments		–	947
Net cash received (paid) on hedging instruments		(326)	2,220
Net cash used in investing activities		(4,451)	(4,021)
Financing activities			
Borrowing of bank and other loans		22,993	11,332
Repayment of bank and other loans		(23,841)	(9,869)
Settlement of lease liabilities		(339)	(330)
Buy-back of issued shares		(1,546)	(1,969)
Costs for share buy-back		(5)	(6)
Distribution of perpetual capital securities		(285)	(286)
Dividend paid to non-controlling interests		(54)	(154)
Dividend paid to shareholders		(7,053)	(8,171)
Decrease in funding from non-controlling interests		(731)	(145)
Interest and other finance costs paid		(2,778)	(2,391)
Net cash used in financing activities		(13,639)	(11,989)
Net decrease in cash and cash equivalents		(6,225)	(15,632)
Translation differences		(579)	(39)
Cash and cash equivalents at 1 January		40,986	56,657
Cash and cash equivalents at 31 December	(b)	34,182	40,986

CONSOLIDATED STATEMENT OF CASH FLOWS (CONTINUED)

Notes:

(a) Cash generated from (used in) operations

	2024 \$ Million	2023 \$ Million
Profit before taxation	14,834	20,326
Interest income	(2,648)	(3,348)
Interest and other finance costs	2,029	1,583
Dividend/distribution from investments	(249)	(458)
Depreciation	1,926	1,927
Gain on financial instruments	(476)	(164)
Increase in fair value of investment properties	(1,349)	(3,238)
Gain on bargain purchase of Civitas	–	(1,486)
Goodwill impairment	–	1,963
Impairment loss on fixed assets	1,233	535
Share of profit of joint ventures	(3,143)	(2,436)
Share of profit of associates	(48)	(55)
Others	198	203
Changes in operating working capital		
(Increase) decrease in properties for sale	(238)	(150)
(Increase) decrease in debtors, prepayments and others	485	(18)
(Increase) decrease in loan receivables	479	(259)
(Increase) decrease in restricted bank balances	(50)	286
Increase (decrease) in creditors, accruals and others	(3,509)	(15,535)
Increase (decrease) in customers' deposits received	3,108	(1,396)
	275	(17,072)
	12,582	(1,720)

(b) Cash and cash equivalents

	2024 \$ Million	2023 \$ Million
Bank balances and deposits	36,069	42,481
Less: restricted bank balances	(509)	(459)
bank deposits maturing over three months	(1,378)	(1,036)
	34,182	40,986

Restricted bank balances represent property sale proceeds placed with banks in accordance with the requirements of property development on the Mainland and are restricted for use until certain conditions are fulfilled.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

1. General Information

The Company is an exempted company with limited liability incorporated in the Cayman Islands and its shares are listed on The Stock Exchange of Hong Kong Limited. The addresses of its registered office and principal place of business are set out on page 200 of the annual report.

The consolidated financial statements set out on pages 132 to 174 were reported in Hong Kong dollars and approved by the Board of Directors on 20 March 2025.

2. Material Accounting Policies

(a) Basis of preparation

The consolidated financial statements are prepared in accordance with IFRS Accounting Standards under the historical cost convention except for investment properties, investments and derivative financial instruments which are stated at fair values as described in (g), (h) and (i).

The International Accounting Standards Board has issued a number of new and revised IFRS Accounting Standards. The application of those IFRS Accounting Standards effective for annual accounting periods beginning on 1 January 2024 has no significant impact on the Group's results and financial position. For the following IFRS Accounting Standards which are not yet effective, the Group is in the process of assessing their impact on the Group's results and financial position. Based on preliminary assessment, no significant impact is anticipated for those IFRS Accounting Standards scheduled to be effective in 2025.

Effective for annual accounting periods beginning on 1 January 2025

Amendments to IAS 21	Lack of Exchangeability
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Effective for annual accounting periods beginning on 1 January 2026

Amendments to IFRS Accounting Standards	Annual Improvements to IFRS Accounting Standards – Volume 11
Amendments to IFRS 9 and IFRS 7	Amendments to the Classification and Measurement of Financial Instruments
Amendments to IFRS 9 and IFRS 7	Contracts Referencing Nature-dependent Electricity

Effective for annual accounting periods beginning on 1 January 2027

IFRS 18	Presentation and Disclosure in Financial Statements
IFRS 19	Subsidiaries without Public Accountability: Disclosures

Effective date not yet determined

Amendments to IFRS 10 and IAS 28	Sale or Contribution of Assets between an Investor and its Associate or Joint Venture
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NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

2. Material Accounting Policies (continued)

(b) Consolidation

The consolidated financial statements include the financial statements of the Company and its direct and indirect subsidiaries made up to the year end date, and incorporate the Group's interests in joint ventures and associates as described in (d) and (e).

Results of subsidiaries, joint ventures and associates acquired or disposed of during the year are included for the periods from the effective dates of acquisition to the year end date, or up to the dates of disposal, as the case may be. Goodwill on acquisition of subsidiaries is carried at cost and reviewed for impairment annually. Impairment, if any, is charged to consolidated income statement.

(c) Subsidiaries

A subsidiary is an entity which the Group has (i) power over the entity; (ii) exposure, or rights, to variable returns from involvement with the entity; and (iii) ability to use its power over the entity to affect the amount of returns.

(d) Joint ventures

A joint venture is an entity of which the Group shares joint control under contractual arrangements with other parties on decisions that significantly affect its returns.

Investments in joint ventures are carried in the consolidated financial statements at cost plus share of post-acquisition results less dividends received and provision for impairment.

Results of joint ventures are incorporated in the consolidated financial statements to the extent of the Group's share of total comprehensive income based on their financial statements made up to 31 December 2024 and where necessary, adjusted to ensure consistency with the Group's accounting policies.

(e) Associates

An associate is an entity, other than a subsidiary or a joint venture, of which the Group has significant influence over its financial and operating policy decisions.

Investments in associates are carried in the consolidated financial statements at cost plus share of post-acquisition results less dividends/distributions received and provision for impairment.

Results of associates are incorporated in the consolidated financial statements to the extent of the Group's share of total comprehensive income based on their financial statements made up to 31 December 2024 and where necessary, adjusted to ensure consistency with the Group's accounting policies.

2. Material Accounting Policies (continued)

(f) Fixed assets

Fixed assets are stated at cost less depreciation, except for freehold land, and provision for impairment. Impairment, if any, is provided for after taking into consideration the fair value of fixed asset and its value in use.

For properties held for operation, leasehold land is amortised over the remaining term of the lease and buildings are depreciated over the shorter of 50 years or the remaining term of the underlying land lease, both on a straight-line basis after deducting estimated residual values.

Other fixed assets are depreciated over the useful lives on a straight-line basis.

(g) Investment properties

Investment properties held for rental are stated at fair value. Investment properties under development are stated at fair value when fair values become reliably determinable or upon completion of construction, whichever is the earlier, otherwise at cost less provision for impairment. Changes in fair value are recognised through profit or loss.

(h) Investments

Investments are stated at fair value. Depending on the nature and characteristics of the investments, changes in fair value are recognised either through other comprehensive income, or through profit or loss.

(i) Derivative financial instruments

Derivative financial instruments are stated at fair value and changes in fair value are recognised through profit or loss.

For derivative financial instruments that qualify for hedging as (i) fair value hedges – changes in fair value are recognised through profit or loss with the associated changes in fair value of the hedged assets or liabilities; (ii) net investment hedges – changes in fair value are recognised through other comprehensive income and the cumulated changes in fair value are reclassified to income statement upon disposal of the hedged investments; and (iii) cash flow hedges – changes in fair value are recognised through other comprehensive income and the relevant fair value gain or loss is reclassified to income statement when the hedged cash flow affects profit or loss.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

2. Material Accounting Policies (continued)

(j) Leased assets

Leased assets, which the Group has the right to use for a lease term, are stated initially at the present value of the minimum future lease payments and are depreciated over the term of lease on a straight-line basis.

(k) Properties for sale

Properties for sale are stated at the lower of cost and net realisable value. Net realisable value is determined with reference to sale proceeds received after the year end date less costs incurred, or by management estimates based on prevailing market conditions.

Costs of properties include acquisition costs, development expenditure, interest and other costs attributable to the properties. Costs of properties of subsidiaries are adjusted in the consolidated financial statements to reflect the Group's actual costs incurred where appropriate.

(l) Debtors and receivables

Debtors and receivables are initially recognised at fair value and subsequently carried at amortised cost using the effective interest method less provision for impairment.

(m) Bank and other loans

Bank and other loans are initially recognised at fair value and subsequently carried at amortised cost using the effective interest method.

(n) Creditors

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

(o) Lease liabilities

Lease liabilities are initially recognised at the present value of the minimum future lease payments and subsequently carried at amortised cost using the effective interest method.

(p) Pension obligations

Defined benefit obligations are stated at the present value of the estimated future cash outflows after taking into account the fair value of pension scheme assets. Gain or loss on remeasurement of defined benefit obligations is recognised through other comprehensive income.

Costs of defined benefit schemes are charged to income statement using the projected unit credit method to spread the costs over the service lives of employees. Contributions to defined contribution schemes are charged to income statement when services are provided by employees.

2. Material Accounting Policies (continued)

(q) Revenue recognition

Revenue of property sale is recognised when control of the property is transferred with the associated risks and rewards to purchaser. Payments received from purchasers prior to revenue recognition are accounted for as customers' deposits received.

Revenue of property rental is recognised over the lease term on a straight-line basis. Revenue of hotel and serviced suite operation is recognised upon provision of services. Revenue of property and project management is recognised when services are rendered. Revenue of pub operation and infrastructure and utility asset operation are recognised upon provision of goods and services.

(r) Foreign exchange

Monetary assets and liabilities denominated in foreign currencies are translated at the rates of exchange ruling at the year end date. Transactions in foreign currencies are converted at the rates of exchange ruling at the transaction dates. Exchange differences are recognised through profit or loss.

For translation of financial statements of subsidiaries and joint ventures denominated in foreign currencies for consolidation, assets and liabilities are translated at the rates of exchange ruling at the year end date and results are translated at the average rates of exchange during the year. Exchange differences are recognised through other comprehensive income.

(s) Taxation

Profits tax is provided for, using the applicable enacted rates at the year end date, on estimated taxable profits less available tax relief for losses of each individual company comprising the Group.

Deferred tax liabilities are provided for, using the applicable enacted rates, on temporary differences between the carrying amounts of assets and liabilities and their tax bases. Deferred tax assets are recognised, using the applicable enacted rates, to the extent that deductible temporary differences and unexpired tax losses can be utilised to offset future available taxable profits.

(t) Borrowing costs

Borrowing costs incurred are charged to income statement unless they are capitalised as being directly attributable to property acquisition and development which necessarily take a substantial period of time to complete.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

3. Revenue and Profit Contribution

The principal activities of the Group are property development and investment, hotel and serviced suite operation, property and project management, pub operation and investment in infrastructure and utility asset operation.

