



長江和記實業有限公司
CK HUTCHISON HOLDINGS LIMITED

(Incorporated in the Cayman Islands with limited liability)

Stock code: 1

2025

SUSTAINABILITY REPORT

CONTENTS

About CK Hutchison Holdings Limited	2	Environment	80
Message from the Chairman	4	Environmental Management System	82
About this Report	6	Training and Awareness Programme	84
Reporting Scope	6	Decarbonisation	86
Reporting Frameworks	6	Group Carbon Footprint	86
Sustainability at CK Hutchison	7	Group and Division-level Progress	87
Reporting What Matters	7	Decarbonisation Initiatives	89
Materiality	8	Air Quality	98
Group Sustainability Framework	9	Air Emissions	98
Governance	10	Circular Economy	101
Integrated Governance Structure	12	Opportunities in Waste-To-X Technologies	102
The Board	12	Diverting Waste from Landfill	102
Sustainability Committee	13	Responsible and Circular Devices and Accessories	105
Audit Committee	13	Focus on E-Waste	105
Sustainability Working Group	13	Focus on Plastic	106
European Sustainability Working Group	13	Product End-Of-Life Sustainability	107
Governance Working Group	13	Water Stewardship	109
Cyber Security Working Group	13	Water Risks Management	109
Internal Audit Assurance	13	Performance Monitoring and Progress	111
Sustainability in The Core Businesses	14	Management Measures and Plannings	114
Sustainability Performance-Linked Appraisal	15	Wastewater Management	116
Internal Control Framework	17	Driving Innovation to Advance Water Stewardship	117
Internal Control Systems	17	Biodiversity Protection	118
Governance Policies	17	Governance on Biodiversity	118
Internal Audit and Enterprise Risks Management	18	Ecological and Biodiversity Conservation	118
External Audit on Management Systems	18	Risk and Impact Mitigation Assessment	121
A Zero-Tolerance Approach to Fraud And Corruption	18	Social	124
Digital Responsibility and Information Security	21	Employer of Choice	126
Personal Data Governance and Information Security	22	Talent Attraction and Identification	129
Cyber Security Governance and Oversight	23	Employee Engagement	131
Responsible Use of Artificial Intelligence	31	Learning and Development	133
Supply Chain Responsibility	34	Investment in Human Capital	133
Supplier Code of Conduct	34	Upskilling And Reskilling	135
Supplier Screening and Assessments	36	Succession Planning	137
Supplier Engagement	37	Getting Future-ready	137
Labour and Human Rights	38	Inclusion and Diversity	140
Sustainable Business Model And Innovation	40	Zero Tolerance for Discrimination	140
The Decarbonisation Pathway	42	Strength in Diversity	140
The 10-Net Zero Opportunities	43	Gender Balancing	143
Climate Transition and Resilient Business	46	Health, Safety and Wellbeing	146
Governance	47	Creating a Culture of Safety	146
Climate Risks and Opportunities Assessment	48	Safety Risk Management and Mitigation	151
Reinforce Business Resilience	61	Holistic Wellbeing	151
Sustainable Investing	64	Contractor Safety	155
Sustainability Investment Plans	64	Community Investment	156
Capital and Operating Expenditure	65	Addressing the Challenges of Today	156
Debt Financing	66	Targeted Community Contributions	158
Service Excellence	67	Appendix 1: Environmental and Social Performance Indicators	164
Quality Management Systems	67	Appendix 2: GHG Accounting Methodology	180
Business Continuity Planning	68	Appendix 3: Content Index for Sustainability Reporting	184
Customer Relationship Management	70	Appendix 4: Sustainability-related Awards and Recognition	203
Social Inclusion	72	Appendix 5: Full List of Reported Business Units	207
Sustainable Product Choice	74		
Eco-Design of Products and Packaging	74		
Sustainable Procurement	77		
Introducing Sustainable Products for Customers	79		

ABOUT CK HUTCHISON HOLDINGS LIMITED

CK Hutchison Group (the “Group”) is a renowned multinational conglomerate committed to development, innovation and technology in many different sectors. It operates a variety of businesses in about 50 countries/markets across the world with over 300,000 employees. Its operations consist of four core businesses – ports and related services, retail, infrastructure and telecommunications.

The Group has a strong commitment to the highest standards of corporate governance, transparency and accountability. It takes environmental and social responsibilities seriously with programmes and innovations across our businesses to address related challenges.

Ports and Related Services

As the world’s leading port investor, developer and operator, the Group’s ports division holds interests in 53 ports comprising 295 operational berths in 24 countries. In 2025, the division handled a total throughput of 90.1 million twenty-foot equivalent units (“TEU”). It also engages in river trade, cruise terminal operations and ports-related logistics services.

Retail

The Group’s retail division is the world’s largest international health and beauty retailer, with over 17,000 stores in 31 markets worldwide. Its diverse retail portfolio comprises health and beauty products, supermarkets, consumer electronics and electrical appliances, wine, luxury perfumeries and cosmetics. It also manufactures and distributes bottled water and beverage products in Hong Kong and Chinese Mainland.

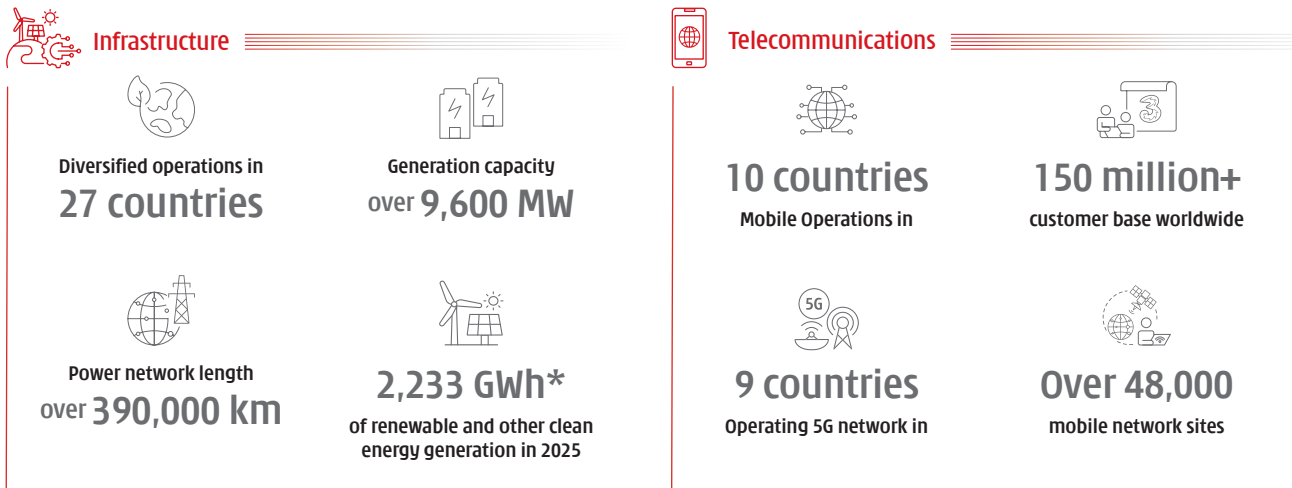
Infrastructure

The Group’s infrastructure business currently includes its shareholding in CK Infrastructure Holdings Limited (“CKI”) and interests in five infrastructure assets that are co-owned with CKI, which is one of the world’s largest global infrastructure companies. The company has diversified investments in energy infrastructure, transportation infrastructure, water infrastructure, waste management, waste-to-energy, household infrastructure and infrastructure-related businesses. Its investments and operations span across Hong Kong, Chinese Mainland, the UK, Continental Europe, Australia, New Zealand, Canada and the United States.

Telecommunications

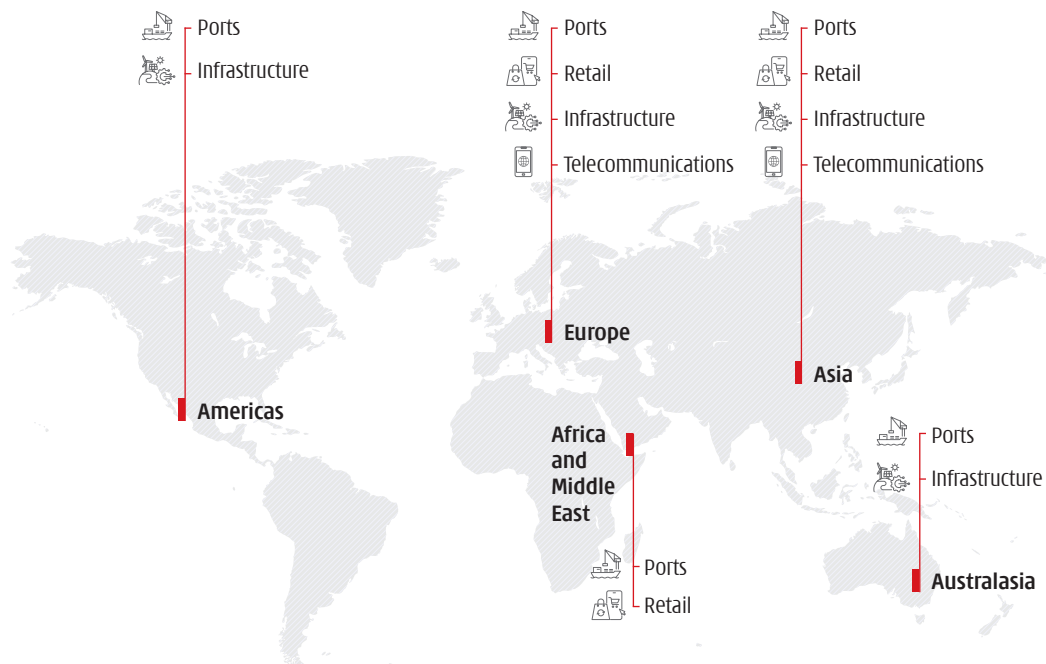
A pioneer in mobile data communication technologies, the Group’s telecommunications division is a leading global operator and innovator of converged telecommunication and digital services around the world, implementing innovative technologies in international interconnectivity.

CKHH global investments and operations



* 2025 data include only businesses involved in renewable power generation

Core businesses distribution map



MESSAGE FROM THE CHAIRMAN

The global regulatory landscape for sustainability continues to evolve rapidly as policymakers around the world refine requirements in response to emerging challenges. As a Group, we engage with regulators across more than 50 countries and markets.

This report reflects our pro-active response to the continuous development of disclosure standards and policy requirements, as well as our continuing commitment to sustainable development across all of our businesses. To achieve this we have dedicated significant resources, working within a clear Group Sustainability Framework based on four pillars:

- Governance;
- Sustainable Business Model and Innovation;
- Environment; and
- Social.

The layout of this report follows the Framework and the above four pillars and catalogs faithfully our achievements, plans, targets and endeavours. The individual performance, plans and targets of our major operating divisions - Ports, Retail, Infrastructure and Telecommunications are set out under the pillars, as are additional disclosures required to meet new reporting standards. For example, we report on our initial climate risks and opportunities assessments for each of our businesses as well as providing new initial disclosures

of scope 3 emissions. The report also responds to evolving requests from stakeholders including investors, NGOs and sustainability rating agencies for greater transparency in a number of areas, including the all important area of human capital development - how we support and are ranked by the more than 300,000 employees who are the indispensable pillars of our businesses.

I believe the report shows measurable successes in 2025 - including ratings and award achievements on many fronts.

All in all, I am proud of our efforts and achievements and remain committed to the Group continuing to achieve leading sustainability goals and initiatives consistent with the solid financial and operating performance of our businesses.

Finally, I would like to express my sincere appreciation to all colleagues and members of our sustainability teams worldwide for their dedication and hard work.

Victor T K Li
Chairman, CK Hutchison



ABOUT THIS REPORT

The Group continues to place strong emphasis on embedding Environmental, Social and Governance (ESG) principles into its operations and business model. This reflects the Group's commitment to sustainable development, responsible business models, and creating lasting positive impact on the environment and society. While maintaining focus on the success of its core businesses, the Group remains dedicated to operating sustainably, supporting community wellbeing, and contributing to a resilient future. This report outlines the Group's sustainability strategies and management approaches to material topics, and presents performance highlights for the period from 1 January to 31 December 2025.

This report continues to be guided by the four pillars of the Group Sustainability Framework and reflects the Group's strategies on material topics and its contributions to sustainable development in the past year. It should be read in conjunction with the 2025 Annual Report, which provides an extensive review of the Group's financial performance and corporate governance frameworks and practices.

The Group welcomes feedback and suggestions. Please contact us at sustainability@ckh.com.hk.

Reporting Scope

The Group continues to periodically review its reporting scope to ensure comprehensive coverage of material topics. This report covers business units within the Group's four core businesses that are under its operational control. Greenhouse gas (GHG) emissions data have been consolidated in accordance with the GHG Protocol, excluding associates and affiliates that fall outside of the Group's operational control. The list of business units included in this report and changes to the Group's reporting scope for this reporting period are provided in [Appendix 5: Full List of Reported Business Units](#).

Reporting Frameworks

The Stock Exchange of Hong Kong Limited ESG Reporting Code

This report has been prepared in accordance with the mandatory disclosure requirements, the "comply or explain" provisions, and the newly introduced climate-related disclosure requirements of the ESG Reporting Code (ESG Code) set out in Appendix C2 to the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (HKEX). For details on the location of specific disclosures, please refer to [Appendix 3: Content Index for Sustainability Reporting](#).

Global Reporting Initiative

This report references selected standards from the Global Reporting Initiative.

Task Force on Climate-Related Financial Disclosures

The Group has adopted reporting recommendations from the Task Force on Climate-Related Financial Disclosures ("TCFD"). Its standalone [TCFD report](#) is available on the corporate website, and this report also makes reference to information in the standalone TCFD report.

United Nations Global Compact

The Group continues to be a signatory of the United Nations Global Compact, a voluntary multi-stakeholder platform upholding Ten Principles on the environment, anti-corruption, human rights and labour.

Additional information

The content of this report is supplemented by additional information in the [Sustainability](#) section of the Group's corporate website where relevant sustainability and related governing policies can be found.

SUSTAINABILITY AT CK HUTCHISON

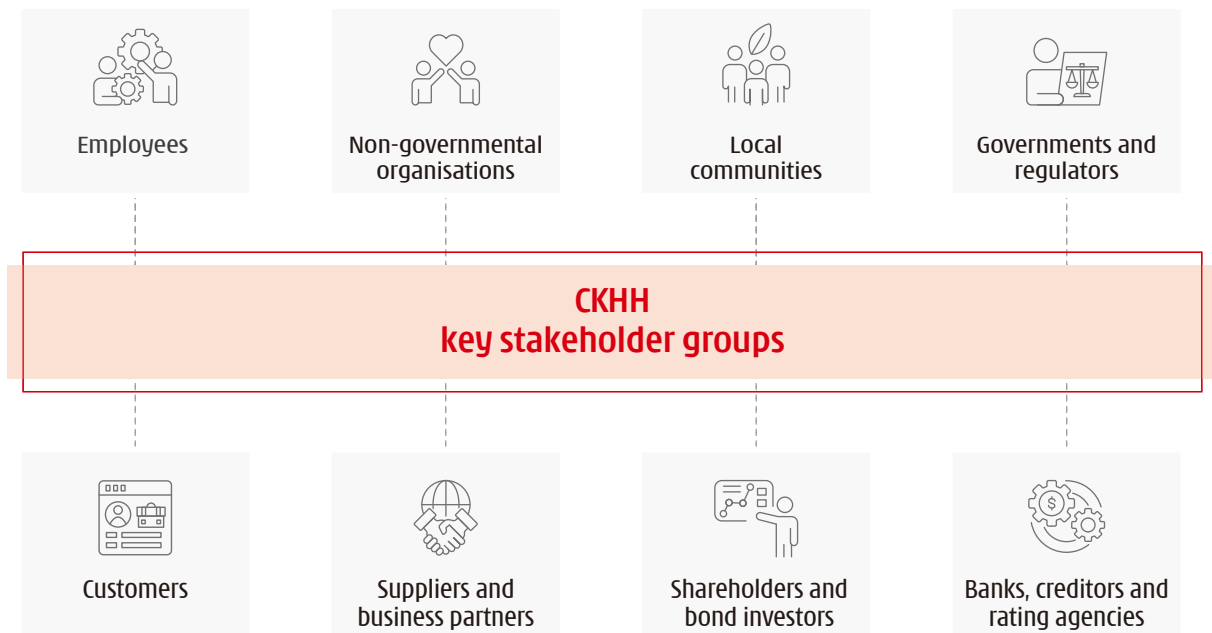
Reporting What Matters

The Group continuously engages with stakeholders to assess the sustainability impacts of its operations, communicate its initiatives, and inform the development and implementation of its sustainability strategies. This report maintains consistency with the guiding disclosure principles and material topics presented in the Group's 2024 Sustainability Report, enabling stakeholders to track the Group's ongoing sustainability journey.

Stakeholder Engagement

The Group maintains ongoing engagement with stakeholders through meetings, liaison groups, panel discussions, workshops and surveys. The insights and feedback gathered from these structured interactions inform and guide the continuous development and refinement of the Group's sustainability strategy.

CKHH key stakeholder groups



ESG rating agency assessments enable investors and stakeholders to evaluate the Group's sustainability performance. The Group continues to advance its comprehensive sustainability disclosures while maintaining proactive engagement with key stakeholders. In 2025, CKHH sustained its participation in CDP disclosure

and received a "B" score⁽¹⁾ in both the climate change and water security sections. The Group also achieved a one-notch improvement to "AA+" in the Hang Seng Corporate Sustainability Indexes, maintained the "Prime" status in the ISS ESG rating and continued its disclosure to MSCI⁽²⁾ and Sustainalytics.⁽³⁾

(1) CDP's scoring scale ranges from A to D-.

(2) This information may not be used for corporate financing purposes (including, without limitation, ESG-linked loans, credit facilities, securities or structured products), as a basis for any financial instruments or products (including, without limitation, passively managed funds and index-linked derivative securities) or other products or services, to manage any funds or portfolios, to verify or correct data in any other compilation of data or index, to create any derivative works, nor to create any other data or index (custom or otherwise), without MSCI's prior written permission.

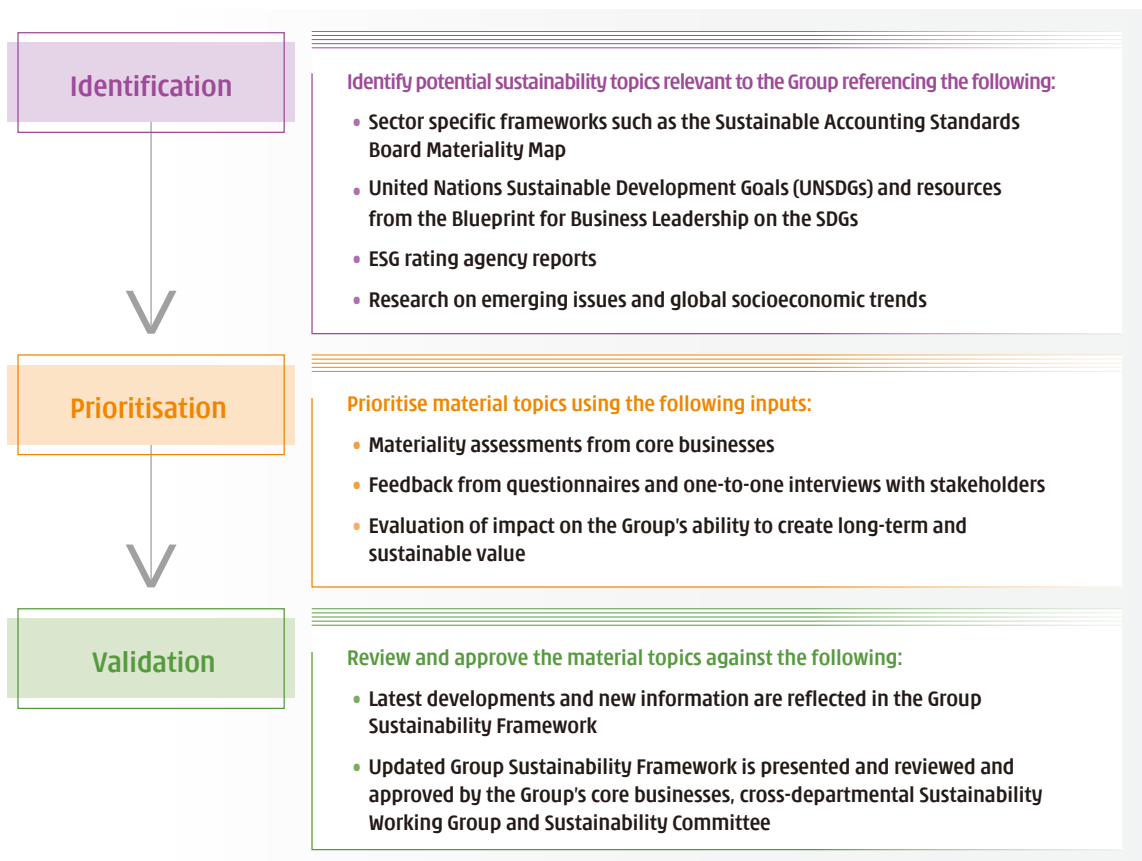
(3) Under no circumstances shall the Sustainability Report 2025 shall be construed as investment advice or expert opinion as defined by the applicable legislation.

Materiality

The Group's core businesses tailor their approaches to sustainability impact identification and prioritisation, reflecting industry-specific challenges and opportunities. These approaches are validated, consolidated and refined at the Group level. The Group

continues to employ an iterative process to regularly update its materiality assessment, integrating the latest developments and emerging information.

A three-step iterative process for Group materiality assessment



Divisional Double Materiality Assessment

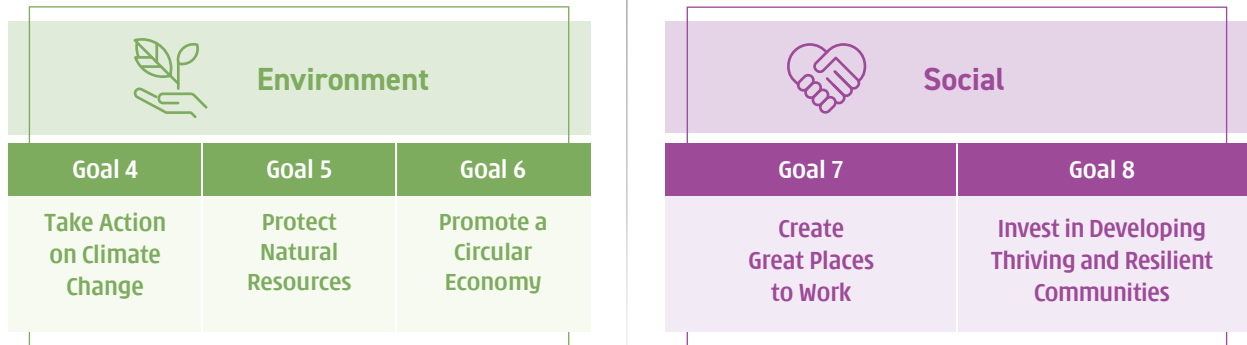
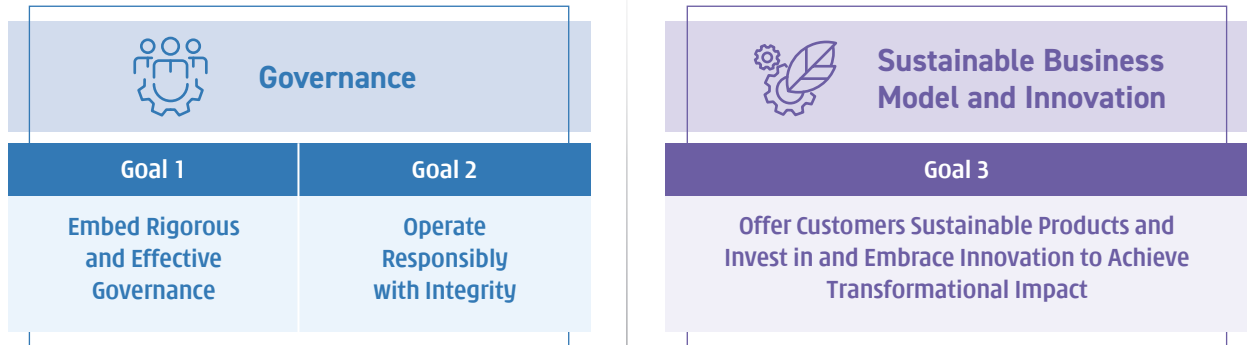
In line with the requirements of Corporate Sustainability Reporting Directive (CSRD), the Ports, Retail and Telecommunications divisions have each conducted a double materiality assessment to identify and evaluate sustainability matters and their impacts, risks and opportunities (IRO) for their own group and its stakeholders. The double materiality assessment follows a three-stage process: 1) Value chain mapping to identify key activities, actors, stakeholders, and possible ESG impacts; 2) Detailed research to identify and assess IROs; 3) Workshops to validate material IROs.

At the Infrastructure division, a three-year cycle has been adopted for double materiality, with the scope and depth reviewed and refined annually. In 2025, the Infrastructure division had a comprehensive revision to its assessment results in 2024, drawing on insights from ongoing stakeholder engagement and market developments.

Group Sustainability Framework

Eight key goals organised into four sustainability pillars form the foundation of the Group's sustainability strategy. These goals are aligned with and mapped to the UNSDGs, embedded within the Group Sustainability Framework. This report presents material information from the Group perspective, providing details on implemented initiatives and impacts toward the Group's sustainability goals across different business sectors and geographies, with additional insights detailed in the sustainability reports issued by the core businesses.

Group Sustainability Framework



Material Topics

<ul style="list-style-type: none"> • Integrated Governance Structure • Sustainability Performance-Linked Appraisal • Internal Control Framework • Digital Responsibility and Information Security • Responsible Use of AI • Supply Chain Responsibility • Labour and Human Rights 	<ul style="list-style-type: none"> • Climate Transition • Sustainable Investing • Service Excellence • Climate-Resilient Business • Social Inclusion • Sustainable Product Choices 	<ul style="list-style-type: none"> • Decarbonisation • Biodiversity Protection • Water Stewardship • Air Quality • Circular Economy 	<ul style="list-style-type: none"> • Talent Attraction • Employee Engagement • Learning and Development • Health, Safety and wellbeing • Inclusion and Diversity • Community Investment
--	--	--	---

Mapping to the SDGs



GOVERNANCE

Committed to responsible business conduct, the Group applies best-in-class practices to guide operations, minimise adverse impacts, and foster long-term sustainable growth that serves the best interests of stakeholders. Management regularly reviews developments across divisions and refines processes and mechanisms to ensure alignment with evolving market dynamics and regulatory requirements.

This section outlines the Group's governance approach and the material sustainability topics identified as priorities. These topics, such as Digital Responsibility and Information Security, Responsible Use of Artificial Intelligence, Labour and Human Rights, and Supply Chain Responsibility, are embedded within the Group's governance framework to uphold responsible and ethical practices across all business units.



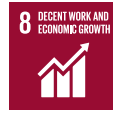
GROUP GOALS

- EMBED RIGOROUS AND EFFECTIVE GOVERNANCE
- OPERATE RESPONSIBLY WITH INTEGRITY

CONTENT IN THIS CHAPTER

- INTEGRATED GOVERNANCE STRUCTURE
- SUSTAINABILITY PERFORMANCE-LINKED APPRAISAL
- INTERNAL CONTROL FRAMEWORK
- DIGITAL RESPONSIBILITY AND INFORMATION SECURITY
- RESPONSIBLE USE OF ARTIFICIAL INTELLIGENCE
- SUPPLY CHAIN RESPONSIBILITY
- LABOUR AND HUMAN RIGHTS

Linked SDGs

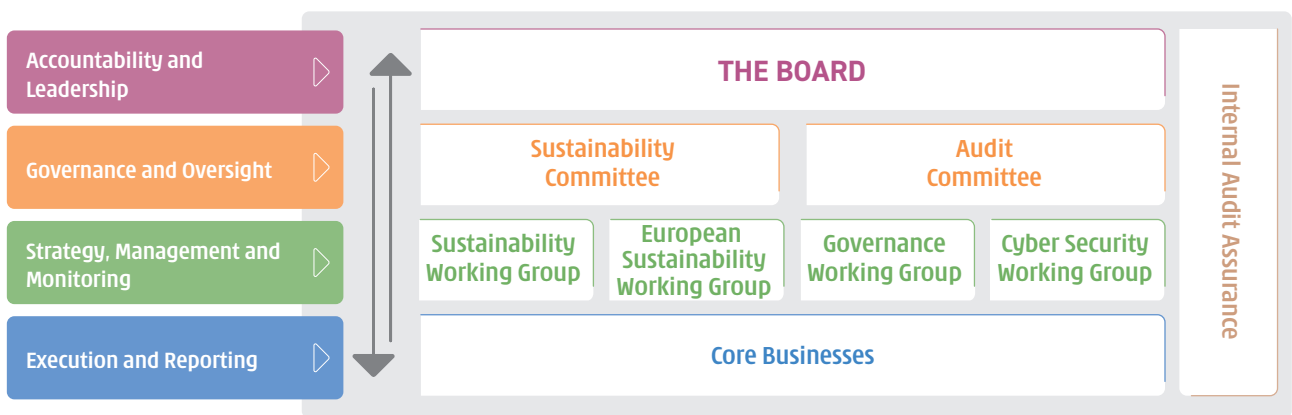


INTEGRATED GOVERNANCE STRUCTURE

The Group has implemented a comprehensive governance structure to oversee its sustainability strategy, monitor performance, and provide assurance across all divisions. This framework ensures that environmental and social considerations are fully integrated into the Group's corporate governance practices.

This section should be read alongside the Corporate Governance Report in the [2025 Annual Report](#), which serves as the primary reference for the Group's governance framework and practices. For details on governance roles and mechanisms specifically related to climate change, please refer to the Group's [TCFD Report](#) and the Climate Transition and Resilient Business section in this report.

CKHH's integrated governance structure



The Board

The Board provides oversight of the Group's sustainability strategy, management, performance, and reporting, supported by the Sustainability Committee and the Audit Committee. It reviews and approves sustainability goals, objectives, policies, and frameworks to ensure alignment with the overall business strategy. The Board monitors implementation and progress, with Directors accountable for driving long-term sustainable growth and making decisions with a strong sustainability focus.

The Sustainability Committee and Audit Committee report two and four times per year respectively to the Board, and covered topics including sustainability risks, opportunities, and assurance matters, which are assessed for their impact on business strategy and new investments.

Board Diversity

Following Board changes in 2025, female representation stands at 28% (five out of 18 Directors), maintaining a relatively high level compared to the average female representation percentage as stated by the HKEX in 2025. Upon the retirement of Mr Chow Kun Chee, Roland and Mr Lee Yeh Kwong, Charles from the Board with effect from the conclusion of the 2026 AGM, the female representation on the Board will increase to 31.2% (five out of 16 Directors). The Group remains committed to promoting gender diversity and continues to review and assess the appropriate level of diversity and Board composition to align with its strategic objectives. The Company has set a target of approximately 30% female representation on the Board, which is reviewed annually and periodically by the Nomination Committee as necessary.

To ensure a balanced mix of perspectives and experience, the Company pursues various initiatives that support its strategic priority of maintaining a diverse Board. Structured recruitment, selection, and training programmes across different levels of the Group are ongoing to develop a broader pool of skilled and experienced potential Board members.

Sustainability Committee

The Board-level Sustainability Committee is chaired by Mr. Frank John Sixt (Group Co-Managing Director & Group Finance Director), with Ms. Edith Shih (Executive Director & Company Secretary)⁽¹⁾ and Ms. Tsim Sin Ling, Ruth (Independent Non-Executive Director) as members. The Committee is responsible for recommending the Group's sustainability objectives, strategies, priorities, initiatives, and goals to the Board. It oversees, reviews, and evaluates actions taken to advance these priorities, including coordination with divisions to ensure that operations and practices align with established goals.

The Committee reports at least twice annually to the Board on sustainability risks and opportunities and monitors emerging issues and trends that may impact the Group's operations and performance. It also considers the implications of the Group's sustainability programmes for stakeholders, including employees, shareholders, investors, customers, business partners, suppliers, governments and regulators, local communities, NGOs, and the environment. Additionally, the Committee advises the Board on public communications, disclosures, and publications related to sustainability performance. It is authorised by the Board to obtain independent professional advice on matters within its remit when necessary.

Audit Committee

The Audit Committee is responsible for overseeing the effectiveness and adequacy of the Group's risk management and internal control systems, covering all material controls, including financial, operational, and compliance controls, in accordance with its Terms of Reference. The Committee currently comprises of five Independent Non-Executive Directors and is chaired by Mr. Wong Kwai Lam, with Ms. Chow Ching Yee, Cynthia, Mr. Graeme Allan Jack, Mr. Paul Joseph Tighe, and Ms. Tsim Sin Ling, Ruth as members. Please also refer to the [2025 Annual Report](#) for their respective professional backgrounds.

Sustainability Working Group

The Sustainability Working Group, which supports the Sustainability Committee, is co-chaired by two Executive Directors and includes senior executives from key departments that influence the Group's sustainability impact. Members receive regular updates on emerging material sustainability topics, including disclosure and regulatory requirements, and provide guidance on the development, implementation, and strategic direction of the Group's sustainability plans.

European Sustainability Working Group

The European Sustainability Working Group is comprised of the Group and divisional senior sustainability leads, as well as European cross-functional, senior representation from Legal, Finance, Institutional and Corporate Affairs, and Group Management Services. It collaborates to monitor increasingly stringent regulatory developments, harmonise compliance approaches, and share best practices among sustainability leads. By fostering alignment and supporting the head office in implementing region-specific changes, the Working Group enhances the Group's ability to manage regulatory risks and maintain stakeholder confidence in its commitment to responsible and compliant operations.