Revenue by principal activities is as follows:

	Group		Joint ventures		Total	
	2024	2023	2024	2023	2024	2023
	\$ Million	\$ Million	\$ Million	\$ Million	\$ Million	\$ Million
Property sales	9,958	13,146	4	7	9,962	13,153
Property rental	5,991	5,759	144	150	6,135	5,909
Hotel and serviced suite operation	4,366	4,361	24	22	4,390	4,383
Property and project management	789	760	123	140	912	900
Pub operation	24,425	23,217	–	–	24,425	23,217
Infrastructure and utility asset operation	–	–	25,761	23,520	25,761	23,520
	45,529	47,243	26,056	23,839	71,585	71,082

and is summarised by location as follows:

	Group		Joint ventures		Total	
	2024	2023	2024	2023	2024	2023
	\$ Million	\$ Million	\$ Million	\$ Million	\$ Million	\$ Million
Hong Kong	14,605	14,836	47	50	14,652	14,886
The Mainland	4,023	7,565	115	116	4,138	7,681
The United Kingdom	26,727	24,635	9,254	7,739	35,981	32,374
Others	174	207	16,640	15,934	16,814	16,141
	45,529	47,243	26,056	23,839	71,585	71,082

3. Revenue and Profit Contribution (continued)

Profit contribution by principal activities after allocation of operating costs is as follows:

	Group		Joint ventures		Total	
	2024	2023	2024	2023	2024	2023
	\$ Million	\$ Million	\$ Million	\$ Million	\$ Million	\$ Million
Property sales						
Sale contribution	2,220	4,485	(11)	(10)	2,209	4,475
Forfeiture of deposit	–	2,077	–	–	–	2,077
Property rental	4,615	4,522	105	113	4,720	4,635
Hotel and serviced suite operation	1,648	1,525	3	–	1,651	1,525
Property and project management	318	293	43	66	361	359
Pub operation	539	997	–	–	539	997
Infrastructure and utility asset operation	–	160	8,363	7,613	8,363	7,773
	9,340	14,059	8,503	7,782	17,843	21,841
Bank and other loan finance costs	(1,816)	(1,388)	(2,576)	(2,568)	(4,392)	(3,956)
	7,524	12,671	5,927	5,214	13,451	17,885
Gain on financial instruments					1,168	928
Interests in real estate investment trusts					274	325
Change in fair values						
Real estate investment trusts					(551)	(890)
Investment properties (net of tax)					1,645	3,238
Gain on bargain purchase of Civitas					–	1,486
Goodwill impairment					–	(1,963)
Others					631	275
Taxation						
Group					(1,396)	(2,802)
Joint ventures					(1,488)	(958)
Non-controlling interests					208	102
Perpetual capital securities					(285)	(286)
Profit attributable to shareholders					13,657	17,340

Information on profit contribution by principal activities is set out in management discussion and analysis on pages 16 to 27 of the annual report.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

4. Profit before Taxation

	2024 \$ Million	2023 \$ Million
Profit before taxation is arrived at after charging:		
Interest and other finance costs		
Bank and other loans	2,357	2,163
Less: amount capitalised (note (a))	(541)	(775)
	1,816	1,388
Lease liabilities	213	195
Directors' emoluments (note (b))	302	324
Auditors' remuneration	47	45
Costs of properties sold	5,125	7,103
Costs of pub products sold	6,786	6,676
Commission for property sales	723	348
Provision for properties for sale	1,217	–
Decrease in fair value of investments	573	885
Exchange differences	330	54
and after crediting:		
Interest income		
Bank balances and deposits	1,168	1,588
Loan receivables	44	61
Dividend/distribution from investments	249	458
Gain on derivative financial instruments for hedging	1,022	1,132
Gain on derivative financial instruments	27	–

Notes:

- (a) Interest and other finance costs on bank and other loans were capitalised to property development projects at rates which approximated to the weighted average cost of 5.1% (2023 – 4.2%) for general borrowings.

4. Profit before Taxation (continued)

- (b) Directors' emoluments paid to directors (including the five highest paid individuals in the Group) in connection with the management of affairs of the Company and its subsidiaries are as follows:

	Director's Fees \$ Million	Salaries, Allowances and Benefits in Kind \$ Million	Pension Scheme Contribution \$ Million	Discretionary Bonus \$ Million	Inducement or Compensation Fee \$ Million	2024 Total \$ Million	2023 Total \$ Million
Victor T. K. Li	0.31	66.25	6.62	26.19	–	99.37	99.86
Kam Hing Lam	0.22	28.35	2.83	0.35	–	31.75	30.70
Ip Tak Chuen, Edmond	0.25	21.57	0.66	0.52	–	23.00	30.77
Chung Sun Keung, Davy	0.22	14.71	1.47	20.65	–	37.05	36.50
Chiu Kwok Hung, Justin	0.22	14.96	1.49	20.66	–	37.33	38.77
Chow Wai Kam, Raymond	0.22	6.49	0.58	27.92	–	35.21	34.99
Pau Yee Wan, Ezra	0.22	16.69	1.67	16.38	–	34.96	34.35
Cheong Ying Chew, Henry	0.44	–	–	–	–	0.44	0.44
Chow Nin Mow, Albert	0.14	–	–	–	–	0.14	0.35
Hung Siu-lin, Katherine	0.41	–	–	–	–	0.41	0.41
Donald Jeffrey Roberts	0.38	–	–	–	–	0.38	0.38
Stephen Edward Bradley	0.41	–	–	–	–	0.41	0.41
Kwok Eva Lee	0.22	–	–	–	–	0.22	0.22
Sng Sow-mei	0.22	–	–	–	–	0.22	0.22
Lam Siu Hong, Donny	0.35	–	–	–	–	0.35	0.35
Lee Wai Mun, Rose	0.35	–	–	–	–	0.35	–
Wong Yick-ming, Rosanna	0.20	–	–	–	–	0.20	–
Woo Chia Ching, Grace	–	–	–	–	–	–	14.87
Total for 2024	4.78	169.02	15.32	112.67	–	301.79	
Total for 2023	4.51	174.58	17.24	127.26	–		323.59

All Directors received an annual fee of \$220,000 each. For those acting as members of the Audit Committee, Remuneration Committee, Nomination Committee and Sustainability Committee, additional annual fees of \$130,000, \$60,000, \$30,000 and \$30,000 were paid to each member of the respective Committees.

5. Taxation

	2024 \$ Million	2023 \$ Million
Current tax		
Hong Kong	619	827
Outside Hong Kong	747	2,046
Deferred tax	(266)	(71)
	1,100	2,802

Profits tax is provided for at the rate of 16.5% (2023 – 16.5%) on the estimated taxable profits in Hong Kong. Tax outside Hong Kong is provided for at the local enacted rates on the estimated taxable profits of the individual company concerned.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

5. Taxation (continued)

Profit before results of joint ventures and associates is reconciled with taxation as follows:

	2024 \$ Million	2023 \$ Million
Profit before taxation	14,834	20,326
Less: share of profit of joint ventures	(3,143)	(2,436)
share of profit of associates	(48)	(55)
	11,643	17,835
Tax calculated at the tax rate in Hong Kong, the principal place of business	1,921	2,943
Tax differences for place of business outside Hong Kong	242	1,628
Dividend/distribution income	(39)	(48)
Fair value changes of investment properties	(395)	(540)
Gain on bargain purchase of Civitas	–	(245)
Goodwill impairment	–	324
Tax losses and deductible temporary differences	331	114
Non-assessable/deductible items	(642)	(771)
Adjustments for prior years	(313)	(604)
Others	(5)	1
Taxation	1,100	2,802

The Pillar Two legislation enacted in the United Kingdom has no significant tax implications to the Group's operation in the United Kingdom. Other jurisdictions in which the Group operates, including Hong Kong and the Mainland, have not yet enacted any Pillar Two legislation, therefore its impact to the Group's taxation cannot be determined at the time being.

6. Earnings Per Share

The calculation of earnings per share is based on profit attributable to shareholders and on the weighted average of 3,514,375,347 shares (2023 – 3,570,941,266 shares) in issue during the year.

7. Dividends

Dividends paid and proposed for the year by the Company are as follows:

	2024 \$ Million	2023 \$ Million
Interim dividend paid at \$0.39 (2023 – \$0.43) per share	1,365	1,527
Final dividend proposed at \$1.35 (2023 – \$1.62) per share	4,725	5,688
	6,090	7,215

The final dividend of \$1.62 per share proposed for 2023 was approved by shareholders on 23 May 2024 and paid on 13 June 2024. At the year end date, the Company's reserves available for distribution to shareholders amounted to \$267,104 million (2023 – \$275,163 million).

8. Fixed Assets

	Land and building \$ Million	Leased properties \$ Million	Other assets \$ Million	Total \$ Million
Cost				
At 1 January 2023	69,928	7,405	11,197	88,530
Additions	525	234	1,929	2,688
Remeasurement	–	201	–	201
Disposals/terminations	(1,185)	(188)	(286)	(1,659)
Translation differences	2,325	280	396	3,001
At 31 December 2023	71,593	7,932	13,236	92,761
Additions	651	366	1,564	2,581
Remeasurement	–	(772)	–	(772)
Disposals/terminations	(260)	(210)	(381)	(851)
Translation differences	(1,052)	(188)	(237)	(1,477)
At 31 December 2024	70,932	7,128	14,182	92,242
Accumulated depreciation/impairment				
At 1 January 2023	11,424	1,459	5,380	18,263
Depreciation	413	454	1,060	1,927
Impairment	422	57	56	535
Disposals/terminations	(939)	(133)	(241)	(1,313)
Translation differences	117	63	142	322
At 31 December 2023	11,437	1,900	6,397	19,734
Depreciation	274	457	1,195	1,926
Impairment	1,085	11	137	1,233
Disposals/terminations	(110)	(180)	(337)	(627)
Translation differences	(75)	(52)	(106)	(233)
At 31 December 2024	12,611	2,136	7,286	22,033
Net book value				
At 31 December 2024	58,321	4,992	6,896	70,209
At 31 December 2023	60,156	6,032	6,839	73,027

At the year end date, land and building included freehold land and leasehold land amounting to \$14,335 million (2023 – \$15,035 million) and \$7,911 million (2023 – \$7,902 million) respectively.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

8. Fixed Assets (continued)

Fixed assets are summarised by geographical location as follows:

	2024 \$ Million	2023 \$ Million
Hong Kong	16,679	16,692
The United Kingdom	52,168	54,879
Other locations	1,362	1,456
	70,209	73,027

Depreciation and impairment for the year by principal activities are as follows:

	2024		2023	
	Depreciation \$ Million	Impairment \$ Million	Depreciation \$ Million	Impairment \$ Million
Property sales	24	–	25	–
Property rental	21	–	26	–
Hotel and serviced suite operation	279	–	420	–
Property and project management	21	–	19	–
Pub operation	1,581	1,233	1,437	535
	1,926	1,233	1,927	535

Impairment loss was recognised for pub assets in the United Kingdom due to deteriorating business conditions and profit margins for pub operation. It was determined based on the assessment of fair value and value in use, where appropriate by independent valuer, using projected cash flow, relevant discount and growth rates applicable to the location of the pub assets.

9. Investment Properties

	Completed \$ Million	Under development \$ Million	Total \$ Million
At 1 January 2023	106,396	18,790	125,186
Additions	1,126	893	2,019
Acquisition of Civitas	9,370	–	9,370
Increase in fair value	731	2,507	3,238
Transfer from properties for sale	7,016	–	7,016
Translation differences	394	–	394
At 31 December 2023	125,033	22,190	147,223
Additions	2,114	709	2,823
Transfer	19,027	(19,027)	–
Increase in fair value	1,191	158	1,349
Translation differences	(687)	–	(687)
At 31 December 2024	146,678	4,030	150,708

9. Investment Properties (continued)

Gross rental income and direct operating expenses of investment properties for the year amounted to \$5,595 million (2023 – \$5,312 million) and \$461 million (2023 – \$332 million) respectively.

At the year end date:

- investment properties with carrying amounts of \$122,227 million (2023 – \$119,012 million) and \$28,481 million (2023 – \$28,211 million), based on independent professional valuation, were located in Hong Kong and outside Hong Kong respectively;
- investment properties in Hong Kong were fair valued by Cushman & Wakefield Limited, independent professional valuers, using the valuation methods and inputs described in (c) and (d); and valuations were dependent on the determination of inputs which involved judgements and estimates after considering the information available;
- fair values of completed investment properties were derived using the income capitalisation method and by adopting appropriate capitalisation rates ranging from 4% to 8% after the current rental income and reversionary income potential of the investment properties were considered;
- investment properties under development were fair valued as if they had been completed using the income capitalisation method and a capitalisation rate of 4%, and then costs to completion and profit margins were deducted to arrive at their fair values using the residual method; and
- capitalisation rates were adopted after analysis of relevant observable market transactions and interpretation of indirectly observable market information; and capitalisation rates adopted would be inversely related to the values derived.

10. Joint Ventures

	2024 \$ Million	2023 \$ Million
Investments in joint ventures – unlisted	63,783	52,745
Share of results less dividends	5,319	4,167
Translation differences	(4,983)	(1,600)
	64,119	55,312
Loans to joint ventures		
Interest bearing loans – repayable within 5 years	5,298	8,638
Interest bearing loans – repayable after 5 years	–	59
Subordinated interest bearing loans – repayable within 5 years	1,727	7,029
Subordinated interest bearing loans – repayable after 5 years	7,327	8,433
Non-interest bearing loans – no fixed repayment terms	527	521
	78,998	79,992

Loans to joint ventures are made on a pro rata basis and interest bearing loans carry interest at rates ranging from 3% to 10%.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

10. Joint Ventures (continued)

At the year end date, the particulars of major joint ventures are as follows:

Joint venture	Equity interest of the Group	Principal activities and places of businesses
CK William UK Holdings Limited – incorporated in the United Kingdom for investment in the DUET Group and Phoenix Energy Group (“CK William JV”)	40%	Owner and operator of energy utility assets in Australia, the United Kingdom, the United States and Canada
CKP (Canada) Holdings Limited – incorporated in Canada for investment in the Reliance Group (“CKP (Canada) JV”)	75%	A building equipment and service provider under the consumer brand identity of “Reliance Home Comfort” in Canada
ista Luxembourg S.à r.l. – incorporated in Luxembourg for investment in the ista Group (“ista JV”)	65%	A fully integrated energy management service provider operated by ista Group in Europe
UK Power Networks Holdings Limited – incorporated in the United Kingdom for investment in the UK Power Networks Group (“UK Power JV”)	20%	A power distributor that serves London, the South East and East of England

During the year, dividend received from CK William JV, UK Power JV and ista JV amounted to \$70 million (2023 – \$1 million), \$497 million (2023 – \$465 million) and \$490 million (2023 – nil) respectively, and no dividend was received from CKP (Canada) JV.

Summarised financial information of the major joint ventures is as follows:

	CK William JV		CKP (Canada) JV		ista JV		UK Power JV	
	2024	2023	2024	2023	2024	2023	2024	2023
For the year ended 31 December	\$ Million	\$ Million	\$ Million	\$ Million	\$ Million	\$ Million	\$ Million	\$ Million
Revenue	12,435	11,173	6,214	6,252	10,277	9,685	19,807	17,976
Operating profit before net interest, taxation, depreciation and amortisation	7,438	6,628	3,437	3,404	4,037	3,732	13,937	12,926
Interest income	78	45	–	–	42	26	303	311
Interest and other finance costs	(2,828)	(2,856)	(1,160)	(1,246)	(925)	(924)	(2,963)	(3,519)
Depreciation and amortisation	(3,298)	(2,759)	(1,473)	(1,452)	(1,837)	(1,756)	(3,149)	(2,820)
Taxation	(670)	(334)	(305)	(177)	(436)	(372)	(2,039)	(1,826)
Net profit	720	724	499	529	881	706	6,089	5,072
Other comprehensive income	(133)	(513)	100	(33)	(49)	(19)	(920)	401
Non-controlling interests	(127)	(107)	–	–	–	–	–	–
Total comprehensive income	460	104	599	496	832	687	5,169	5,473

10. Joint Ventures (continued)

	CK William JV		CKP (Canada) JV		ista JV		UK Power JV	
	2024	2023	2024	2023	2024	2023	2024	2023
At 31 December	\$ Million	\$ Million	\$ Million	\$ Million	\$ Million	\$ Million	\$ Million	\$ Million
Non-current assets	93,588	89,668	31,083	33,754	55,336	59,376	153,127	146,232
Current assets								
Cash and cash equivalents	1,763	1,315	206	235	633	451	1,193	1,339
Other current assets	3,570	3,411	1,039	1,069	2,858	2,670	4,903	5,590
	5,333	4,726	1,245	1,304	3,491	3,121	6,096	6,929
Current liabilities								
Bank and other loans	(5,104)	(9,455)	(2,412)	(1,824)	(1,197)	(227)	(3,473)	(4,211)
Creditors, provisions and others	(3,871)	(3,749)	(648)	(859)	(2,135)	(2,275)	(11,079)	(10,770)
Other financial liabilities	(194)	(245)	(73)	(88)	(153)	(153)	(41)	(53)
Other non-financial liabilities	(476)	(620)	(298)	(223)	(1,836)	(1,738)	–	–
	(9,645)	(14,069)	(3,431)	(2,994)	(5,321)	(4,393)	(14,593)	(15,034)
Non-current liabilities								
Shareholders' loan	(13,753)	(21,427)	(2,170)	(9,543)	(8,479)	(9,842)	(7,525)	(7,695)
Bank and other loans	(33,311)	(25,328)	(9,700)	(11,046)	(11,243)	(12,068)	(50,066)	(47,188)
Creditors, provisions and others	(3,411)	(3,907)	(130)	(127)	(94)	(69)	(14,607)	(12,263)
Other financial liabilities	(1,522)	(1,105)	(158)	(163)	(425)	(422)	(3,900)	(4,093)
Other non-financial liabilities	(5,489)	(4,375)	(3,296)	(3,604)	(8,285)	(8,935)	(15,229)	(15,077)
	(57,486)	(56,142)	(15,454)	(24,483)	(28,526)	(31,336)	(91,327)	(86,316)
Net assets	31,790	24,183	13,443	7,581	24,980	26,768	53,303	51,811
Non-controlling interests	(584)	(685)	–	–	–	–	–	–
Shareholders' equity	31,206	23,498	13,443	7,581	24,980	26,768	53,303	51,811
Shareholders' equity shared by the Group	12,482	9,399	10,082	5,686	16,237	17,399	10,661	10,362
Capitalised costs	113	55	–	–	72	72	–	–
Carrying amount	12,595	9,454	10,082	5,686	16,309	17,471	10,661	10,362

At the year end date, the aggregated carrying amount of other joint ventures was \$14,472 million (2023 – \$12,339 million) and the Group's share of results of those joint ventures are as follows:

	2024	2023
For the year ended 31 December	\$ Million	\$ Million
Net profit	741	319
Other comprehensive income	(212)	67
Total comprehensive income	529	386

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

11. Associates

	2024 \$ Million	2023 \$ Million
Investment in an associate – listed in Hong Kong	8,571	8,571
Share of results less distributions	(1,572)	(1,610)
	6,999	6,961
Market value on quoted market price	1,184	2,163

At the year end date, the particulars of associate are as follows:

Name	Equity interest of the Group	Principal activities and places of businesses
Hui Xian Real Estate Investment Trust ("Hui Xian REIT")	34.9%	Investment in hotels and serviced suites, office and retail properties on the Mainland

Summarised financial information of Hui Xian REIT is as follows:

	2024 RMB Million	2023 RMB Million
For the year ended 31 December		
Revenue	2,337	2,345
Loss attributable to unitholders	(737)	(562)

	2024 RMB Million	2023 RMB Million
At 31 December		
Non-current assets	31,350	32,656
Current assets	3,124	3,604
Current liabilities	(2,112)	(4,634)
Non-current liabilities	(10,836)	(9,408)
Non-controlling interests	(106)	(126)
Net assets before distribution payable	21,420	22,092

The Group's share of net assets before distribution payable amounted to \$7,924 million (2023 – \$8,262 million) at the year end exchange rate. During the year, distribution received from Hui Xian REIT amounted to \$10 million (2023 – \$152 million).

12. Investments

	2024 \$ Million	2023 \$ Million
Investments measured at fair value through profit or loss		
Equity securities listed in Hong Kong	2,439	2,990
Equity securities unlisted	810	172
Debt securities listed in Hong Kong	392	400
Investments in infrastructure businesses	–	2,031
Investment in a hotel project	904	829
	4,545	6,422

13. Goodwill

	2024 \$ Million	2023 \$ Million
Pub operation in the United Kingdom		
At 1 January	2,573	4,308
Impairment	–	(1,963)
Translation differences	(57)	228
At 31 December	2,516	2,573

At the year end date, the goodwill of pub operation in the United Kingdom was assessed for impairment. When assessing goodwill impairment, the recoverable amount of pub operation was determined on a value in use basis using a 5 year projected cash flow from operation, a long term growth rate of 1% and a terminal value based on Gordon Growth Model. A pre-tax discount rate of 9.1% (2023 – 8.6%) was applied to derive the present value of the recoverable amount which was worked out to be not less than the aggregate amount of the carrying costs of pub operation and goodwill of the business as at 31 December 2024.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

14. Derivative Financial Instruments

	Assets		Liabilities	
	2024 \$ Million	2023 \$ Million	2024 \$ Million	2023 \$ Million
Currency swaps and forward contracts	7,498	4,229	132	1,781
Interest rate swaps	1,153	1,059	136	308
	8,651	5,288	268	2,089
Less: maturities within 1 year (note 17, 18)	(1,711)	(303)	(45)	(1,194)
	6,940	4,985	223	895

At the year end date:

- (a) the following currency swaps and forward contracts were in place to hedge the net foreign exchange exposure of investments and operations outside Hong Kong:

Pay	Receive	Maturities
AUD1,450 million	US\$973 million	2025
CAD2,145 million	US\$1,730 million	2027 – 2033
EUR3,046 million	US\$3,670 million	2025 – 2031
GBP6,749 million	US\$9,074 million	2025 – 2032
SGD400 million	US\$303 million	2025 – 2026
RMB3,140 million	US\$500 million	2032 – 2034

- (b) the following interest rate swaps were in place to manage the exposure to interest rate fluctuations:

Notional amount	Pay fixed interest rate	Receive floating interest rate	Maturities
GBP921 million	0.83% – 5.16%	SONIA plus credit adjustment spread	2027 – 2036
GBP144 million	1.95% – 3.34%	SONIA	2037 – 2042

15. Other Non-Current Assets

	2024 \$ Million	2023 \$ Million
Loan receivables	1,010	1,283
Deferred tax assets (note 20)	2,906	2,677
Pension assets (note 22)	470	642
Other long term assets	563	634
	4,949	5,236

16. Properties for Sale

	2024 \$ Million	2023 \$ Million
Properties for/under development	67,295	72,184
Joint development projects under development	26,867	26,381
Completed properties	35,456	31,325
Commission for property sales	158	211
	129,776	130,101

At the year end date:

- (a) properties for sale amounting to \$81,501 million (2023 – \$80,543 million) and \$48,117 million (2023 – \$49,347 million) were located in Hong Kong and outside Hong Kong respectively; and
- (b) properties for/under development and joint development projects under development amounting to \$56,810 million (2023 – \$66,399 million) were not scheduled for completion within twelve months.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

17. Debtors, Prepayments and Others

	2024 \$ Million	2023 \$ Million
Debtors	2,114	1,550
Derivative financial instruments (note 14)	1,711	303
Deposits for derivative financial instruments	41	836
Prepayments and others	4,035	4,802
	7,901	7,491

Deposits for derivative financial instruments are deposits paid for unrealised fair value loss and are subject to set-off provisions in the contracts for derivative financial instruments as described in note 14.

Ageing analysis of debtors with reference to terms of agreements is as follows:

	2024 \$ Million	2023 \$ Million
Current to one month	1,803	1,291
Two to three months	101	128
Over three months	210	131
	2,114	1,550

18. Creditors, Accruals and Others

	2024 \$ Million	2023 \$ Million
Creditors	3,715	4,176
Accruals and other payables	12,521	13,437
Lease liabilities (note 21)	268	296
Derivative financial instruments (note 14)	45	1,194
Deposits for derivative financial instruments	2,164	4,459
	18,713	23,562

Deposits for derivative financial instruments are deposits received for unrealised fair value gain and are subject to set-off provisions in the contracts for derivative financial instruments as described in note 14.

Ageing analysis of creditors with reference to invoice dates and credit terms is as follows:

	2024 \$ Million	2023 \$ Million
Current to one month	3,658	4,107
Two to three months	30	36
Over three months	27	33
	3,715	4,176

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

19. Bank and Other Loans

	2024 \$ Million	2023 \$ Million
Bank loans repayable		
within 1 year	10,370	11,373
after 1 year but not exceeding 2 years	9,134	9,022
after 2 years but not exceeding 5 years	16,100	10,779
	35,604	31,174
Other loans repayable		
within 1 year	769	6,426
after 1 year but not exceeding 2 years	4,119	786
after 2 years but not exceeding 5 years	6,494	9,744
after 5 years	5,730	6,739
	17,112	23,695
	52,716	54,869
Less: amounts classified under current liabilities	(11,139)	(17,799)
Amounts classified under non-current liabilities	41,577	37,070

Movements of bank and other loans are as follows:

	2024 \$ Million	2023 \$ Million
At 1 January	54,869	48,537
Borrowing of bank and other loans	22,993	11,332
Repayment of bank and other loans	(23,841)	(9,869)
Acquisition of Civitas	–	3,570
Amortisation of costs and fair value adjustments	(47)	3
Translation differences	(1,258)	1,296
At 31 December	52,716	54,869

19. Bank and Other Loans (continued)

At the year end date:

- (a) bank loans amounting to \$2,534 million (2023 – \$3,346 million) were secured by assets as described in note 26;
- (b) bank loans in RMB carried interest at rates based on loan prime rates quoted by banks on the Mainland plus a margin of approximately 1%; bank loans in other currencies carried interest at rates based on market benchmark rates of the relevant currency plus a margin of less than 1%;
- (c) other loans included the following notes issued by CK Property Finance (MTN) Limited in Hong Kong and guaranteed by the Company:

HK\$750,000,000	2.29% due September 2026 (issued in 2016)
HK\$1,100,000,000	3% due April 2027 (issued in 2017)
HK\$896,000,000	2.69% due September 2027 (issued in 2017)
HK\$2,000,000,000	3.57% due September 2028 (issued in 2018)
US\$350,000,000	1.375% due June 2026 (issued in 2021 and listed in Hong Kong)

- (d) other loans included the following bonds issued by Greene King Finance plc and listed on the Irish Stock Exchange:

Aggregate principal sum	Interest rate	Final repayment
GBP744 million	Fixed rates between 3.59% and 5.32%	2031 – 2035
GBP221 million	SONIA plus credit adjustment spread and margins between 1.8% and 2.1%	2034 – 2036

The above bonds were repayable by quarterly instalments and were secured by properties as described in note 26 and by charges over the future income stream of pledged properties;