Governance Working Group

The Governance Working Group, chaired by the Executive Director & Company Secretary, supports both the Audit Committee and the Sustainability Committee in fulfilling their oversight responsibilities. Comprising representatives from key departments, the Working Group promotes cross-functional collaboration to monitor regulatory developments, identify emerging compliance risks, and develop robust implementation frameworks across the Group. These efforts ensure strong governance, proactive risk management, and timely responses to evolving sustainability and regulatory challenges, reinforcing the Group's commitment to transparency and stakeholder trust.

Cyber Security Working Group

The Cyber Security Working Group, led by the Group Co-Managing Director & Group Finance Director, unites technical experts from core businesses with specialists from Internal Audit and the Group Information Services Department to advance the Group's digital resilience strategy. The Working Group ensures cybersecurity measures remain robust and adaptive to evolving threats, while prioritising employee awareness through targeted education and regular training programmes. These initiatives equip staff with the knowledge to identify risks and safeguard digital assets. By providing strategic recommendations to the Audit Committee, the Working Group reinforces strong governance and accountability over the Group's cyber security infrastructure, underscoring its commitment to protecting stakeholders and maintaining trust in a rapidly changing digital landscape.

Internal Audit Assurance

Internal Audit plays a key role in supporting corporate governance by providing objective insights into the Group's management of risks and effective control mechanisms. For detail please see Internal Audit and Enterprise Risks Management section.

(1) Ms. Edith Shih completed the University of Cambridge Business Sustainability Management programme at the University of Cambridge and obtained a certification of completion from the University of Cambridge Institute for Sustainability Leadership.

Sustainability in the Core Businesses

The Group's core businesses, operating across diverse sectors and geographies, maintain dedicated sustainability governance structures tailored to their operational contexts. Each business has established cross-functional sustainability working groups under the senior management's and the sustainability managers' leadership to ensure comprehensive oversight at the operational level. Periodic cross-divisional meetings align sustainability directives, targets, and goals across the Group, ensuring consistency and collaboration. During the reporting year, efforts focused on Group-wide initiatives such as decarbonisation and climate transition planning, with all divisions systematically reporting on progress. Further details on these initiatives are provided in the [Environment](#) chapter of this report.



SUSTAINABILITY PERFORMANCE-LINKED APPRAISAL

The Group adopts a strategic initiative to integrate ESG performance metrics into its remuneration framework, commencing with a phased rollout at the management level. This initiative strengthens the Group's existing division-wide performance appraisal system, which provides structured feedback to employees on their achievements and development opportunities. Regular performance evaluations continue to inform annual compensation decisions, which are being enhanced to incorporate sustainability-linked criteria. In 2025, the Ports and Telecommunications divisions began developing Short-Term Incentive Plans (STIPs) and Long-Term Incentive Plans (LTIPs) linked to sustainability performance. At the Retail division, Scope 1 and 2 GHG reduction performance against the 2018 baseline has been incorporated as an STIP/LTIP metric for nominated executives.

Ports



STIP AND LTIP INITIATIVES IN THE PORTS DIVISION

Hutchison Ports has begun incorporating sustainability-linked KPIs into both its STIP and LTIP for nominated executives. These KPIs cover four key areas:

1. Carbon intensity aligned with its decarbonisation pathway
2. Business continuity management
3. Safety
4. Diversity and inclusion

Performance against these metrics is assessed and validated on a semi-annual and annual basis, directly influencing incentive outcomes in accordance with the respective plan rules. Nominated executives primarily comprise department heads and senior leaders at

business unit and divisional levels. Other employees are encouraged to incorporate sustainability-related objectives into their performance goals where relevant to their roles.

For climate-related KPIs, carbon intensity is the core measure, defined as total Scope 1 and 2 emissions per TEU. Annual targets for each business unit are set based on the previous year's reductions relative to the 2021 baseline, ensuring goals are both tailored and progressively more ambitious across the division. By embedding sustainability into performance incentives, Hutchison Ports strengthens leadership accountability and drives measurable progress towards its environmental and social commitments.

Infrastructure



STIP AND LTIP INITIATIVES IN THE INFRASTRUCTURE DIVISION

At Northumbrian Water, performance evaluation is underpinned by a balanced scorecard: 60% of these metrics are non-financial, underscoring commitment to customer satisfaction, environmental stewardship, employee wellbeing, and community enrichment. To further bolster its environmental focus, since 2023, Northumbrian Water has included a stringent standard

within its scorecard framework, mandating a minimum 3* rating from the Environmental Performance Assessment (EPA) as a prerequisite for any reward linked to environmental metrics. 20% of the total STIP potential is linked to water related performance, including leakage, pollution and control of sewer flooding.

Telecommunications



STIP AND LTIP INITIATIVES IN THE TELECOMMUNICATIONS DIVISION

Across European business units, sustainability-linked KPIs were incorporated for the first time into leadership STIP plans. These covered the following topics:

- Scope 1 and 2 GHG emissions reduction
- Actions to support Scope 3 measurement and reduction, including supplier engagement
- Renewable electricity procurement
- Circular devices and networks
- Women in management
- Training hours
- Supplier sustainability assessment

This framework is being further refined, with sustainability-linked KPIs also embedded in the LTIP framework from 2026 onwards.



INTERNAL CONTROL FRAMEWORK

The Group upholds operational integrity through a comprehensive internal control framework encompassing governance policies, structured communication and training programmes, continuous assessments, rigorous due diligence processes, and systematic monitoring and review. This framework underpins the Group's commitment to ethical conduct, operational excellence, rigorous financial reporting, and full regulatory compliance throughout its daily operations.

The Board maintains oversight of business ethics and compliance through the Audit Committee, which conducts regular evaluations of the Group's risk management and internal control systems to ensure adherence to the highest corporate governance standards.

Internal Control Systems

The Group's financial control system underpins its internal control framework, incorporating segregation of duties, structured authorisation protocols, systematic record-keeping, comprehensive documentation requirements, and detailed audit trails. This system is subject to ongoing review and audit to ensure its effectiveness in preventing and detecting irregularities or misconduct.

Core businesses conduct semi-annual self-assessments of their internal control systems to drive continuous improvement. When material control deficiencies are identified, dedicated action plans are developed and closely monitored to ensure timely resolution. The outcomes of these self-assessments undergo thorough review, including management-level discussions, independent evaluation

by Internal Audit, and formal reporting to the Executive Directors and the Audit Committee. This process reinforces accountability and supports the Group's commitment to maintaining robust governance and risk management practices.

Governance Policies

The Group's commitment to high standards of business ethics is guided by governance policies accessible through the internal portal and corporate website. These policies are approved by the Board and are reviewed and updated as necessary to ensure continued relevance and effectiveness. To address specific industry or regional requirements, individual business units may adopt supplementary policies that align with the Group's overarching governance framework.

Corporate integrity framework



Sustainability Policies

- [Sustainability Policy](#)
- [Biodiversity Policy](#)
- [Environmental Policy](#)
- [Health and Safety Policy](#)
- [Human Rights Policy](#)
- [Modern Slavery and Human Trafficking Statement](#)
- [Supplier Code of Conduct](#)
- [Workforce Diversity Policy](#)

Corporate Governance Policies

- [Anti-Fraud and Anti-Bribery Policy](#)
- [Board Diversity Policy](#)
- [Code of Conduct](#)
- [Corporate Communications Policy](#)
- [Director Nomination Policy](#)
- [Information Security Policy](#)
- [Policy on Appointment of Third-Party Representatives](#)
- [Policy on Personal Data Governance](#)
- [Policy on Securities Dealings and Handling of Confidential and Price-Sensitive Inside Information](#)
- [Whistleblowing Policy](#)
- [Shareholders Communication Policy](#)

Internal Audit and Enterprise Risks Management

Internal Audit, reporting directly to the Audit Committee with administrative oversight from the Group Co-Managing Director & Group Finance Director, provides independent assurance on the effectiveness and adequacy of the Group's risk management and internal control systems, including sustainability-related processes. Using a risk-based methodology, Internal Audit develops and continuously reassesses its audit plan, accounting for both internal and external factors. The scope of audits includes ethical standards and policy compliance across critical areas such as anti-corruption, fraud incident management, supplier code of conduct, fair dealings, donations and sponsorships, handling of confidential and inside information, personal data governance, antitrust compliance, workplace safety, and accuracy of books and records, as well as sustainability data quality. These efforts reinforce the Group's commitment to strong governance and transparency, while supporting its long-term sustainability objectives.

Audits are conducted on a three-year cycle across the Group, with business units exposed to higher fraud and corruption risks subject to more frequent audits, typically annually. All audit findings are reported to the Audit Committee, Executive Directors, and senior management, and are shared with external auditors. Internal Audit maintains close dialogue with external auditors to ensure alignment and awareness of significant factors that may influence their respective scopes of work.

In parallel, the Group's enterprise risk management framework facilitates identification, assessment, and monitoring of significant sustainability risks through a structured "top-down and bottom-up" approach. Regular stakeholder input and management reviews ensure comprehensive oversight, with outcomes compiled into a composite risk register submitted to the Board via the Audit Committee. This analysis feeds into the annual enterprise risk management review, aligning sustainability insights with strategic risk governance. Additionally, each division conducts semi-annual self-assessments to evaluate mitigation effectiveness.

External Audit on Management Systems

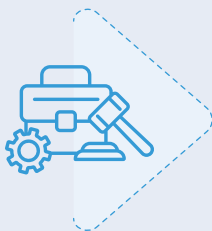
External audits of management systems provide an independent assessment of alignment of the Group's processes with internationally recognised best practice standards such as Quality Management System ISO 9001, Environmental Management System ISO 14001, or Occupational Health and Safety Management System ISO 45001. Conducted by accredited third-party auditors, these reviews evaluate compliance, identify gaps, and highlight opportunities for improvement. The results help the Group and its core businesses strengthen governance, enhance operational performance, and maintain or achieve certification, assuring stakeholders that the systems in place are effective, reliable, and continuously improving. Details on the Group's certifications can be found in the corresponding sections.

A Zero-Tolerance Approach to Fraud and Corruption

The Board maintains a zero-tolerance stance on fraud and corruption across all levels of the organisation.



The Group's [Code of Conduct](#) is the central tool through which the Group sets the conduct expectations for employees underscoring the strong commitment of the Group to upholding high standards of business integrity, honestly and transparency in all its business dealings. Directors and employees must comply with the Code of Conduct and all applicable laws, rules, and regulations in the jurisdictions where the Group operates.



The Group's [Anti-Fraud and Anti-Bribery Policy](#) provides clear guidance on identifying and preventing unethical behaviour across various business contexts, including procurement, gift and hospitality protocols, and political or charitable contributions. The Group further reinforces its commitment to ethical business practices through the [Policy on Appointment of Third-Party Representatives](#), which ensures rigorous due diligence and consistent anti-corruption standards in the selection and engagement of external representatives.

Whistleblowing

The Group maintains an accessible and confidential reporting system for employees and stakeholders, including customers, suppliers, creditors, and debtors, to raise concerns about suspected improprieties, misconduct, or malpractice.

In accordance with the [Whistleblowing Policy](#), all reported cases are handled with strict confidentiality, and whistleblowers are protected against unfair dismissal, victimisation, and unwarranted disciplinary action. Each core business has formal procedures for managing reports and must escalate any actual or suspected material incidents to the Group Co-Managing Director & Group Finance Director and Head of Internal Audit within one working day.

Reported incidents of fraud and corruption are subject to thorough investigation. The Internal Audit function reviews all reported cases, consults relevant stakeholders, determines the need for in-depth investigation, and escalates findings to the Executive Directors and the Audit Committee as appropriate. The Executive Directors receive quarterly updates summarising reported incidents, investigation outcomes, and actions taken.

Substantiated complaints result in disciplinary action following due management review, which may include verbal or written warnings or termination of employment. Violations of laws and regulations are reported to the relevant law enforcement authorities as required.

Proactive Communication and Mandatory Training

The Group implements a structured governance training framework to ensure a strong understanding of ethical standards and regulatory compliance across all levels of the organisation. All headoffice employees are required to complete an annual e-learning course on business ethics (covering topics such as anti-bribery, fraud and corruption), and must also submit a declaration confirming that no acts of non-compliance were committed during the year.

In 2025, the Group supplemented its Anti-Fraud and Anti-Bribery Policy, the Policy on Appointment of Third Party Representatives and the Whistleblowing Policy upon the introduction of the UK Economic Crime and Corporate Transparency Act as part of the ongoing efforts to enhance fraud prevention procedure. The internal annual training module on the CKHH Code of Conduct, applicable to all CKHH's full-time and part-time employees, was also enhanced to further strengthen employee alignment with the Group's ethical standards. It provides comprehensive guidance on the assuring aspects of business ethics, including the whistleblowing mechanism, procedures and reporting of potential unethical issues.

Infrastructure



REINFORCING DIVISION-WIDE COMMITMENT TO ETHICAL CONDUCT

To further reinforce the commitment to combating corruption, individual business units within the Infrastructure division have introduced tailored educational initiatives. For example, in June 2025, HK Electric's Internal Audit Department, in collaboration with the division's Legal Counsel & Company Secretarial Department, launched a mandatory online training

programme titled "Integrity in the Workplace: Say 'No' to Corruption and Fraudulent Activities" This programme was designed to enhance employees' awareness and understanding of anti-corruption practices. The initiative delivered positive outcomes, with all participants successfully completing the training and passing the assessment.

Retail



BUILDING A CULTURE OF COMPLIANCE THROUGH MANDATORY, ADVANCED, AND ROLE-SPECIFIC TRAINING

Compliance training at the Retail division is delivered through a structured programme that includes mandatory eLearning modules on the "RECHARGE" platform, live workshops for advanced topics, and targeted sessions for specific roles. The training covers key areas such as code

of conduct, anti-bribery, anti-fraud and anti-corruption, cybersecurity, competition law, modern slavery, personal data governance, trade descriptions ordinance, internal controls, privacy basics and sustainability.

Value Chain Due Diligence and Ongoing Assessment

The Group extends its anti-fraud and anti-corruption commitment throughout its value chain, encompassing business partners, suppliers, and third-party representatives such as advisers, agents, and consultants. Comprehensive due diligence is conducted during the selection and renewal of partners and suppliers, assessing risk factors including transaction size, nature of products or services, financial and compliance standing, professional qualifications, potential conflicts of interest, and jurisdiction-specific risks.

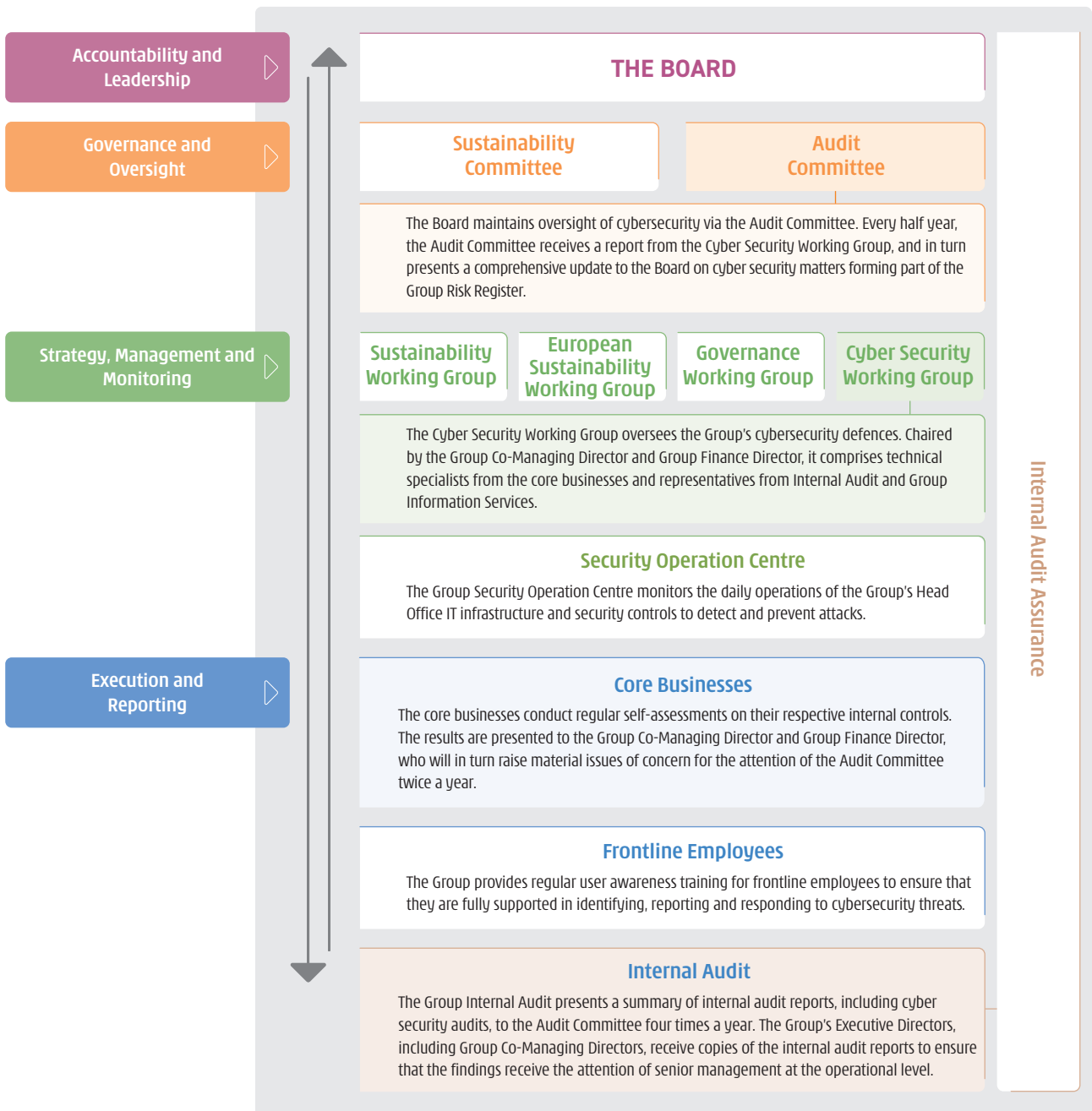
To uphold procurement integrity, the Group enforces transparent and systematic tendering procedures. Material capital expenditure projects exceeding predefined thresholds and generally the engagement of third party representatives requires head office review and approval prior to binding commitment. Divisions conduct supplier pre-screening based on sustainability performance and internal sustainability procurement policies. Further details are provided in the [Supply Chain Responsibility](#) section of this report.



DIGITAL RESPONSIBILITY AND INFORMATION SECURITY

In response to ongoing digital transformation across the global business landscape, the Group has strategically adopted digitalisation to foster sustainable growth through automation, seamless system integration, advanced data analytics, and innovative solutions across its diverse operations. The Group remains committed to data protection and cybersecurity, supported by a robust governance framework and comprehensive security protocols that ensure secure and resilient digital transformation.

Cybersecurity governance and oversight



Personal Data Governance and Information Security

The Group continues to uphold the highest standards in personal data protection and cybersecurity, reinforcing its commitment through enhanced governance, advanced safeguards, and proactive risk management.

The [Personal Data Governance Policy](#) remains a foundation of the Group's approach, protecting the rights of employees and customers through rigorous principles of transparency, lawful processing, purposeful data usage and retention, and robust information security. The policy addresses emerging regulatory requirements and evolving operational needs, including enhanced oversight of third-party data processing and cross-border data transfers. The [Information Security Policy](#) establishes Group-wide standards for maintaining information confidentiality, integrity, and availability. This framework expands to incorporate

adaptive security protocols and real-time threat intelligence, enabling business units to implement tailored procedures that meet increasingly complex security demands.

Senior management of each business unit is accountable for the effective implementation of these policies and the data privacy principles and procedures. All employees should understand and comply with the procedures and guidelines implemented by the Group and divisions. Non-compliance in personal data processing may lead to disciplinary action, and could result in dismissal in serious cases.

Alongside the annual compulsory Group's Code of Conduct training, all employees are required to complete the integrated module on data privacy.

Infrastructure



PROACTIVE COMMUNICATION AND AWARENESS PROGRAMME

As part of Northumbrian Water's commitment to responsible business practices and sustainability, the business has embedded robust measures, including a comprehensive training and awareness programme for all employees, to safeguard customer data and uphold privacy standards.

Mandatory data protection training along with annual refresher courses are delivered to all employees via e-learning platforms. In addition, bespoke training sessions are provided to colleagues in higher-risk roles, including customer directorate, human resources, data analytics, and designated data champions to address

specific responsibilities and risks associated with handling sensitive information.

To ensure accountability and transparency, all training activities are tracked and logged via the Human Resources system, enabling the business to monitor compliance and identify areas for improvement. Data champions also play a pivotal role by disseminating monthly newsletters across teams. These communications share updates on best practices, regulatory changes, and practical guidance, fostering a culture of vigilance and continuous improvement.

Cybersecurity Governance and Oversight

The Group continues to strengthen its cyber resilience in response to the expanding digital landscape and increasingly sophisticated cyber threats. The Cyber Security Working Group plays a pivotal role in supporting the Audit Committee by providing strategic oversight and ensuring the effectiveness of the Group's cyber defence capabilities. The Working Group's mandate encompasses four key areas: reinforcing cyber security infrastructure, conducting real-time threat intelligence monitoring, guiding digital security strategy, and ensuring cross-business unit alignment in cyber risk management. This ensures a coherent and agile response to emerging threats across the Group's operations.

The Group's Cyber Security Policy provides a comprehensive framework for establishing baseline practices and managing cyber risks, while the Cyber Security Incident Reporting Policy outlines clear protocols for incident reporting, response, and recovery. These policies incorporate predictive analytics and automated response mechanisms, enabling faster containment and mitigation of cyber incidents.

Cybersecurity experts across the Group remain vigilant, leveraging advanced tools and collaborative platforms to monitor external threats and safeguard digital assets. The Group continues to work closely with customers and partners to deliver innovative solutions that protect privacy and ensure operational continuity in an increasingly complex threat environment.

Monitoring to inform: the continuous evolution of the Group's cybersecurity strategy

GROUP CYBER SECURITY POLICY

Defines the baseline for protection against cyber security threats and supports development of protection controls and programmes to strengthen the Group's cyber security maturity

GROUP CYBER SECURITY STRATEGY

Group Cyber Security Incident Reporting Policy

Provides guidelines on reporting and handling cyber security incidents to minimise impact and prevent future occurrences by incorporating intelligence to risk assessments and threat intelligence



Risk assessments of various security domains among all business units (twice a year)



Ad hoc independent cyber security assessments e.g. "ethical hacking"



Threat intelligence from trusted external sources to identify potential security loopholes or incidents



Employee cyber security awareness campaigns

The Group also places great importance on empowering its employees with the knowledge and skills to safeguard its digital environment. All staff are required to complete annual Code of Conduct training, which includes comprehensive cybersecurity modules designed to strengthen awareness and resilience. To reinforce this learning, bi-monthly phishing simulations help

employees recognise and respond to suspicious emails, ensuring that vigilance becomes second nature across the organisation.

Looking ahead, a comprehensive awareness campaign, including interactive workshops, informative posters, and other initiatives, will be rolled out in the coming year, to keep security top of agenda.

Group



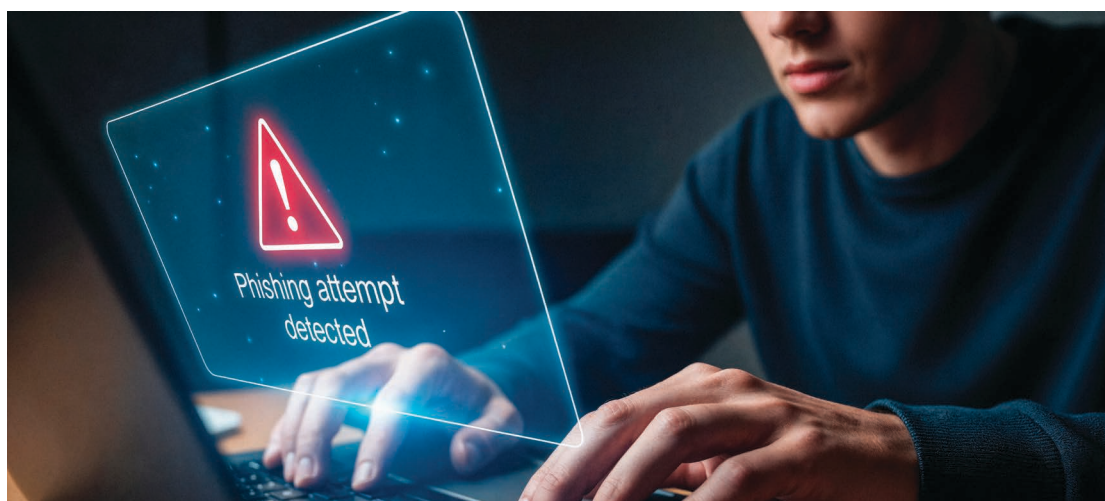
BUILDING CYBER RESILIENCE THROUGH PHISHING AWARENESS

Phishing remains one of the most significant cybersecurity risks for organisations, with malicious emails continuing to be a preferred tactic for infiltrating IT systems and networks. To address this growing threat, the Group Security Service continued to roll out a series of comprehensive phishing awareness campaigns throughout 2025, reinforced by regular security digests and educational messages to keep employees informed about emerging risks and the potential impact of phishing attacks on the Group.

As part of these efforts, 2,709 simulated phishing emails were sent to head office staff during the year, prompting employees to identify and report 1,822 potentially dangerous messages. This response has improved cyber threats detection and reporting rates, reflecting

heightened awareness and vigilance among staff and highlighting the effectiveness of continuous education and engagement. Employees who failed the phishing simulation email initiative were required to conduct mandatory training to ensure proper awareness.

Beyond strengthening technical defences, these campaigns have fostered a culture of cybersecurity mindfulness across the organisation. Employees are now more alert to suspicious communications and better equipped to act swiftly, reducing the likelihood of successful phishing attempts. By prioritising ongoing training and awareness, the Group reinforces its commitment to safeguarding critical data and systems against evolving cyber threats.



Telecommunications



BUILDING A CYBER-RESILIENT CULTURE

The Telecommunications division deploys a coordinated, division-wide programme to reduce cyber risk by strengthening employees' security awareness and behaviour.

Wind Tre applies a comprehensive model, combining mandatory Learning Management System-based cyber courses (covering phishing, social engineering, mobile security, AI risks, incidents, and internal policy refreshers) with targeted awareness for critical roles such as C-suite, privileged users, assistants, sales teams, agents, and franchisees. This includes webinars, on-site awareness roadshows, short "training pills", mystery calls to retail points of sale, and quarterly phishing simulations to test and improve real-world responses. Continuous updates via the WeCyber intranet portal and security bulletins act as a "digital first-aid manual", giving timely guidance on new threats and reinforcing responsible use of company systems. In 2025, SECURITYLAB, an Information Security Faculty delivered cybersecurity education to 2,000+ technology professionals involved in the creation and

management of technological services and systems. This internal security expert-led training strengthened skills in digital identity, data protection, risk, and cyber threats guided by the most advanced security principles and techniques.

3 Sweden runs mandatory annual e-learning for all staff, supported by additional intranet content and bi-weekly "nano-learning" modules to keep security foremost.

3 Ireland maintains a formal security awareness programme, including compulsory cyber awareness training at onboarding and yearly thereafter, plus secure coding courses for developers, and uses quarterly phishing simulations with remedial training. **3** Hong Kong requires all employees, including part-time staff, to complete vendor-delivered online cyber courses and participates in regular phishing drills. **3** Austria ensures annual interactive online training with knowledge checks, maintaining a consistent baseline of cyber hygiene across the workforce.

Managing Cybersecurity Risks

By reinforcing the cybersecurity risk governance structure, the Group ensures timely and accurate escalation of risks from the operational level. This structure systematically collects, consolidates, and validates cyber-related information across business units, enabling informed decision-making and strategic oversight. Internal Audit provides independent assurance, validating the effectiveness of controls and the adequacy of responses to emerging threats. The governance framework supports a proactive and coordinated approach to managing cyber risks, aligned with the Group's broader resilience and compliance objectives.

A comprehensive IT audit of the Group's operations, supported by external experts, is conducted annually. Beyond the audit, independent experts are engaged to rigorously test and validate defences through annual red teaming exercises and penetration testing, ensuring that potential vulnerabilities are identified and addressed proactively. These external assessments provide assurance that systems adhere to the highest standards of security and compliance, reinforcing the commitment to transparency and continuous improvement in protecting stakeholders. Management procedures are also established at division level.

Ports



GOVERNING CYBERSECURITY ISSUES

The Ports division has aligned its data security strategies with industry best practices. For instance, both Hutchison Ports HIT and Hutchison Ports Yantian have obtained ISO 27001 Information Security Management certification and underwent an annual external audit in 2025. Additionally, the Ports division has implemented the Information Security Policy, Operational Technology Policy, and AI-Governance and Code of Conduct which outline standard procedures for employees, partners, and suppliers to ensure the security of IT infrastructure and customer data.

Governance Structure

The Cyber Security Working Group at the Ports division works on standardising security strategies, monitoring cyber resilience across business units, supporting units that lack resources for security management and enforcing various regulatory and compliance requirements to ensure the security and integrity of the organisation's operations.

- **Semi-annual Cybersecurity Committee (CYBERCOM)** To promote cybersecurity awareness and reduce cybersecurity threats across the group in all IT and operational technology environments through the development and maintenance of standards and guidelines, and sharing of best practices.
- **Quarterly information security custodians meeting** To cover crucial updates across various security domains. The agenda includes discussions on key security updates, emphasising the latest developments in security governance practices. Furthermore, the meeting explores insights regarding security management strategies and provides updates on the ongoing security programme enhancements. This comprehensive session aims to align stakeholders, foster collaboration, and reinforce the Port's division commitment to maintaining a robust and adaptive security posture.

Assessment and Identification of Potential Threats

The Ports division regularly scans for vulnerabilities in the terminals' IT systems to identify weaknesses in systems, networks, and applications. It analyses the security posture of the division, providing insights into potential risks and generating detailed reports with remediation suggestions. By automating the process, it regularly checks for new vulnerabilities, helping the division to proactively address security issues before they can be exploited.

Cyber detection and response tools are deployed to ensure the readiness of detection and containment actions upon attack scenarios. Security alerts are sent to the 24/7 Service Desk for maintaining a holistic situational awareness across the IT environment.

Training and Regular Drills

All business units conduct regular phishing simulations and security awareness exercises to strengthen cybersecurity vigilance across their workforces. These activities help employees recognise and respond to social engineering threats more effectively, reinforcing a strong security culture throughout the organisation. Additionally, cybersecurity drills are performed to improve employees' ability to handle cybersecurity incidents promptly and effectively. Collaborative information security drills with local law enforcement agencies are also conducted to address critical infrastructure vulnerabilities.

Telecommunications



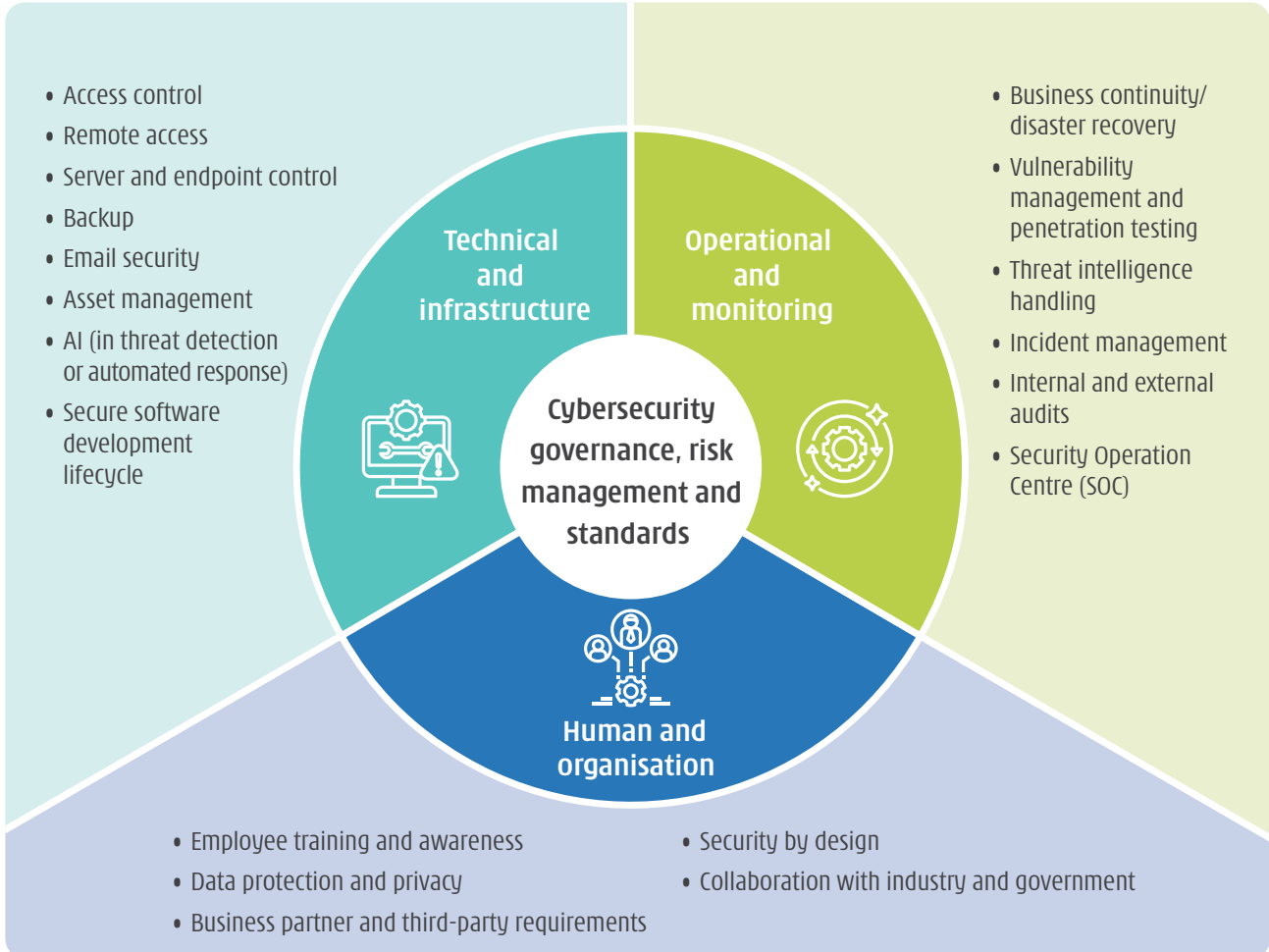
ROBUST MANAGEMENT SYSTEMS

Wind Tre and 3 Austria, representing a significant proportion of CKHGT's revenue, maintain ISO 27001 certification. The rest of the Telecommunications division's business units in the UK and Europe operate according to ISO 27001 minimum control standards, ensuring strong information security risk management practices. Security is embedded across all system lifecycle stages, from design and deployment to operations and decommissioning. Business units further enhance cyber resilience by integrating National Institute of Standards and Technology (NIST) guidance into

cybersecurity risk frameworks. 3 Sweden and 3 Denmark have progressed with NIS2 Directive readiness across shared IT and network technology functions. The implementation has included a unified risk management framework improving cybersecurity governance, revised cybersecurity policies aligned with corporate goals and regulatory developments, and the introduction of an information security management system tool to optimise risk assessment, incident management, and documentation workflows.