- (e) other loans listed in Hong Kong and Ireland with an aggregate carrying amount of \$12,369 million (2023 – \$15,163 million) had a fair value of \$11,179 million (2023 – \$13,619 million) based on quoted prices;
- (f) the following bank loans were designated as hedging instruments for investments and operations outside Hong Kong:

Principal amount	Nature of hedge	Carrying amount
AUD1,510 million	Net investment hedge	\$7,263 million
GBP200 million	Net investment hedge	\$1,944 million

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

20. Deferred Tax

	2024 \$ Million	2023 \$ Million
Deferred tax assets	2,906	2,677
Deferred tax liabilities	(13,791)	(14,041)
Net deferred tax liabilities	(10,885)	(11,364)

Analysis of net deferred tax liabilities is as follows:

	2024 \$ Million	2023 \$ Million
Accelerated tax depreciation	(5,410)	(5,267)
Fair value changes of investment properties	173	(171)
Appreciation in value of properties	(6,306)	(5,985)
Retained earnings of subsidiaries	(961)	(946)
Tax losses	593	516
Other temporary differences	1,026	489
	(10,885)	(11,364)

Movements of net deferred tax liabilities are as follows:

	2024 \$ Million	2023 \$ Million
At 1 January	(11,364)	(11,418)
Net credit (charge) to profit or loss		
Accelerated tax depreciation	(202)	46
Fair value changes of investment properties	321	8
Appreciation in value of properties	(436)	(286)
Retained earnings of subsidiaries	(34)	(17)
Tax losses	85	55
Other temporary differences	532	265
Net credit (charge) to other comprehensive income		
Cash flow hedges	(19)	26
Remeasurement of defined benefit obligations	47	(17)
Acquisition of Civitas	–	(51)
Translation differences	185	25
At 31 December	(10,885)	(11,364)

At the year end date, no deferred tax asset was recognised for deductible temporary differences and unused tax losses amounting to \$5,664 million (2023 – \$4,510 million) and \$4,866 million (2023 – \$4,072 million) respectively, and unused tax losses amounting to \$846 million (2023 – \$897 million) had expiry dates within 1 to 5 years.

21. Lease Liabilities

	2024 \$ Million	2023 \$ Million
Lease liabilities	4,916	5,851
Less: amounts classified under current liabilities (note 18)	(268)	(296)
Amounts classified under non-current liabilities	4,648	5,555

Movements of lease liabilities are as follows:

	2024 \$ Million	2023 \$ Million
At 1 January	5,851	5,556
New leases	366	234
Lease payment	(552)	(525)
Interest accretion	213	195
Terminations	(72)	(55)
Remeasurement	(772)	201
Translation differences	(118)	245
At 31 December	4,916	5,851

22. Pension

	2024		2023	
	Greene King Schemes \$ Million	Schemes A and B \$ Million	Greene King Schemes \$ Million	Schemes A and B \$ Million
Present value of defined benefit obligations	(4,984)	(669)	(5,612)	(677)
Less: fair value of scheme assets	5,454	659	6,254	589
Pension assets (liabilities)	470	(10)	642	(88)

Employees pension schemes include defined benefit schemes which are closed to new entrants and defined contribution schemes. Assets of the employees pension schemes are held independently of the Group's assets.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

22. Pension (continued)

Defined benefit schemes include: (i) provision of benefits based on employer and employee vested contributions plus interest at 6% per annum, or a sum derived by a formula using the final salary and years of service, whichever is greater ("Scheme A"); and (ii) provision of benefits based on employer vested contributions only plus interest at 5% per annum ("Scheme B").

For Scheme A's funding purpose, an independent actuarial valuation as at 30 June 2024 reported a funding level of 101% of the accrued actuarial liabilities on an ongoing basis. The valuation was performed by Tian Keat Aun, a Fellow of The Institute and Faculty of Actuaries, of Towers Watson Hong Kong Limited using the attained age valuation method which adopted an investment return of 3% per annum and a salary increment of 3% per annum as the main assumptions. For Scheme B, the vested benefits were fully funded.

For pub operation in the United Kingdom, two other defined benefit schemes ("Greene King Schemes") are maintained for employees whose benefits relating to salary and years of service are closed to future accruals. The independent annual actuarial report as at 5 April 2023 for one of the schemes reported a funding surplus of GBP10 million and the valuation was performed by Lisa Whitby, a Fellow of The Institute and Faculty of Actuaries using the defined accrued benefit method. The independent annual actuarial report as at 30 June 2023 for the other scheme reported a funding surplus of GBP4 million and the valuation was performed by Roger Moring, a Fellow of The Institute and Faculty of Actuaries using the projected unit method.

Costs of defined benefit schemes amounting to \$5 million (2023 – \$10 million) were charged to income statement and a loss of \$102 million (2023 – gain of \$79 million) on remeasurement of defined benefit obligations was recognised in other comprehensive income. Employers' contributions to defined benefit schemes amounted to \$28 million (2023 – \$29 million) for the year and no forfeited contributions (2023 – nil) had been used to reduce the employers' contributions.

Defined contribution schemes include occupational retirement schemes and mandatory pension schemes. For occupational retirement schemes, contributions are made either by employer only or by both employer and employees based on employees' salary. For mandatory pension schemes, contributions are made by both employer and employees based on the employees' relevant monthly income at rates in compliance with statutory requirements. Employers' contributions to defined contribution schemes amounted to \$441 million (2023 – \$428 million) for the year and no forfeited contributions (2023 – nil) had been used to reduce the employers' contributions.

23. Share Capital and Share Premium

	Number of shares	Share capital \$ Million	Share premium \$ Million	Total \$ Million
Authorised share capital				
Shares of \$1 each	8,000,000,000	8,000		
Shares of \$1 each issued				
At 1 January 2023	3,605,190,333	3,605	236,497	240,102
Buy-back in 2022 and cancelled	(10,949,000)	(11)	–	(11)
Buy-back in 2023 and cancelled	(45,357,000)	(45)	(1,962)	(2,007)
Buy-back in 2023 and not yet cancelled	–	–	(7)	(7)
Costs for share buy-back	–	–	(6)	(6)
At 31 December 2023	3,548,884,333	3,549	234,522	238,071
Buy-back in 2023 and cancelled	(200,000)	–	–	–
Buy-back in 2024 and cancelled	(48,906,000)	(49)	(1,546)	(1,595)
Costs for share buy-back	–	–	(5)	(5)
At 31 December 2024	3,499,778,333	3,500	232,971	236,471

During the year, the Company bought back 48,906,000 shares on The Stock Exchange of Hong Kong Limited with an aggregate consideration of \$1,546 million as follows:

Month	Number of shares bought back	Purchase price per share		Aggregate consideration
		Highest	Lowest	
March 2024	18,070,000	\$33.50	\$32.05	\$585,050,375
April 2024	19,786,000	\$32.65	\$30.70	\$629,767,825
June 2024	10,800,000	\$30.50	\$29.10	\$323,476,625
July 2024	250,000	\$29.10	\$29.05	\$7,270,000
	48,906,000			\$1,545,564,825

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

24. Perpetual Capital Securities

	2024 \$ Million	2023 \$ Million
Listed in Hong Kong		
US\$300 million issued in 2020 (note (a))	2,325	2,325
US\$500 million issued in 2020 (note (b))	3,875	3,875
SGD300 million issued in 2021 (note (c))	1,729	1,729
	7,929	7,929

The perpetual capital securities have no fixed maturity. Distribution to holders of perpetual capital securities may be deferred at the Group's discretion and in which event, the Company and the issuer will not declare/pay any dividends or distributions, redeem, reduce, cancel or buy-back any of the Company's share capital, the issuer's share capital and/or the perpetual capital securities issued.

Notes:

- (a) The US\$300 million perpetual capital securities were issued in September 2020 with an annual distribution rate of 3.8% and are redeemable at the Group's option on or after 17 September 2023.
- (b) The US\$500 million perpetual capital securities were issued in December 2020 with an annual distribution rate of 3.5% and are redeemable at the Group's option on or after 22 December 2023.
- (c) The SGD300 million perpetual capital securities were issued in September 2021 with an annual distribution rate of 3.38% and are redeemable at the Group's option on or after 30 September 2024.

25. Operating Leases

Operating leases are generally contracted with a 2 to 6 year term for property rental. Some operating leases for property rental in the United Kingdom have longer terms up to 35 years. Analysis of future minimum lease payment receivable under non-cancellable operating leases after the year end date is as follows:

	2024 \$ Million	2023 \$ Million
Future minimum lease payment receivable		
in the first year	5,424	5,404
in the second year	4,410	4,188
in the third year	2,969	3,281
in the fourth year	2,067	2,256
in the fifth year	1,887	1,969
thereafter	26,580	23,755
	43,337	40,853

26. Charges on Assets

At the year end date, (i) properties amounting to \$6,414 million (2023 – \$9,420 million) were charged to secure bank loans arranged for property development and investment; and (ii) properties amounting to \$24,760 million (2023 – \$25,978 million) were charged to secure other loans arranged for pub operation.

27. Commitments

At the year end date, the Group had capital commitments for (i) development of investment properties amounting to \$934 million (2023 – \$1,871 million); and (ii) addition of fixed assets amounting to \$711 million (2023 – \$154 million).

28. Contingent Liabilities

At the year end date, the Group provided guarantees for (i) revenue shared by land owner of a hotel project amounting to \$443 million (2023 – \$458 million); and (ii) mortgage loans provided by banks to purchasers of properties developed by the Group on the Mainland amounting to \$439 million (2023 – \$646 million).

29. Financial Risks and Management

The Group's financial assets and financial liabilities include investments, bank balances and deposits, debtors and loan receivables, loans to joint ventures, creditors, bank and other loans, derivative financial instruments and lease liabilities. Treasury policies and management of risks and liquidity are described below:

(a) Treasury policies

The Group adopts a conservative approach on foreign exchange risk management and maintains an appropriate mix of floating and fixed rate borrowings to mitigate interest rate risk. The Group's exposure to foreign exchange fluctuations and interest rate changes are reviewed regularly. Hedging instruments including swaps and forwards are used in the management of foreign exchange and interest rate risks.

At the year end date, the Group's borrowings were 37% in HK\$/US\$ and 63% in foreign currencies (including AUD, GBP and RMB); and about 56% were on a floating interest rate basis and 44% were on a fixed interest rate basis, after taking into account of effective swaps in place. Foreign currencies borrowings had been arranged for investments and operations in Australia, the United Kingdom and on the Mainland.

The Group derives its revenue mainly from property businesses in HK\$ and RMB, and maintains bank balances and deposits substantially in HK\$, RMB and US\$. Income in foreign currencies is generated by overseas investments and operations, and cash in these currencies is maintained for business requirements.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

29. Financial Risks and Management (continued)

(b) Risk management

The outstanding amounts of debtors, loan receivables and loans to joint ventures are the main exposure to credit risks. Collaterals including properties and other assets are arranged as much as possible to minimise credit risks. Bank balances and deposits are placed with a number of banks to mitigate bank default risk.

Credit risks of debtors and loan receivables are assessed generally on a collective basis, unless collection of outstanding amounts from specific debtors become doubtful. Credit risks of loans to joint ventures and other significant transactions are assessed separately. Outstanding balances are reviewed regularly and follow-up actions are carried out promptly on overdue amounts to minimise credit losses.

Allowance for expected credit losses is measured based on the probability of default after taking into account past experience, impact of market conditions and the realisable value of collaterals. When recoveries of outstanding debtors and loan receivables become unrealistic, the outstanding amounts are written off.

At the year end date, allowance for expected credit losses of debtors and loan receivables amounted to \$91 million (2023 – \$99 million) and \$33 million (2023 – \$31 million) respectively, and were mainly provided for the pub operation in the United Kingdom. Loans to joint ventures were fully recoverable based on the current financial positions of joint ventures.

The exposure of investments to price changes is managed by closely monitoring changes in market conditions that may have an impact on prices or factors affecting their fair value. If the fair value of investments was 5% higher/lower at the year end date, profit for the year would increase/decrease by \$227 million (2023 – \$321 million).

The Group's borrowings are exposed to interest rate fluctuation. An increase/decrease of 1% in interest rates would increase/decrease interest costs for the year by \$295 million (2023 – \$302 million), assuming the change in interest rates had been applied to the Group's borrowings at the year end date which were kept constant throughout the year, and interest amount capitalised would increase/decrease by \$68 million (2023 – \$108 million) using the proportion of interest amount capitalised during the year. Interest rates offered by banks are subject to interest rate benchmark reform. The Group is closely monitoring the development of new benchmark rates under the reform and will make arrangements with banks to facilitate the transition to new benchmark rates for the relevant borrowings and interest rate swaps when appropriate.

29. Financial Risks and Management (continued)

(c) Liquidity management

The Group monitors its liquidity requirements on a short to medium term basis and arranges its financing accordingly. With plenty of cash on hand as well as available banking facilities, the Group's liquidity position remains strong and the Group has sufficient financial resources to satisfy its commitments and working capital requirements.

At the year end date, the undiscounted contractual cash outflows (including interest payments after interest rate swaps where applicable) of the Group's borrowings by maturities were as follows:

	2024 \$ Million	2023 \$ Million
Within 1 year	13,166	19,966
After 1 year but not exceeding 2 years	14,927	11,255
After 2 years but not exceeding 5 years	24,722	23,129
After 5 years	6,706	8,024
	59,521	62,374

At the year end date, the undiscounted contractual cash outflows (including interest payments) of the Group's lease liabilities by maturities were as follows:

	2024 \$ Million	2023 \$ Million
Within 1 year	512	501
After 1 year but not exceeding 2 years	515	480
After 2 years but not exceeding 5 years	1,305	1,265
After 5 years	5,252	7,097
	7,584	9,343

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

29. Financial Risks and Management (continued)

(c) Liquidity management (continued)

At the year end date, the undiscounted contractual cash inflows and outflows of the currency swaps and forward contracts designated to hedge the net foreign exchange exposure of overseas investments and operations by maturities were as follows:

	2024 \$ Million	2023 \$ Million
Cash inflows		
Within 1 year	34,859	36,157
After 1 year but not exceeding 2 years	11,461	13,608
After 2 years but not exceeding 5 years	35,534	34,356
After 5 years	45,062	36,331
	126,916	120,452
Cash outflows		
Within 1 year	32,956	36,790
After 1 year but not exceeding 2 years	9,979	13,215
After 2 years but not exceeding 5 years	30,990	31,329
After 5 years	40,308	32,971
	114,233	114,305

30. Fair Value of Financial Assets and Financial Liabilities

Investments and derivative financial instruments are measured at fair value using value inputs in the following categories:

Level 1: quoted prices in active markets

Level 2: inputs other than quoted prices that are observable either directly or indirectly

Level 3: inputs which are not observable market data including discounted cash flow on projections and estimates based on assumptions

The fair values of investments and derivative financial instruments are summarised by level as follows:

	Level 1		Level 2		Level 3	
	2024 \$ Million	2023 \$ Million	2024 \$ Million	2023 \$ Million	2024 \$ Million	2023 \$ Million
Investments						
Listed securities	2,831	3,390	–	–	–	–
Unlisted securities	–	–	–	–	810	172
Investments in infrastructure businesses	–	–	–	–	–	2,031
Investment in a hotel project	–	–	–	–	904	829
Derivative financial instruments						
– assets	–	–	8,651	5,288	–	–
– liabilities	–	–	(268)	(2,089)	–	–

30. Fair Value of Financial Assets and Financial Liabilities (continued)

For fair value measurement of investments using level 3 value inputs, fair value is determined using valuation techniques with reference to projected cash flow, price of recent transaction and other specific inputs relevant to the particular investment. Change of value inputs reasonably to possible alternatives would not have material effect on the Group's results and financial position.

Movement of investments using level 3 value inputs is as follows:

	2024 \$ Million	2023 \$ Million
At 1 January	3,032	4,368
Investments during the year	753	104
Fair value gain (loss) recognised through income statement	(40)	281
Transfer of investments in infrastructure businesses to joint ventures	(2,031)	(1,721)
At 31 December	1,714	3,032

At the year end date, the carrying amounts of other financial assets and financial liabilities (excluding lease liabilities) would approximate their fair values, unless otherwise disclosed.

31. Capital Management

The Group manages its capital to ensure that it will continue as a going concern while maximising returns to shareholders through the optimisation of debt and equity balances. The Group's capital structure consists of bank and other loan borrowings, shareholders' funds, perpetual capital securities and non-controlling interests as set out in the consolidated statement of financial position. The Group reviews its capital structure on a regular basis.

Net debt to net total capital ratio is calculated as follows:

	2024 \$ Million	2023 \$ Million
Bank and other loans	52,716	54,869
Less: bank balances and deposits	(36,069)	(42,481)
Net debt	16,647	12,388
Total equity	400,200	399,436
Net debt	16,647	12,388
Net total capital	416,847	411,824
Net debt to net total capital ratio	4.0%	3.0%

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

32. Statement of Financial Position of the Company

	As at 31 December 2024 \$ Million	2023 \$ Million
Non-current assets		
Fixed assets	9	9
Subsidiaries (note (a))	251,978	256,921
	251,987	256,930
Current assets		
Debtors, prepayments and others	74	54
Bank balances and deposits	19,545	22,710
	19,619	22,764
Current liabilities		
Creditors, accruals and others	309	308
Provision for taxation	–	30
	309	338
Net current assets	19,310	22,426
Net assets	271,297	279,356
Representing:		
Share capital and share premium	236,471	238,071
Reserves (note (b))	34,826	41,285
Shareholders' funds	271,297	279,356

Notes:

(a) Particulars regarding the principal subsidiaries are set out in the Appendix.

(b) Movements of reserves are as follows:

	Capital redemption reserve \$ Million	Retained profits \$ Million	Total \$ Million
At 1 January 2023	588	47,202	47,790
Profit for the year	–	1,605	1,605
Buy-back and cancellation of issued shares	56	–	56
Unclaimed dividends reverted	–	5	5
Dividend paid	–	(8,171)	(8,171)
At 31 December 2023	644	40,641	41,285
Profit for the year	–	540	540
Buy-back and cancellation of issued shares	49	–	49
Unclaimed dividends reverted	–	5	5
Dividend paid	–	(7,053)	(7,053)
At 31 December 2024	693	34,133	34,826

PRINCIPAL SUBSIDIARIES

Appendix

The Directors are of the opinion that a full list of subsidiaries will result in particulars of excessive length. Therefore the following list contains only the particulars of subsidiaries which principally affect the revenue, results, net assets or business aspects of the Group. The place of incorporation and/or the principal place of operation of the following subsidiaries were in Hong Kong, unless otherwise stated.

Name	Paid up share/ registered capital	Effective percentage held by the Group	Principal activities
Art Champion Investment Limited	HK\$ 1	100	Property development
Art Rich Investment Limited	HK\$ 1	100	Property development
Beijing Chang Le Real Estates Development Co., Ltd. ¹	US\$ 29,000,000	100	Property development
Beijing Po Garden Real Estates Development Co., Ltd. ¹	US\$ 150,000	100	Property development
Bermington Investment Limited	HK\$ 2	100	Hotel & serviced suite operation
Bradford Investments Limited	HK\$ 1	80	Property development
Bristow Investments Limited	HK\$ 1	100	Property development
Centenary Investments Limited	HK\$ 1	100	Property development
Cheung Kong Property Development Limited	HK\$ 2	100	Project management
CHP Property Holdings Limited ³	GBP 473,320,373	100	Property investment
Circadian Limited ²	GBP 100	95	Property development
City Champion Investments Limited	HK\$ 1	100	Property development
Citybase Property Management Limited	HK\$ 100,000	100	Property management
Citypoint Investment Limited	HK\$ 1	100	Property development
Civitas Social Housing Limited ²	GBP 6,224,615	100	Property investment
CK Global Holdings Limited ⁵	US\$ 3,000	100	Property investment
CK Property Finance Limited ⁴	US\$ 1	100	Finance
CK Property Finance (MTN) Limited ⁶	US\$ 1,000	100	Finance
Consolidated Hotels Limited	HK\$ 78,000,000	39	Hotel & serviced suite operation
Crown Gain Investments Limited	HK\$ 1	100	Property development
Delight World Limited	HK\$ 2	100	Property development
Dongguan Asia Commercial Hwang Gang Lake Development Company Limited ¹	US\$ 49,510,049	99.82	Property development
Elbe Office Investments Limited	HK\$ 2	100	Property investment
Flying Snow Limited	HK\$ 2	100	Property investment
Galaxy Power Investment Limited	HK\$ 2	100	Property development
Global Coin Limited	HK\$ 2	100	Property investment
Goodwell Property Management Limited	HK\$ 100,000	100	Property management
Great Rainbow Investments Limited	HK\$ 1	100	Property development
Greene King Finance plc ²	GBP 12,502	100	Finance
Greene King Limited ²	GBP 39,008,943	100	Pub operation
Harbour Grand Hong Kong Limited	HK\$ 2	100	Hotel & serviced suite operation
Harbour Plaza 8 Degrees Limited	HK\$ 2	100	Hotel & serviced suite operation
Harbour Plaza Hotel Management Limited	HK\$ 2	100	Hotel management
Harbour Plaza Metropolis Limited ⁴	US\$ 1	100	Hotel & serviced suite operation
Harbour Plaza Resort City Limited ⁴	US\$ 10,000	98.47	Hotel & serviced suite operation
Hongville Limited	HK\$ 2	100	Property investment
Hutchison Estate Agents Limited	HK\$ 50,000	100	Property agency
Hutchison Hotel Hong Kong Limited	HK\$ 2	100	Hotel & serviced suite operation
Hutchison Property Group Limited ⁴	US\$ 1	100	Project management

PRINCIPAL SUBSIDIARIES (CONTINUED)

Name	Paid up share/ registered capital	Effective percentage held by the Group	Principal activities
Hutchison Whampoa Properties (Beijing Chaoyang) Limited ¹	US\$ 81,579,000	100	Property development
Hutchison Whampoa Properties (Chongqing Nanan) Limited ¹	RMB 3,300,000,000	95	Property development
Hutchison Whampoa Properties (Nanjing) Limited ¹	HK\$ 215,200,000	100	Property development
Hutchison Whampoa Properties (Qingdao) Limited ¹	US\$ 75,000,000	90	Property development
Hutchison Whampoa Properties (Wuhan Jiangnan South) Limited ¹	US\$ 178,700,000	100	Property development
Japura Development Pte Ltd ⁷	SGD 3,000,000	100	Property development
Jubilee Year Investments Limited	HK\$ 1	100	Property development & investment
Kingsmark Investments Limited	HK\$ 1	100	Property development & investment
Korn Reach Investment Limited	HK\$ 1	100	Property development
Matrica Limited	HK\$ 20	100	Hotel & serviced suite operation
Ocean Century Investments Limited	HK\$ 1	100	Property development & hotel & serviced suite operation
Panther Ventures Limited ⁴	US\$ 1	100	Finance
Pearl Wisdom Limited	HK\$ 2	100	Hotel & serviced suite operation
Queen Investments Limited	HK\$ 1	100	Property development
Randash Investment Limited	HK\$ 110	100	Hotel & serviced suite operation
Rhine Office Investments Limited	HK\$ 2	100	Property investment
Rich View Investments Limited	HK\$ 1	100	Property development
Sai Ling Realty Limited	HK\$ 10,000	100	Property development
Shanghai Changrun Jianghe Property Development Co., Ltd. ¹	RMB 2,645,560,000	60	Property development & investment
Shanghai Heya Property Development Co., Ltd. ¹	RMB 700,000,000	100	Property development
Shenzhen Century Place Shopping Mall Limited ¹	RMB 620,000,000	80	Property development & investment
SHP Holding Limited ³	GBP 634,584,557	100	Property investment
Sino China Enterprises Limited	HK\$ 2	100	Hotel & serviced suite operation
Sky Oasis Enterprises Limited	HK\$ 1	100	Property development
Swiss Investments Limited	HK\$ 1	100	Property development
The Kowloon Hotel Limited ⁸	US\$ 5	100	Hotel & serviced suite operation
Towerich Limited	HK\$ 2	100	Hotel & serviced suite operation
Turbo Top Limited	HK\$ 2	100	Property investment
Ultimate Sino Investments Limited ⁴	US\$ 41,128	100	Finance
Vember Lord Limited	HK\$ 2	100	Property investment
Winchesto Finance Company Limited	HK\$ 15,000,000	100	Finance

- 1 Incorporated and operated on the Mainland
- 2 Incorporated and operated in the United Kingdom
- 3 Incorporated in Jersey and operated in the United Kingdom
- 4 Incorporated in the British Virgin Islands
- 5 Incorporated in the Cayman Islands and operated in Ireland
- 6 Incorporated in the Cayman Islands
- 7 Incorporated and operated in Singapore
- 8 Incorporated in The Bahamas

INDEPENDENT AUDITOR'S REPORT

Deloitte.

德勤

TO THE MEMBERS OF CK ASSET HOLDINGS LIMITED

(incorporated in the Cayman Islands with limited liability)

Opinion

We have audited the consolidated financial statements of CK Asset Holdings Limited (the "Company") and its subsidiaries (collectively referred to as the "Group") set out on pages 132 to 174, which comprise the consolidated statement of financial position as at 31 December 2024, 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 material accounting policy information and other explanatory information.

In our opinion, the consolidated financial statements give a true and fair view of the consolidated financial position of the Group as at 31 December 2024, and of its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with IFRS Accounting Standards 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 ("HKSA") issued by the Hong Kong Institute of Certified Public Accountants ("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 judgement, were of most significance in our audit of the consolidated financial statements of the current year. 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.