Cybersecurity risk management at CKHGT

The diagram below outlines CKHGT's cybersecurity framework, illustrating the governance structure, risk management approach and key standards that guide its cybersecurity practices.



Ensuring Business Resilience and Cyber Disaster Recovery Plan

Cyber Disaster is governed under a series of internal policies at the Group, including the Group Cyber Security Acceptable Use Policy, Group Cyber Security Standard and Group Cyber Security Incident Reporting Policy. During the year, the Group's internal Cyber Security Incident Reporting Policy has been updated and expanded to apply across all business units, ensuring consistent standards and coordinated action. The revised policy designates key contact persons at both the head office and business unit levels, and introduces an indicator-based rating system to help assess the potential impact and severity of cyber incidents, enabling timely escalation and more effective risk management.

Across core businesses, Cyber Disaster Recovery protocols are embedded as part of the broader business continuity planning, alongside other operational risk considerations. For further details on how these measures integrate into the Group's overall resilience framework, please refer to the Business Continuity Plan Section in the [Sustainable Business Model and Innovation Chapter](#).

Ports



CYBER INCIDENT RECOVERY STRATEGY

In the event of a Data Security Incident (DSI) involving personal data, business units must activate immediate containment and mitigation measures, secure affected data, and follow established rapid response protocols in strict alignment with regulatory obligations and Group standards. Notification to the relevant departments is mandatory upon identification of a DSI, and where applicable, formal communications with privacy authorities and affected individuals are executed in accordance with legal and procedural requirements.

The Cyber Incident Recovery (CIR) strategy includes a comprehensive Preparedness and Response Playbook to ensure swift action in the event of an incident. It sets clear Recovery Time and Point Objectives, with Recovery Time Objectives (RTO) at 24 hours and Recovery Point Objectives (RPO) at 15 to 30 minutes. Additionally, a Cloud-Based Disaster Recovery (CBDR) system is in place to support rapid recovery and maintain operational continuity. Business units conduct annual cyber incident recovery drills to ensure that they can recover from cyber incidents such as ransomware attacks.

Infrastructure



SA POWER NETWORKS CYBER SECURITY STRATEGY 2025-30 LAUNCHED

In 2025, SA Power Networks launched its first standalone "Cyber Security Strategy 2025-30", setting out a risk-based roadmap to strengthen resilience across its operations. The strategy identifies 10 key cyber risks, ranging from critical systems failure and supply-chain vulnerabilities to poor cyber culture, and maps them to

12 initiatives covering identity and access management, cloud security, supply chain monitoring, and cultural awareness. Unlike previous approaches, cybersecurity is now addressed in a dedicated framework with annual reviews, ensuring greater visibility, accountability, and adaptability to evolving threats.

Ports



EMPOWERING BUSINESS RESILIENCE WITH CLOUD BACKUP SOLUTIONS

In today's digital landscape, safeguarding critical system configurations and valuable data is essential for operational resilience. Traditional backup methods, while reliable, often face limitations in scalability, accessibility, and cost-efficiency. To address these challenges, Hutchison Ports has adopted cloud backup solutions for a proactive defence against data loss, system failures, and cyber attacks.

Cloud backup involves storing copies of data and system configurations on secure remote servers accessed via the internet. This approach offers multiple advantages over conventional methods. Enhanced security is achieved

through robust encryption protocols that protect data during transmission and storage, mitigating risks of unauthorised access and cyber threats. Scalability and flexibility allow business units to adjust storage capacity as needs evolve, eliminating physical constraints. Automated scheduling and incremental backups reduce manual intervention, ensuring consistent data protection while freeing IT resources for higher-value tasks. Furthermore, cloud backup delivers cost-efficiency without compromising reliability or performance by removing the need for on-premises hardware and maintenance.



Safeguarding the Community from Cyber Threats

Amid rising cyber threats including AI-driven phishing, deepfake scams, and sophisticated malware, the Group's businesses continue to collaborate closely with customers, offering innovative solutions to safeguard digital assets and privacy.

Telecommunications



STRENGTHENING MOBILE SECURITY AND PROTECTING CUSTOMERS FROM EMERGING CYBER THREATS

In partnership with award-winning cybersecurity company Corrata, **3** Ireland offers a business mobile security solution, "**3**Mobile Protect", that protects mobile devices from phishing and malware and prevents data loss on company smartphones and tablets. This responds to the increasing number of mobile phishing attacks occurring outside of email, and the importance of raising standards of mobile security - which is often given less attention than laptop computer security by businesses.

In 2025, **3** Ireland attained ISO 27001 certification for the IoT platform and solutions, providing its customers with the assurance that the solutions it provides them with are secured to the highest standards. In addition, various initiatives have been rolled out to protect customers from scam calls and text messages, such as the blocking of inbound international calls that "spoof" Irish numbers, marking untrusted SMS messages that have an alphanumeric header as "Likely Scam". The company is also preparing to introduce a Voice Firewall to filter or highlight untrusted voice calls.

Telecommunications



ADVANCING NETWORK-LEVEL PROTECTIONS TO ENHANCE DIGITAL SAFETY FOR ALL USERS

3 Sweden offers network-level protection against spam, phishing, and malicious traffic, along with fraud monitoring and parental control tools that enhance online safety. Key target groups include private customers, families, and business users. **3** Sweden

continued to strengthen its digital safety offering through improved fraud detection, clearer customer guidance on safe online behaviour, and expanded access to content filtering solutions.

RESPONSIBLE USE OF ARTIFICIAL INTELLIGENCE

The Group recognises the transformative potential of artificial intelligence (AI) technologies to enhance operational efficiency and productivity across business functions. While embracing these opportunities, the Group remains committed to the responsible and ethical deployment of AI systems.

The Group's Cyber Security Acceptable Use Policy provides comprehensive guidance for management and employees, establishing standards for the responsible application of AI tools in compliance with regulatory requirements and data protection obligations. Building on this foundation, the Group Policy on Reasonable and Ethical Procurement, Implementation and Use of AI, introduced in 2024, establishes clear principles and protocols governing the procurement, implementation, and use of AI systems – whether internally developed, externally sourced, or commercially acquired. This policy ensures alignment with the Group's core values, corporate governance standards, and legal obligations.

Recognising the potential risks associated with AI in operations and customer-facing services, the Retail division has established a robust governance framework to ensure safe and ethical AI adoption. The approach includes comprehensive risk assessments and strict approval processes for all AI use cases. Every application must undergo review and receive formal approval before deployment, ensuring compliance with regulatory standards, data privacy requirements, and ethical principles. To date, 89 AI use cases have been assessed, reflecting the commitment to responsible innovation.

The Group maintains vigilant oversight of emerging AI developments and regularly reviews its governance frameworks to ensure continued effectiveness and alignment with evolving regulatory requirements and global best practices.



The Group hosts the online AI conference, sharing AI use cases on enhancing business operations.

Ports



EMBEDDING RESPONSIBLE AI GOVERNANCE ACROSS HUTCHISON PORTS

The Ports division has adopted the Group Policy on Reasonable and Ethical Procurement, Implementation and Use of Artificial Intelligence and embedded it across all business units through a robust governance framework. An AI Governance Committee has been established, comprising senior leaders, technical experts, and legal or compliance representatives to review AI systems prior to launch to ensure alignment with Group policies. An AI Questionnaire is completed for every use case for review and approval.

The AI governance framework operates alongside key Group policies, including those on information security, personal data governance, acceptable use of technology, and the handling of confidential and price-sensitive information, ensuring consistency across all risk domains.

To ensure the responsible use of AI in operations, Hutchison Ports enforces clear “dos and don’ts”. Ongoing post-deployment monitoring and incident readiness help maintain safe and reliable operation, while regular employee training builds awareness of ethical AI practices and reinforces a strong culture of compliance.



Automated equipment and AI systems are being deployed at the Ports division to advance digitalisation and smarter ports operation.



IMPLEMENTING AI MANAGEMENT POLICY FOR COMPLIANCE WITH THE EU AI ACT

AI is transforming the telecom industry, driving innovation in network optimisation, predictive maintenance, customer service automation, and fraud detection. For Wind Tre, effectively harnessing AI is essential to enhancing customer experience and operational efficiency, while ensuring full compliance with the EU AI Act and applicable national legislation.

To address these challenges, the company has established an AI Committee tasked with guiding the adaptation of Wind Tre's internal policies and procedures, as well as its contractual standards with third parties, and with overseeing compliance in relation to the adoption and use of AI systems.

Wind Tre has also adopted an AI Policy, aimed at regulating the behaviours to be followed – and those to be avoided – in order to mitigate the risks associated with the use of AI systems, whether developed internally or provided by external parties. The company recognises the opportunities offered by AI technologies and their significant potential to create value and drive efficiency within corporate activities and business processes. At the same time, it acknowledges that the deployment of AI systems may entail considerable risks, both in terms of regulatory liability and potential conflicts with Wind Tre's fundamental principles and internal procedures.

The Policy is built upon the following pillars:

- Security and reliability
- Value creation as a guiding principle
- Fairness
- Privacy and confidentiality
- Responsibility
- Governance
- Human oversight and intervention
- Transparency and interpretability

To ensure the implementation and effective management of these principles, an operational procedure has also been introduced. Its key objectives are the following:

- Built-in regulatory, ethical and security controls: ensuring that AI systems comply with company values and applicable regulations
- Full traceability of decisions: documenting each decision to enhance transparency and trust

This framework is supported by a multi-layered organisational structure involving multiple business functions and ensuring continuous alignment with the AI Act.

SUPPLY CHAIN RESPONSIBILITY

The Group has strengthened its governance practices by extending rigorous oversight to supply chain engagement. Through its policies and procedures, the Group promotes effective governance that incorporates active collaboration with suppliers and systematic evaluation of sustainability performance across the value chain.

Supplier Code of Conduct

The Group reinforces its commitment to ethical business practices across its supply chain through the implementation of the [Supplier Code of Conduct](#). Business partners and suppliers are expected to uphold the same high ethical standards as the Group, including full compliance with local laws and regulations, protection of employee rights, and responsible business conduct. Core business units apply tailored versions of the Supplier Code of Conduct, adapting its provisions to their specific operational contexts while maintaining consistency with Group-wide ethical expectations.

To safeguard human rights and uphold integrity across its value chain, the Group maintains robust systems and controls to prevent modern slavery and human trafficking. Procurement contracts include clauses requiring third-party partners to implement anti-corruption policies and compliance programmes, in alignment with the Group's Supplier Code of Conduct, governance standards and regulatory obligations.

Telecommunications



ENGAGING SUPPLIERS IN ENVIRONMENTAL COMMITMENTS

The Telecommunications division is committed to embedding sustainability and ethical practices across its supply chain through the Supplier Codes of Conduct and targeted engagement initiatives.

- **3** Sweden has aligned its supplier engagement strategy with its approved science-based targets, committing to reduce Scope 3 emissions by 42% by 2030 and achieve net zero by 2040. This includes proactive collaboration with suppliers to drive emissions reduction and sustainable practices.
- Wind Tre promotes responsible procurement by requiring all suppliers, and their sub-suppliers, to

adopt ESG principles. A dedicated clause in supplier contracts mandates compliance with the Supplier Code of Conduct, published on the company's official website. Non-compliance allows Wind Tre to terminate contracts, reinforcing accountability throughout the supply chain.

- **3** Hong Kong complements its sustainability questionnaire with a formal Supplier Code of Conduct, outlining environmental expectations, when purchasing exceeds a certain level. In cases of non-conformance, the company works with suppliers to develop corrective plans. Failure to comply may result in termination of the business relationship.

Retail 

ROBUST SUPPLIER MANAGEMENT MECHANISM

Supply chain governance in the Retail division is deeply integrated into the company's overall sustainability framework. Clear responsibilities and roles are assigned to relevant teams, ensuring that supply chain risks are proactively managed, and that the division's sustainability objectives are consistently applied across all business units and markets.

The Board

The division's board is responsible for approving key policies, such as the Supplier Code of Conduct, which sets out expectations for ethical sourcing, labour standards, and environmental stewardship.



Global Sustainability Committee

The division's global sustainability committee, chaired by the division's CEO, regularly reviews supply chain risks and progress, ensuring that sustainability considerations are embedded into procurement and supplier management.

Contracts and the Supplier Code of Conduct are key instruments to enforce the division's standard of ethical and sustainable practices. As a signatory of The Mekong Club Pledge and a member of amfori, the Retail division embeds the amfori's Business Social Compliance Initiative (BSCI) Code of Conduct into its Supplier Code of Conduct. This integration ensures that suppliers adhere to internationally recognised standards on labour rights, environmental performance, and responsible business conduct.

In 2025, all suppliers' of contracts included ESG clauses and the Supplier Code of Conduct has been acknowledged. The division also reported zero instances of child or forced labour, ensuring that all suppliers are held to high standards of ethical and sustainable practices.



In 2025, AS Watson's group supply chain department and Watsons China hosted the Health & Beauty Asia Supply Chain Conference.

Supplier Screening and Assessments

Given the Group's extensive operational footprint across diverse industries and jurisdictions, a robust approach to sustainable sourcing remains essential. The [Supplier Code of Conduct](#) continues to serve as a foundational framework for guiding supplier performance, with a strong emphasis on product safety, quality standards, and ethical business conduct.

Divisions have strengthened their supply chain oversight by implementing enhanced measures and leveraging external platforms to conduct comprehensive supplier screening. These efforts support the Group's commitment to responsible procurement and continuous improvement in sustainability performance across its value chain.

3 Ireland is committed to enhancing transparency and monitoring ethical and sustainable performance across its supply chain. Since 2022, the company has partnered with EcoVadis, a global leader in independent sustainability ratings, to assess suppliers' ESG practices. This initiative continued to expand in 2025, reached a coverage of 87% across supply chain by spend, reinforcing the commitment to responsible sourcing and supplier engagement.

Retail



SUPPLIER ASSESSMENT AND MONITORING

All suppliers of the Retail division are first screened via LSEG Data & Analytics, to flag any publicly available ESG risks. The comprehensive screening process enables AS Watson to identify high-risk suppliers, prioritise engagement, and drive improvements in supply chain sustainability. By maintaining high coverage of sustainability assessments, the company demonstrates its commitment to responsible sourcing and continuous improvement in supplier performance.

In 2025, over 90% of suppliers (across various brands) were screened using the LSEG Data & Analytics, resulting in over 104,000 screenings across about 31,500 suppliers, covering trade and non-trade items. For suppliers manufacturing Exclusive Brands products,

additional social and environmental assessments against amfori's BSCI and BEPI (Business Environmental Protection Initiative) would be required if their manufacturing is in high-risk countries, as defined by the Worldwide Governance Indicators. These assessments evaluate suppliers' practices across a range of ESG criteria, including environmental impact, labour standards, and human rights. It also endorses other reputable frameworks (for example, SA8000, Initiative for Compliance and Sustainability, Sedex Members Ethical Trade Audit, ISO 14001 management system). Approximately 60% of targeted factories underwent detailed sustainability assessments through on-site audits or self-assessments, with the remaining scheduled for assessment in 2026 and 2027.

Supplier Engagement

The Group leverages its significant purchasing power to promote sustainable consumption and production across its operations. By prioritising environmentally and socially responsible procurement practices, the Group actively supports the development of sustainable markets and drives positive impact throughout its supply chain. Please see also the Sustainable Product Choices

Section in the [Sustainable Business Model and Innovation Chapter](#) for more information.

Divisions have been actively engaging suppliers to communicate the Group's expectations in sustainability practices and embed sustainability values throughout the value chain.

Ports



PROACTIVE ENGAGEMENT WITH SUPPLIERS

In 2025, the Ports division engaged a third-party consultant to conduct two Supplier Training workshops. To accommodate suppliers from various regions, the workshops were held in both face-to-face and online

formats, attracting over 500 participants. The workshops aimed to strengthen ESG awareness and ensure collaboration on decarbonisation initiatives with the suppliers across the company's supply chain.

Telecommunications



SUPPLIER ENGAGEMENT ON GHG DISCLOSURE AND TARGET SETTING

The Telecommunications division views supplier engagement as a critical enabler of its climate strategy and a fundamental lever to achieve its science-based targets. As the majority of the division's GHG emissions arise in the value chain, meaningful progress towards decarbonisation depends on structured, data-driven collaboration with suppliers.

Building on initial engagement efforts in 2024, CKHGT transitioned in 2025 from a broad disclosure-based approach to a more targeted and tailored programme led by the procurement and sustainability teams. The 2025 programme segments suppliers based on strategic




importance, spend, carbon intensity and ESG maturity, allowing CKHGT to prioritise engagement where impact and influence are greatest.

As part of this programme, CKHGT conducted a dedicated supplier climate workshop. The session familiarised participants with the climate ambition of the Telecoms division, Scope 3 methodology, data requirements and decarbonisation expectations. It also clarified the role suppliers play in enabling the telecoms division to meet its GHG emissions reduction targets and provided practical guidance on measurement, disclosure and target setting.


LABOUR AND HUMAN RIGHTS

The Group embraces human rights as a foundational principle embedded within its corporate values and operational practices. This commitment informs stakeholder engagement and supports a workplace culture founded on respect, inclusion and equal opportunity. The Group is dedicated to maintaining work environments that are free from discrimination and harassment across all levels of its operations.

This topic of Labour and Human Rights is closely linked with other material topics in the Group Sustainability Framework, including the following:

- [Social Inclusion](#) 
- [Inclusion and Diversity](#) 
- [Employer of Choices](#) 

Responsible Employment Practices


The Group's [Human Rights Policy](#)  provides a comprehensive framework aligned with internationally recognised standards, including the Universal Declaration of Human Rights and the United Nations Guiding Principles on Business and Human Rights. This policy guides the Group's approach to human rights protection throughout its value chain, encompassing direct operations and supply chain partnerships, and is underpinned by the following principles:

Group human rights principles



Treat people with dignity and respect, free from discrimination and fear of harm or abuse



Prohibit unlawful child labour or any kind of forced or bonded labour (see also the Group's [Modern Slavery and Human Trafficking Statement](#) )




Adhere to local laws and regulations governing working hours, equal and fair compensation, and rights to freedom of association and collective bargaining




Prevent and limit redundancies and include respect for human rights considerations in transition planning such as re-deployment and outplacement services for impacted workers



Engage with communities on human rights, including indigenous people and other vulnerable or disadvantaged groups

The Group's [Human Rights Policy](#)  forms the foundation of its employment practices, ensuring full compliance with labour laws and regulations across all jurisdictions and business units. Transparent communication channels are maintained to keep employees informed about policies, rights, and workplace practices. The Group also upholds freedom of association, allowing employees to join or form labour unions without fear of reprisal. Collective bargaining agreements reflecting this commitment,

cover 34% of employees in 2025. Regular dialogue with union representatives ensures employee interests are taken into account in decision-making processes. According to the [Whistleblowing Policy](#) , the Group processes and investigates all reports received through its confidential reporting channels, ensuring that each case is handled fairly, impartially and in a timely manner.

The Group offers full time employee 46 working hours averagely during the working week, in full compliance with all applicable local laws and regulations. Beyond statutory obligations, the Group underscores its commitment to employee welfare through a comprehensive suite of non-statutory benefits. These include enhanced maternity and shared parental leave provisions, substantial childcare support, and educational assistance programmes. The Group's employee policies are designed to comply with, and in certain cases exceed, applicable local statutory requirements in respect of parental benefits. For example, female employees at the Group's Hong Kong head office are entitled to 14 consecutive weeks of statutory maternity leave, with full pay for the first five weeks, exceeding the statutory requirement of 80% pay, while male employees are entitled to five days of

statutory paternity leave. Wind Tre in Italy provides a 100% pay supplement for optional maternity leave i.e. 4.5 months more than the statutory entitlement, and 3 Ireland offers four weeks of paid paternity leave for employees with one year's service, compared with the statutory entitlement of two weeks. Employees also enjoy competitive pension plans, performance-based bonuses, and long-service recognition.

Health and wellbeing remain a priority, and is supported by onsite medical clinics, employee assistance programmes offering mental health support, and flexible or hybrid working arrangements tailored to operational and regional needs. Additionally, the Group provides wellness initiatives designed to promote holistic wellbeing.

Infrastructure

SUPPORTING EMPLOYEES THROUGH INCLUSIVE BENEFITS AND FLEXIBLE POLICIES

The Infrastructure division prioritises employee wellbeing by implementing family-friendly policies that address diverse life stages and responsibilities. SA Power Networks and Victoria Power Networks strengthen financial and emotional support for new parents, offering up to 18 weeks of paid parental leave for primary carers and extending superannuation contributions during unpaid leave. Wales & West Utilities ensures inclusivity with adoption leave matching maternity leave, time off for fertility treatments, and flexible benefits schemes covering physical, mental, and financial wellbeing.

Northern Gas Networks provides compassionate support through emergency and carers leave, career breaks, and its commitment under the Dying to Work Charter, ensuring dignity and flexibility for employees with terminal illness. United Energy promotes work-life balance via flexible arrangements, including remote work, compressed weeks, and tailored schedules.

The Group is committed to identifying, preventing, and mitigating adverse human rights impacts arising from any business transaction, including restructuring decisions. This commitment is guided by the following principles:

- **Early identification:** Assess potential human rights impacts on employees as early as possible
- **Transparent communication:** Engage with employees and, where appropriate, labour unions at the earliest opportunity regarding potential impacts, ensuring respect for human rights considerations
- **Redundancy prevention:** Minimise redundancies wherever possible and provide severance packages at or above statutory requirements when redundancies occur

- **Transition planning:** Incorporate human rights considerations into transition plans, including redeployment and outplacement services for affected staff
- **Constructive dialogue:** Maintain meaningful engagement with employees and take proactive steps to mitigate adverse effects during ownership or structural changes

During organisational changes, the Group supports employees through severance packages aligned with industry standards, outplacement services, re-employment opportunities within the Group, skills retraining programmes, and extended health coverage during transition periods.

SUSTAINABLE BUSINESS MODEL AND INNOVATION

The Group's core businesses play a vital role in supporting the daily lives of tens of millions of people through the operation of port terminals, retail networks, infrastructure services, and telecommunications offerings. As innovation and technology evolve rapidly, the Group remains focused on identifying opportunities to create long-term value for stakeholders by integrating social, environmental, and market considerations into its investment and operational strategies.

This commitment is reflected in the Group's pursuit of a sustainable and innovative business model that delivers essential services with excellence while safeguarding customer interests. In response to complex and emerging global challenges, the Group's core businesses are leveraging innovation and collaboration to address key sustainable development priorities, including climate resilience, inclusive access to services, and the promotion of sustainable lifestyles and consumption patterns.

This section of the report is closely linked to the environmental and social pillars and highlights how sustainability serves as a strategic lens through which the Group adapts its current and future business models. By doing so, the Group is building a more resilient, responsible, and future-ready enterprise that creates enduring value for all stakeholders.



GROUP GOALS

- TO OFFER CUSTOMERS SUSTAINABLE PRODUCTS AND INVEST IN AND EMBRACE INNOVATION TO ACHIEVE TRANSFORMATIONAL IMPACT

CONTENT IN THIS CHAPTER

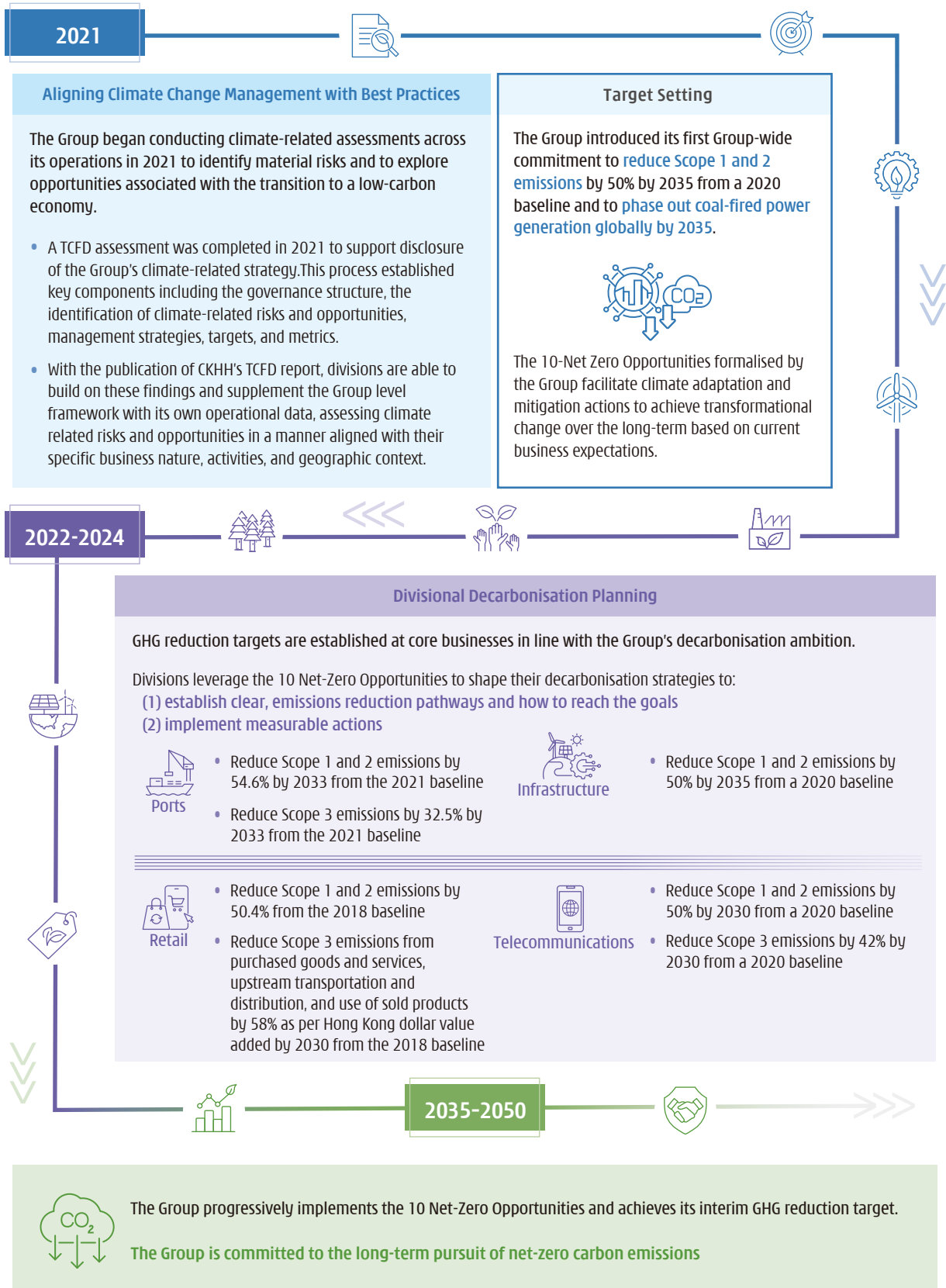
- DECARBONISATION PATHWAY
- CLIMATE TRANSITION AND RESILIENT BUSINESS
- SUSTAINABLE INVESTMENT
- SERVICE EXCELLENCE
- SOCIAL INCLUSION
- SUSTAINABLE PRODUCT CHOICES

Linked SDGs



THE DECARBONISATION PATHWAY

The Group charted a clear route toward reducing their GHG emissions. The decarbonisation pathway outlines this journey: a structured, science-aligned roadmap that identifies where emissions originate, how they can be most effectively reduced, and what actions are necessary to achieve net-zero ambitions.



The 10-Net Zero Opportunities

The 10-Net Zero Opportunities formalised by the Group facilitate climate adaptation and mitigation to achieve transformational change over the long term based on current business expectations and structure.



Renewable and other clean energy

- Invest in and grow the Group's renewable energy portfolio
- Transition gas to hydrogen network
- Connect market-leading levels of renewable energy to the grid
- Increase the procurement of renewable electricity
- Adopt carbon capture and storage where relevant to waste-to-energy operations



Finance and investment

- Continue to align capital expenditure towards a net-zero pathway



Clean transportation

- Scale up electric and hybrid EVs and infrastructure
- Lead the way in being first-adopters of hydrogen vehicles and equipment
- Support the modal shift to sustainable rail transport



Collaboration, partnerships and advocacy

- Partner with peers, customers, government and other relevant organisations to accelerate the transition



Circular economy and design

- Reduce, reuse and recycle all forms of waste
- Design products and systems with circular economy principles in mind



Climate adaptation

- Protect Group members and assets and be ready for a changing climate
- Conduct periodic climate-risk assessments of high-risk assets
- Protect biodiversity to restore healthy ecosystems and further strengthen adaptation



Transitioning high-carbon assets

- Phase out coal-fired power generation globally by 2035



Supply chain engagement

- Further develop supplier engagement policies
- Develop Scope 3 emissions reductions targets



Energy efficiency

- Exhaust all feasible options for energy efficiencies
- Embrace digitalisation and innovation to transform distribution networks, increase grid flexibility and decrease distribution losses
- Be a leader in innovation in 5G, IoT applications and smart city solutions











Carbon offsets




- Reduce the Group's direct carbon footprint as the first priority. Carbon offsets neutralise residual emissions attributable to the Group that are not possible to eliminate

A summary of the Group's Climate Transition Strategy


The 10 Net-Zero opportunities are not only a response to regulatory requirements but also a demonstration of the Group's approach and strategy towards decarbonisation. The principles are integrated across the divisions as part of the climate transition strategy, supporting initiatives implemented across divisions as explained below:

Renewable and other clean energy generation	
 Ports	<ul style="list-style-type: none"> Investing in on-site renewable energy generation such as solar and continuing to increase procurement of renewable power
 Retail	<ul style="list-style-type: none"> Identifying opportunities for on-site renewable energy generation, such as solar panels on warehouse rooftops Mandating the purchase of renewable electricity through Energy Attribute Certificates (EACs)
 Infrastructure	<ul style="list-style-type: none"> Expanding renewable energy portfolio Promoting reduction and recovery of methane and carbon dioxide (i.e. EDL to capture waste coal mine gas for power generation) Embracing hydrogen economy (i.e. Capitalising hydrogen and biogas opportunities including AGIG Hydrogen Parks and NGN/WWU biomethane connections) Developing cleaner ways to produce products and deliver services (i.e. AVR to expand carbon capture and utilisation capacity at the waste-to-energy facilities)
 Telecommunications	<ul style="list-style-type: none"> Deploying on-site solar energy generation Continuing to increase procurement of renewable electricity
Energy efficiency	
 Ports	<ul style="list-style-type: none"> Exploring and implementing cutting-edge technologies to improve efficiency and reduce emissions. This includes advancements in automation, data analytics, and alternative fuels.
 Retail	<ul style="list-style-type: none"> Strengthening energy efficiency measures across all business units and supporting energy retrofits in all operations, with better energy-saving equipment Switching from natural gas to electricity for heating
 Infrastructure	<ul style="list-style-type: none"> Modernising and digitalising electricity networks (i.e. UK Power Networks to reduce distribution line loss emissions by enabling an increased uptake of renewable energy into local electricity grids)
 Telecommunications	<ul style="list-style-type: none"> Upgrading to energy-efficient radio equipment Implementing smart features for more efficient use of energy according to data traffic Upgrading transmission networks including virtualising core networks and network services Decommissioning legacy networks and equipment Upgrading data centre cooling equipment Implementing AI-driven data centre energy optimisation tools




Clean transportation

 <p>Ports</p>	<ul style="list-style-type: none"> • Transitioning to electric equipment and vehicles, reducing reliance on fossil fuels
 <p>Retail</p>	<ul style="list-style-type: none"> • Strengthening fleet efficiency measures. Switch to fleets with lower emission fuels such as plug-in hybrid electric vehicles (PHEVs) or battery electric vehicles (BEVs)
 <p>Telecommunications</p>	<ul style="list-style-type: none"> • Transitioning company fleets to electric vehicles



Transitioning high-carbon assets

 <p>Infrastructure</p>	<ul style="list-style-type: none"> • Decarbonising generation portfolio (i.e. HK Electric to phase out coal-fired generation by 2035 and explore the potential applications of new technologies in renewables, hydrogen fuel, battery storage and importing zero-carbon energy by 2050)
---	--

Supply chain engagement

 <p>Ports</p>	<ul style="list-style-type: none"> • Identifying and addressing emissions along the value chain from sources such as procurement of equipment
 <p>Retail</p>	<ul style="list-style-type: none"> • Inviting top suppliers by emissions to join ClimatePartner's Network Platform, encouraging suppliers to disclose annual GHG data, share GHG reduction strategies, and to set respective science-based reduction targets • Encouraging on-site renewable energy generation or the purchase of renewable energy such as EACS • Strengthening transport route optimisation, reducing emissions from transport used to deliver goods to the businesses (road transport, railway transport, ocean freight, air freight), and increasing the use of fleets with lower emissions fuels such as PHEVs or BEVs) • Increasing the amount of operational waste diverted from landfills
 <p>Telecommunications</p>	<ul style="list-style-type: none"> • Engaging with suppliers to enhance data quality and reduce value chain emissions

Circular economy and design

 <p>Retail</p>	<ul style="list-style-type: none"> • Sourcing more sustainable raw materials for Exclusive Brands' products and packaging, as well as for the operations (for example, tertiary packaging, sustainable point of sale materials) • Developing (Exclusive Brands) or expanding (suppliers' brands) more sustainable assortment across multiple categories (food and non-food) • Improving the Exclusive Brands' packaging recyclability • Partnering with suppliers to implement empty-container collections in selected stores
 <p>Telecommunications</p>	<ul style="list-style-type: none"> • Expanding the use of circular business models such as product take-back arrangements, device leasing and sale of refurbished devices

CLIMATE TRANSITION AND RESILIENT BUSINESS

With the continued urgency for action on climate change, and in line with the Paris Agreement, the Group recognises the importance of operational decarbonisation. The physical and transition climate-related risks and opportunities of climate change that brought to the Group shall impact operations in both the short, medium and long term; necessitate integration into to the Group's risk management framework and a critical lens that is required for business strategy development. Meanwhile, the scope and scale of these risks and opportunities vary across the Group's divisions, which requires both a detailed bottom-up approach, in addition to a top-down analysis.

In April 2024, HKEX enhanced its Main Board Listing Rules, introducing Part D of the [ESG Code](#). This outlines new climate-related disclosures which are aligned with International Sustainability Standards Board's IFRS S2, effective from 1 January 2026. The Group recognises this as an opportunity to self-assess and update its sustainability related strategy, ensuring that the most up-to-dated issues and topics are included in the current sustainability framework and the materiality list, and thus initiating an internal assessment exercise on the Group level, identified gaps and follow up with necessary initiatives to ensure full compliance.

Key issues, such as the Group's governance structure development, the identification and prioritisation of risk and opportunity, the Group's management strategy and targets and metrics were outlined in the following sections. Please also see the Decarbonisation section at the [Environment chapter](#) for more information.



The Ports division is advancing its transition to electrified equipment to cut GHG emissions.

Governance

The governance of the Group's climate strategy follows the overarching structure of its wider sustainability governance. Please also refer to the [Governance Chapter](#) for the Group's integrated governing structure and related details.

Internal expertise is provided by the Group's full-time sustainability experts that drive the identification, awareness building and management programmes about industry-specific climate-related risks and opportunities. The Group recognises, however, certain parts of the climate action journey require external expertise, such as for Scope 3 footprinting and conducting scenario analysis; the Group therefore engages leading third party carbon experts, where necessary, to provide such technical expertise as it builds its short- and long-term climate action plans.

Governance of climate-related risks and opportunities





The Board						
Accountable for oversight of CKHH risk management. Ensures CKHH has appropriate and effective risk management in place. Receives reports from the Sustainability Committee and the Audit Committee in relation to climate-related risks and opportunities.						
Sustainability Committee			Audit Committee			
Reports to the Board on climate-related risks and opportunities. Progress on the Group's climate strategy is addressed as a key agenda item. In 2025, the Committee met twice with 100% attendance.			Reviews top risks and reports to the Board. Ensures risks are identified and managed with due regard to CKHH's risk appetite. In 2020, climate change was upgraded as a Group-wide risk.			
Sustainability Working Group						
Oversight and responsibility for providing strategic direction and developing strategy regarding climate-related risks and opportunities.						
Sustainability	Risk Management	Finance	Internal Audit	IT	Legal	HR & Corporate Affairs
Spearheads development of Group climate strategy in partnership with key Group functions and core businesses.	Manages the enterprise risk framework and oversight of division-level top risk profiles.	Oversees budgeting, planning and CAPEX approval of climate technology and solutions.	Conducts audits of sustainability related controls and audits of emissions data.	Manages sustainability data management platform for collection and tracking of emissions data.	Oversees current and future climate-related policy actions that may impact the Group.	Arranges compensation and talent programmes and corporate communications.
Core Businesses						
Responsible for ensuring the identification, assessment and monitoring of climate-related risks and opportunities in accordance with CKHH's Risk Management Policy and related sustainability guidance. These core businesses are responsible for implementing appropriate risk mitigation strategies in line with the Group's climate strategy and priorities. Each division is resourced with dedicated sustainability teams, as well as senior-level Sustainability Working Groups, which communicate regularly on progress made to the Group.						

Climate Risks and Opportunities Assessment

The Group adopts a proactive approach to identify and manage climate-related impacts, embedding climate resilience into its strategy and day-to-day operations. At division level, a comprehensive evaluation of impact, risks and opportunities is performed through double materiality assessment.

Such an assessment provides a holistic view of sustainability issues considering the perspectives of financial materiality and impact materiality. Divisions have also adopted different approaches and tools such as the scenario analysis method and the TCFD framework to support the robust evaluation of climate-related risks and opportunities.

Assessment progress at division level

 <p>Ports</p>	<ul style="list-style-type: none"> In 2022, a climate scenario analysis was conducted using the RCP8.5 scenario, representing a 4 °C increase under a "Business-as-Usual" pathway. The analysis covers the time horizon of 2041-2060. This scenario reflects high emission assumptions and helps assess the resilience of operations under extreme climate conditions. Standalone analysis was also conducted at Hutchison Port Holdings Trust, to assess the financial impacts of material physical and transition risks.
 <p>Retail</p>	<ul style="list-style-type: none"> In 2025, the Retail division reinforced its commitment to disclosure transparency by aligning with the Group's climate strategy and continues to report in accordance with the TCFD recommendations. Superdrug and Savers also leveraged TCFD-aligned work to meet the requirements of the UK's Non-Financial Sustainability Information Statement (NFSIS).
 <p>Infrastructure</p>	<ul style="list-style-type: none"> Nine material business units, representing over 70% of the Infrastructure division and Power Asset's EBIT and total asset values, were selected for scenario analysis. The division's scenario analysis assessed the magnitude and potential impact of each risk and opportunity and how they may materialise over different time horizons, under the high emission (or business-as-usual) pathway and the stringent pathway, which strives to achieve a lower-carbon economy.
 <p>Telecommunications</p>	<ul style="list-style-type: none"> In 2022, CKHGT set its climate scenarios and performed an initial mapping of climate risks and opportunities for all business units in line with the recommendations from the TCFD. During 2023, CKHGT further prioritised climate-related risks and opportunities, which served as the input to a reassessment of climate-related impacts, risks and opportunities in 2024. In 2025, the Group collaborated with the Telecommunications division to initiate a pilot project on climate scenario studies at the Hong Kong telecommunications operation. The project aims to assess potential climate-related financial impacts and serves as an initial step toward implementing the Group-wide scenario analysis and climate risks and opportunity management process.

To enhance understanding of climate-related risks and opportunities at the Group level, the Group has conducted a separate analysis and consolidation based on divisions' assessment results, providing a comprehensive, Group-wide perspective. This

integrated analysis also informs the annual evaluation of the Group's enterprise risk management system, ensuring alignment between sustainability insights and broader strategic risk oversight.

Physical Risks and Opportunities

Extreme weather events are becoming increasingly frequent, posing threats to people, property, infrastructure and services. On the other hand, chronic physical risks refer to longer-term shifts in climate patterns that may cause sea level rise or chronic heat waves. These risks will impact industries and locations in the

short, medium and long term, with large assets and infrastructures remaining especially vulnerable to natural weather and climate conditions. Divisions have already identified physical risks and are taking meaningful actions to understand, track and adapt to the effects of a changing climate.

Physical risk drivers

Acute risks	
Flooding and storms	More frequent and severe storm events may disrupt operations, damage assets, and interrupt supply chains. Increased rainfall intensity also raises the risk of localised flooding, which can impact facilities, logistics routes, and infrastructure.
Wildfires	Higher temperatures and drier conditions elevate wildfire frequency and severity.
Extreme heat	Rising peak temperatures under global warming increases the days per year with extreme heat.
Chronic risks	
Changes in precipitation patterns (droughts, water scarcity)	Long-term shifts in rainfall patterns may lead to prolonged drought conditions and reduced water availability. On the other hand increased precipitation during the rainy season can also cause surface water to exceed its capacity, inundating nearby areas.
Rising global temperatures	Persistent increases in average temperatures may alter environmental conditions, intensify heat-related risks, and degrade infrastructure over time. Higher baseline temperatures can also influence long-term energy demand, biodiversity, and local climate conditions.
Rising sea level	Gradual sea-level rise increases the risk of coastal inundation, erosion, and saltwater intrusion, potentially affecting coastal facilities, logistics networks, and community infrastructure, while requiring long-term adaptation measures.

Costs of acute climate change impacts

Damage to assets from acute climate impacts such as increased frequency of storms, flooding, droughts and forest fires may cause increased costs of asset repair and replacement, lost revenues from service interruption, the potential for reputational impact where adaptation efforts are considered insufficient, and operational incidents that may be reportable to regulators. The cost of insurance may increase over time. Additionally, resilience measures may in some cases divert resources from other business objectives and cause some level of service interruption.

Division	Impact to business model and value chain	Timeframe ⁽¹⁾			Impact level	
		ST	MT	LT		
 <p>Ports</p>	<p>Inadequate efforts to adapt to climate change-induced extreme weather (for example, floods, droughts, storms) may lead to damaged assets, material shortages, inaccessible transportation routes, workforce disruptions, and instability in maritime trade.</p> <p>Adapting to climate change-induced physical impacts (for example, hurricanes, heavy rain, heatwaves) may increase risk management costs, operational expenditure from extreme weather disruptions, and capital expenditure on facility resilience for Hutchison Ports.</p>		✓	✓	Material	
 <p>Retail</p>	<p>The risk of business disruptions in operations due to physical climate risks such as storms, hurricanes, and floods (for example, the increased frequency and severity of these weather events can impact AS Watson's operations).</p>		✓	✓		
 <p>Infrastructure</p>	<p>Increasing severity and frequency of extreme climate events may increase the risk of asset failure and affect business operations.</p> <p>In geographical contexts, coastal and riverine flooding is a material risk to UK-based assets. Such flooding could cause physical damage, leading to significant repair costs or insurance claims to restore operations. Its Australian-based assets also have risk exposure to coastal and riverine flooding, as well as extreme heat and forest fires.</p> <p>In terms of business segments, its electricity distribution and water utilities and services are particularly vulnerable to flooding. Overflowing rivers and accumulated rainfall could lead to severe water ingress into critical electrical infrastructure and ground-mounted transformers.</p> <p>For its regulated business, increased allowed capital expenditure from the regulators for enhancing asset resilience, preserving the environment and strengthening network reliability will be crucial to reduce the impact of acute climate risks to its assets.</p>		✓	✓	✓	Low impact/immaterial
 <p>Telecommunications</p>	<p>Damage to telecommunications infrastructure, operations and retail premises, and other company assets due to acute climate change induced weather events (for example, floods, storms, droughts etc.), may lead to decreased revenues (due to service interruptions and loss of customers), and additional costs (for example, repairs of damages) for Telecommunications division.</p>		✓	✓	✓	

Material




Low impact/immaterial

Currently being assessed/not assessed

(1) Short-term (ST), Medium-term (MT) and Long-term (LT) are defined as one year (including the reporting period), two to three year, and three to five year from the reporting period.

Costs of chronic climate change impacts





The chronic effects of climate change, for example, higher average temperatures and rising sea level, increase in cost of cooling, asset damage, the cost of maintenance, and the cost of replacement of heat-sensitive or water-sensitive assets, equipment or components. The cost of insurance may increase over time. Additionally, resilience measures may in some cases divert resources from other business objectives and cause some level of service interruption.

Division	Impact to business model and value chain	Timeframe			Impact level
		ST	MT	LT	
 Ports	Rising global temperatures and rising sea level may lead to damage to port infrastructure and equipment as well as asset lifetime reduction. It may also lead to higher port construction and maintenance cost.			✓	Low impact/immaterial
 Retail	<p>The risk of escalating energy costs for AS Watson due to increasing global temperatures and the demand for HVAC systems to offset rising heat.</p> <p>The risk of increased capital and operational expenditures due to physical climate risks such as rising temperatures and sea levels (For example, AS Watson may need to create and implement resilience plans for its retail stores and distribution centers to withstand long-term climate impacts).</p>		✓	✓	Material
 Infrastructure	<p>Rising sea level may lead to severe water ingress at our facilities, causing equipment damage and result in loss of power supply to customers. Other chronic effects including extreme heat and extreme wind have relatively mild effects to its business.</p> <p>For enhancing resilience towards chronic climate risks, its businesses have implemented robust measures to adapt to and mitigate the impacts. This includes installing water pumps, flood barriers and adopting new design guidelines to reduce the chances of water overflow.</p>		✓	✓	Low impact/immaterial
 Telecommunications	Chronic changes in weather patterns (for example rising average temperatures, sea level rises) may cause: higher costs of energy due to increased cooling requirements; increased maintenance costs; for example, due to cooling systems working harder or more damage to underground infrastructure in wetter conditions over time; and increased equipment/material replacement costs for example, more frequent replacement of HVAC/batteries and other heat-sensitive components.		✓	✓	Low impact/immaterial

Material
 Low impact/immaterial
 Currently being assessed/not assessed

Climate impacts in the supply chain

The disruption to the supply chain from acute climate impacts such as increased frequency of storms, flooding and droughts, causing delays and disruption to the availability of products and services, therefore decreasing revenues.

Division	Impact to business model and value chain	Timeframe			Impact level
		ST	MT	LT	
 Ports	The Ports division is currently assessing this impact.				Currently being assessed/not assessed
 Retail	The risk of business disruptions throughout the whole value chain due to physical climate risks such as storms, hurricanes, and floods (for example, increased frequency and severity of these weather events can impact AS Watson's and its suppliers' operations).		✓	✓	Material
 Infrastructure	The Infrastructure division is currently assessing this impact.				Currently being assessed/not assessed
 Telecommunications	Disruptions in the supply chain caused by acute climate change-induced weather events, may lead to disruption of business, affecting the Telecommunications division's revenues and creating additional costs for the division.	✓	✓	✓	Low impact/immaterial

Material

Low impact/immaterial





Currently being assessed/not assessed

Transition Risks and Opportunities

The Group faces a broad spectrum of transition risks and opportunities as the global economy accelerates toward decarbonisation. Evolving climate policies, technological advancements, shifting customer expectations, and growing





investor scrutiny present potential financial and operational challenges across the Group's varied businesses. At the same time, the Group is well-positioned to capture significant opportunities through enhanced management and efficiency improvements.

Transition risk drivers

 <p>Technology</p>	<p>Failure to adopt new emerging technologies such as renewable energy, battery storage and carbon capture and storage could affect the competitiveness of the Group.</p> <p>Meanwhile, the Group is acting as a pioneer in many clean technologies and taking leadership approaches across divisions, such as in: port electrification, hydrogen developments in gas networks, and connecting market-leading levels of renewables to the grid in electricity networks, among many other innovations. It has also adopted technologies to improve resource efficiency, driving down emissions and operating costs, such as through adopting LED lighting, smart metering, using the latest technology in telecommunications network equipment, and implementing demand-side flexibility to reduce energy losses from its distribution network operators.</p> <p>The Group also leverages AI capabilities to strengthen its decarbonisation initiatives. For example, Northern Gas Networks in the Infrastructure division is driving the Net Zero Research Village (NeRV) programme in partnership with CK Delta, making use of AI and IoT driven analytics to generate accurate, real-time data on household energy and water use and develop more effective pathways to decarbonisation.</p>
 <p>Market</p>	<p>The ways in which markets could be affected by climate change are varied and complex, in particular shifts in supply and demand for the Group's products and services may occur as consumer's preferences for more sustainable alternatives evolve.</p> <p>Listening to customers and understanding potential market shifts acts as a source of competitive advantage and new potential revenue streams for the Group.</p>
 <p>Policy and Legal</p>	<p>The Group operates in many jurisdictions that have taken policy actions and made climate commitments. Without monitoring and proactively addressing them, it may result in financial and reputational impacts to the Group.</p> <p>The Group, however, sees many of these policy actions as an opportunity for its business to position itself as a preferred partner in low-carbon transition.</p>
 <p>Reputation</p>	<p>Changing stakeholder perceptions of the Group's contribution to, or detraction from, the transition to a lower-carbon economy could impact the Group should it not respond accordingly.</p> <p>Extensive stakeholder engagement across the Group ensures that it is keeping abreast of, and responding to, evolving stakeholder preferences.</p>

Changing customer preferences and failure to decarbonise

Failure to decarbonise in line with competitors and to meet committed targets may lead to negative impacts on reputation and loss of revenues, particularly as customer preferences shift towards greater expectation of sustainability performance or lower carbon product alternatives.

Division	Impact to business model and value chain	Timeframe			Impact level
		ST	MT	LT	
 Ports	<p>Inability to meet increasing customer demands for sustainable services may result in consumer alienation and the loss of business opportunities and decreased revenue. (for example, due to loss of market share to sustainability-oriented peers).</p> <p>Existing container handling equipment, berth infrastructure, and IT systems may face asset obsolescence due to their inability to meet emerging sustainability requirements, resulting in loss of customers and impact on throughput and profitability.</p>		✓	✓	Low impact/immaterial
 Retail	<p>There is a risk of financial and reputational consequences for AS Watson due to a failure to transition towards renewable energy and meet its stated energy mix goals (for example, this could lead to revenue loss, an inability to secure contracts with sustainability-focused partners, regulatory fines for non-compliance with environmental standards, and damage to its market reputation among eco-conscious consumers).</p>			✓	Material
 Infrastructure	<p>Government policies of driving electrification, including the adoption of electric vehicles and heat pumps, may increase market demand and customers' preference for using electricity. In contrast, switching from gas to electricity may impact the division's gas transmission and distribution business.</p>		✓	✓	Material
 Telecommunications	<p>Failing to keep the pace with shifting consumer/customer preferences towards sustainability and carbon neutrality, may lead to consumer alienation, resulting in loss of revenues (for example, due to loss of market share to sustainability-oriented peers).</p>	✓	✓		Material





Material

Low impact/immaterial

Currently being assessed/not assessed





Direct cost of carbon

The direct cost of carbon resulting from government policies may increase operational costs.

Division	Impact to business model and value chain	Timeframe			Impact level
		ST	MT	LT	
 Ports	The Ports division is currently assessing this impact.				Currently being assessed/not assessed
 Retail	There is a risk of additional operational costs for AS Watson and its suppliers due to evolving carbon-related regulatory requirements such as carbon pricing, direct and indirect taxes, or emissions trading systems. (for example, AS Watson and its suppliers may encounter increased costs from carbon taxes as regulations evolve, such as Carbon Border Adjustment Mechanism (CBAM)).	✓	✓	✓	Low impact/immaterial
 Infrastructure	Governmental regulatory policies on limiting GHG emissions, including the use of carbon tax, on certain or all industries, may result in an increase in operational costs. For regulated business, these costs might be passed on to customers according to the regulatory regime, increasing costs for customers.		✓	✓	Material
 Telecommunications	There are currently no policies that are expected to cause a significant direct carbon cost in telecom markets. However, this is subject to ongoing review.				Currently being assessed/not assessed

Indirect cost of carbon





The indirect cost of carbon passed through from suppliers, where suppliers are subject to carbon pricing, and may increase the cost of purchases (capital and operational).

Division	Impact to business model and value chain	Timeframe			Impact level
		ST	MT	LT	
 Ports	The Ports division is currently assessing this impact.				Currently being assessed/not assessed
 Retail	The Retail division is currently assessing this impact.				Currently being assessed/not assessed
 Infrastructure	The increased cost of carbon may impact raw material costs, which drive up supply chain costs for each business unit. The increase in prices of raw materials may have a flow-on effect on the costs of procurement activities.		✓	✓	Low impact/immaterial
 Telecommunications	Evolving carbon-related regulatory requirements, i.e. carbon pricing, including both direct and indirect taxes, may lead to additional costs for supply chain partners, which may eventually be passed on to telecoms through products and services.	✓	✓	✓	Low impact/immaterial

Material
 Low impact/immaterial
 Currently being assessed/not assessed





Lack of clean energy infrastructure and technology impacting pace and cost of decarbonisation

Slow economic transition and/or lack of availability of renewable energy generation and energy efficient technologies, may pose challenges to decarbonise and increase the overall cost of decarbonisation, including the cost of meeting renewable energy requirements.

Division	Impact to business model and value chain	Timeframe			Impact level
		ST	MT	LT	
 Ports	The Ports division is currently assessing this impact.				Currently being assessed/not assessed
 Retail	The Retail division is currently assessing this impact.				Currently being assessed/not assessed
 Infrastructure	The Infrastructure division is currently assessing this impact.				Currently being assessed/not assessed
 Telecommunications	Lack of availability of renewable electricity combined with growing consumption to meet demand for data traffic, increasing costs of energy overall.	✓	✓		Material

Restrictions on use of fossil fuels impacting asset values

Restrictions on use of fossil fuels may cause risk of "stranded assets".

Division	Impact to business model and value chain	Timeframe			Impact level
		ST	MT	LT	
 Ports	The Ports division is currently assessing this impact.				Currently being assessed/not assessed
 Retail	The Retail division is currently assessing this impact.				Currently being assessed/not assessed
 Infrastructure	Aggressive restriction on the use of fossil fuels such as coal may also lead to risks of stranded assets.		✓	✓	Material
 Telecommunications	The Telecommunications division is currently assessing this impact.				Currently being assessed/not assessed





Material

Low impact/immaterial

Currently being assessed/not assessed





Government policy uncertainty impacting transition

Government policy uncertainty and/or insufficient government support for the energy transition may increase uncertainty over business investments.

Division	Impact to business model and value chain	Timeframe			Impact level
		ST	MT	LT	
 Ports	The Ports division is currently assessing this impact.				Grey
 Retail	The Retail division is currently assessing this impact.				Grey
 Infrastructure	Insufficient governmental and regulatory support, as well as inadequate sustainable planning for the energy transition, could hinder the success of decarbonising its business and the broader economy. In addition, or frequently changing policies related to decarbonisation and energy transition from governments may increase uncertainty in its related investment.		✓	✓	Light Blue
 Telecommunications	The Telecommunications division is currently assessing this impact.				Grey

Changing investor preferences and failure to decarbonise

Failure to implement climate strategies in line with investor expectations may lead to a decrease in the ability to attract investor capital.





Division	Impact to business model and value chain	Timeframe			Integrated impact
		ST	MT	LT	
 Ports	The Ports division is currently assessing this impact.				Grey
 Retail	The Retail division is currently assessing this impact.				Grey
 Infrastructure	The Infrastructure division is currently assessing this impact.				Grey
 Telecommunications	Failing to keep the pace with shifting investor priorities (for example, an inadequate approach to climate change, without a net-zero 2050 target) and preferences towards sustainability (for example, green bond finance) and carbon neutrality, may lead to a loss of investor confidence and capital, an increased cost of capital and difficulties in raising and attaining new capital.		✓	✓	Orange

■ Material
 ■ Low impact/immaterial
 ■ Currently being assessed/not assessed

Climate-related Opportunities

Sustainable product and services opportunity

Changing customer preferences and/or government policies to support climate transition, may create opportunities to grow businesses, products and services that help to address climate change, or offer a lower-carbon alternative for customers and society, potentially leading to an increase in revenues and asset values.

Division	Impact to business model and value chain	Timeframe			Integrated impact
		ST	MT	LT	
 Ports	The Ports division is currently assessing this impact.				Currently being assessed/not assessed
 Retail	The Retail division is currently assessing this impact.				Currently being assessed/not assessed
 Infrastructure	As regulatory changes and customer preferences shift towards using cleaner products, assets that employ green technologies and have low-carbon capabilities may be preferred by the markets, potentially leading to higher revenues and valuations.		✔	✔	Material
 Telecommunications	Innovating and launching of new sustainability related products and growth of existing sustainable product offerings (for example, IoT solutions, 5G solutions), may lead to increased revenues due to reputational boost from customers.	✔	✔	✔	Material





Material

Low impact/immaterial

Currently being assessed/not assessed





Changing customer preferences and successful climate transition

Customer preferences shifting more strongly to sustainable companies, combined with strong climate performance relative to peers, enhances reputation, customer attractiveness and loyalty, and overall revenues.

Division	Impact to business model and value chain	Timeframe			Integrated impact
		ST	MT	LT	
 Ports	The Ports division is currently assessing this impact.				
 Retail	There is the opportunity to increase customer loyalty and revenue if the Retail division take demonstrable steps to reduce GHG emissions and meet reduction targets (for example, by outperforming peers in sustainability efforts, AS Watson can attract environmentally conscious customers, enhance customer preference, and drive revenue growth through the innovation of sustainable beauty and personal care products).		✓	✓	
 Infrastructure	As regulatory changes and customers preferences shift towards using cleaner products, assets that employ green technology may be preferred by the markets, potentially leading to higher revenue and valuation.		✓	✓	
 Telecommunications	Taking strong measures to reduce GHG emissions and meet reduction targets set, in relation to peers, will allow the Telecommunications division to benefit from customer preference and loyalty, resulting in possible increases in market share position, and potential for increased revenue from the innovation of sustainability related products.	✓	✓		

Investments reducing the cost of energy





Investments in energy efficiency and/or renewable energy solutions may reduce the cost of energy to the business.

Division	Impact to business model and value chain	Timeframe			Integrated impact
		ST	MT	LT	
 Ports	Transitioning to energy-efficient technologies (for example, LED lighting systems) or securing power purchase agreements may enable the Ports division to reduce operational costs, take advantage of subsidies and incentives, and reduce exposure to market volatility.		✓		
 Retail	There is the opportunity to reduce overall operating costs by adopting energy-efficient systems and renewable energy (for example, if the Retail division invests in renewable energy solutions for its retail stores and distribution centres or invests in cloud transformation, it can lower electricity costs, thereby reducing its overall operational expenses and enhancing long-term financial sustainability).		✓	✓	
 Infrastructure	The Infrastructure division is currently assessing this impact.				
 Telecommunications	Investments in energy efficiency and/or renewable energy solutions may reduce the cost of energy to the business.	✓	✓	✓	

■ Material
 ■ Low impact/immaterial
 ■ Currently being assessed/not assessed








Revenue implications of climate investments in the regulated asset base

Investments in climate resilience in regulated businesses can increase the value of the asset base and associated revenues.

Division	Impact to business model and value chain	Timeframe			Integrated impact
		ST	MT	LT	
 Ports	The Ports division is currently assessing this impact.				
 Retail	The Retail division is currently assessing this impact.				
 Infrastructure	In terms of asset value and revenue, investing in asset resilience against climate risks can reduce the likelihood of damage or failure during extreme weather events, prolonging the assets longevity and values. For its regulated businesses, the Regulated Asset Base (RAB) will increase when more capital expenditure, which include investment in climate resilience, is spent. Higher RAB will lead to higher allowable revenue. The Infrastructure division is currently assessing this impact.				
 Telecommunications	The Telecommunications division is currently assessing this impact.				

Changing investor preferences and successful climate transition

Implementation and achievement of strategies for climate transition and resilience may increase ability to attract investor capital and lower cost of capital.

Division	Impact to business model and value chain	Timeframe			Integrated impact
		ST	MT	LT	
 Ports	The Ports division is currently assessing this impact.				
 Retail	The Retail division is currently assessing this impact.				
 Infrastructure	The Infrastructure division is currently assessing this impact.				
 Telecommunications	Implementation and achievement of strategies for climate transition and resilience may increase ability to attract investor capital and lower cost of capital.				

 Material

 Low impact/immaterial

 Currently being assessed/not assessed

More detailed results of the assessment will be disclosed in the Group's next Sustainability Report.

Reinforce Business Resilience

Based on the Group and divisions assessment results, a range of initiatives have been implemented to adapt to and mitigate climate-related risks, while also capturing emerging opportunities. Business units have established comprehensive emergency response plans that cover evacuation procedures, prompt communication with emergency services, and the provision of medical assistance. To guarantee readiness and efficacy, these

protocols are reinforced by consistent testing of emergency equipment, regular drills, and annual training for the emergency response teams. In addition to these preparedness measures, actions have been taken to bolster the resilience of infrastructure against climate-related risks. Please refer to the Business Continuity Plan section in the [Sustainable Business Model and Innovation chapter](#) for details.

Infrastructure



USING CLIMATE RISK AND OPPORTUNITY INSIGHTS TO GUIDE STRATEGIC AND OPERATIONAL DECISIONS

In the Infrastructure division, the physical risk assessment has identified business locations that may be vulnerable to particular hazards. The division has paid close attention to the structural resilience of assets under varying weather conditions. Its maintenance and capital investment strategies are designed to enhance asset integrity in the face of climatic shifts. Moreover, the division has proactively incorporated considerations for future environmental resilience into its standards for designing, constructing, and upgrading assets. Business continuity strategies are in place across business units to lessen the impact of extreme weather events.

Opportunities for transition are abundant within the invested segments in Infrastructure division, particularly in the electricity distribution segment, which is crucial for meeting the growing demand for electricity spurred on by the ongoing shift towards electrification. The success of electrification hinges on the existence of robust infrastructure, necessitating the expansion and

modernisation of distribution grids. Meanwhile, the transition away from higher-carbon fuels could affect the gas transmission and distribution segment due to potentially reduced demand for fossil fuels and the impact of escalating carbon pricing. However, natural gas is likely to serve as an interim solution for baseline electricity generation and as a substitute for more carbon-intensive fuels such as coal along the transition to renewable energy sources.

Other segments, such as water utilities and services and transportation, have limited risks associated with the transition, with the nature of risks being generally indirect. These indirect impacts might stem from macroeconomic shifts such as changes in GDP growth or energy pricing, which differ by country based on their readiness for transition. For example, countries better prepared for transition may witness favourable impacts on economic growth, which could translate into expansion opportunities for businesses in those regions.

The trajectory of the transition to a net-zero economy remains uncertain and will vary by segment and geography. To support businesses in navigating this shift, the Group promotes decarbonisation strategies such as facility modernisation, electrification, renewable energy integration, and other capital enhancements. The Group's diverse portfolio, coupled with its

strategic approach, remains resilient amid various transition pathways and the Group can capitalise on emerging opportunities in the transition to a low-carbon future. The Group has undertaken various programmes to reduce its GHG emissions and advance its transition efforts. Further information can be found under Decarbonisation section in the [Environment chapter](#).

Telecommunications



INCORPORATING CLIMATE STRATEGIES INTO THE BUSINESS CONTINUITY PLAN

Businesses in the Telecommunications division have established comprehensive emergency response plans that covers evacuation procedures, prompt communication with emergency services, and the provision of medical assistance. To guarantee readiness and efficacy, these protocols are reinforced by consistent testing of emergency equipment, regular drills, and annual training for the emergency response teams. In addition to these preparedness measures, actions have been taken to bolster the resilience of its infrastructure against climate-related risks.

Operational risks posed by climate change are recognised and businesses are strengthening resilience through proactive adaptation. In line with the Environmental Policy, the division has taken the following steps:

- Undertaken climate scenario analyses to understand potential impacts.
- Applied targeted risk management and asset management strategies.

- Invested in infrastructure upgrades and protective measures to safeguard assets, operations and its workforce from extreme weather events.

The division's business continuity plan incorporates climate adaptation strategies to address environmental risks, such as extreme weather events and disruptions to operations. The plan is reviewed annually and updated as needed, with post-event analysis to incorporate lessons learned and continuously improve response strategies. This approach ensures business continuity while supporting long-term sustainability and resilience to climate change.

The division is also beginning to incorporate climate-related data into risk monitoring processes, assessing potential impacts such as flooding, extreme storms, and temperature fluctuations on relevant infrastructure and service delivery. Through regular reviews, it ensures that the approach remains adaptive to changing climate patterns, with the goal of enhancing service continuity and long-term sustainability.

Infrastructure



ENHANCING RESILIENCE THROUGH DIGITALISATION AND TOOLS

UK Power Networks has collaborated with utilities and other organisations to develop a digital platform called the Climate Resilient Decision Optimiser (CRDO+). This tool aims to safeguard the electricity grid against the effects of climate change. By consolidating data from the electricity, water, gas, and telecommunications sectors, CRDO+ maps interdependencies among infrastructure systems to identify cross-sector risks. The platform then creates new models that predict where utility companies should invest to improve resilience.