INDEPENDENT AUDITOR’S REPORT (CONTINUED)

Key audit matter	How our audit addressed the key audit matter
<p>Valuation of investment properties</p> <p>We identified the valuation of investment properties as a key audit matter due to the significance of the balance to the consolidated financial statements as a whole, combined with the judgements involved in determining the inputs used in the valuation.</p> <p>As at 31 December 2024, the Group’s investment properties amounted to HK\$150,708 million and represented 30% of the Group’s total assets. As disclosed in note 9 to the consolidated financial statements, the Group’s investment properties were stated at fair values based on valuation performed by independent professional valuers (“Valuers”). For the completed investment properties, the fair values were derived using income capitalisation method; and for the investment properties under development, they were fair valued as if they had been completed using the income capitalisation method, and then costs to completion and profit margins were deducted to arrive at their fair values using the residual method. The valuations were dependent on certain significant inputs that involve judgements, including reversionary income, appropriate capitalisation rates, costs to completion and profit margins.</p>	<p>Our procedures in relation to the valuation of the investment properties included:</p> <ul style="list-style-type: none">Evaluating the competence, capabilities and objectivity of the Valuers;Assessing the appropriateness and reasonableness of the valuation methodology and significant inputs of a selection of investment properties used in the valuations; andChecking the reasonableness of source data of significant inputs, including reversionary income, capitalisation rates, costs to completion and profit margins used by the Valuers in the valuations of a selection of investment properties.
<p>Determination of the net realisable value of the Properties</p> <p>We identified the assessment of whether the properties for/under development, joint development projects under development and completed properties (the “Properties”) were stated at the lower of cost and net realisable value (“NRV”) as a key audit matter due to the significance of the balance to the consolidated financial statements as a whole and the involvement of estimations in the assessment. As disclosed in note 2(k) to the consolidated financial statements, the Properties are stated at the lower of cost or NRV. As at 31 December 2024, the Properties amounted to HK\$129,618 million and represented 26% of the Group’s total assets. The determination of the NRV involves estimates based on prevailing market conditions and also taking into account the estimated future costs to completion.</p>	<p>Our procedures in relation to assessing whether the Properties were stated at the lower of cost and NRV included:</p> <ul style="list-style-type: none">Assessing the management’s process in estimating the future costs to completion of a selection of the Properties, by comparing them to the actual development cost of similar completed properties of the Group with the adjustments made according to current market data; andAssessing the appropriateness of the NRV of the Properties, on a sample basis, by comparing the estimated selling prices to market prices achieved in the same projects or comparable properties, based on the current market transactions.

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 (“Other Information”).

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 the Directors and the Audit Committee 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 IFRS Accounting Standards and the disclosure requirements of 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.

The Directors, in particular the Audit Committee, 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. We report our opinion solely to you, as a body, in accordance with our agreed terms of engagement, 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 (*CONTINUED*)

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements (*continued*)

As part of an audit in accordance with HKSAs, we exercise professional judgement 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.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements (*continued*)

We communicate with the Audit Committee 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 identified during our audit.

We also provide the Audit Committee 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, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the Audit Committee, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current year 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 this independent auditor's report is Keung To Wai, David.

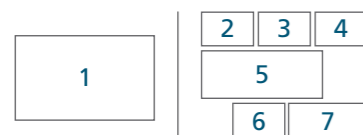
Deloitte Touche Tohmatsu
Certified Public Accountants
 Hong Kong
 20 March 2025

LISTED REAL ESTATE INVESTMENT TRUSTS



HUI XIAN REIT
匯賢產業信託

Hui Xian REIT is the first RMB-denominated REIT listed in Hong Kong. Its property portfolio spans retail, office, serviced apartment and hotel sectors on the Mainland. The assets are namely Beijing Oriental Plaza, Chongqing Metropolitan Oriental Plaza, The Westin Shenyang, Hyatt Regency Metropolitan Chongqing and Sheraton Chengdu Lido Hotel.



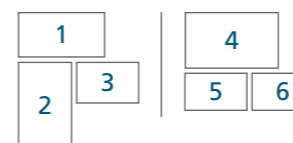
1. Beijing Oriental Plaza, Hui Xian REIT's flagship asset
2. Grand Hyatt Beijing at Beijing Oriental Plaza
3. Sheraton Chengdu Lido Hotel
4. Hyatt Regency Metropolitan Chongqing
5. The Malls at Beijing Oriental Plaza
6. The Tower Offices at Beijing Oriental Plaza
7. Chongqing Metropolitan Oriental Plaza

LISTED REAL ESTATE INVESTMENT TRUSTS (CONTINUED)

FORTUNE

置富產業信託 REIT

Fortune REIT was established in 2003 and is the first REIT to hold assets in Hong Kong. It is currently listed on the Main Board of The Stock Exchange of Hong Kong Limited and holds a portfolio of 17 retail properties, with 16 private housing estate retail properties in Hong Kong and 1 neighbourhood mall in Singapore, comprising 3 million sq. ft. of retail space and 2,793 car parking spaces.



1,2&3. +WOO, located in the heart of Tin Shui Wai, is the largest mall within the district and is next to the MTR Light Rail Ginza Station.

4. Ma On Shan Plaza, one of the largest malls along the MTR Tuen Ma line.

5. Fortune City One, the commercial constituent of the over 10,000-unit City One Shatin residential development.

6. Fortune Metropolis, located in the Kowloon transportation hub of Hung Hom, is directly connected to Hung Hom MTR Station with the Cross Harbour Tunnel just minutes away.

LISTED REAL ESTATE INVESTMENT TRUSTS (CONTINUED)



Prosperity REIT is the first private sector REIT listed on the Main Board of The Stock Exchange of Hong Kong Limited. It owns a diverse portfolio of seven properties in the decentralised business districts of Hong Kong, with a total gross rentable area of 1,275,153 sq.ft., and a total of 498 car parking spaces.



1. The Metropolis Tower – Flagship property of Prosperity REIT at Hung Hom Station, interchange station hub of the MTR Tuen Ma Line and East Rail Line, enjoys convenient transportation access and panoramic sea views of the Victoria Harbour.
2. Prosperity Millennia Plaza – It is strategically located in the Island East office district and adjacent to Harbour Plaza North Point Hotel.
3. 9 Chong Yip Street – It is a Grade A office building located in Kwun Tong which is evolving into Hong Kong's second Central Business District (CBD2).
4. Prosperity Place – Located in Kwun Tong, within close vicinity of major shopping malls and commercial buildings, positioned as a vertical shopping spot with retail and service trade tenants. Featuring a spacious main lobby adorned with a living green wall and a wide street frontage, it stands out as the most eye-catching building on Shing Yip Street.

RISK FACTORS

The Group's businesses, financial conditions, results of operations and 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 advisers before making any investment in the shares or other securities of the Company.

Global Economy

Escalating trade protectionism, fluctuation of major currencies, supply chain disruptions, high interest rates and inflationary pressure in some countries, diverging fiscal policy and monetary policy, fluctuation of commodity prices and energy costs, continuing geopolitical tensions and increasing climate risks have created uncertainties and volatility in the global economy and financial markets. Continued slowdown in global economic growth could lead to economic contractions in certain markets, commercial and consumer delinquencies, weakened consumer confidence, increased market volatility and decline in the value of the assets.

The Group is a leading multinational corporation with businesses presently in Hong Kong, the Mainland, Singapore, Continental Europe, Australia, Canada and the United Kingdom ("UK"). Any adverse economic, social and/or political conditions in those countries and places in which the Group operates may potentially impact the Group's businesses, financial conditions, results of operations or growth prospects.

Industry Trends and Interest Rates

The trends in the industries in which the Group operates, including the market sentiment and conditions, asset values, the mark to market value of investment securities, the currency environment and interest rate cycles, may pose significant risks to the Group's businesses, financial conditions, results of operations or growth prospects. There can be no assurance that the combination of industry trends and interest rates the Group experiences in the future will not adversely affect its businesses, financial conditions, results of operations or growth prospects.

Inflation and interest rates remain at a relatively high level in many countries. The interest rate cycle has impact on the aggregate demand from all sectors, which may in turn affect the businesses of the Group. While the Group regularly reviews its exposure to interest rate fluctuations and may manage such exposure using hedging instruments, there can be no guarantee that the Group will not be affected by the interest rate exposure.

In particular, certain businesses of the Group are subject to regulatory regimes in which local interest rates are taken into account in the calculation of the regulated cost of capital, which flows through to allowed revenue. There can be no assurance that any changes in the regulated cost of capital can be fully mitigated by the businesses. Furthermore, 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 businesses, financial conditions, results of operations or growth prospects. The volatility in the financial markets may also adversely affect the income to be derived by the Group from its finance and treasury activities.

Currency Fluctuations

The Group is a leading multinational corporation with businesses presently in Hong Kong, the Mainland, Singapore, Continental Europe, Australia, Canada and the UK, and is exposed to potential currency fluctuations in these countries and places in which the Group operates. The results of the Group are reported 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 the Group's financial conditions, results of operations, asset values or liabilities.

To minimise currency risk exposure in respect of its investments in other countries, the Group generally hedges those investments with (a) currency swaps and (b) 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 dollars could adversely affect its businesses, financial conditions, results of operations or growth prospects.

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, may pose a risk to the overall investment return of the Group's businesses and may delay or prevent the commercial operation of a business, which may result in loss of revenue and profit and adversely affect the Group's businesses, financial conditions, results of operations or growth prospects.

RISK FACTORS (CONTINUED)

Impact of Possible Economic Sanctions on Business Partners, Suppliers, Customers or Businesses in General

Governments and multinational organisations (including but not limited to the State Department and the Department of the Treasury's Office of Foreign Assets Control of the United States, His Majesty's Treasury, the Office of Financial Sanctions Implementation or other UK government agency, the European Union ("EU") or any member state thereof and the United Nations), from time to time administer certain laws and regulations that impose restrictions with respect to activities, transmission of funds or transactions with certain countries, governments, entities and individuals that are the subject of economic sanctions. There can be no assurance that such sanctions or other restrictions will not affect the jurisdictions in which the Group conducts its business, any of the Group's business partners, suppliers, customers or otherwise. To the extent that any such sanction or restriction is imposed in any jurisdictions where the Group's business operates, the Group may need to cease operations in those jurisdictions and suffer losses in that regard. If any of the Group's business partners or suppliers are impacted by sanctions or restrictions, provision of goods, services or support by them may be disrupted or discontinued, which may affect the Group's ability to continue to operate related businesses. If any of the Group's business partners is affected by sanctions or restrictions, the discontinuation or disruption of strategic alliance with such business partners may also affect the Group's ability to continue to operate related businesses and/or may result in suspension of operations. There can be no assurance that the Group will be able to obtain alternative goods, services, support or alliance it needs for the operation of its business, in a timely manner or at competitive terms, and no assurance that any compensation recoverable from business partners or suppliers for the discontinued or disrupted supply, service, support or alliance will be available or adequate. If any of the Group's customers are affected by sanctions or restrictions, the Group may be forced to discontinue the provision of services or goods to such customers and the Group will suffer losses in that regard. If any of the Group's assets are in the possession of such customers, there can be no assurance that such assets can be repossessed by the Group especially if such assets are located in countries or regions subject to sanctions or restrictions and no assurance that any compensation recoverable from such customers or insurers for the Group's failure to repossess such assets will be available. Any of these factors could have a material adverse effect on the Group's financial condition and results of operations.

Compliance with Personal Data Protection Legislation

In the ordinary course of its operations, various businesses of the Group collect, store and use data that is protected by personal data protection laws in the different countries in which they operate. As regulatory focus on privacy issues continues to increase and worldwide laws and regulations concerning the handling of personal information expand and become more complex, potential risks related to personal data collection and use within the Group's businesses are expected to intensify.

In the event that any relevant business of the Group is unable to meet its obligations under applicable data protection laws, it may be subject to regulatory actions or civil claims. The expenses on remediation, costs of regulatory or legal actions, and monetary damages and/or reputational damage suffered as a result of such action, could have a material adverse effect on the Group's financial conditions and results of operations.

Cybersecurity

With the rapid expansion of internet, networking, information and operational technology, coupled with swift development of artificial intelligence (AI) technology, the incidence and severity of cyber fraud, cyber attacks and security breaches are escalating globally. The Group's critical utility, data and information assets are not immune from attack, damage or unauthorised access. Cybersecurity risks could significantly impact the operational and business performance, as well as the business reputation of the Group. The Group continuously strives to enhance the cybersecurity protection of its business.

There can be no assurance that the Group will be free from cyber fraud, cyber attacks or security breaches or that it will not experience any major damage to its assets or activities. Cyber fraud, cyber attacks or security breaches suffered by the Group's systems could result in significant impact on the Group's business reputation, businesses, financial conditions, results of operations or growth prospects.