This collaboration marks a significant shift for UK Power Networks towards more comprehensive crisis management and innovative solutions for climate change challenges. In an interconnected world, sharing data among utility providers enhances long-term investment decisions and helps to prevent widespread service disruptions caused by climate change.

HK ELECTRIC ENHANCES POWER SYSTEM RESILIENCE TO WITHSTAND EXTREME WEATHER

With more frequent extreme weather events brought on by climate change, HK Electric has implemented robust measures to strengthen its power network, ensuring a stable electricity supply until 2100. These enhancements include fortifying Lamma Power Station infrastructure and advanced anti-flooding measures at substations.

Making reference to the reports of the IPCC and the city's hydrological and astronomical data and forecasts, key upgrades include constructing or extending flood walls to +6.0 metres Principal Datum (PD) for substations at coastal areas and establishing new design guidelines for primary substations built after June 2022 to ensure that they are capable of withstanding flood levels of +7.0 metres PD. Protective features such as automatic water pumps, flood barriers, and multi-stage alarm systems have also been installed across over 280 facilities in vulnerable locations.

At Lamma Power Station, new critical generating units have adopted an elevated foundation design of +7.0 metres PD, with additional breakwaters and demountable floodgates safeguarding against storm surges and overtopping waves. Enhanced surveillance and rapid response protocols ensure operational reliability during adverse weather.

HK Electric has emphasised the importance of pre-emptive measures since the 1990s and responded to the intensified threats sampled in recent years with upgraded strategies, improved emergency equipment, and regular drills for readiness.

The company's efforts extend to supporting the government's carbon reduction goals, with a commitment to achieving net-zero electricity generation by 2050. Combining climate resilience and sustainability, HK Electric aims to maintain its 99.999% reliability rating while contributing to Hong Kong's economic and social stability.



Lamma Power Station, HK Electric

SUSTAINABLE INVESTING

The Group integrates sustainability into its capital allocation strategy, recognising the importance of generating long-term value while delivering positive environmental and social outcomes. By embedding ESG considerations into investment decision-making, the Group supports its strategic objective of "Focusing on Sustainability" and advances its Group-wide decarbonisation goals.

This approach is consistently applied across capital and operating expenditure decisions, directing resources towards initiatives that align with the Group's sustainability priorities while maintaining financial discipline. The Group's commitment to sustainable investment extends to its financing strategy, with increased utilisation of sustainability-linked instruments that reinforce the alignment between financial performance and environmental impact.

Sustainability Investment Plans

In 2025, the Group continued to advance its sustainable finance strategy under the [CKHH Sustainable Finance Framework](#), developed in consultation with key stakeholders and aligned with leading standards, including the EU Taxonomy and the

Climate Bonds Standard. This framework enables the Group and its subsidiaries to raise bonds, loans, or related financing for assets, projects, and investments that deliver measurable environmental and social impact, and underpins the Group's investment plan in sustainability initiatives.

Sustainability finance framework

 Renewable energy	Development, acquisition, maintenance, and operation of projects generating power from renewable sources
 Energy efficiency	Development, acquisition, maintenance, and operation of projects and processes resulting in $\geq 15\%$ improvement in energy consumption or emissions generated, including through electrification, automation or digitalisation of equipment and facilities
 Clean transportation	Development, acquisition, maintenance, and operation of transport for persons or freight by significantly less carbon-intensive means
 Circular economy and design	Development, sustainable production and use of materials and products (including in packaging), that support the circular economy through increasing functionality, durability, modularity and ease of repair, or are reusable, recyclable, or compostable
 Access to Essential Services - Digital Inclusion	Deployment, expansion, and upgrade of broadband connectivity services and infrastructures that provide reliable and sufficient bandwidth access to internet and digital services
 Emergency Response and Pandemic Relief	Projects seeking to alleviate the impact of specific crises on target populations and identified based on the date of the declaration of an emergency or pandemic, limited to the period immediately following the declaration of such emergency or pandemic, and detailed accordingly in post-issuance reporting

Within the Sustainability Finance Framework, the Group continues to integrate clean technology investment as a core component of its strategic approach to achieving a low-carbon transition. This investment focus supports the Group's commitment to sustainable and net-zero operations and has been widely adopted across its core businesses.

Sustainability considerations remain central to the Group's investment decisions, particularly in relation to climate resilience and decarbonisation. For further details, please refer to the Decarbonisation section in the [Environmental chapter](#) of this report.

Capital and Operating Expenditure

The Group has enhanced its governance of sustainability-related expenditure through strengthened tracking and reporting mechanisms. These systems cover both capital and operating expenditure, ensuring alignment with the Group's sustainability objectives. Regular reporting to senior management supports effective oversight and informed decision-making. This structured approach enables the Group to allocate resources strategically towards initiatives that advance its sustainability goals.

Disclosure on Green Spending

The Group channelled US\$1.9 billion into green initiatives during 2025, distributed across seven key sustainability categories: energy efficiency, renewable and other clean energy, sustainable transport, sustainable water management, the circular economy and design, biodiversity protection, and sustainable supply chain development. To enhance stakeholders' understanding of climate-related business impacts, the Group is implementing a comprehensive disclosure approach that will detail material climate risks and opportunities, projected financial implications, and resource requirements for its net-zero transition strategy.

Summary of green spending by divisions

Division	2023 (US\$ million)	2024 (US\$ million)	2025 (US\$ million)
Ports	114.23	152.84	186.48
Retail	85.04	74.08	85.58
Infrastructure	1,191.84	1,932.30	1,566.43
Telecommunications	450.12	349.70	133.67
Total	1,841.23	2,508.92	1,972.16

Summary of green spending by category

Project category	2023 (US\$ million)	2024 (US\$ million)	2025 (US\$ million)
Renewable and other clean energy	546.92	1,072.22	525.39
Energy efficiency	920.52	864.69	676.05
Sustainable water management	113.77	265.67	433.98
Sustainable transport	156.90	174.69	214.44
Circular economy and design	56.47	67.48	71.13
Biodiversity protection	46.58	63.92	50.97
Sustainable supply chain	0.07	0.25	0.20
Total	1,841.23	2,508.92	1,972.16

Debt Financing

The Group regularly reviews its green financing position in response to prevailing market conditions. In 2024, the Group issued a US\$1 billion green bond due in 2029, with net proceeds fully allocated to financing and refinancing eligible projects. Allocation decisions were supported by multiple engagements with debt investors to understand their priorities and preferences, and eligible projects were aligned with at least one of the following environmental project categories:

- Clean Transportation
- Renewable Energy
- Energy Efficiency
- Circular Economy and Design

Allocation results were published in the [CKHH Green Bond Report 2025](#) published in April 2025.

The Group will continue to monitor market developments and explore further sustainable financing opportunities to support its long-term sustainability objectives.



Hutchison Ports FCP launched a US\$100 million modernisation project, representing its most significant investment in energy efficiency and smart technology transition.

SERVICE EXCELLENCE

The Group's core businesses are dedicated to delivering world-class service and meeting customers' daily needs. Business units actively engage with customers to understand their concerns and expectations, enabling the Group to adapt to evolving market conditions while maintaining high-quality products and services.

Product and services safety remains a top priority. A robust and flexible quality management system continuously monitors, assesses, and mitigates environmental, safety, and security-related risks. These integrated efforts underscore the Group's commitment to service excellence and to building sustainable, customer-centric operations. Service Excellence is closely linked to other material topics within the Group Sustainability Framework, including:

- [Supplier Screening and Assessments](#)
- [Digital Responsibility and Information Security](#)
- [Health, Safety, and Wellbeing](#)

Quality Management Systems

Across all core businesses, the Group has implemented comprehensive quality management systems designed to uphold the highest standards. These systems provide active oversight by senior management, ensuring clear accountability and responsibility at every level. Dedicated personnel manage specific tasks, including seamless coordination of emergency response planning.

ISO 9001 certified business units

 <p>Ports</p>	<ul style="list-style-type: none"> • Hutchison Ports Ajman • Hutchison Ports BEST • Hutchison Ports EIT • Hutchison Ports FCP • Hutchison Ports ICAVE • Hutchison Ports KICT • Hutchison Ports LCMT • Hutchison Ports LCT • Hutchison Ports Sohar • Hutchison Ports TIMSA • Hutchison Ports TNG • Hongkong United Dockyards Limited
 <p>Retail</p>	<ul style="list-style-type: none"> • AS Watsons Industries (Hong Kong, Huangpu, Foshan)
 <p>Infrastructure</p>	<ul style="list-style-type: none"> • HK Electric • UK Power Networks • UK Renewables Energy Group • SA Power Networks • Victoria Power Networks • United Energy • ista • AVR of Dutch Enviro Energy • Alliance Construction Materials • Anderson Asphalt
 <p>Telecommunications</p>	<ul style="list-style-type: none"> • Wind Tre

Quality Management Processes and Assurance

Robust processes for record-keeping and documentation maintain transparency and accountability. Central to these systems is a structured approach to hazard identification, followed by thorough risk assessments and effective mitigation strategies. Business units have developed customised performance standards that not only meet but exceed regulatory requirements. Inspired by market-leading practices, these standards reinforce the Group's commitment to excellence in quality and safety management, safeguarding employees, customers, and communities.

All of the Retail division's Exclusive Brands' factories undergo regular technical audits conducted by independent third-party agencies and/or local quality assurance teams, with audit frequency determined by product risk level and prior audit outcomes. Factories rated "Good" are subject to annual re-audits, while lower ratings trigger follow-up reviews within three to six months. All Exclusive Brands products are tested during production or prior to delivery by accredited external laboratories, such as Intertek, with additional post-market surveillance applied to higher-risk products. In addition, in-house testing is carried out at PARKnSHOP Hong Kong's ISO 17025-certified laboratory, ensuring alignment with international standards. Product safety for Watsons Water is further reinforced through independent testing of samples from the Hong Kong Tai Po factory by ALS, a HOKLAS-accredited laboratory, providing additional assurance of product quality and compliance.

Business Continuity Planning

As the likelihood of regional incidents such as extreme weather events and even potential conflicts escalates, business units are actively developing Business Continuity Plans (BCPs).

All divisions maintain a customised Business Continuity Management Policy to guide actions during operational disruptions against key crises ranging from extreme weather events, cyber security incidents and health and safety incidents to environmental incidents. This structured approach ensures preparedness, safeguards critical processes, and reinforces the Group's commitment to operational resilience. Each plan is meticulously tailored to address the unique industry-specific needs of every core business, ensuring effective responses to various scenarios and safeguarding business operations.

Within the Retail division, a divisional BCP policy is in place to provide guidance for business units to establish their own local BCPs, considering their specific business nature, market conditions, local infrastructure, operating environment, and cultural context. Each business unit is required to establish a BCP Committee responsible for the regular review and update of its BCP. Business units must review their BCPs at least annually or following any major disruption and conduct annual drills covering key crisis scenarios. The Retail division monitors the overall effectiveness of the business continuity strategies implemented across business units.

In investigating incidents and applying corrective action on product and service safety and quality issues, the Retail division emphasises on early issue detection, rapid escalation, cross-functional crisis management team response, and transparent communication to protect customers and the company. Guidelines are in place to set crisis preparedness procedures including clear complaint escalation rules, defined roles of the crisis management team and the key principles of tackling each crisis.

Telecommunications



RISK MANAGEMENT AND BUSINESS CONTINUITY FRAMEWORK

In view of the upcoming risks and challenges, operations across the Telecommunications division have established the BCP as part of the wider risk management framework, to maintain network resilience and minimise disruption to operations, customers and staff in the event of a significant incident or major planned activity. BCPs include management responsibilities, internal and external actions for response, recovery and resumption, and communications between stakeholders to be undertaken in times of crisis. Drills are often conducted to ensure that key team members are well prepared for any emergency, with debriefs conducted to assess performance and further enhance the response programme.

Wind Tre has been building its Business Continuity framework since 2019, and this is aligned with the ISO 22301 international standard. This framework encompasses clearly defined objectives, policies, an organisational model, and a structured methodology. It includes a continuous process of business impact analysis and risk assessment, which has enabled the identification and prioritisation of critical business processes. Composing a variety of essential elements, the framework integrates business continuity strategies, crisis-management procedures, incident-response workflows and detailed recovery plans for different types of operational disruptions.

Following is a detailed example from Wind Tre regarding its approaches to planning and executing business continuity measures to enhance operational resilience.

Monitoring and reporting dashboard	The dashboard provides executive oversights to support management decisions related to the business continuity framework and at the same time aims to optimise the monitoring of daily operational activities. The dashboard dynamically incorporates all ongoing changes in the framework
Training initiative about business continuity framework	Wind Tre distributes a mandatory training "pill" for all employees to strengthen awareness and emphasise the importance of continuity mechanisms
Support to technological disaster recovery activities	Comprehensive information on the systems supporting critical business continuity management processes serves as a key input for prioritising disaster recovery activities, ensuring that resources are allocated effectively to safeguard business continuity and minimise operational risk
Disaster recovery assessment	The disaster recovery assessment focused on evaluating the resilience and recovery capabilities of the organisation's IT systems was completed. The assessment highlights the need for remediation actions, such as reviewing backup policies, ensuring geo-redundancy on transmission elements, and conducting restore and recovery testing
Disaster recovery programme	The disaster recovery programme was put in place in 2025 to continuously assess and test the disaster recovery posture of the IT and Telco networks in scope applications, ensuring tracking and escalation when needed. The aim of the programme is to enhance Wind Tre's disaster recovery capabilities by identifying vulnerabilities and implementing necessary improvements, as well as to improve company resilience

In 2025, a new advisory review has been performed the framework, bringing to a close of improvement inputs and review of the current framework status. In this case

as well, external opinion confirmed the validity of the method and management approach adopted.

Customer Relationship Management

The Group's core businesses have implemented various mechanisms to measure customer satisfaction and monitor feedback. These mechanisms enable timely follow-up on complaints and facilitate corrective actions to continuously improve service quality and customer experience.

Retail

CUSTOMER LOVE SCORES AND SOCIAL LISTENING

Customer surveys are carried out in individual markets, as well as regionally. A multi-faceted approach is adopted to measure customer satisfaction and service quality across its markets.

Customer Love Score

AS Watson uses its proprietary Customer Love Score (CLS) to assess customer loyalty and emotional connection with its brands. This metric captures real-time feedback across both online and offline touchpoints, enabling data-driven improvements in customer experience. CLS also incorporates sustainability-related questions, including customer perceptions of the empty container collection programme and refill station initiatives, supporting alignment between operational enhancements and sustainability goals.

Social Listening

AS Watson applies social listening tools to monitor and analyse customer sentiment across digital platforms. This approach produces a dynamic understanding of customer perceptions and emerging trends. To strengthen sustainability insights, keywords related to environmental and social responsibility are embedded in the listening framework, enabling the team to track, interpret and respond to relevant feedback effectively.

Together, these practices reinforce the Retail division's commitment to enhancing customer experience and inform targeted improvement measures across its operations.



As of August 2025, all units in the health and beauty segment achieve **80 and above** out of 100 regarding CLS performance

Telecommunications



STRUCTURED CUSTOMER FEEDBACK AND PERFORMANCE MONITORING

Wind Tre measures customer satisfaction across multiple service features and conducts brand equity studies to assess brand health and consumer perception. **3** Ireland has an active customer research and insights programme, which monitors customer loyalty (Net Promoter Score, NPS), satisfaction (Overall Satisfaction) and overall experience across key moments, utilising a number of transactional surveys and other sources of insight. **3** Austria runs monthly surveys on voice and internet services,

evaluating satisfaction, network quality, pricing, and customer service, alongside net promoter score analysis.

3 Hong Kong employs SMS-based satisfaction surveys post-inquiry, integrates results into agent performance reviews, and manages complaints via multiple channels (hotline, instant messaging applications, email) through a dedicated team, ensuring resolution within five days and root cause analysis for continuous improvement.

Ports



CUSTOMER RELATIONSHIP MANAGEMENT

The Ports division prioritises strong customer engagement through structured feedback mechanisms and performance reviews across its terminals.

Hutchison Ports Alexandria in Egypt: Customer survey results and operational KPIs are consolidated into monthly dashboards for management review. Action plans are developed and implemented to address concerns and enhance service standards.

Hutchison Ports Ajman in UAE: Efforts include participation in the government customer satisfaction survey, continuous feedback collection via service counters and online channels, and dedicated teams for timely follow-up and issue resolution. Service performance is tracked and reviewed regularly, with engagement history and customer profiles updated to ensure a personalised service.

Hutchison Ports Busan and Hutchison Ports Gwangyang in South Korea: Regular reviews are conducted with shipping lines to assess operational performance, service reliability, efficiency, communication, and IT system usability, ensuring continuous improvement and customer satisfaction.



The Red Sea Container Terminal hosts a customer engagement event.

SOCIAL INCLUSION

The Group recognises the importance of improving opportunities for marginalised groups and actively fosters diversity and inclusivity across its operations. In today's digital era, where technology underpins daily life, its benefits are not equally accessible to all, particularly for disadvantaged communities.

The Group promotes social inclusion by partnering with local organisations to support underserved populations. Recognising that rapid digital development can unintentionally exclude vulnerable groups, including young children, seniors, people with disabilities, and those living in remote areas, business units across the Group have dedicated resources to digital literacy and access initiatives, aiming to narrow the digital divide.

Digital Inclusion

Digitalisation has become deeply embedded in daily life, facilitating remote work and increasing reliance on digitally connected devices. Connectivity to the digital world is now essential to accessing vital services and participating in society. However, rural-urban connectivity gaps means that disadvantaged groups often experience digital exclusion due to limited online access and data poverty, which prevents them from fully benefiting from digitalisation. The Group, particularly the Telecommunications division, recognises these challenges and remains committed to providing targeted support and innovative solutions to bridge the digital divide and meet the essential connectivity needs of underserved communities. Ongoing efforts focus on enhancing existing infrastructure to expand network coverage in remote areas. In addition, dedicated programmes are being implemented to impart essential digital skills, improve online literacy and promote safe, inclusive use of technology.

For example, SA Power Networks, part of the Infrastructure division, donated refurbished laptops in collaboration with the People Welfare Association Australia, providing Tamil children in Sri Lanka with essential digital access and learning opportunities. In the Telecommunications division, 3 Denmark introduces coding classes for sixth graders to build early tech skills through company partnerships; while 3 Sweden promotes connectivity by offering subsidised mobile subscriptions for children, students, and seniors. Both initiatives aim to reduce the digital divide, making technology and digital services more accessible and inclusive for all, regardless of age or economic background.

Telecommunications



NEOCONNESSI - EMPOWERING YOUNGER GENERATIONS FAMILIES THROUGH DIGITAL EDUCATION

NeoConnessi is Wind Tre's flagship digital and media education project, designed to raise awareness about the risks and opportunities of being online. In 2025, the initiative completed its seventh edition, reaching over 2 million families across Italy through its educational activities addressed to schools. NeoConnessi expanded into lower secondary schools with a dedicated programme focused on digital skills, reinforcing its goal of ensuring "Families 100% protected and safe."

Wind Tre also established the NeoConnessi Scientific Committee in 2025, bringing together experts from the Italian State Police, the Italian Association of Pediatrics, and the National Council of Psychologists. This collaboration ensures that the programme addresses online safety comprehensively, from technical risks to psychological wellbeing.

Retail



DRIVING EQUAL ACCESS IN THE DIGITAL SPACE

The Retail division is committed to creating a barrier-free digital experience for all users. Its corporate website earned the Silver Award in the Digital Accessibility Recognition Scheme, a joint initiative by the Hong Kong Office of the Government Chief Information Officer and the Equal Opportunities Commission. This recognition reflects the division's efforts to design websites that meet the needs of people with disabilities, ensuring inclusive and user-friendly access.

In Europe, eLab Milan has led accessibility initiatives since 2022, with 2025 marking a major step towards full compliance with Web Content Accessibility Guidelines standards. All EU business units have upgraded websites and mobile apps, leveraging advanced assistive technologies such as LevelAccess and UserWay for personalised experiences and automated remediation.

Telecommunications



PROMOTING DIGITAL INCLUSION FOR FAMILIES

Wind Tre advances digital inclusion through its NeoConnessi project, bridging the gap between technology and education while fostering a culture of conscious connectivity. On the side of its main activities in primary and secondary schools, a training course titled "Digital Families Today: Surfing Together Safely" is launched to support parents, grandparents, and caregivers in guiding younger generations to use the internet responsibly. Free educational materials covering key digital education topics

are available, empowering families to navigate online spaces safely and with awareness.

In June 2025, Wind Tre also launched a major awareness campaign targeting parents, emphasising the importance of guiding children towards responsible digital use. The campaign included a long-form video broadcast on Mediaset TV channels and online platforms, illustrating the generational gap in digital skills.

Senior and Disadvantaged Citizens

The Group strives to bridge the digital divide and ensure safe, inclusive connectivity for disadvantaged communities. **3** Ireland promotes digital literacy through an annual "Tech Café" initiative, where employees volunteer to teach basic mobile phone functions the senior citizens from the local community around its head office. **3** Hong Kong supports seniors through the Lo-Yau-Kee Monthly Service Plans Sponsorship Programme and addresses the communication needs of vulnerable groups at the Tung Wah Group of Hospitals CEASE Crisis Centre by providing one-year free service plans.

Wind Tre addresses the "silver" generation through its NeoConnessi project, offering free video tutorials on its website that explain technology and internet use in a simple, effective way. Additionally, as part of the Borghi Connessi project, Wind Tre delivers dedicated courses for over-60s in small Italian villages where the issue of the digital divide is most critical, teaching them how to use smartphones, the Internet, and digital technologies safely and confidently.

SUSTAINABLE PRODUCT CHOICES

The Group integrates circular economy principles throughout its value chain, prioritising sustainable sourcing and product design to provide environmentally conscious options for customers. Aligned with SDG 12 (Responsible Consumption and Production), the Group focuses on maximising resource efficiency while driving business growth.

Through innovative solutions and optimised processes, divisions are advancing their transformation to deliver greater value with a reduced environmental footprint. It enables the Group to decouple business expansion from increased resource consumption, reinforcing the commitment to long-term sustainability and responsible production.

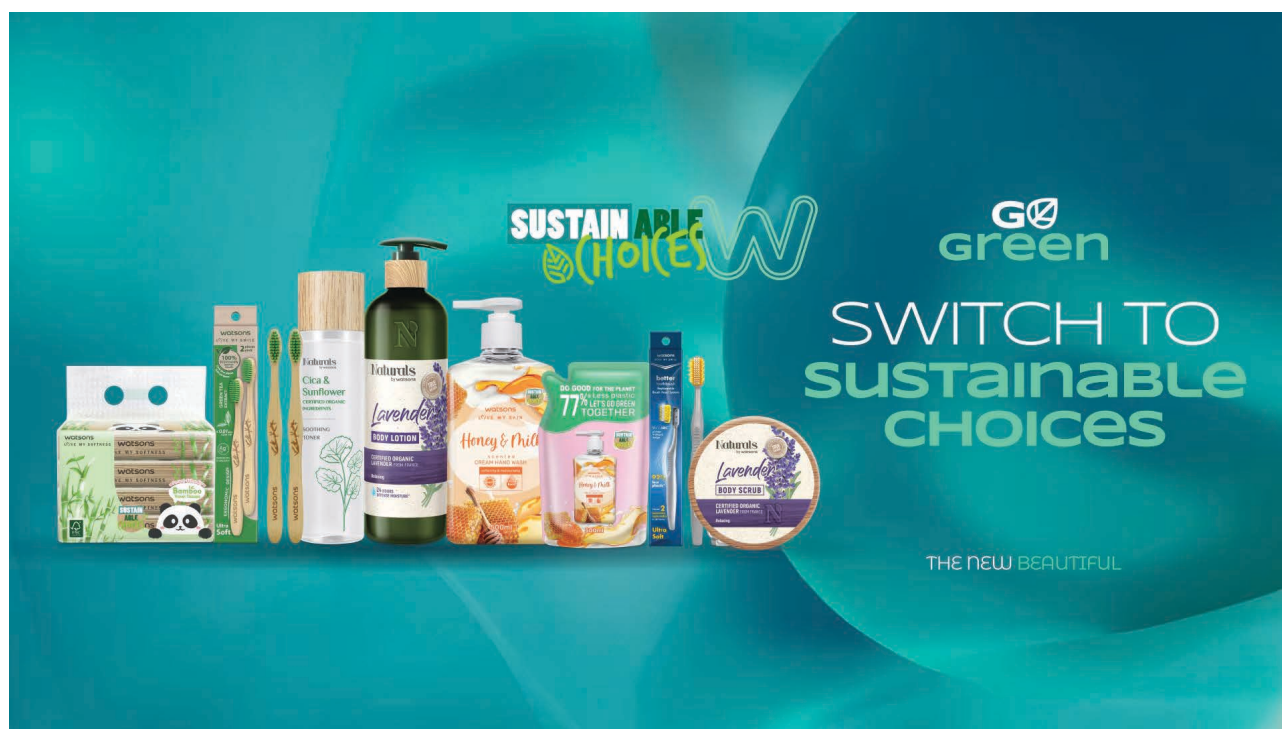
This topic on Sustainable Product Choices is closely linked with other material topics in the Group Sustainability Framework, including the following:

- [Supply Chain Responsibility](#)
- [Circular Economy](#)

Eco-Design of Products and Packaging

Guided by the [CKHH Environmental Policy](#), the Group advances circular economy principles by embedding them into its business strategies. This includes responsible sourcing of raw materials, optimising production processes, strengthening product design, and encouraging more sustainable consumer behaviours. Core businesses have formulated specific instructions to increase the use of sustainable materials, ingredients and packaging, with the Retail division playing a key role given its direct involvement in product design and manufacturing through its Exclusive Brands.

AS Watson collaborates closely with suppliers on eco-design, sharing packaging guidelines and co-developing solutions (for example, recycled content and recyclable formats). Suppliers also participate in workshops, pilot innovative packaging solutions, and are recognised for their sustainable initiatives. Supplier engagement has led to significant reductions in virgin plastic use and innovative packaging solutions, supporting AS Watson's sustainability goals.



Over 12,000 sustainable products are listed under Watsons' Sustainable Choices campaign.

Retail 

ADOPTION OF WATER-SAVING TECHNOLOGIES IN PRODUCTION

The Retail division continues to advance its water stewardship efforts through a combination of operational efficiency improvements, circular water systems, and community education initiatives. To reduce water leakage and minimise operational waste, the division is implementing advanced water-saving technologies and enhanced monitoring practices across its facilities, helping to optimise consumption, improve operational performance, and support long-term resource conservation. In carboy water production, closed-loop systems are adopted to reduce discharge and promote circular water use. Water used to wash carboy bottles is

captured and reused as flush water in office washrooms, significantly lowering freshwater demand while reducing wastewater generation and reinforcing the division's commitment to responsible water use.

The division also promotes broader water stewardship through community engagement. This includes partnerships with universities and secondary schools, offering guided visits to the Tai Po manufacturing site that incorporate sustainability workshops on water resources and efficient water management practices.

Retail 

SUSTAINABLE PACKAGING

The Retail division is working to incorporate more post-consumer recycled plastic content to product packaging, where possible. To date, all bottles (not including the bottle cap) and labels of Watsons Water are made from 100% recycled PET (rPET) material. In recent years, Watsons Water also launched reusable and 100% recyclable aluminium bottles. In supporting recycling

efforts in the community, the Retail division is actively working with local NGOs, schools and the government to launch reverse vending machines. Currently, Watsons Water is piloting recycling stations at PARKnSHOP stores to test an upcoming recycling reward programme in partnership with the Hong Kong government.

Recycled content	The division is incorporating post-consumer recycled plastic into packaging wherever feasible. In 2024, 11.3% of total plastic packaging across the Retail division was made from recycled materials, reflecting a strong commitment to resource efficiency.
Lightweighting	Watsons Water reduced packaging weight in beverage bottles, avoiding 5.5 tonnes of plastic in 2024.
Substitution to paper	Superdrug replaced plastic packaging for travel adaptor products with paper boxes, while Watsons Philippines transitioned from plastic carrier bags to paper alternatives. These initiatives collectively eliminated 86.4 tonnes of plastic.

Infrastructure



INNOVATIVE UPCYCLING TO ADVANCE SUSTAINABLE CEMENT PRODUCTION

Green Island Cement hosted a plant tour for experts from the University of Pretoria, coordinated via the South African Consulate General (Hong Kong & Macao SAR). The visit offered an open, behind-the-scenes view of its manufacturing processes, emphasising environmental practices, quality control, and operational efficiency. By welcoming international academics and consular partners, the Infrastructure division reinforced transparency, local workforce pride, and cross-border collaboration. The event fostered dialogue on sustainable manufacturing, sparked ideas for joint research, and underlined the company's role as a community partner committed to shared learning and long-term engagement.

In 2024, Green Island Cement observed that oyster shells produced from local oyster consumption often end up in landfill. This led to the strategic partnership between Great Eagle Group and Harbour Plaza Group, both Hong Kong brands owning chains of hotels, and Green Island Cement to launch the Oyster Shell Upcycling Pilot Programme. The partnership seeks to recycle discarded oyster shells and use them as alternative raw material for sustainable cement production. By 2025, about 53 tonnes of oyster shells have been successfully converted into sustainable cement products. By integrating these materials, Green Island Cement shows their unwavering commitment to reducing its reliance on fossil fuels and promoting a more sustainable and environmentally friendly production process.

Telecommunications



ADOPTING LESSER MATERIAL SIM CARDS

Wind Tre and 3 Hong Kong have adopted a SIM that uses less materials. The SIM card is 50% smaller than a standard SIM, and is made with 100% recycled plastic, using a production process that eliminates CO₂ emissions. In fact, the plastic with which this SIM card is made comes from the polystyrene recovered from refrigerators

disposed of by consumers, or rather the white plastic contained inside them, which is transformed into raw material and used to make the "finished" SIM card. A low-impact form of recycling, in the name of sustainability.

Sustainable Procurement

The Group sustains its businesses by sourcing a diverse range of products from an extensive supplier network. To ensure responsible practices, business units follow established policies that guide sustainable procurement and operations while engaging with credible, ethical partners.

Within the Retail division, supplier pre-assessment procedures verify compliance with recognised sustainability standards. These include the Roundtable on Sustainable Palm Oil (RSPO), the Forest Stewardship Council (FSC), and the Programme for the

Endorsement of Forest Certification (PEFC). By adhering to these standards, the division minimises its impact on deforestation and actively contributes to environmental protection.

The Retail division embeds sustainable procurement objectives into its buyer performance evaluations to strengthen responsible sourcing practices and advance its sustainability goals. In addition, the Retail division also delivered targeted training programmes to employees and suppliers to enhance sustainability competencies throughout the value chain.



GREEN PROCUREMENT COMMITMENT

As part of its efforts to protect forests, the Retail division has set out comprehensive anti-deforestation commitments, including:

Wood Pulp	All Exclusive Brand paper products and packaging will be made exclusively from sustainable materials (FSC, PEFC or recycled) by 2030
Palm Oil	All Exclusive Brand products will include RSPO-certified palm oil by 2030
Beef and Soy	Committed to sourcing deforestation-free meat and soy-based Exclusive Brand products by 2030

In advancing responsible sourcing and sustainable operations, the Retail division has introduced the Exclusive Brands Sustainable Packaging Guideline alongside enhanced criteria for more sustainable ingredients and materials, supported by public commitments to source deforestation-free products and reduce or improve plastic usage. In addition, the division has mandated the adoption

of responsible materials for non-trade items, including FSC-certified or recycled printing paper, carrier bags containing at least 50% recycled plastic, and the introduction of recycled paper bags. By end 2025, 96% of Exclusive Brands' SKUs used more sustainable paper (recycled wood-pulp, or FSC/PEFC-certified).

Retail



GREEN PROCUREMENT COMMITMENT

Targets are established at business unit level in line with the green procurement commitment:

Target and progress in the Retail division

Goods type	Targets	2025 Progress
Palm Oil (RSPO Certification)	<ul style="list-style-type: none"> 100% of Exclusive Brands products containing palm oil will use RSPO-certified palm oil by 2030 	Division: 50% Superdrug: 100% Kruidvat: 100% Trekleister: 100%
Beef	<ul style="list-style-type: none"> Expand sourcing from low-risk countries such as the UK and Ireland 	PARKnSHOP has ceased sourcing beef from high-risk countries, including Brazil and other South American regions
Soy	<ul style="list-style-type: none"> Eliminating high-risk sourcing, PARKnSHOP will no longer source soy from Brazil, Argentina, or Paraguay 	No soy products will be imported from Brazil, Argentina or Paraguay
Wood Pulp (FSC Certification)	<ul style="list-style-type: none"> 100% of Exclusive Brands paper products will be FSC-certified by 2030 	Division: 96% Superdrug: 100% Kruidvat: 100% Trekleister: 100% Watsons: 100%
Plant-Based Meat and Dairy Alternatives	<ul style="list-style-type: none"> Offer over 200 plant-based meat and dairy alternative products by 2030 	Over 140 products already available

Other business units are also progressing towards the green procurement target.

Introducing Sustainable Products for Customers

The Retail division also undertakes several campaigns in Europe and Asia promoting more sustainable products. In Asia, the Sustainable Choices campaign in Watsons now includes over 12,000 products across skincare, hair care, and personal care categories. These products are selected based on defined environmental and social

criteria, such as ethically sourced ingredients, and reduced virgin plastic in packaging. AS Watson actively engages with customers both in-store and online, increasing visibility and interaction around more sustainable products.

Retail



CARBON REDUCTION FROM SUSTAINABLE PRODUCTS

AS Watson has deepened its partnership with ClimatePartner to scale up its carbon compensation initiative. In Asia, 75 Exclusive Brands' SKUs are part of a carbon offset programme through investment in nature-based solutions in Rimba Raya, Indonesia. Launched in 2023 with seven product ranges, the initiative now spans 30 ranges across Watsons O+O (offline plus online) stores in Hong Kong, Malaysia, the Philippines, Taiwan, Thailand, Singapore, Vietnam, Indonesia, and Türkiye. This expansion reflects Watsons' commitment to sustainability and empowering customers to make more responsible purchase decisions. Beyond reforestation efforts in Rimba Raya, the initiative now includes afforestation in Dingxi, Chinese Mainland – an area affected by desertification

and soil erosion. Native, drought-resistant trees are being planted to restore degraded farmland and enhance climate resilience. Beyond environmental benefits, the initiative creates employment opportunities for local residents in tree planting and forest maintenance, with a significant proportion of roles filled by women, promoting gender equity and empowering local communities.

In the Benelux, Kruidvat also helps customers understand and reduce product carbon footprints through offerings of products with carbon emissions compensated through nature-based projects, such as forest protection.



ENVIRONMENT

The Group addresses escalating environmental challenges through a holistic strategy built around five core focus areas: driving decarbonisation efforts to support global net-zero ambitions; advancing biodiversity protection to safeguard and restore ecosystems; strengthening water stewardship in response to increasing water scarcity risks; enhancing air quality in operating communities; and accelerating circular economy practices to reduce waste and optimise resource use.

This integrated approach combines forward-looking risk management with targeted investments in innovative and sustainable technologies. Group policies and governance frameworks guide core businesses in embedding environmental considerations into daily operations, capital planning, and long-term strategy.

By adopting this structured and proactive methodology, the Group continues to enhance environmental performance, reinforce operational resilience, and support the transition to a more sustainable economy. This positions the Group to meet emerging regulatory requirements and evolving stakeholder expectations in an increasingly climate- and nature-conscious global landscape.



GROUP GOALS

- TAKE ACTION ON CLIMATE CHANGE
- PROTECT NATURAL RESOURCES
- PROMOTE A CIRCULAR ECONOMY

CONTENT IN THIS CHAPTER

- ENVIRONMENTAL MANAGEMENT SYSTEM
- DECARBONISATION
- AIR QUALITY
- CIRCULAR ECONOMY
- WATER STEWARDSHIP
- BIODIVERSITY PROTECTION

Linked SDGs







ENVIRONMENTAL MANAGEMENT SYSTEM

The Group embeds environmental stewardship across its global operations through a structured Environmental Management System framework to monitor compliance, drive continuous improvement, and implement targeted initiatives.

Environmental Management Systems are developed within business units and tailored to the specific operational context. These systems typically includes processes for risk assessment, operational control, incident response, training and awareness, stakeholder communication, and ongoing performance evaluation. By integrating environmental considerations into everyday decision-making, the Environmental Management systems helps organisations to reduce resource consumption, prevent pollution, enhance resilience to climate-related risks, and drive continuous improvement. In line with international best practices, various business units have been certified under the ISO 14001 Environmental Management System.

ISO 14001 certified business units

 <p>Ports</p>	<ul style="list-style-type: none"> • Hutchison Ports Ajman • Hutchison Ports BEST • Hutchison Ports FCP • Hutchison Ports Head Office • Hutchison Ports LCMT • Hutchison Ports LCT • Hutchison Ports Sohar 	<ul style="list-style-type: none"> • Hutchison Ports HIT • Hutchison Ports ICAVE • Hutchison Ports Thailand • Hutchison Ports TIMSA • Hutchison Ports UK • Hutchison Ports Yantian • Hongkong United Dockyards Limited
 <p>Retail</p>	<ul style="list-style-type: none"> • AS Watsons Industries (Hong Kong, HuangPu, Foshan) 	
 <p>Infrastructure</p>	<ul style="list-style-type: none"> • HK Electric • UK Power Networks • UK Renewables Energy Group • SA Power Networks • Victoria Power Networks • United Energy • ista • AVR of Dutch Enviro Energy • Alliance Construction Materials • Anderson Asphalt 	<ul style="list-style-type: none"> • Northern Gas Networks • Northumbrian Water • Wales & West Utilities • UK Rails • Seabank Power • Phoenix Energy • Energy Developments • EnviroNZ • Green Island Cement
 <p>Telecommunications</p>	<ul style="list-style-type: none"> • Hutchison Telecommunications Hong Kong Holdings Limited (HTHKH), including 3 Hong Kong • 3 Ireland • Wind Tre 	

HEALTH, SAFETY AND ENVIRONMENTAL MANAGEMENT SYSTEMS

In the UK, the Retail division maintains full compliance with health and safety regulations governing retail stores, distribution centres and offices. The division operates a health, safety and environment management system modelled on "HSG 65", incorporating the Plan, Do, Check, and Act cycle. This approach ensures continuous risk management and creates a consistently safe working environment for employees across all operations.

HEALTH, SAFETY AND ENVIRONMENTAL MANAGEMENT SYSTEM

Monitor performance of control measures

- Implement appropriate means for workers to report incidents, near misses or health and safety concerns.
- Monitor workplace conditions and worker health so far as is reasonably practicable.
- Engage with workers and their representatives when making decisions about procedures of monitoring.

Take action on lessons learnt

- Regular review of the effectiveness of control measures at scheduled periods.
- Review incidents or near misses and talk to the workers to check that the control measures are effectively eliminating/minimising work risks.
- Use the results of the reviews, investigations into incidents or near misses, and monitoring results to continuously improve control measures.



Assess risk and identify control measures

- Identify hazards that could give rise to work-related health and safety risks.
- Assess work risks to decide which risks to deal with, and in what order.
- Engage with workers and their representatives when identifying and assessing risk, and when making decisions about the ways to eliminate or minimise the risk.

Implement control measures

- Implement control measures that effectively eliminate or minimise the risk.
- Give preference to control measures that protect multiple at-risk workers at the same time.

The division engages health and safety enforcement officers and the primary partners from local authority, Slough Borough Council and Merseyside Fire and Rescue, to deliver regular advice and guidance. This collaborative approach maintains alignment with UK's health and safety legislations and drives ongoing improvements in safety management standards.

Training and Awareness Programme

Training and awareness programme is a core component of an effective Environmental Management System, ensuring that employees at all levels understand their roles in achieving the organisation's environmental objectives. Through structured

training sessions, targeted communications, and ongoing awareness activities, staff are equipped with the knowledge necessary to manage environmental risks, follow operational controls, and respond appropriately to environmental incidents.

Telecommunications



SUSTAINABILITY TRAININGS FOR EMPLOYEES

CKHGT's commitment to sustainability training was expanded in 2025 across the division. **3** Denmark launched its annual mandatory ESG and sustainability courses for all employees, while **3** Sweden embedded sustainability into its annual code of conduct training and onboarding programmes. Wind Tre introduced new environmental and social sustainability training, including two dedicated e-learning courses covering climate change, biodiversity, ecological transition and sustainability principles. **3** Ireland further strengthened its approach through a mandatory digital sustainability module delivered annually and included in onboarding. HTHKH incorporated sustainability into its annual mandatory policy training for all staff.



CKHGT organises a sustainability session for employees.

Retail



SUSTAINABILITY MANAGEMENT AND TRAINING IN THE VALUE CHAIN

In 2025, AS Watson delivered targeted training programmes to both staff and suppliers to strengthen sustainability competencies across the value chain. These included:

- **RSPO Training:** Comprehensive sessions were provided to product development and sourcing teams and suppliers to enhance understanding and implementation of the Roundtable on Sustainable Palm Oil (RSPO) standards.
- **Slave-Free Supply Chain Awareness:** Selected staff across Asia received training facilitated by The Mekong Club, focusing on identifying and mitigating risks related to modern slavery within supply chains.

Ports

TRAININGS IN ENVIRONMENTAL AND OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM

In the Ports division, annual training on the Environmental Management System and Occupational Health and Safety Management System is conducted for all employees at the Head Office. These sessions are part of the standard training programme and are mandatory for staff. Themed training and awareness sessions are also conducted at different business units.

Hutchison Ports Sohar in Oman

The company organised several sustainability training sessions for employees and contractors to enhance environmental awareness and promote responsible practices. The training was delivered by the internal Safety Department, complemented by awareness sessions conducted by external organisations. Key programmes included "Towards Energy Efficiency" and "Waste Management".

Hutchison Ports SITV in Vietnam

Since 2024, Hutchison Ports SITV in Vietnam has conducted four Climate Change - Cause & Effect workshops for 96 staff (three workshops in 2024 and one workshop in 2025). The workshops help participants learn about the cause, effect and impact of climate change through self-study and a teamwork game. The workshops also create forums for participants to brainstorm and discuss measures to fight climate change.



Hutchison Ports SITV conducts an awareness session on sustainability.



Hutchison Ports Thailand organises a sustainability lecture.

DECARBONISATION

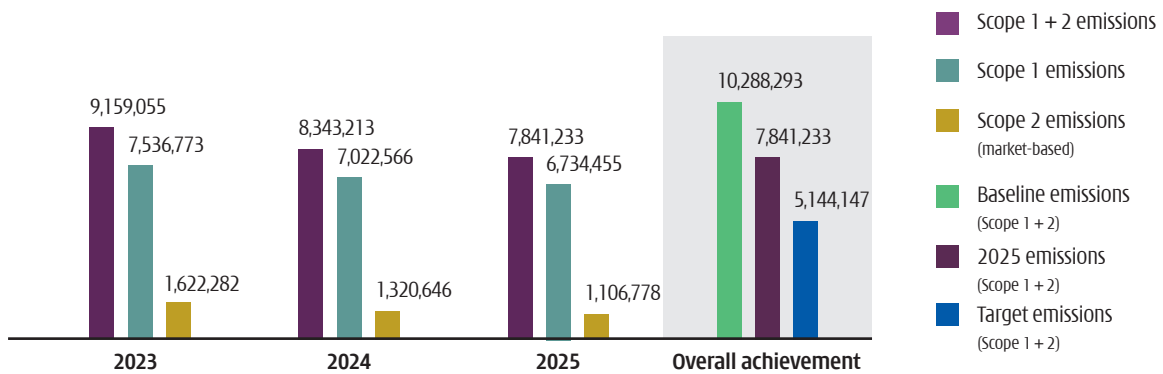
The Group supports the objectives of the 2015 Paris Agreement, which seeks to limit global temperature rise to well below 2°C, preferably 1.5°C, to mitigate the most severe impacts of climate change. Achieving net-zero GHG emissions by 2050 will require a fundamental transformation in energy production, transportation, and consumption – presenting both challenges and opportunities for the Group. In alignment with this global ambition, the Group is committed to operating sustainably and advancing decarbonisation across its operations through energy efficiency, renewable energy adoption, and green transportation initiatives. These efforts are guided by the Group's "Ten Net-Zero Transition Opportunities", which provide a strategic framework for achieving long-term climate goals.

- Group Carbon Footprint
- GHG Emissions Reduction Targets
- Decarbonisation Initiatives

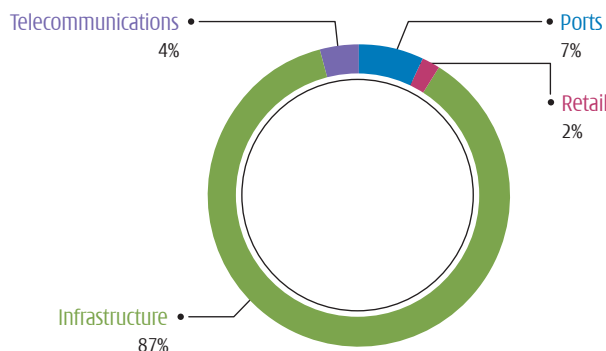
Group Carbon Footprint

In 2025, with the committed effort to manage emissions, the Group is on track to achieve its previously set emissions targets. Total Scope 1 and 2 emissions were reduced by approximately 23% from the 2020 baseline. Assurance of GHG data is conducted at the divisional level to strengthen accountability and data reliability. The Retail, Infrastructure, and Telecommunications divisions undertake annual external assurance of its GHG emissions data as part of the established reporting practices. While the Ports division has not yet sought external assurance, it has noted that external verification may be considered in future reporting cycles.

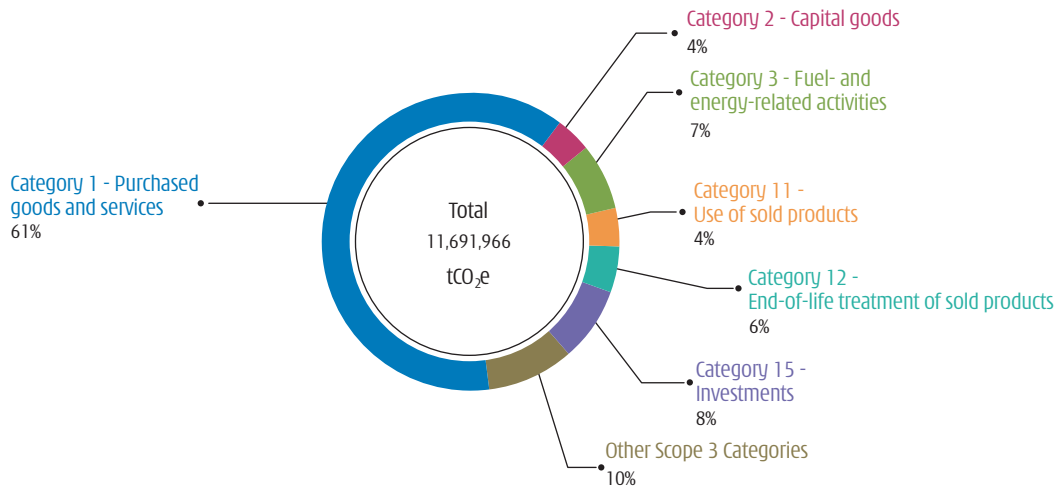
Group Scope 1 and 2 GHG emissions (tCO₂e) 2023-2025



Group breakdown of Scope 1 and 2 GHG emissions in 2025



Summary of Scope 3 emissions in 2025



For details, please refer to [Appendix 1: Environmental and Social Performance Indicators](#)


Group and Division-level Progress




The Group has worked closely with its divisions to advance climate action and target-setting exercises. Key initiatives include developing pathways for science-based targets validated by the SBTi, defining strategies to achieve net-zero emissions, establishing interim targets to guide near-term progress, and engaging the value chain to manage Scope 3 emissions. Over recent years, significant progress has been made, including upgrades to GHG data management systems, updates to work plans, and reconfirmation of baseline emissions. Divisions continue to

implement measures aimed at meeting or exceeding reduction targets in line with evolving business activities and milestones.

The Group's core businesses remain committed to delivering substantive progress on their respective action plans, as detailed below.

Business units GHG emissions reduction targets

Division	Business units	Targets	Progress
 Ports	Hutchison Ports UK	<ul style="list-style-type: none"> Achieve net-zero Scope 1 and 2 GHG emissions from port operations by 2035 	On track
	Hutchison Ports BEST	<ul style="list-style-type: none"> Reduce Scope 1 and 2 GHG emissions by 80% in 2030 and achieve net-zero before 2040 	On track
	Hutchison Ports Sohar	<ul style="list-style-type: none"> Expand photovoltaic solar capacity to reach 4,800 MW by 2030 	On track
	Hutchison Ports ECT	<ul style="list-style-type: none"> Achieve net-zero Scope 1 and 2 GHG emissions from port operations by 2035 	On track

Division	Business units	Targets	Progress
 Infrastructure	HK Electric	<ul style="list-style-type: none"> Reduce Scope 1 GHG emissions by 68.4% per kWh of electricity generated by 2035 from a 2019 baseline Supporting the Hong Kong government to achieve carbon neutrality goal by 2050 Phase out coal-fired generation by 2035 	On track
	UK Power Networks	<ul style="list-style-type: none"> Reduce 50% Scope 1 and 2 GHG emissions from 2020 baseline Achieve net-zero (Scope 1, 2 and 3 emissions) by 2040 	On track
	Victoria Power Networks and United Energy	<ul style="list-style-type: none"> 30% reduction in Scope 1 and 2 GHG emissions (including distribution line losses) by 2030 from a 2019 baseline 	On track
	Phoenix Energy	<ul style="list-style-type: none"> Reduce Scope 1 and 2 GHG emissions (excluding shrinkage) by 60% by 2030 Achieve net-zero (including shrinkage) by 2050 	On track
	Northumbrian Water	<ul style="list-style-type: none"> Achieve net-zero Scope 1, 2 and 3 (upstream) GHG emissions by 2050 	On track
	EnviroNZ	<ul style="list-style-type: none"> Reduce Scope 1 GHG emissions by 50% by 2030 from a 2019 baseline 	On track
	Alliance Construction Materials	<ul style="list-style-type: none"> Scope 1 and 2 GHG emissions reduction by 30% by 2030 from a 2018 baseline 	On track
 Retail	Division-wide Target	<ul style="list-style-type: none"> Reducing Scopes 1 and 2 GHG emissions by 50.4% by 2030 from a 2018 base year Pledging that 33% of its suppliers by emissions covering purchased goods and services, upstream transportation and distribution will have science-based targets by 2027 	Scope 1 and 2 GHG emissions were reduced by 78.5% versus 2018 65% of suppliers are covered
 Telecommunications	3 Hong Kong	<ul style="list-style-type: none"> Reduce GHG emissions per TB of data traffic (kgCO₂e per TB) by 70% by 2025 and 90% by 2030 versus a 2020 baseline 	2025 target was met and is on track to meet 2030 target
	3 Denmark	<ul style="list-style-type: none"> Cover 100% of electricity with RECs 	Achieved
	3 Sweden	<ul style="list-style-type: none"> Cover 100% of electricity with RECs 	95% reported in 2025
	3 Ireland	<ul style="list-style-type: none"> Source 100% renewable electricity across directly and indirectly procured electricity 	Achieved
	Wind Tre	<ul style="list-style-type: none"> Reduce Scope 3 GHG emissions by 42% by 2030 Reach 100% renewable energy supply by 2030 	On track 48% reported in 2025

Decarbonisation Initiatives

Guided by the Ten Net-Zero Transition Opportunities, clean technology, such as clean transportation, clean energy transition and energy efficiency, plays a significant role in the Group's decarbonisation journey and achieving long-term carbon

emissions reduction targets. As the Group utilises these levers as part of the overall strategy, divisions continue to integrate similar approaches into the business investment process, with impactful projects having been implemented in previous years.

Ports

ELECTRIFICATION OF TERMINAL EQUIPMENT AND VEHICLES AND ENERGY EFFICIENCY

Since 2024, the Ports division has issued a directive mandating that all newly purchased equipment must be electric or powered by clean energy. All new purchases, either the replacements of terminal equipment or trucks, have to be electricity powered. Additionally, diesel consumption has been reduced by using lower-carbon intensive or renewable energy sources at facilities. These collective efforts have contributed to the significant progress towards its emission targets.

Electrification progress of Hutchison Ports

Mobile and stationary equipment in operation globally in 2025

Equipment type	Total # of units	Of which electric or hybrid in 2025	Investment in 2025 and 2026 (planned)
Rubber-tyred gantry crane	941	680	US\$190 million
Internal tractor	1,533	203	US\$85 million
Automatic guided vehicle	439	85	US\$101 million
Reach-stacker	189	24	US\$29 million
Straddle carrier	216	62	US\$75 million
Empty container handler	189	52	US\$27 million

ENERGY EFFICIENCY PROGRAMME

The Ports division is implementing a range of initiatives to enhance energy efficiency, including upgrading equipment across terminals and office buildings. To further strengthen sustainability performance and operational visibility, the division conducts regular monitoring of energy consumption and efficiency across business units. Strengthened operational visibility enables the identification of unusual consumption patterns, allowing timely follow-up and corrective actions.

As part of its energy efficiency efforts in 2025, Hutchison Ports MITT in Myanmar also targeted the replacement of 50 high-consumption 400W sodium lights with LED alternatives ranging from 100W to 150W, significantly reducing power usage.

Infrastructure



SIX KEY DECARBONISATION TRANSITION LEVERS

Given its business nature, the Infrastructure division is responsible for over 80% of the Group's GHG emissions. In achieving its emissions reduction targets and transition plan to low carbon operation, the Infrastructure division has developed a comprehensive framework built around six strategic levers. These levers provide a structured approach to identifying, prioritising and delivering emissions-reduction initiatives across its diverse asset portfolio. Together, they guide the division in implementing targeted interventions, scaling best practices, and tracking progress toward a lower-carbon operating model.


Underpinned by its key transition levers, the Infrastructure division aims not only to decarbonise its own operations and value chain emissions, but also to play a vital role in accelerating the wider energy transition.

UK Power Networks' Distribution System Operator's Day-Ahead Flexibility Market has boosted local and national flexibility coordination, allowing more electricity market stakeholders to participate in more flexible electricity markets. Collaborating with the National Energy System Operator (NESO), auction results for the market are announced before participants decide their availability for NESO day-ahead auctions, allowing the participants to align their electricity exports with their wider commercial processes. In addition, the Day-Ahead Flexibility Market enables more forms of distributed energy resources, including electric vehicles, heat pumps and batteries to participate in the distribution, transmission and wholesale market.

Since late 2024, UK Power Networks has also been "co-optimising" its use of day-ahead flexibility with long-term contracts, choosing the cheaper option across these markets to drive the best outcome for bill-payers. From April 2024 to April 2025, the platform has enabled 4.4 GWh of flexibility, equivalent to powering over 15,500 homes for a month. More than 40 flexibility zones are open and the network has run more than 150 flexibility competitions within the year.

AGIG signed a formal agreement with Delorean Corporation to connect the first biomethane project into its South Australian gas networks. The connection will supply up to 210TJ of biomethane generated from organic waste to the gas network each year. With the first biomethane project underway, the move signifies AGIG's commitment to deliver secure, reliable and affordable low-carbon energy to their customers, and drive the low-carbon energy transition in the country.

Business units contributing to transition levers across time horizons

Transition levers	Contributing business units	
 Decarbonising our generation portfolio	 Electricity Generation	HK Electric
	 Clean & Renewable Energy	HK Electric, EDL, Canadian Power & UK Renewables Energy
 Modernising and digitalising electricity networks	 Electricity Distribution	UK Power Networks, SA Power Networks, United Energy, Victoria Power Networks & Wellington Electricity
	 Electricity Generation	EDL
 Promoting reduction and recovery of methane and carbon dioxide	 Gas Transmission & Distribution	Wales & West Utilities, Northern Gas Network, Australian Gas Networks & Multinet Gas Networks
	 Waste Management	EnviroNZ
	 Clean & Renewable Energy	
	 Water Utilities & Services	Northumbrian Water
	 Transportation	UK Rails
 Embracing the hydrogen economy	 Gas Transmission & Distribution	Wales & West Utilities, Northern Gas Network, Australian Gas Networks, Multinet Gas Networks & Phoenix Energy
	 Construction Materials	Green Island Cement
 Operating in a resource-saving manner	 Household Infrastructure	ista & Reliance Home Comfort
	 Construction Materials	Alliance Construction Material
 Developing cleaner methods to produce products and deliver services	 Energy-from-waste	AVR



EDL acquires GWE Biogas and its Sandhill Biogas Plant in England.



Wales & West Utilities is advancing its hydrogen innovation programme.

Retail



Telecommunications



UNDERSTANDING THE EMISSIONS PROFILE ALONG THE VALUE CHAIN

Given the complexity on reporting Scope 3 emissions, the Group has continued its efforts in a series of measures to ensure a comprehensive and accurate inventory, especially for divisions requiring collaboration with their supply chains.

A total of 210 selected suppliers were engaged under AS Watson's Supplier Engagement Scope 3 programme, focusing on the collection of GHG emissions data and the development of reduction strategies. Participating suppliers were invited to share activity data relevant to Scope 3 emissions, on the Climate Partner Network platform, supported by guidance on calculation methodologies and data quality expectations. The engagement also included awareness building on climate impacts and practical actions suppliers can take to reduce emissions within their operations and value chains. The information collected is used to improve visibility over Scope 3 emissions, support supplier capability building, and inform AS Watson's broader decarbonisation planning. In 2026, the retail division is relaunching this project using their new sustainability reporting tool, "SWEEP", allowing more granular calculation of Scope 3 emissions.

Wind Tre is working to define a new process and governance for annual reporting of spend by suppliers and engaging with suppliers within the top 50 without GHG disclosures, for monitoring supplier GHG emissions and reducing over time in support of the Telecommunications division's target Scope 3 reduction target. The division is also enhancing its Scope 3 calculation methodology by increasing the use of supplier-specific emissions data, thereby improving accuracy and alignment with best-practice reporting standards.

Retail



GREENER STORES FRAMEWORK

The Greener Stores Framework within the Retail division embeds sustainability across store design, daily operations, and ongoing maintenance. To date, over 4,000 Greener Stores have been launched across Asia and Europe. Stores are equipped with LED lighting, energy efficient equipment, and in store messaging that encourages sustainable behaviours such as the use of reusable bags. Customer-facing initiatives, including donation boxes and QR codes linking to product sustainability information, have further increased awareness and engagement. Together, these measures have contributed to measurable reductions in electricity intensity and support the Retail division's broader sustainability objectives. In Thailand, pilot projects

using smart meters also delivered an 8% reduction in energy consumption, driven largely by behavioural change initiatives.



The greener stores at the Retail division apply environmentally-friendly construction materials, and have launched refill stations to promote circular economy practices.

Retail



Infrastructure



GREEN LOGISTICS

As part of its broader commitment to cleaner transportation, the Group proactively integrates greener logistics practices across its diverse business portfolio, not only to reduce GHG emissions but also to improve local air quality and operational efficiency. All divisions have set up commitments and plans to increase electric vehicles in company fleets.

Across the Retail division, AS Watson operates 12 retail brands in its global portfolio. Many of them are using electric vehicles for some of the warehouse-to-store and online order deliveries. In Asia, Watsons China, Singapore, Malaysia, Thailand, the Philippines and PARKSHOP have introduced electric vehicles in their delivery fleets for warehouse-to-stores deliveries, where Malaysia and Philippines added electric vehicles in 2025. More than 80% of Watsons China's warehouse-to-store deliveries in Beijing, Shanghai, Guangzhou, Shenzhen, Tianjin, Chongqing and Xiamen are made by electric vehicles. H&B Benelux in Europe is also using electric vehicles for warehouse-to-stores deliveries.

In a significant move towards sustainable construction practices, Alliance Construction Materials in the Infrastructure division introduced Hong Kong's first battery-electric concrete mixer truck in November 2025, aiming to reduce GHG emissions and noise pollution associated with traditional diesel-powered mixers. The E-truck is currently undergoing trials to assess its performance and adaptability within the local construction industry, providing valuable insights for the future integration of electric vehicles in construction logistics.



Battery-electric concrete mixer truck at Alliance Construction Materials.

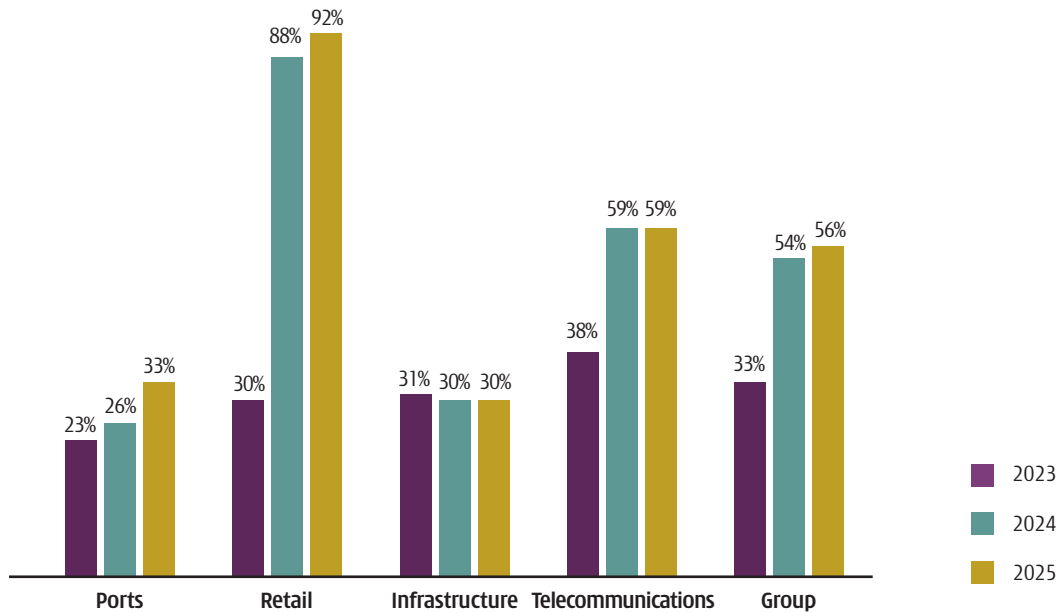
Clean Energy Transition

Renewable and other clean energy sources are the core pillars of the Group's ten key net-zero transition opportunities. As part of its climate ambition, the Group is actively advancing initiatives to reduce dependence on fossil fuels and expand the use of clean energy solutions across its global operations.

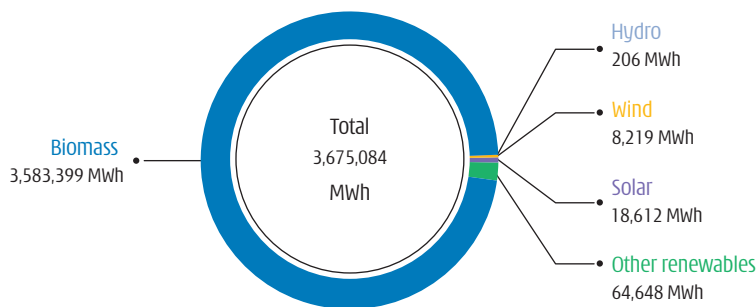
A major focus area is expanding the use of renewable electricity through EACs. The Retail division has set a goal to source 100% renewable electricity for its own operations by 2030. In 2025, the Retail division has increased its renewable energy through the

procurement of approximately 759Gwh of renewable energy via EAC across Chinese Mainland, Hong Kong, Indonesia, Malaysia, the Philippines, Thailand, Türkiye, the UK and the Benelux markets. In parallel, the Group also encourages the deployment of onsite renewable energy generation to directly supply clean electricity to facilities. Business units annually submit CAPEX proposals when considering investments in on-site renewable systems, such as solar panels, ensuring the initiatives are strategically evaluated and integrated into operational planning.

% of renewable energy purchased from RECs in 2023 to 2025



Total energy generated from on-site renewables



For details, please refer to [Appendix 1: Environmental and Social Performance Indicators](#)

Ports 

STRENGTHENING CLEAN ENERGY ADOPTION AT THE PORTS DIVISION

At the Ports division, 2025 has seen the continued progress of procurement of electricity supply from renewable sources backed by the Renewable Energy Guarantee of Origin certification. At Hutchison Ports UK, Hutchison Ports BEST in Spain and Hutchison Ports ECT Rotterdam in the Netherlands, all electricity consumption is being generated or fully matched with solar, offshore wind or other renewable sources. Meanwhile, plans are in place to expand on-site renewable energy generation in other terminals.

Summary of plans to expand on-site renewable energy generation

Business units	Plans
Hutchison Ports MITT	<ul style="list-style-type: none"> In early 2024, Hutchison Ports MITT commissioned its own 100kW clean energy solar power system. Building on this initiative, the system was expanded in 2025 with the addition of a 200kW solar power plant, bringing the total installed solar capacity to 300kW by year-end
Hutchison Ports Yantian	<ul style="list-style-type: none"> Explore the application of solar panel on the roof of the building and quay cranes machinery houses
Hutchison Ports Pakistan	<ul style="list-style-type: none"> A 235kW solar power system was successfully installed in 2024, while an additional 127kW system is currently being installed An additional 400kW system will be installed
Hutchison Ports Sohar	<ul style="list-style-type: none"> Currently, Hutchison Ports Sohar has 2,000MW of photovoltaic solar capacity installed, with a target of reaching 4,800MW by 2030

Various projects of on-site renewable energy generation were completed within the year. With new sets of shore power systems installed at Hutchison Ports Yantian in China, the shore power consumption and vessel connections in 2025 marked an increase of 17% and 18% respectively compared to the previous year. From 2016 to 2025, Hutchison Ports Yantian avoided 73,212 tonnes of CO₂ emissions from vessels by using shore power. Hutchison Ports Yantian is also exploring the use of solar panels on building and quay crane machinery houses.



Shore power system at Hutchison Ports Yantian

Infrastructure



ACCELERATING ENERGY TRANSITION THROUGH RENEWABLE AND CLEANER FUEL

As a key step to achieve phasing out coal-fired generation by 2035, HK Electric successfully commissioned its new gas-fired generating unit L12 in March 2024, completing their 2019-2023 Development Plan. The unit represents a significant advancement in HK Electric's environmental strategy, and effectively halving carbon emissions compared to existing coal-fired generating units at Lamma Power Station. The implementation of L12 marks a substantial shift in HK Electric's generation portfolio, increasing gas-fired generation from 56% in 2024 to 68% in 2025. Meanwhile, another gas-fired generating unit, L13, is being constructed and is scheduled for commissioning in 2029.

EDL marks three years of operations at its Tessman Road Renewable Natural Gas (RNG) facility in San Antonio. Since launching in 2022, the site has consistently transformed methane-rich landfill gas into RNG, helping power the local VIA Metropolitan Transit fleet of CNG buses. While in full capacity, the RNG facility is capable of generating sufficient RNG to replace the use of seven million gallons of diesel each year, helping reduce GHG emissions. The project exemplifies our mission to turn waste into value, supporting both climate action and sustainable public transport.