Impact of New Accounting Standards

The International Accounting Standards Board has from time to time issued new and revised IFRS Accounting Standards. As accounting standards continue to develop, the International Accounting Standards Board may in the future issue more new and revised IFRS Accounting Standards and the Group may be required to adopt new accounting policies which might or could have a significant impact on the Group's financial position or results of operations.

Social Incidents, Terrorist Threats and Geopolitical Tensions

The Group is a leading multinational corporation with businesses presently in Hong Kong, the Mainland, Singapore, Continental Europe, Australia, Canada and the UK. In recent years, a series of social incidents, terrorist activities and geopolitical tensions occurred across the globe that resulted in economic losses, multiple deaths, casualties, persistent supply chain disruptions and volatility in commodity markets. There can be no assurance that countries in which the Group operates will not have any social incidents or they will be immune from terrorist threats or geopolitical tensions, and if these events occur, they may have an adverse impact on the Group's businesses, financial conditions, results of operations or growth prospects.

RISK FACTORS (CONTINUED)

Risks arising from Climate Change

Some of the Group's assets and businesses, and many of the Group's customers and suppliers are located in areas that would be affected in the medium to long term by climate change. Climate change may increase the frequency and intensity of extreme weather events, and some of which can result in natural disasters. It could disrupt supply chains, interrupt business operations and cause financial and physical damages. Alteration in weather patterns, such as typhoons, droughts, or rainfall amount may cause shortage of crops for food and other natural resources. The harsher temperatures in some locations may also pose an increased risk for staff working in those locations. Changes in microclimates for certain locations may render certain businesses obsolete. Some governments are also introducing legislation or requirements to restrict emissions and other environmental protective measures. Some regulators have issued mandatory disclosure requirements in relation to climate-related financial risk disclosures. Regulations, new disclosure requirements, disruption and damage arising from climate change could have a material impact on the Group's businesses and adversely affect the Group's financial conditions and results of operations.

There can be no assurance that climate change and its impact including rising sea levels, prolonged droughts, heat waves, severe storms or flooding and other extreme weather patterns will not occur and result in major disruption or damage to the Group's assets and businesses, which could materially and adversely affect the Group's businesses, financial conditions, results of operations and growth prospects.

Transition risks

Many countries where the Group has material business operations seek to transition to low carbon economies. Governments are introducing legislation and taking policy actions to restrict emissions and implementing measures which would incentivise environmental protection activities. There is increasing pressure on the Group's businesses to support transition to low-carbon economy.

In the journey to a low-carbon economy, the use of resources of low-carbon emission are encouraged or made compulsory over time, while the consumption of conventional resources of high carbon emission are progressively reduced, replaced or prohibited. Changes to governmental policy, legal and regulatory requirements, opinions of the investment community, financial markets, technology, supply chain and consumer behaviour as a result of the transition may occur in ways unexpected by or faster than the anticipation of the Group's businesses, which could have a material impact on the Group's businesses and adversely affect the Group's financial conditions, results of operations and business reputation.

Natural Disasters

Some of the Group's assets and businesses, and many of the Group's customers and suppliers are located in areas at risk of damage from earthquakes, floods, storms, drought, bushfires, frost and similar disasters and the occurrence of any of these disasters could disrupt the Group's businesses and materially and adversely affect the Group's businesses, financial conditions, results of operations or growth prospects. There can be no assurance that earthquakes, floods, storms, drought, bushfires, extreme weather or other natural disasters will not occur and result in major damage to the Group's property development projects, infrastructure and utility assets, properties, assets or facilities, or to the general supporting infrastructure facilities in the vicinity, which could adversely affect the Group's businesses, financial conditions, results of operations or growth prospects.

Public Health Emergency

Although COVID-19 no longer constitutes a public health emergency of international concern, there can be no assurance that there will not be another significant global outbreak of a severe communicable disease, and if such an outbreak were to occur, it could have an adverse impact on the operations of the Group and its results of operations might suffer. The potential impact on the Group's businesses, financial conditions, results of operations or growth prospects will depend on a range of factors, including the duration, severity and scope of the pandemic, the impact of the pandemic on economic activity globally, the possibility of resurgence and variants, and the measures adopted by governments.

Potential Risks in relation to Brexit

The UK left the EU on 31 January 2020. The Trade and Cooperation Agreement between the UK and the EU, which was signed on 30 December 2020 and applied provisionally as from 1 January 2021, entered into force on 1 May 2021. It sets out preferential arrangements in various aspects such as trade, security, areas on ongoing collaboration/cooperation and governance. Brexit may continue to create uncertainty about the new economic and social partnership between the UK and the EU, and has impacted trade intensity, labour availability, supply chain, exchange rates and the gross domestic product levels in the UK.

The Group has significant presence in the UK through investments in the property, infrastructure, pub and social infrastructure businesses, and is, and may increasingly become, exposed to changes in the local political, economic, and regulatory conditions. While the long term implication of Brexit remains to be fully seen and understood, the continuing uncertainties following Brexit could adversely affect the UK economy and the strength of the British pound, which may in turn potentially impact the Group's businesses, asset values and reported profits derived from its operations in the UK.

RISK FACTORS (CONTINUED)

Property Developments

There exist general risks inherent in property developments and in the ownership of properties, including, among other things, (a) rising construction costs; (b) financing for developments may not be available on favourable terms; (c) construction may not be completed on schedule or within budget especially due to issues such as inclement weather, aging workforce, labour shortage, skills mismatch and succession gap as well as the escalation of material prices; (d) long-term financing may not be available on completion of construction; (e) developed properties may not be sold or leased on profitable terms; (f) intense competition from other developers or property owners may lead to vacant properties or an inability to sell or rent properties on favourable terms; (g) purchasers or tenants may default; (h) products may face recall or loss in customer confidence due to contractor's failure in meeting product quality requirement; (i) properties held for rental purpose will need to be renovated, repaired and re-let on a periodic basis; (j) it may not be possible to renew leases or re-let spaces when existing leases expire; and (k) the property market conditions are subject to changes in environmental laws and regulations and zoning laws and other governmental rules and fiscal policies. Property values and rental values are also affected by factors such as the changes in the relationships between countries or sovereign states, the state of the local economy, political and societal developments, governmental regulations and changes in planning or tax laws, levels of interest rates and consumer prices, the overall supply of properties, and the imposition of governmental measures to dampen property prices. Taxes, levies, stamp duties and similar taxes or charges payable for the property management services, the sale or transfer of residential properties, as well as policies and rules on profit repatriation may be imposed by the relevant authorities from time to time.

Investment in property is generally illiquid, which may limit the ability of the Group to timely monetise property assets.

Supply of land is subject to the development of land policies in different markets. Acquisition of land in Hong Kong, the Mainland and overseas markets may be subject to various regulatory requirements or restrictions as well as changes in demand and supply dynamics. Future growth prospects of the property development business are therefore affected by the availability and price levels of prime sites in Hong Kong, the Mainland and overseas markets.

The Group may be subject to fines or sanctions if it does not pay land premiums or does not develop properties according to the terms of the land grant documents. Under the Mainland laws and regulations relating to idle land, if a developer fails to develop land according to the terms of the land use rights grant contracts (including but not limited to, the payment of fees, the designated uses of land and the time for commencement and completion of development of the land), the relevant authorities may issue a warning to or impose a fine on the developer or require the developer to forfeit the land use rights. Any violation of the terms of the land use rights grant contracts may also restrict a developer's ability to participate, or prevent it from participating, in future land bidding. Furthermore, there are specific requirements regarding idle land and other aspects of land use rights grant contracts in many cities on the Mainland, and the local authorities are expected to enforce such rules in accordance with the instructions from the central government of the Mainland.

Circumstances leading to the repossession of land or delays in the completion of a property development may arise, in particular, in view of the increasing complications in governmental approval process and if the Group's land is repossessed, the Group will not be able to continue its property development on the forfeited land, recover the costs incurred for the initial acquisition of the repossessed land or recover development costs and other costs incurred up to the date of the repossession. Furthermore, regulations relating to idle land or other aspects of land use rights may become more restrictive or punitive in the future. If the Group does not comply with the terms of any land use rights grant contracts as a result of delays in project development, or as a result of other factors, the Group may lose the opportunity to develop the project, as well as its past investments in the land, which may materially and adversely impact its businesses, financial conditions, results of operations or growth prospects.

Properties could suffer physical damage by fire or other causes and the Group may be exposed to potential risks associated with public liability claims, resulting in losses (including loss of rent and value of properties) which may not be fully compensated for by insurance proceeds, and such events may in turn affect the Group's financial conditions or results of operations. There is also the possibility of other losses for which the Group may not obtain insurance at a reasonable cost or at all. Should an uninsured loss or a loss in excess of insured limits occur, payment of compensation may be required and this may affect the returns on capital invested in that property. The Group would also remain liable for any debt or other financial obligation, such as committed capital expenditures, related to that property. In addition, insurance policies will have to be renewed every year and acceptable terms for coverage will have to be negotiated, thus exposing the Group to the volatility of the insurance markets, including the possibility of rate increases. Any such factors may adversely affect the Group's businesses, financial conditions, results of operations or growth prospects.

RISK FACTORS (CONTINUED)

Social Infrastructure

Government Funding Policy

The social infrastructure investments assist governments to meet their legal and committed obligations to those individuals with specific care, housing or education needs and therefore rental income is ultimately backed by the government through various delivery channels. Changes to underlying legislation or government policy or priorities could lead to a restriction on such funding which might have a material adverse effect on the income streams and value of the Group's social infrastructure portfolio. Government budgets remain under continued pressure from multiple demands and there is a need to balance the increasing requirement for care and support services with fiscal policy objectives and competing political priorities.

Regulatory Compliance

The care, housing and education services that are delivered by tenants within the Group's investments are governed by a range of regulatory bodies that reflect the essential nature of the services being provided. Issues resulting from poor regulatory compliance by tenants could have a negative impact reputationally on the sectors in which the Group is invested.

Underlying Tenant Performance

Rental income received in respect of the Group's social infrastructure portfolio is usually routed via tenant lease counterparties that operate across housing, care and education and deliver services within the portfolio. Whilst originated ultimately from government or mandatory insurance sources, the efficient and timely payment of rental income might be negatively impacted by poor operational and financial performance of the tenants.

Real Estate Condition and Design

The Group's social infrastructure portfolio benefits from triple net leases that place the responsibility for various maintenance and capital obligations on the tenants. Failure to satisfy these obligations could result in the deterioration of specific assets and their failure to meet the requirements for use within the sector. The required specification of assets may also change over time such that remedial works are required that are above and beyond the tenant's lease obligations on budgeted cost. The Group may incur the costs of capital works in these circumstances that has the effect of reducing the overall return generated.

The Hotel Industry

The hotel industry has been cyclical and may be affected by various factors which are beyond the Group's control, including (a) supply of and demand for accommodation properties; (b) the rate of economic growth; (c) interest rates; (d) political environment and economic developments; (e) introduction of or increase in taxes and levies on hotel accommodation; (f) seasonal factors; and (g) weather conditions. Furthermore, hotel guests are mostly short-term occupants of the hotel rooms and as a result, hotel occupancy rates and room rates are subject to a high degree of fluctuation. Consumer's confidence, desire, willingness and ability to travel may also be affected by the availability of transportation and travel disruptions caused by extreme weather conditions, natural disasters or epidemics. Any such factors may result in reduced demand for our hospitality services and downward pressure on the daily room rates, and may adversely affect the Group's business, financial conditions, results of operations or growth prospects.

The pace of post-pandemic recovery of the industry depends on the global economy, tourism recovery, and consumer sentiment. The potential effects on the hotel industry remain unpredictable and may pose significant adverse impact on the Group's business, financial conditions, results of operations or growth prospects.

The UK Pub Industry

Market Conditions and Change of Consumer Demand

The protracted Russia-Ukraine conflict and the instability in the Middle East have continued to impact global supply chains and cast a shadow on the market over inflation and increasing prices and costs for consumers and businesses, particularly in energy, labour and food. There is no certainty in how long the conflicts may last and the full extent of the impact from the conflicts and their spill-over effects on inflation, interest rates and the cost of living in the UK. These effects have a negative bearing on consumer confidence and disposable income. Any escalation in the conflicts may have a significant and adverse impact on the UK pub industry and UK economy, and the Group's business, financial conditions, results of operations or growth prospects.

The Group's business operates in a market where consumer behaviour may change from time to time. The use of digital media and the expanding food delivery market also add to the competition. Failure to respond to increased competition, to refine segmentation and adopt branding effectively, to price products appropriately, and to align the portfolio of product offerings to meet the demand of consumers could all lead to reduced revenue, profitability and lower than anticipated market share and growth rates.

In relation to non-recourse debt financing, the Group obtained waivers from the relevant creditors in respect of historical covenant breaches as a result of COVID-19. There is no assurance that such waivers will be obtained in the future if the financial conditions deteriorate again.