As of March 2025, Northern Gas Networks has achieved a maximum biomethane production capacity of 18,257 standard cubic metres per hour, representing approximately 1.2% of the total network gas throughput. Over the 2024/25 period, this renewable gas supply was sufficient to heat more than 59,000 homes in the UK, demonstrating our commitment to decarbonising energy and supporting the transition to a low-carbon future.

Infrastructure



USING ALTERNATIVE FUELS AND MATERIALS TO REDUCE RELIANCE ON FOSSIL FUELS

Reaching net zero requires continual improvements in operational efficiency and circularity. A key focus is the use of alternative fuels and materials in our operations.

In the rail sector, UK Rails is working with the government to assess the replacement of diesel-only trains with hydrogen-powered alternatives, targeting readiness by 2040. To support this ambition, UK Rails is also partnering in the H2Steam Project to evaluate zero-carbon green steam technology for freight operations. The project will utilise Steamology's patented technology, which produces high-pressure steam from hydrogen and oxygen with zero emissions.

In construction materials, the Infrastructure division optimise the mix and volumes used, increase the use of alternative inputs, to reduce reliance on conventional fossil fuels and lowers the environmental impact of its products and services. For example, Green Island Cement is actively reducing coal consumption in its kiln operations by adopting alternative fuels. In recent years, the business has gradually established a stable supply of Rubber-derived Fuel, Wood-derived Fuel, Plastic-derived Fuel, and Polyurethane Residue, replacing up to 25% of total fuel in the precalciner.

Electricity generated by renewable energy in 2025 in the Infrastructure division

Renewable and clean energy sources	Attributable installed capacity (MW)	Attributable generation in 2025 (GWh)	Emissions avoided p.a. (tCO ₂ e)
Wind	150	304	45,712
Solar	44	43	5,507
Biomass	102	815	334,899
Hydro	0.05	0.34	70
Total	296.05	1,162.34	386,188

Notes: 2025 calculation was updated to include only data from EDL, AVR, Dali, Laoting, Canadian Power (Okanagan Wind), UK Renewables Energy Group and UK Power Networks.



Solar panels at EDL.

AIR QUALITY

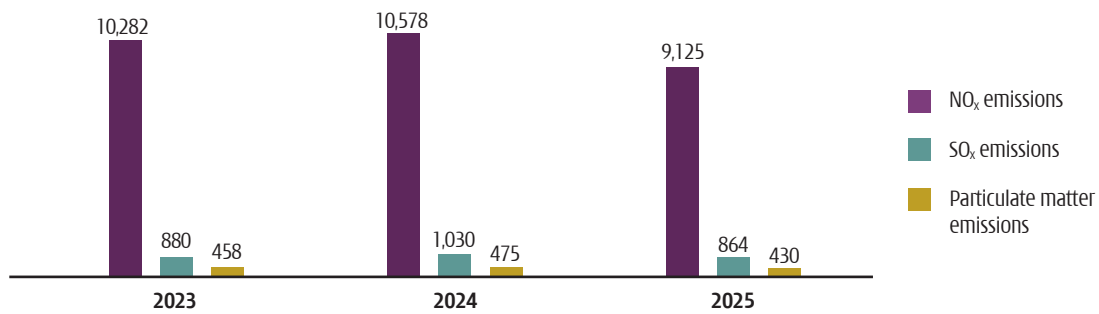
Ensuring the protection of our natural environment, including air quality, and minimising environmental impact is a core commitment of the Group, as clearly defined in our [Environmental Policy](#). The Group conducts careful and regular assessments and monitoring of air emissions and its effects on the environment and surrounding communities to uphold this commitment.

Air Emissions

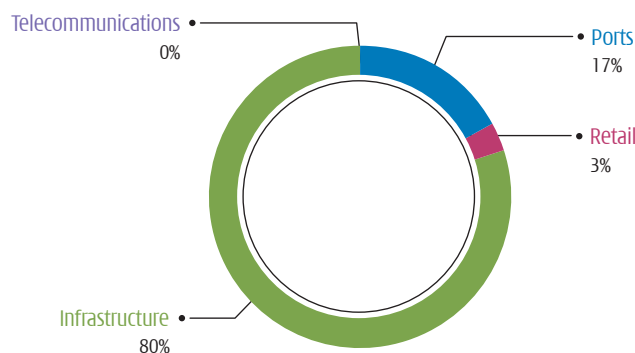
The Group's efforts include managing key non-GHG emissions, with nitrogen oxides (NO_x), sulphur oxides (SO_x), particulate matter and volatile organic compounds emissions. The management approach to these air emissions is closely aligned with the Group's decarbonisation strategy, which emphasises electrification, the transition to greener energy sources, and the implementation of clean transportation solutions – contributing to the reduction of local air pollutants. As the Ports division advances its equipment-

electrification directive, fossil-fuel consumption and the related air emissions have been gradually declining. In parallel, the division has also upgraded equipment with cleaner technologies such as diesel particulate filters and selective catalytic reduction and promotes the use of low-sulphur fuels to further minimise air emissions. In addition, the Ports division provides onshore power systems to provide electric power supply for berthed vessels, thereby reducing vessel emissions and improving local air quality.

Group air emissions (tonnes) 2023 – 2025



Group breakdown of air emissions in 2025



For details, please refer to [Appendix 1: Environmental and Social Performance Indicators](#)

Infrastructure

AIR EMISSION MANAGEMENT

Air emissions are material to the Infrastructure division. In its operations, air emissions are primarily generated from fuel or waste combustion for electricity generation, as well as from wastewater treatment processes. Fossil fuel combustion and waste incineration can produce pollutants if not effectively managed, while chemical and biological treatment processes such as nitrification and denitrification may release nitrogen compounds.

The Infrastructure division remains committed to managing and lowering air emissions through forward-looking strategies implemented across its business units, including transition towards cleaner energy sources and the adoption of advanced emission-control technologies in line with its climate goals. All facilities operate under stringent environmental permits that set clear emission limits in line with local regulations.

Summary of the Infrastructure division's targets on air quality control

Business units	Targets	Progress
UK Power Networks	<ul style="list-style-type: none"> Reduce 33% of NO_x emissions between 2023/24 and 2028/29 	on track
Phoenix Energy	<ul style="list-style-type: none"> Eliminate all air pollution emissions from SO_x and Particulate Matters ("PM2.5" & "PM10") by 2035 Eliminate all but residual emission for NO_x by 2048 	on track

SA Power Networks has implemented a proactive insulator cleaning programme to address pollution from dust, salt, and other airborne particles accumulating on electricity assets. The build-up of contaminants can cause power outages, particularly in dry conditions. By manually cleaning insulators in high-risk regions such as Kangaroo Island, Yorke Peninsula, and the Eyre Peninsula, the programme safeguards network reliability, reduces outages linked to air pollution, and protects communities until rainfall provides natural cleaning.

Ports

AIR EMISSION MONITORING AND COMPLIANCE MANAGEMENT

Across the Ports division's global operations, strict regulatory requirements have been guiding air-quality management at different locations. For example, Hutchison Ports ECT Rotterdam in the Netherlands adheres to stringent biodiversity and air quality standards for new port developments and terminal expansions. Comprehensive environmental assessments, noise and air quality studies, and nitrogen emission calculations to secure permits are implemented before new port developments and terminal expansions to comply with the regulatory requirements. Hutchison Ports UK has developed an air quality strategy that identifies emission sources, calculates inventories, and recommends monitoring approaches to meet the national air quality objectives.

Infrastructure 

ENHANCING SF₆ EMISSIONS MANAGEMENT

The division recognises the environmental impact of SF₆, a potent GHG commonly used in electricity network equipment. UK Power Networks, SA Power Networks, and Victoria Power Networks are adopting innovative strategies to reduce their use and future proof their networks.

- UK Power Networks has introduced the UK's first "clean air" Gas Insulated Switchgear system at 132,000 volts, which operates with zero global warming potential.
- SA Power Networks is trialling pure air technology and phasing out SF₆-insulated assets through a comprehensive life-cycle management plan.
- Victoria Power Networks is evaluating non-SF₆ alternatives in line with emerging regulatory requirements across relevant jurisdictions, supporting a more sustainable electric grid.



"Clean air" Gas Insulated Switchgear system at UK Power Networks.

Telecommunications 

IMPROVING AIR QUALITY FOR THE CITY

Together with the City of Stockholm and its analytics partner, the Train Brain, 3 Sweden contributes to an innovative urban mobility project that uses anonymised positioning data to study behavioural patterns linked to the introduction of car-free zones (Stadsmiljözonerna and Environmental Zone 3). The project aims to understand how changes in the transport system affect travel habits and different sociodemographic groups, providing the city with objective data to evaluate and refine air quality initiatives. Data collection began in 2024 and continues in 2025, supporting evidence-based decisions on measures to reduce local air pollution and traffic-related emissions. While the initiative contributes to decarbonisation goals, its primary focus is to improve local air quality and create healthier urban environments – insights that are already attracting international attention.

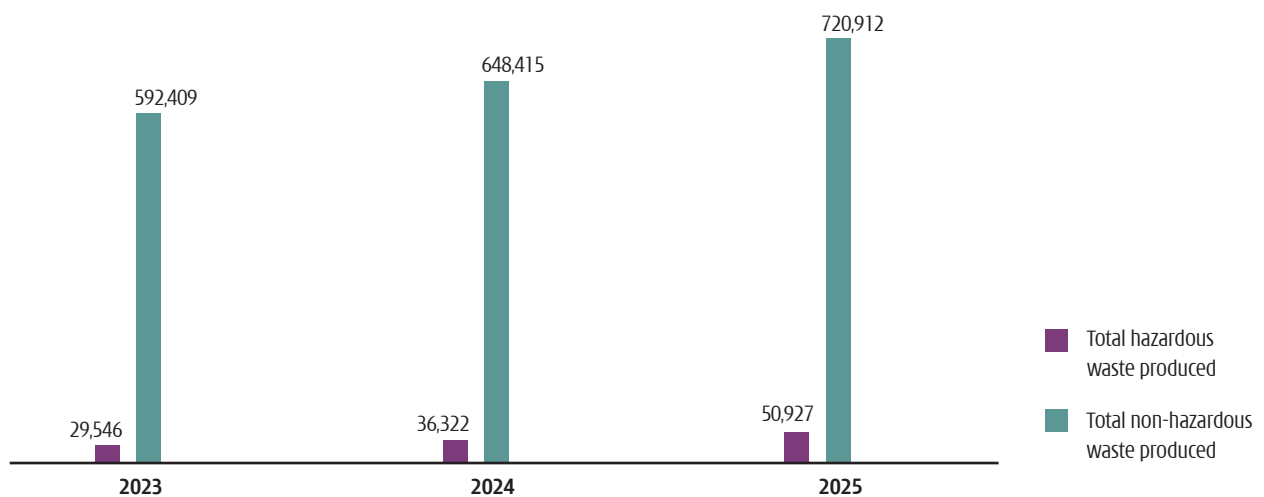
CIRCULAR ECONOMY

"Promoting a Circular Economy" is one of the eight key goals in the Group Sustainability Framework, shaping how resources are managed across the value chain. The Group is committed to minimising waste and maximising resource efficiency by redesigning products, systems, and services to ensure they are durable, reusable, repairable, and recyclable.

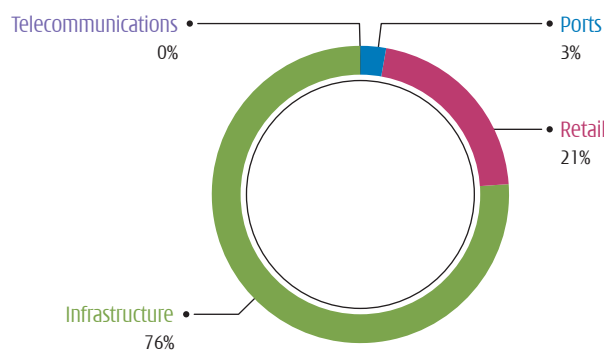
The approach includes substituting high-impact materials with lower-impact alternatives, reusing resources wherever possible, and recycling when other options are exhausted. This circular economy strategy reinforces the commitment to a more sustainable future and closely integrates with other material topics in this report, including:

- [Supply Chain Responsibility](#)
- [Sustainable Product Choices](#)
- [Decarbonisation](#)

Group waste produced (tonnes) 2023 – 2025



Group breakdown of waste in 2025



For detail, please refer to [Appendix 1: Environmental and Social Performance Indicators](#)

Opportunities in Waste-to-X Technologies

The Group continues to identify sustainable investment opportunities and support the transition to a more resilient operating model. This involves prioritising projects and businesses that enhance long-term environmental resilience and resource efficiency. Resource recovery and waste minimisation remain key growth areas within the Infrastructure division, led by its two waste management providers: EnviroNZ and AVR. These business units play a pivotal role in advancing the Group's circular economy and decarbonisation objectives, turning waste into valuable resources and reducing environmental impact across the value chain.

EnviroNZ treats waste responsibly and achieves landfill gas collection and destruction efficiencies exceeding 90%. At Hampton

Downs, captured landfill gas generates electricity, while at Bonny Glen, it is used to evaporate landfill leachate.

AVR promotes circularity by processing bottom ash into marketable products. The residual byproduct of waste incineration is the ash at the bottom of the incinerator. AVR's partners transform this 'bottom ash' into clean granular aggregates, which manufacturers of construction materials use as a gravel substitute in concrete products. These granules are also utilised as clean construction materials, for example, in Rijkswaterstaat (Ministry of Public Works) infrastructure projects. AVR has built a new collection facility to improve efficiency in collecting and processing bottom ash into useful materials, supporting the circular economy.



EnviroNZ commissioned New Zealand's first plant to convert unrecyclable plastics into process engineered fuel.

Diverting Waste from Landfill

Reducing the volume of waste sent to landfill remains a top priority for local authorities, which are increasingly imposing regulations and financial penalties to slow the depletion of landfill capacity and avoid the need for new sites. In alignment with this direction, business units across the Group have set ambitious targets to divert waste from landfill, reinforcing the commitment to circular economy principles and advancing more sustainable waste management practices.

The Retail division has introduced initiatives including recycling programmes for cardboard, plastics, and pallets, food waste diversion (with some of non-edible food waste composted or repurposed as animal feed), and office waste reduction measures such as "scan-to-print" systems and recycling drives.

Summary of waste management targets across the Group

The Group's business units have taken effective waste management initiatives and set relevant targets to ensure measurable progress.

Division	Business units	Targets	Progress
 Infrastructure	HK Electric	<ul style="list-style-type: none"> Reduce total waste generation of its key office premises by 10% in 2025 as compared to 2020 Collect 5,000kg of used lead-acid batteries for recycling by local recyclers each year during the period from 2024 to 2028 	<p>Achieved</p> <p>Achieved in 2024</p>
	UK Power Networks	<ul style="list-style-type: none"> Recycle 80% of office and depot and network waste by 2028 Recycle 99.5% of street works waste by 2028 No recoverable waste to landfill by 2025 	<p>69.8% reported in 2025</p> <p>99.9% reported in 2025. Zero waste to landfill was achieved in January 2026, which was independently assessed and verified</p>
	Northern Gas Networks	<ul style="list-style-type: none"> Send less than 0.1% of excavation spoil by mass to landfill annually by 2026 Reduce amount of office and depot waste created by 20% between 2018 and 2026 Use no more than 2.5% virgin aggregate annually by 2026 0% waste to landfill by 2031 	<p>0.02% reported in 2025</p> <p>17% reduction achieved compared with 2018</p> <p>4% reported in 2025</p> <p>0.02% reported in 2025</p>
	Wales and West Utilities	<ul style="list-style-type: none"> Send less than 20% of total excavated spoil materials to landfill by 2026 as compared to 2019 Send a maximum of 20% waste to landfill by 2026 	<p>0.5% reported in 2025</p> <p>0.06% reported in 2025</p>
	Northumbrian Water	<ul style="list-style-type: none"> Achieve zero business waste by 2025 	Working with supply chain partners to prevent single use plastic whilst concurrently looking for other alternatives
	Alliance Construction Materials	<ul style="list-style-type: none"> Reduce solid waste extracted from plant yard washout to 0.02T/m³ of concrete produced 	0.00524T/m ³ reported in 2025
	Reliance Home Comfort	<ul style="list-style-type: none"> Recycle 70% of residential and commercial waste 	79% reported in 2025
 Retail	Division-wide target	<ul style="list-style-type: none"> The Retail division is committed to achieving "Zero Waste to Landfill" by 2030 	In 2025, 96% of operational waste was diverted from landfills
 Telecommunications	HCHK	<ul style="list-style-type: none"> Achieve a recycling rate of 35% for general office waste produced by the Hong Kong operation by 2030 	On track
	3 Denmark	<ul style="list-style-type: none"> 98% of returned devices reused or recycled 	100% of returned devices were received or recycled

Robust measures are being implemented to ensure compliant and sustainable handling of operational waste generated by the Group. To ensure terminal waste is stored, transferred, and disposed of responsibly and in compliance with all relevant legislation, the Ports division has implemented a dedicated waste management standard across its global operations. It has established a consistent approach for all ports and terminals, supported by regular monitoring of waste reduction performance. These reviews help track progress, identify improvement areas, and drive continuous

enhancement in waste handling and minimisation practices. In the Retail division, hazardous waste, for example, e-waste, batteries, lighting, and chemicals, is minimised and managed according to local laws. Disposal is handled by licensed contractors, for example, food and beauty product waste is managed via composting or specialised disposal. Hazardous waste metrics are tracked annually, and staff are trained on proper waste handling procedures. The strategy is yielding results, with nearly all non-hazardous waste recycled or repurposed.



Ports

RESPONSIBLE MANAGEMENT OF HAZARDOUS WASTE

The Ports division has implemented various initiatives aimed at reducing, reusing, and recycling hazardous waste, with the purpose of minimising the environmental and health risks associated with its operations and ensuring compliance with applicable regulations. Key actions include:

- | | |
|--|--|
| Hutchison Ports BEST | <ul style="list-style-type: none"> Recycle batteries, electronic waste, and waste oil. The recovered oil is repurposed for the production of new lubricants and asphalt. |
| Hutchison Ports LCMT and Hutchison Ports TIMSA | <ul style="list-style-type: none"> Optimising the use of supplies and chemicals through proper planning of their use, in order to avoid the unnecessary generation of hazardous waste. Segregating and temporarily storing hazardous waste in a properly marked area, in accordance with the procedures of the Environmental Management System. Providing regular training to operational personnel on the safe handling of hazardous substances, labelling, emergency response, and good environmental practices. Using lubricating oils with a longer lifespan, promoting a reduction in the volume sent to final disposal. Contracting with authorised companies for the collection, transportation, and treatment of hazardous waste, ensuring complete traceability of its management. |
| Hutchison Ports Thailand | <ul style="list-style-type: none"> Hutchison Ports Thailand sets quantitative goals to recycle hazardous waste. For example, recycling waste oil by 100%, ensuring that all used oil is collected, treated, and repurposed rather than discarded. |

Responsible and Circular Devices and Accessories

The Telecommunications division promotes circularity by extending device lifecycles and reducing resource consumption. Most of CKHGT's major markets have device take-back or trade-in arrangements in place – in many cases taking devices originally sold by any retailer. **3** Sweden offers a series of circular solutions, including:

- **3**Atervinn: a take-back programme for hardware collection and refurbishment
- **3**Begagnat: providing customers with refurbished devices
- **3**Leasing, enabling device-as-a-service options instead of outright purchase
- Subscriptions labelled Bra Miljöval (Good Environmental Choice): offering reduced environmental impact

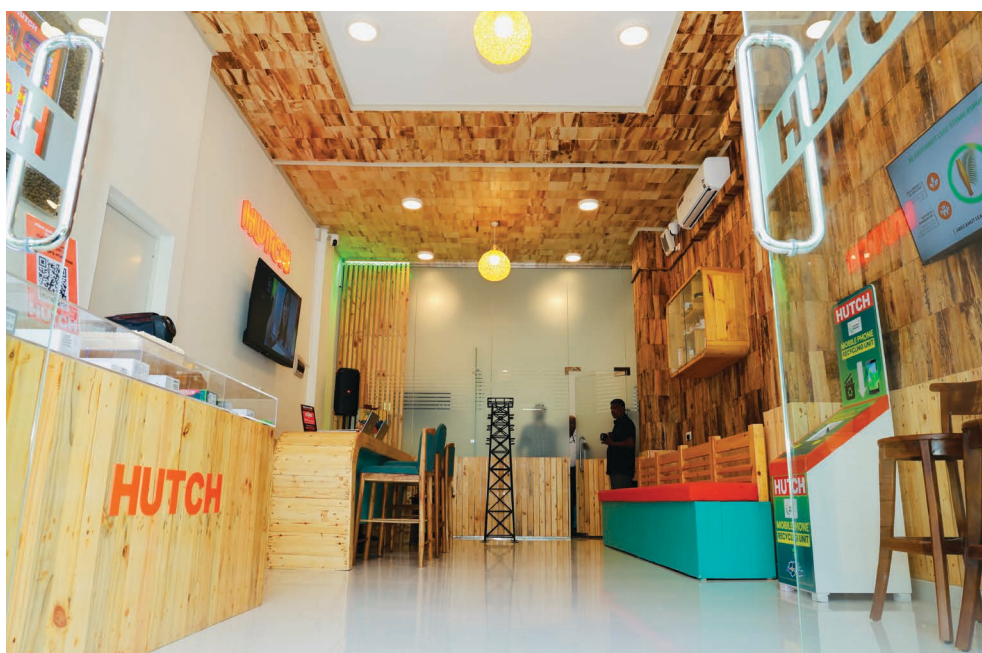
3 Denmark, **3** Sweden and Wind Tre's sells refurbished smartphones, delivering cost savings and lower CO₂ emissions. Through its partnership with Bolttech, Wind Tre provides "Reload" services, allowing customers to replace devices with refurbished or repaired products. **3** Ireland supports circularity with in-store repair services, an online booking portal, and interactive device guides. **3** Hong Kong offers carbon-neutral EcosIM cards, manufactured from 100% recycled plastic.

Focus on E-Waste

The Telecommunications division is committed to reducing e-waste responsibly through a range of initiatives across its markets.

3 Denmark requires subcontractors to ensure responsible waste treatment and maintain proper documentation, reinforcing compliance and accountability. **3** Sweden launched a nationwide initiative in 2025 to enable all retail stores to accept used devices from customers. This programme promotes safe disposal and recycling, with full coverage targeted by mid-2026. Wind Tre addresses its network equipment waste through a long-standing decommissioning project. Dismissed equipment and spare parts are sold to third parties for reuse, reducing waste and extending product life. Additionally, Wind Tre offers comprehensive post-sales services, including repairs and device substitution, ensuring that customers can reuse and repair devices. Non-reusable devices are recycled, with raw materials recovered by specialised companies.

In 2025, **3** Ireland achieved its 2025 target to ensure that 100% of decommissioned network equipment was reused or responsibly recycled. **3** Ireland has established reuse and recycling partnerships to support the achievement of this target. This included its partnership with Irish Metals, to recycle in compliance with local regulations. The company is transitioning to longer-life lithium-ion batteries to further reduce waste. **3** Hong Kong operates device trade-in and recycling programmes and ensures 100% recycling of waste batteries. **3** Austria has partnered with authorised companies to recycle network equipment, data centre racks, and parts, implementing strict information security measures. An e-waste process description has been established as a quality KPI for 2025.



The new "Sustainability Centric" Brand Retail Spaces at Hutch Lanka provides e-waste collection points and curated sustainability visuals and facts, encouraging the public to participate in the circular economy.

Focus on Plastic

Plastic use remains a significant operational challenge across the Group. With growing global emphasis on circular solutions, the divisions are actively exploring and implementing measures to mitigate their impact and advance sustainable practices. Please see also the Sustainable Product Choices Section at the [Sustainable Business Model and Innovation Chapter](#) for more information.

Ports



REDUCING PLASTIC ACROSS HUTCHISON PORTS OPERATIONS

Hutchison Ports is committed to minimising plastic use and advancing circular practices across its global operations. Hutchison Ports BEST in Spain installed designated recycling bins in offices to facilitate waste segregation and ensure that plastics are properly collected and recycled. Hutchison Ports LCMT in Mexico focused on source separation and the recovery of recyclable plastics. Through the collaboration with authorised recycling partners, Hutchison Ports LCMT enables effective collection and processing. Meanwhile, the Ports division also promotes effective usage of resources in its operation, for example plastic pallets are reused to extend their lifecycle before end-of-life treatment. Hutchison Ports MITT in Myanmar rethreaded tyres at local facilities for reuse on terminal tractors and trailers. Packing materials, old tyres and plastic bottles are also repurposed for onsite gardening, reinforcing a culture of sustainability.

Retail



SIGNATORY TO THE NEW PLASTICS ECONOMY GLOBAL COMMITMENT OF THE ELLEN MACARTHUR FOUNDATION

As a signatory to the Ellen MacArthur Foundation's New Plastics Economy (NPE) Global Commitment, AS Watson demonstrates its commitment to advancing a circular economy for plastics. Building on its 2025 NPE target, AS Watson has set a strengthened goal to reduce virgin plastic use on Exclusive Brands products by 21% by 2030, using 2022 as the base year. The 2030 commitment reflects continued progress, following the successful achievement of an over 5% reduction in virgin plastic use against a 2020 baseline, exceeding the original 5% reduction target for 2025. This ongoing commitment underscores AS Watson's focus on reducing reliance on virgin materials through improved packaging design, increased recycled content, and value chain collaboration.



Product End-of-life Sustainability

Consumer participation is essential for driving the circular economy. Take-back programmes, for example, are an increasingly important way for businesses with retail operations to engage with consumers and implement shared solutions to environmental challenges. In 2025, the Group core businesses have continued to deepen these efforts in promoting a circular economy.

Retail 

TAKE-BACK PROGRAMME

Take-back programmes are available in several markets, where product packaging is then provided to reputable NGOs for recycling or upcycling.

AS Watson has partnered with suppliers to roll out empty beauty product container recycling campaigns across eight markets, including Watsons in Hong Kong, Indonesia, the Philippines, Singapore, Taiwan and Ukraine, as well as Drogas in Latvia and Superdrug in the UK. The campaigns aim to reduce packaging waste and support the company's circular economy objectives, while encouraging sustainable consumer habits.

Consumer engagement varies significantly by market. In Asia, engagement trends indicate that younger consumers tend to demonstrate higher sustainability awareness, underscoring the importance of tailoring approaches to local lifestyles and preferences. Momentum has continued to build: for instance, in 2025, Watsons Hong Kong collected 700,000 empty beauty containers through its recycling programme, demonstrating the impact of sustained engagement and locally adapted strategies in advancing circularity within the beauty industry.



AS Watson collaborates with different brands, such as Colgate and L'Oréal to launch Take Back Programmes.

REFILL REVOLUTION

The Refill/Reuse/Replace pillar has shown the strongest momentum among Watsons' Sustainable Choices pillars, reflecting rising customer acceptance of circular consumption. This performance underscores the effectiveness of refill solutions in reducing packaging waste while maintaining customer convenience. By expanding refill formats across categories and collaborating closely with suppliers, Watsons is accelerating the transition from single-use packaging to reuse-based models, reinforcing its commitment to resource efficiency and long-term environmental impact.

Telecommunications



REDUCTION OF E-WASTE

The Telecommunications division has implemented take-back programmes for mobile devices in most major markets. In response to changing consumer expectations, it is also embracing new business opportunities in the sharing economy, exploring device-as-service solution models that transform the life-cycle dynamic of device use and maintenance beyond the point of sale.

Reload and Reload Exchange

The "Reload" services involve the possibility of replacing an old or broken smartphone with a refurbished or repaired product. Reload exChange is a "Trade in" service. With Reload exChange, Wind Tre customers are able to trade their used phone in, within Wind Tre stores, and receive cash payments directly to their bank accounts, up to €800 depending on the brought back smartphone. In addition, customers who have subscribed to Reload exChange can buy a new smartphone at special price. The service is provided by Wind Tre in partnership with Bolttech Device Protection (Italy) s.r.l.

Handyfreiheit

Handyfreiheit is a smartphone rental model offered by 3 Austria, designed to be flexible and environmentally conscious. There is no device purchase, upgrade option after 12 months or reduced monthly cost. The returned phones are refurbished and resold to authorised refurbishment partner companies.



The Handyfreiheit campaign ensures that refurbished phones are given a second life.

WATER STEWARDSHIP

Climate change is increasing the frequency and severity of extreme weather events such as droughts and floods, creating greater challenges for sustainable water use and risk management. Operating across multiple industries, the Group recognises its impacts on water resources and the importance of responsible management, as water scarcity has been identified as a material topic.

As a signatory of the United Nations Global Compact since 2021, the Group strives to uphold effective water stewardship. In line with the [Sustainability Policy](#) and the [Environmental Policy](#), a comprehensive approach addressing water consumption, water-related risk, and overall water management has been developed and implemented across operations. Throughout the year, the Group has applied effective water conservation and risk mitigation measures, monitoring and implementing initiatives to manage or reduce effluents. Furthermore, the Group actively collaborates with stakeholders to drive enhancement in water efficiency and to explore the application of innovative solutions through ongoing investment.

The Group's core businesses operate across industries, each division is developing or has developed their respective strategies that are suitable and applicable to their specific business operations. These strategies cover the following:

- Water risk management
- Performance monitoring and progress
- Management measures and planning
- Wastewater management
- Driving innovation to advance water stewardship

Water Risk Management

With an aim to understand the potential impacts of its water-related activities, the Group conducts regular assessments of the potential impacts of its water-related activities, with particular attention paid to divisions that have significant water consumption. Consistent with the recommendations of the TCFD, the Group provides best-practice guidelines across its operations to evaluate, monitor, and implement corrective and adaptive measures addressing climate change and associated water risks. This proactive approach is also adopted by operations across the Group, supporting the development and continuous enhancement of the overall water stewardship strategy, which is aligned with its commitment to the United Nations Global Compact.

As an example, Watsons Water from the Retail division has developed a comprehensive water risk assessment framework aligned with the recommendations of the TCFD and the Enterprise Risk Management methodology, evaluating risks based on likelihood and impact across physical, regulatory, and reputational dimensions. Watsons Water has also combined two reputable assessments to strengthen the evaluation process: WorldWide Fund for Nature's (WWF) Water Risk Filter and CDP's water risk evaluation. The WWF Water Risk Filter provides a self-assessed risk rating, while the CDP water risk assessment ensures consistency and depth of analysis. The assessment results have guided target setting and informed investment plans for water efficiency solutions at Watsons Water. Annual reviews of these results ensure that they remain up to date and responsive to emerging risks.

Retail



STRENGTHENING WATER-RELATED RISK MANAGEMENT

The Retail division embeds water-related risk assessment outcomes into strategic planning and daily operations. As a result of the assessment, the division prioritises investments in advanced water-saving technologies, enabling more efficient resource allocation and enhanced operational performance. Key measures include deploying smart devices to detect and reduce leakage and water loss in production, as well as implementing water reuse systems within processes to minimise discharge and support circular use. Sustainability projects linked to these initiatives are regularly reviewed by designated project leaders to ensure compliance with environmental regulations, achievement of internal performance targets, and alignment with long-term sustainability goals.

As part of the continual assessment, the water manufacturing division of the Retail division, AS Watson Industries, implemented a one-year collaboration with the Hong Kong University of Science and Technology in 2025, and the aim was to assess climate-related water risks across its beverage operations. Insights from this project informed decisions on infrastructure upgrades, seasonal resource planning, governance enhancements, and improvements to water reuse systems, reinforcing resilience to water scarcity, extreme weather events, and long-term climate challenges.

Ports



MANAGING WATER-RELATED RISKS AND WASTEWATER

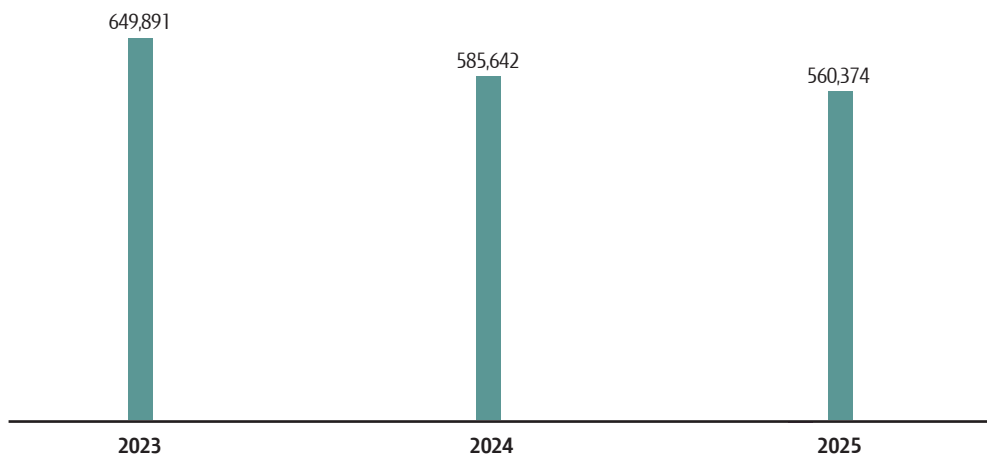
The Ports division actively manages water-related risks through comprehensive monitoring, compliance systems, and resource efficiency measures. At Hutchison Ports BEST in Spain, regular water quality analysis is conducted at discharge points before releasing into the public sewer system, ensuring regulatory compliance. Hydrocarbon separators have been installed to meet permitted limits. In response to recent water scarcity linked to climate change, Hutchison Ports BEST has reduced faucet and bathroom pressure, lowering consumption without sanctions.