RISK FACTORS (CONTINUED)

Supply Chain and Distribution

The Group's pub operations cover England, Scotland and Wales. The Group manages the supply chain by a combination of internal logistic resources and relying on a number of key suppliers and third party distributors to supply and deliver goods, including food and drinks. These suppliers also provide raw materials to the breweries operated by the Group to produce and package beer under the brands owned by the Group. Short term or prolonged disruption of such supply chains and distributions caused by events such as epidemic and pandemic outbreaks, sanctions or strikes could lead to interruptions of the supply and delivery of goods or services to customers, resulting in a loss of revenue. Long term failure or withdrawal of key suppliers or distributors could also lead to significantly increased costs in procuring alternatives. Moreover, the failure to brew, package and distribute beer for extended periods of time could have a long term adverse effect on revenue and profitability.

Mounting Cost Pressures

The Group continues to face mounting cost pressures and significant increases in operating costs and expenditure for pubs managed by the Group, particularly in energy costs, food prices, employee wages, national insurance contributions and business rates. Many of these cost factors are beyond the control of the Group. Failure to mitigate effectively against them could lead to reduced revenue, profitability and lower growth rates. Aside from pubs managed by the Group, any difficulties faced by the licensees in tenanted pubs and franchisees in franchised pubs may also impact their ability to keep up with their payment obligations.

The sector has been particularly hit by labour shortages and pay inflation. There has been a reduction in the migration of workers from the EU to the UK. This could add to the cost and challenges in recruiting and retaining enough skilled and qualified employees and securing adequate resource from our contractors and other service providers. Similar issues are faced by the licensees in tenanted pubs and franchisees in franchised pubs.

Health, Safety, Employment and Data Protection Regulations

Failure to comply with food safety and health and safety legislation that results in the occurrence of serious injury or loss of life to any customers, employees or tenants in the pubs managed by the Group or pubs occupied by licensees and franchisees, offices or breweries, could have a significant and adverse impact on the business reputation of the Group. It could further lead to investigations by relevant authorities and potentially significant financial loss. Any issue in the food supply chain that leads to serious illness or loss of life to any customers, including the provision of incorrect allergen information, could also lead to a significant and adverse impact on the business reputation of the Group, restrictions in supply, potential increases in the cost of goods, reduced sales revenue and profitability.

Failure to comply with the requirements of employment-related legislation could lead to regulatory fines and penalties, additional expenses, reduced profitability, and an adverse impact on the Group's business reputation and ability to recruit and retain skilled and qualified employees.

The Group's tenanted pubs business in the England and Wales is subject to legislation known as the Pubs Code. Implementation of the Scottish Pubs Code will take effect on 31 March 2025. Failure to comply with such codes could result in an adverse impact on the Group's business reputation and ability to retain and recruit good quality tenants.

A significant personal data breach and any other failure to comply with the requirements of data protection legislation could impact the Group's ability to do business and business reputation, and lead to loss of revenue and significant risk of financial damage from fines or compensation.

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. Many of these regulated businesses have recently been undergoing challenging regulatory resets with lower permitted return and restrictions on shareholders' distribution under certain circumstances. Interest and inflation rates, high energy cost, energy windfall tax, cap on the energy retail prices in certain markets as well as tougher stances adopted by regulators may affect the returns of the Group's infrastructure businesses. Any operational practices that are significantly out of step with community expectations can lead to concerns with regulators or local or national governments, and may ultimately lead to more stringent regulatory resets, regulatory oversight as well as negative publicity that could also have a reputational impact. Infrastructure projects are capital intensive, and, with only a few major players in the market, there can be 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 an extreme weather and climate event, earthquake, storm, flood, fire, sabotage, terrorist attack, outbreaks of epidemics or any 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 perceptions and may also lead to claims and litigation. Moreover, some losses from events such as terrorist attacks may not be recoverable. The Russia-Ukraine conflict and the instability in the Middle East may continue to impact energy supply and cause price volatility. 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. 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.

Highly Competitive Markets

The Group's businesses face significant competition across the diverse 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) an increasing number of developers undertaking property investment and development in Hong Kong, the Mainland and in other overseas markets, which may affect the market share and returns of the Group; and (b) significant competition and pricing pressure from other competitors which may adversely affect the Group's businesses, financial conditions, results of operations or growth prospects.

RISK FACTORS (CONTINUED)

New Business Ventures and Investments

To balance and mitigate the inherent risks associated with the cyclical nature of property development, or generally, the Group is committed to balancing and strengthening its business portfolio through global quality investments to enhance its recurrent income base and quality of earnings. The Group has taken steps to create and will continue to explore ways to create new sources of recurring revenue by investing into new business sectors and geographical regions if appropriate in respect of investments that meet its criteria. However, there can be no assurance that the Group will implement its business expansion strategies successfully or that its strategies will be able to deliver the results as anticipated. In pursuit of new business opportunities, the Group is experiencing more intense competition where competing bidders are more aggressive in the valuation of the assets on the back of abundant market liquidity and lower return requirements. Also, expansion into new sectors and markets may expose the Group to new uncertainties including but not limited to risks relating to insufficient operating experience in certain sectors and markets, changes in governmental policies and regulations and other adverse developments affecting such sectors and markets. There is also no assurance that all investors would favour the new ventures or investments that may be made by the Group.

Acquisitions

The Group has undertaken acquisition activities in the past and may continue to do so if there are appropriate acquisition opportunities in the markets. Although due diligence and detailed analysis are conducted before acquisition 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 evolving circumstances may come to light as to render the previous assumptions and the valuations and analyses based thereon obsolete.

Some of these 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. There might be longer and more complicated foreign investment approval processes in particular for “sensitive” infrastructure assets such as electricity and gas networks. Geopolitical tensions have accelerated these trends as governments have responded with additional foreign investment regulations to protect local enterprises from foreign acquisitions and also to protect strategic assets from foreign control. 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 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.

Strategic Partners

Certain 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 have been formed by the Group with strategic or business partners. There can be no assurance that any of these strategic or business partners will maintain their relationships with the Group. The Group may not be able to pursue its stated strategies with respect to its non-wholly owned subsidiaries, associates and joint ventures. 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 fulfil their obligations under the joint ventures, which may affect the Group’s businesses, financial conditions, results of operations or growth prospects.

Connected Transactions

CK Hutchison Holdings Limited (“CK Hutchison”) has been deemed by The Stock Exchange of Hong Kong Limited (“Stock Exchange”) to be a connected person of the Company under the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (“Listing Rules”). CK Hutchison is also listed on the Stock Exchange. Although the Group believes that its relationship with CK Hutchison provides it with significant business advantages, any transactions entered into between the Group and CK Hutchison or its subsidiaries are connected transactions under the Listing Rules, 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 disruption to as well as 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.

Past Performance and Forward-Looking Statements

The past performance and the results of operations of the Group 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.

CORPORATE INFORMATION AND KEY DATES

Board of Directors

LI Tzar Kuoi, Victor	<i>Chairman and Managing Director</i>
KAM Hing Lam	<i>Deputy Managing Director</i>
IP Tak Chuen, Edmond	<i>Deputy Chairman</i>
CHUNG Sun Keung, Davy	<i>Executive Director</i>
CHIU Kwok Hung, Justin	<i>Executive Director</i>
CHOW Wai Kam, Raymond	<i>Executive Director</i>
PAU Yee Wan, Ezra	<i>Executive Director</i>
CHEONG Ying Chew, Henry	<i>Independent Non-executive Director</i>
HUNG Siu-lin, Katherine	<i>Independent Non-executive Director</i>
Donald Jeffrey ROBERTS	<i>Independent Non-executive Director</i>
Stephen Edward BRADLEY	<i>Independent Non-executive Director</i>
KWOK Eva Lee	<i>Independent Non-executive Director</i>
SNG Sow-mei alias POON Sow Mei	<i>Independent Non-executive Director</i>
LAM Siu Hong, Donny	<i>Independent Non-executive Director</i>
LEE Wai Mun, Rose	<i>Independent Non-executive Director</i>
WONG Yick-ming, Rosanna	<i>Independent Non-executive Director</i>

Senior Advisor

LI Ka-shing

Audit Committee

CHEONG Ying Chew, Henry (*Chairman*)
HUNG Siu-lin, Katherine
Donald Jeffrey ROBERTS
Stephen Edward BRADLEY
LAM Siu Hong, Donny
LEE Wai Mun, Rose
WONG Yick-ming, Rosanna

Remuneration Committee

HUNG Siu-lin, Katherine (*Chairperson*)
LI Tzar Kuoi, Victor
CHEONG Ying Chew, Henry

Nomination Committee

Stephen Edward BRADLEY (*Chairman*)
LI Tzar Kuoi, Victor
Donald Jeffrey ROBERTS
WONG Yick-ming, Rosanna

Sustainability Committee

IP Tak Chuen, Edmond (*Chairman*)
CHEONG Ying Chew, Henry
Stephen Edward BRADLEY
Eirene YEUNG

Stock Codes

The Stock Exchange of Hong Kong Limited: 1113
Bloomberg: 1113 HK
Reuters: 1113.HK

Website

www.ckah.com

Key Dates

Annual Results Announcement	20 March 2025
Closure of Register of Members and Record Date (for determination of shareholders who are entitled to attend and vote at Annual General Meeting)	19 to 22 May 2025 (both days inclusive, Record Date 22 May 2025)
Annual General Meeting	22 May 2025
Record Date (for determination of shareholders who qualify for the Final Dividend)	28 May 2025
Payment of Final Dividend	12 June 2025

Executive Committee

LI Tzar Kuoi, Victor (<i>Chairman</i>)	
KAM Hing Lam	IP Tak Chuen, Edmond
CHUNG Sun Keung, Davy	CHIU Kwok Hung, Justin
CHOW Wai Kam, Raymond	PAU Yee Wan, Ezra
YIP Kin Ming, Emmanuel	MAN Ka Keung, Simon
SHEN Wai Yee, Grace	Eirene YEUNG
MA Lai Chee, Gerald	KOH Poh Chan
TONG BARNES Wai Che, Wendy	CHIU Yue Seng

Company Secretary

Eirene YEUNG

Authorised Representatives

IP Tak Chuen, Edmond
Eirene YEUNG

General Manager, Accounts Department

MAN Ka Keung, Simon

Principal Bankers

The Hongkong and Shanghai Banking Corporation Limited
DBS Bank Ltd.
Sumitomo Mitsui Banking Corporation
Hang Seng Bank Limited
China Construction Bank (Asia) Corporation Limited
Bank of China (Hong Kong) Limited
Oversea-Chinese Banking Corporation Limited
Mizuho Bank, Ltd.
MUFG Bank, Ltd.
Canadian Imperial Bank of Commerce

Auditor

Deloitte Touche Tohmatsu
Registered Public Interest Entity Auditors

Legal Advisers

Woo, Kwan, Lee & Lo

Registered Office

PO Box 309, Ugland House, Grand Cayman,
KY1-1104, Cayman Islands

Principal Place of Business

7th Floor, Cheung Kong Center,
2 Queen's Road Central, Hong Kong

Principal Share Registrar and Transfer Office

Maples Fund Services (Cayman) Limited
PO Box 1093, Boundary Hall, Cricket Square,
Grand Cayman, KY1-1102, Cayman Islands

Hong Kong 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

This annual report 2024 ("Annual Report"), which is available in both English and Chinese versions, has been published on the Company's website (<https://www.ckah.com>) and the website of Hong Kong Exchanges and Clearing Limited (<https://www.hkexnews.hk>).

If a shareholder wishes to receive the Company's corporate communications (including but not limited to the Annual Report) from the Company in printed form, please follow the instructions set out in the "Dissemination of Corporate Communications" section under "Investor Relations" on the Company's website, to complete the relevant Request Form and return the completed form to the Company's Hong Kong Share Registrar, Computershare Hong Kong Investor Services Limited.

Any such request from a shareholder will cease to be valid after one year, or such shorter period if the original request is revoked in writing, or superseded by a subsequent written request, by such shareholder, prior to the expiry date of the original request. A shareholder wishing to continue to receive corporate communications in printed form after expiry of the original request must complete and return a fresh Request Form.

Shareholders may at any time choose to change their choice as to the language of the Company's corporate communications (including but not limited to the Annual Report) by reasonable prior notice in writing to the Company c/o the Company's Hong Kong Share Registrar by email to ckah.ecom@computershare.com.hk or by post to 17M Floor, Hopewell Centre, 183 Queen's Road East, Hong Kong.

In order to receive actionable corporate communications by email, shareholders are also requested to follow the relevant instructions set out in the "Dissemination of Corporate Communications" section under "Investor Relations" on the Company's website, to complete the relevant Request Form and return the completed form to the Company's Hong Kong Share Registrar, Computershare Hong Kong Investor Services Limited.



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