At Hutchison Ports Ajman in the UAE, water-related risks are managed in line with Group policies and national regulations. Physical risks, including water scarcity and potential contamination, are mitigated through preventative maintenance and continuous monitoring. Regulatory compliance is ensured through adherence to UAE standards and internal audits, while transparency addresses reputational risks.

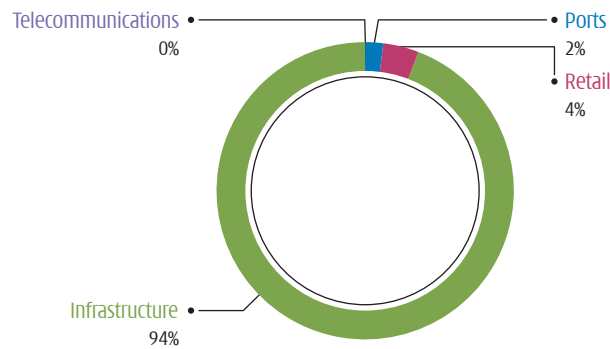
Performance Monitoring and Progress

In the pursuit of sustainable operations, the Group's core businesses prioritise responsible water resource management. Most water consumption supports essential functions such as cleaning and cooling assets and facilities, as well as delivery of products and services to customers. Notably, over 94% of total water usage occurs within the Infrastructure division, primarily driven by electricity generation and water utilities and services operations. Tailored to the specific context and water usage profile, business units at different sectors have established targets to stimulate continuous improvement in water resource management and resilience of wastewater treatment.

Group water withdrawal ('000m³) 2023 – 2025





Group breakdown of water consumption in 2025



For details, please refer to [Appendix 1: Environmental and Social Performance Indicators](#)

Water-related targets at divisions

Examples of water-related targets can be found across divisions to strengthen effective water use management.

Division	Business units	Targets	Progress
 Infrastructure	HK Electric	<ul style="list-style-type: none"> Reduce total water consumption of its key office premises by 1% in 2025 as compared to 2020. Reduce corporate water intensity (per unit of electricity sold) by 7% by 2029 as compared to 2024. 	6% reduction reported compared to 2020 On track
	UK Power Networks	<ul style="list-style-type: none"> Reduce 10% water consumption by 2028 as compared to 2024 consumption. 	On track
	Northumbrian Water	<ul style="list-style-type: none"> Reduce leakage by 12% and 14.1% in the north and the south respectively by 2025 as compared to 2019. 100% meters to be smart meters by 2035. 	Achieved On track
 Retail	AS Watson Industries	<ul style="list-style-type: none"> Achieve a water efficiency ratio of 0.42 by 2025 and 0.44 by 2030. 	Achieved a water efficiency ratio of 0.34 in 2025. ⁽¹⁾

As a leading utility provider, Northumbrian Water from the Infrastructure division sources water and subjects it to rigorous treatment processes to ensure that it meets the highest quality standards before being supplied for consumer use. The company also manages wastewater collection and treatment, ensuring compliance with strict environmental standards before returning water safely to the environment, while effectively managing its water consumption.

Business units at the Ports division perform regular monitoring to promptly address water quality issues. At Hutchison Ports TIMSA in Mexico, periodic water quality assessments are conducted in accordance with applicable environmental regulations to strictly control maximum permissible limits of pollutants in its discharge. Meanwhile, Hutchison Ports Sydney in Australia utilises stormwater quality improvement devices to improve outlet water quality to surrounding water bodies.



Northumbrian Water continues to upgrade its sewage networks and treatment systems.

(1) In HY1 2025, certain production lines and facilities have been relocated from Huangpu factory to the newly opened Foshan factory. Consequently, the Huangpu factory experienced lower overall water efficiency and a reduction in production volume for a certain period of time in 2025.

Infrastructure



MONITORING OF STORM OVERFLOW AND FLOODING RISKS

Climate change also presents a pressing challenge to Northumbrian Water, where frequent and severe weather events significantly intensified storms and flooding in its operating regions. Northumbrian Water is committed to continuing the hard work and reducing storm overflow spills even further in 2025 and is pioneering an innovative technology, "Smart Sewers". The project was launched in July 2024 and involves using AI and sensors to help move wastewater around the companies' system of pipes in real time to balance flows over a greater area – helping to reduce the risk of needing to use a storm overspill to relieve the network.

In addition, Northumbrian Water has launched a new initiative to enhance river quality monitoring across the North East of the UK. As part of the project, solar-powered monitors are being installed in rivers, streams, and beckes to enable faster detection and response to potential issues. These monitors record key watercourse parameters every 15 minutes, quickly picking up changes in conditions, allowing teams to take prompt corrective action.

To date, 31 monitors have been deployed in locations such as Houghton-le-Spring and Rainton. Over the next four years, an additional 390 units will be installed, covering areas from North Northumberland to North Yorkshire.

Retail



STRENGTHENING WATER PERFORMANCE THROUGH TARGETED MONITORING

To achieve its water stewardship goal, AS Watson Industries, the water manufacturing division of the Retail division, conducts regular performance reviews supported by advanced metering, production-level monitoring, and analytics-driven reporting. Under the governance of AS Watson Industries' sustainability taskforce and senior management, these insights inform investments to reduce freshwater extraction and minimise wastewater discharge.

AS Watson Industries also advances water stewardship through community engagement and external collaboration. Since 2021, it has participated in the Enterprises Cherish Water Campaign, engaging in water-efficiency benchmarking, adopting efficient water-using devices, and exploring innovative solutions. In recognition of its leadership in responsible water use, AS Watson Industries received the ECH₂O Award in 2025.

Management Measures and Planning

The Group recognises the importance of preserving natural resources and consistently encourages business units to consume water responsibly. This commitment is embedded across all core businesses. Beyond water risk identification, assessment and management, the Group's water stewardship strategy includes efficiency improvements, water recycling and reuse, continuous monitoring, and awareness campaigns.

Infrastructure



STRENGTHENING RESILIENCE AGAINST DROUGHT AND SECURING WATER RESOURCES FOR THE FUTURE

Northumbrian Water is tackling the dual challenges of climate change and population growth with strategic investments in infrastructure and sustainable water resource management. Its Water Resources Management Plan, spanning 2025 to 2050, outlines a roadmap to secure reliable water supplies while achieving significant reductions in leakage and safeguarding the environment. Key targets include the following:

- A 55% reduction in leakage in the Northumbrian Water region by 2050;
- A 40% leakage reduction in Essex and Suffolk over the same period;
- Reducing household water consumption to an average of 122 litres per person per day by 2038, and 110 litres by 2050; and
- Reducing non-household water demand by 9% by 2038

Northumbrian Water has launched a trio of environmental projects aimed at cutting sewer spills, and protecting local rivers and watercourses. By upgrading infrastructure and introducing smarter management systems, the projects will reduce pollution events, safeguarding water quality and aquatic habitats.

Since 2023, Northumbrian Water has invested over £175 million in two major pipeline projects to upgrade and futureproof its water supply network. In its first project, more than 200,000 customers across the south of County Durham and into the Tees Valley are benefiting from a £155 million pipeline investment. The programme involves installing entirely new pipelines and replacing sections of the network that have served the area for over 100 years. This multi-year project will improve resilience and allow Northumbrian Water to continue delivering for the people of the area for generations to come.

In Essex, Northumbrian water is also constructing a pipeline to transfer untreated water from the Layer-de-la-Haye Water Treatment Works to the existing reservoir at Langford Water Treatment Works, providing enhanced resilience during drought and hot weather periods. This £20 million investment will install 19 km of new pipeline, linking and balancing the use of water resources in the northern part of Essex with those in the south of the county. The pipeline will add resilience to supplies for more than 370,000 customers and will be capable of carrying up to 50 million litres of water a day.

Ports



WASTEWATER TREATMENT, RECYCLING INITIATIVES AND CORRECTIVE ACTIONS

In 2025, initiatives implemented across Hutchison Ports resulted in the recycling of 2,209 m³ of wastewater.

Hutchison Ports UK sites are equipped with separate drainage systems for clean surface water and contaminated foul water. Foul water effluent is either contained for collection as controlled waste or directed to the public sewer system in accordance with site requirements, where it is treated by the water undertaker for reuse.

Telecommunications



WATER MANAGEMENT MEASURES

Given its business nature, water consumption is less intensive in the Telecommunications division. Water-saving initiatives are actioned at the administration level. For example, at Wind Tre in Italy, a recovery system was installed to redirect excess water from the evaporative towers for irrigation at the facility's garden.

3 Austria has implemented the power monitoring software "StruxureWare DataCenter Expert" from Schneider Electric to actively monitor and optimise power consumption at three locations. The company had completed the replacement of cooling equipment in data centres with "adiabatic coolers" - closed-loop ambient air-water cooling systems which have a higher heat transfer efficiency, achieving energy savings of more than 10%, and expected to achieve approximately 10,000m³ of water savings per year.

Wastewater Management

The Group has implemented measures across its business units to ensure that wastewater is properly treated before discharge or responsibly reused and recycled. Programmes are in place to meet local regulatory requirements.

Infrastructure



PROTECTING RIVERS THROUGH SUSTAINABLE WASTEWATER SOLUTIONS

Northumbrian Water delivers a series of targeted environmental projects to reduce sewer spills and protect rivers and streams across the Northeast of the UK. These initiatives combine infrastructure upgrades with smarter management systems to prevent pollution events, safeguard water quality, and preserve aquatic habitats. In Hexham, a major infrastructure upgrade enhances sewer and treatment capacity at the River Tyne, reducing discharge risks and supporting the ecological integrity.

Northumbrian Water is also investing in initiatives to enhance water resilience and protect natural ecosystems. This includes renewing 800 metres of water mains under a £150,000 scheme to maintain high-quality tap water and service reliability. In addition, the company is delivering multiple environmental projects to reduce sewer spills, expand wastewater capacity, and safeguard rivers and watercourses such as the River Coquet, River Tyne and the North Yorkshire Beck. Through infrastructure upgrades, smarter management systems, and sustainable solutions, these programmes aim to cut pollution events, protect biodiversity, and strengthen ecological health.

Separately, Northumbrian Water has invested £17.5 million in a dedicated programme to strengthen local watercourses across the region. This initiative expands capacity, improves overflow control, and integrates sustainable solutions to protect rivers and streams from pollution, while enhancing service resilience for customers.

Retail



SUSTAINABLE WASTEWATER SOLUTIONS IN PRODUCTION

The water manufacturing division of the Retail division has implemented a series of water and energy management initiatives. Advanced devices have been installed across production lines to reduce water leakage, while greywater recycling systems – such as reusing rinse water from carboy bottle washing for toilet flushing – have been adopted to minimise discharge and reduce reliance on external water sources.

In parallel, energy and water meters have been deployed throughout its Chinese Mainland production lines to enable real-time monitoring and data-driven analysis of energy consumption. This allows the identification of high-usage areas and supports the implementation of targeted energy-saving measures, contributing to reduced environmental impact and improved resource efficiency.

Optimisation initiatives have also been implemented – such as reducing rinsing pressure and modifying bottle washers in 2024/2025, and over 70 tonnes of water were saved per operational day.

Driving Innovation to Advance Water Stewardship

The Group remains committed to advancing water stewardship through continuous innovation and technology-driven solutions. In 2025, the Group focused on investing water efficiency technologies and collaborating with partners to safeguard water resources. These initiatives not only strengthen our ability to manage water responsibly but also support long-term resilience in the communities where we operate.

In the Infrastructure division, Northumbrian Water launched a five-year improvement plan in April 2025, investing £3.6 billion to upgrade key infrastructure across the region. The programme includes enhancements to pipelines, treatment works, and pumping stations, aimed at improving environmental performance and ensuring customers continue to receive reliable, high-quality water and wastewater services. These upgrades are expected to

reduce leakage, lower energy consumption, and minimise carbon emissions, while improving water efficiency and safeguarding local ecosystems.

Since 2017, Northumbrian Water has been organising its Innovation Festival to attract innovative solutions, new technologies, and partnerships that advance sustainable water management practices. At its ninth festival in 2025, more than 45 high-potential projects were born which have the potential to contribute to a total value of more than £100 million/year for Northumbrian Water over the next five years. These new projects spans aspects ranging from water treatment with artificial intelligence, water monitoring and incident management, to leveraging AI and remote sensing to enhance river health.



Innovation at Northumbrian Water to advance water stewardship.

BIODIVERSITY PROTECTION

Biodiversity underpins the health, stability, and resilience of the planet, with air, land, water systems, and the diverse habitats forming valuable assets that sustain ecosystems. These natural systems provide the foundations for human livelihoods, wellbeing and long-term economic growth, supporting everything from food and water security to climate regulation. As a multinational operator, the Group recognises its responsibility to safeguard nature and respect all forms of life, embedding these values at the core of its business strategy and decision-making.

The Group is dedicated to operating responsibly, reducing its environmental footprint and carefully managing biodiversity-related risks and impacts across its operations. This commitment is reinforced through the [Biodiversity Policy](#) introduced in 2023, which provides a framework to guide practices, decision-making and management actions across all business units.

Governance on Biodiversity

The Group continuously reviews and updates its key policies to stay aligned with evolving industry expectations and global best practices. As set out in the Biodiversity Policy, the Group is committed to complying with or exceeding statutory requirements relevant to biodiversity in the markets where the Group operates. In line with this commitment, the Group seeks to protect natural resources, minimise the impact of business activities and to enhance awareness and engagement among employees, customers and the Group's value chain partners on biodiversity matters.

Ecological and Biodiversity Conservation

The Group remains committed to supporting biodiversity conservation and environmental protection initiatives. In 2025, business units across divisions have continued to follow relevant guidelines to manage and minimise biodiversity impacts, proactively collaborating with NGOs and local communities. These efforts are already generating positive outcomes.



Hutchison Ports Port of Felixstowe in the UK hosts a nesting site for protected Peregrine Falcons

ADOPTING CONSERVATION MEASURES, AND ADVANCING RESTORATION INITIATIVES

Within the Infrastructure division, business units are implementing conservation initiatives and progressing toward biodiversity targets.

Business units	Biodiversity targets	Status
Northumbrian Water	<ul style="list-style-type: none"> Net gain in biodiversity of 10% by 2050 for all of its construction activities 	On track
SA Power Networks	<ul style="list-style-type: none"> Develop an Action Plan for Nature and Biodiversity 	Focus shifted to gap assessment of management practices
UK Power Networks	<ul style="list-style-type: none"> Increase the biodiversity of new major substation development by a net gain of 10 – 20% and at 100 existing sites by a net gain of 30% overall over 2023 – 2028, compared to the beginning of the period Identify and assess an additional 100 sites for biodiversity enhancement by 2028 	To date, biodiversity enhancement has completed at 27 of the UK Power Networks' sites Achieved
AGIG	<ul style="list-style-type: none"> Set biodiversity targets by end of 2025 	Achieved
Wales & West Utilities	<ul style="list-style-type: none"> Commit to "no net loss" on designated projects between April 2021 and March 2026, and achieve biodiversity net gain on impacting work from 2026 Commit to planting five trees for every tree cut down 	On track 4,185 trees were planted in 2025
Northern Gas Networks	<ul style="list-style-type: none"> Plant 20,000 saplings to create two miles of new hedgerow by 2031 	Project is in the planning stage and will commence in 2026

Infrastructure



PIONEERING SUSTAINABLE AND BIODIVERSITY-DRIVEN WATER INFRASTRUCTURE

At its County Durham and Tees Valley Project, Northumbrian Water is also set to transform an area of poor quality grassland in County Durham into a thriving habitat for flora and fauna. The transformation of this area will deliver "Biodiversity Net Gain" as part of a project to upgrade the water supply network, leaving the local environment in a better state than it was before construction began.

In addition, Northumbrian Water has installed a fish and eel bypass around a weir on the River Blackwater near Maldon. The bypass enables natural upstream migration, supporting the life cycle of eels and other native fish species. This project enhances aquatic biodiversity and improves ecological connectivity in the river system.

Ports



PROTECTING WILDLIFE

In May 2025, volunteers from Hutchison Ports UK Port of Felixstowe installed 300 posts, cordons, and signs at a nearby Nature Reserve to protect ground-nesting birds during breeding season. These measures enhance nesting success for Ringed Plovers and provide undisturbed resting areas for seals within this site of special scientific interest. The Port of Felixstowe also supports approximately 2,000 seasonal gulls, whose nests are protected and managed under an A09 Licence from Natural England. Additionally, the port provides habitat for Peregrine Falcons and other protected species.

Hutchison Ports UK collaborates closely with ecological specialists to ensure that operations avoid disturbing wildlife during sensitive nesting periods, demonstrating proactive biodiversity stewardship. Meanwhile, Hutchison Ports Sydney in Australia operated nest for a threatened Osprey that returned for a second consecutive nesting season, selecting a light pole within the terminal as its nesting site. In collaboration with the engineering and maintenance team and national parks and wildlife service, "bird spiders" were installed on all other light poles to discourage additional nesting while leaving the chosen pole undisturbed. At the season's end, the nest is carefully removed and replaced with a nesting basket, enabling the Osprey to continue living safely without attempting to nest on quay cranes.

Risk and Impact Mitigation Assessment

The Group is continuing to strengthen its systematic approach to understand nature-related risks and opportunities. The Group is working closely with divisions on implementing the four-step assessment and mitigation approach, from locate, evaluate, assess and prepare, referencing the LEAP approach from the Taskforce on Nature-Related Financial Disclosures (TNFD). Furthermore, divisions have undertaken the necessary evaluations of potential biodiversity and ecosystem impacts in adherence with relevant regulatory requirements.

The Infrastructure division embeds biodiversity considerations throughout the asset life cycle by applying conservation measures and supporting habitat restoration to address biodiversity loss. Biodiversity factors are systematically integrated into line clearance

and maintenance activities. At Victoria Power Networks and United Energy, the environmental planning and heritage team standardise assessment processes for all projects that may interact with native vegetation, including line clearance, routine maintenance, and new customer connections.

Also at the Ports division, once there is a new port terminal development, business units conduct an environmental impact assessment to evaluate potential impacts on biodiversity. This assessment helps to identify sensitive habitats, species, and ecological risks associated with the project. Based on the findings, mitigation measures such as habitat restoration, buffer zones, and operational adjustments will be implemented to minimise harm and support biodiversity conservation.

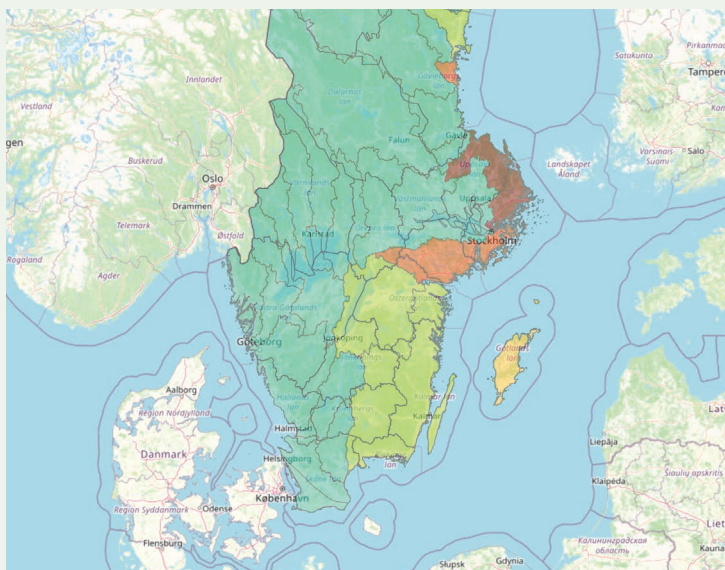
Telecommunications



ENVIRONMENTAL ASSET MAPPING

The Telecommunications division has innovated through the development of a proprietary tool for mapping locations to water - and biodiversity sensitive areas using internationally recognised frameworks including the World Resources Institute's Water Stress indicators, the International Union for Conservation of Nature's conservation classifications, and the protected area network of Natura 2000 (the European Network of Natural Areas).

3 Sweden has been the first business unit to pilot this innovative initiative, strengthening its understanding of whether sites operate in water-scarce regions or ecologically valuable zones. By identifying these locational sensitivities, the business can better anticipate risks, guide mitigation measures, and prioritise responsible site management practices.



3 Sweden utilises geographic information system applications to identify facilities exposed to environmental risks.

Ports



BIODIVERSITY IMPACT MITIGATION

Hutchison Ports has identified biodiversity risks through robust environmental management systems, enabling targeted mitigation and continuous improvement. Hutchison Ports UK embeds biodiversity protection within its operations through effective drainage and pollution-prevention systems that safeguard marine environments. The port maintains strict waste duty-of-care compliance and integrates habitat and species assessments into all planning decisions. Hutchison Ports UK works closely with regulatory authorities to preserve protected species and maintain ecological integrity throughout its development activities.

Hutchison Ports Alexandria in Egypt follows a structured “Avoid-Minimise-Mitigate-Restore” approach. Engineering controls including stormwater systems, silt traps, dredging safeguards, and sensitive lighting reduce ecological disturbance. Strong emergency preparedness capabilities, rigorous waste management, and comprehensive training programmes reinforce ecological responsibility across operations.



Trimley Marshes Nature Reserve at Hutchison Ports Port of Felixstowe in the UK.



Hutchison Ports ECT Rotterdam

SOCIAL

Employees are fundamental to the Group's success, and the Group is committed to their development, well-being, and growth. It fosters a workplace culture that values diversity, promotes inclusion, and prioritises safety, while attracting and retaining talent from diverse backgrounds.

The Group recognises that sustainable business success extends beyond its operations to create lasting value for stakeholders and deliver meaningful impact in the communities where it operates. These priorities are embedded within the Group Sustainability Framework, which provides a structured approach to addressing stakeholder expectations and advancing social initiatives. Through this framework, the Group implements programmes that generate sustainable value and contribute to long-term societal wellbeing.



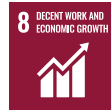
GROUP GOALS

- CREATE GREAT PLACES TO WORK
- INVEST IN DEVELOPING THRIVING AND RESILIENT COMMUNITIES

CONTENT IN THIS CHAPTER

- EMPLOYER OF CHOICE
- INCLUSION AND DIVERSITY
- HEALTH, SAFETY AND wellbeing
- COMMUNITY INVESTMENT

Linked SDGs



EMPLOYER OF CHOICE

The Group has over 205,000 employees across its four core businesses (the scope of this report). The Group is committed to maintaining optimal workplace conditions while supporting employee development, wellbeing, and safety.

The Group assigns each core business to design specialised human resource programmes within the Group's policy framework, ensuring workplace excellence and security while addressing unique operational requirements and employee needs. This section provides an overview of workforce management practices across the Group's core business operations.

During the year, the Group's core businesses and business units received awards and recognitions for their practices in workplace management. Please see also [Appendix 4: Sustainability-related Awards and Recognitions](#) for further information.

Group



WORKPLACE-RELATED RECOGNITIONS RECEIVED IN 2025

Ports

- **Hutchison Ports HIT**
Partner Employer Award 2025
– The Hong Kong General Chamber of Small and Medium Business
- **Hutchison Ports**
The MEET Excellence Award
– HK-Middle East Business Chamber
- **Hutchison Ports Yantian**
Best Container Terminal – Asia (Over 4 million TEUs)
– Asia Cargo News
- **Hutchison Ports Pakistan**
Port/Terminal of the Year – South Asia 2025
– Global Ports Forum

Retail

- **AS Watson Group**
HR Asia Best Companies To Work For In Asia – Platinum Harmonia Award
– HR Asia
- **The Perfume Shop**
UK Top Employer
– Top Employers Institute
- **Superdrug & Savers**
Highly Commended for Most Inclusive Employer
– Employer's Excellence Awards

Infrastructure

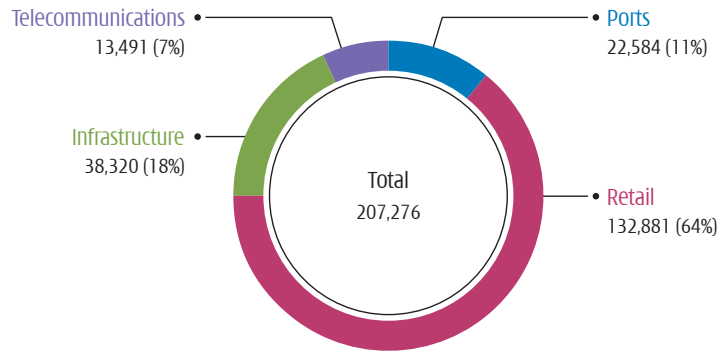
- **Northumbrian Water**
The UK's Best Workplaces
– Great Place to Work® UK People and Business Award
– North East Chamber of Commerce
- **UK Power Networks**
UK Employer of the Year (Platinum accreditation from Investors in People since 2020)
Wellbeing Gold Award
– Investors in People Awards
2nd in UK Top 25 Best Big Companies to Work For
– Best Companies
Best Employee Engagement Strategy
– UK Institute of Customer Service
Best Healthcare and Wellbeing Benefits Award
– Employee Benefits Awards 2025
Diversity and Inclusion Strategy of the Year
– Women in Green Business Awards

Telecommunications

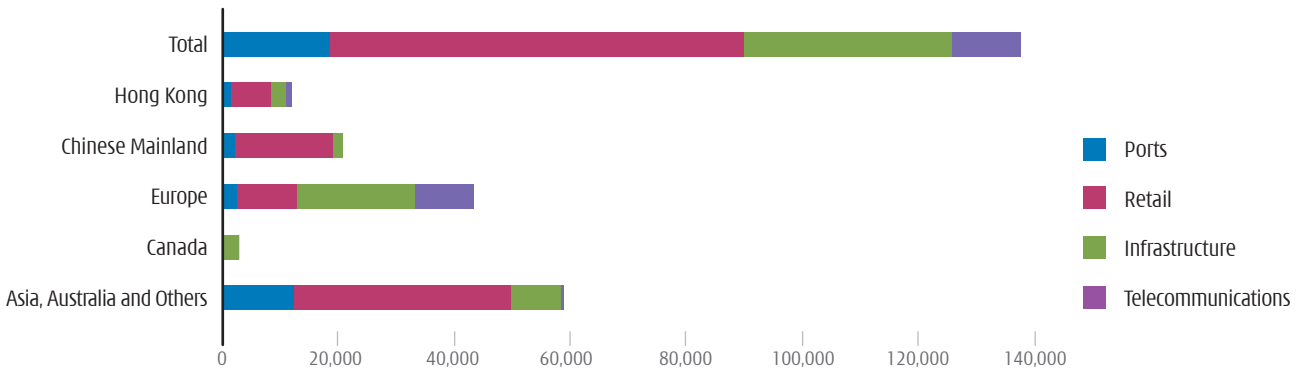
- **3 Sweden**
Winner of Grand Prix- Employer brand of the year
– Magnet Awards
- **Wind Tre**
Top Employer Italy 2025
– By Top Employer Institute
- **3 Austria**
Diversity Leaders Award
– Sheconomy
- **3 Hong Kong**
Good MPF Employer
– Mandatory Provident Fund Schemes Authority

Core business employment breakdown in 2025

By core business

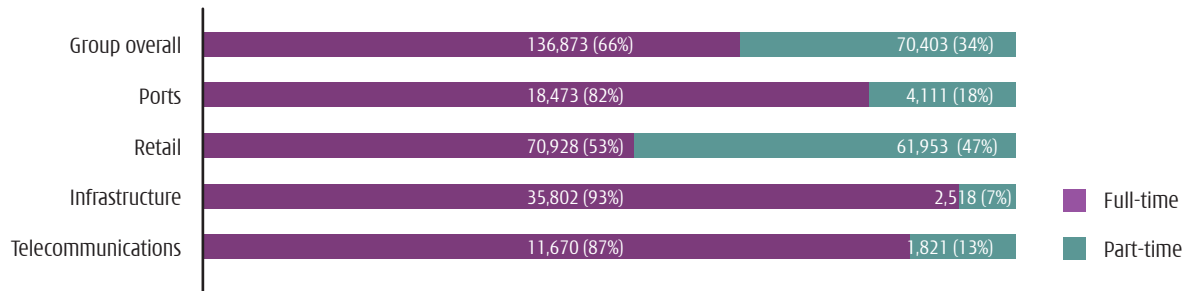


By location (full-time)

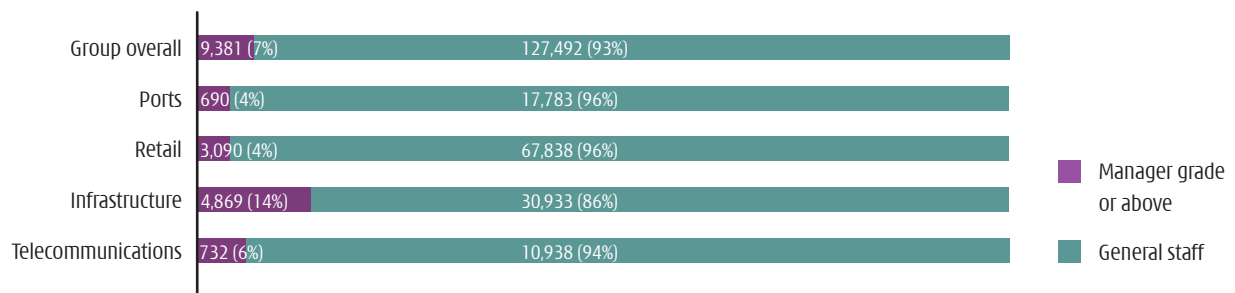


For details, please refer to [Appendix 1: Environmental and Social Performance Indicators](#)

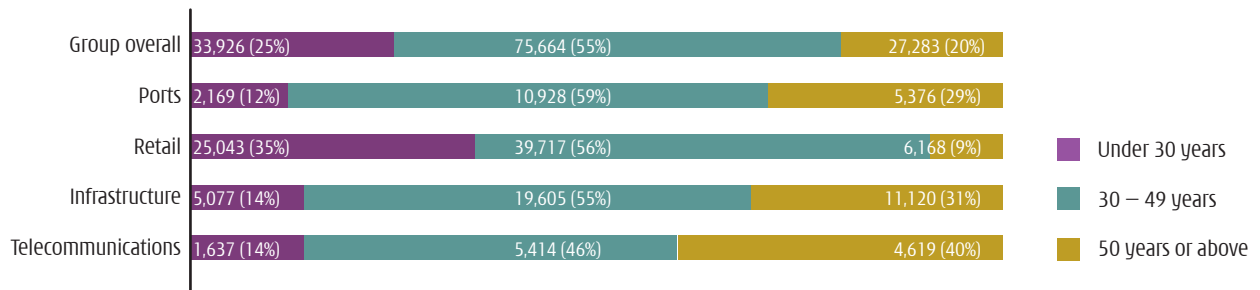
By employment type



By employee category (full-time)



By age group (full-time)



For details, please refer to [Appendix 1: Environmental and Social Performance Indicators](#)

Talent Attraction and Identification

The Group recognises the importance of building a workforce based on talent, irrespective of background, culture, gender, or race. It is committed to attracting and retaining the best talent, reflecting its dedication to diversity and inclusion. This approach strengthens the Group's ability to serve its extensive customer base and contribute positively to local communities worldwide.



IDENTIFICATION OF HUMAN CAPITAL RISKS

Measures are taken by various divisions to assess human capital risk and evaluate training programmes and succession plans, ensuring strong recruitment practices, and fostering open communication. They mitigate talent shortages, enhance workforce capability, and support organisational resilience through proactive people management strategies. The Ports division adopts a structured, annual approach to succession planning and talent review to ensure the organisation's long-term strength in human capital. This process includes succession evaluation, leadership and talent pipeline identification, training needs analysis, and the creation of individual development plans for critical roles and high-potential employees. Business units at the Ports division also review and assess their relative strengths, challenges, and skills gaps in people capabilities to support and sustain business growth plans and key strategies. These insights are followed up with targeted action plans at both business unit and regional levels, enabling continued leadership bench strength and robust talent development across the organisation.

In the Retail division, the organisational capability review serves as a "health check" to evaluate the performance, potential, and career aspirations of key employees, enabling proactive succession planning and retention

strategies. The on-campus recruitment cycle involves reviewing business unit strategies, mapping individual performance and potential using tools like the 9-box grid, identifying high-potential talent, and addressing gaps through targeted development plans. This process ensures business continuity by anticipating leadership needs, minimising external hiring costs, and fostering internal growth. Additionally, Optical Character Recognition (OCR) technology is utilised to integrate data analytics and action planning to create sustainable succession pipelines and leadership acceleration opportunities.

Furthermore, the Ports division continues to review its salary and compensation packages, and expand its talent sourcing pools to address employee turnover and talent shortage. For example, at Hutchison Ports Gdynia in Poland, the recruitment of skilled blue-collar workers in the operational area, such as mechanics and equipment operators, remains a challenge due to the lack of candidates with specific qualifications required in the job market. To address these challenges, Hutchison Ports Gdynia continues to implement a training programme led by trainers selected from the existing workforce, aiming at developing the required competencies internally and reducing staff turnover. The salaries of technical employees are also regularly reviewed and adjusted accordingly.

Human Capital Development Targets

Setting clear human capital development targets ensures that the Group's workforce is equipped with the skills, support, and opportunities needed to thrive and safeguard the continuity of its operations. In line with the specific needs at different business units, measurable goals and progress-tracking mechanisms are in place to monitor its advancement. Examples from the Ports division are provided in the following table.

Business units	Targets	Progress
Hutchison Ports Pakistan	<ul style="list-style-type: none"> Achieve 90% retention rate 	The retention rate reached 89% in 2025
Business units in the UAE	<ul style="list-style-type: none"> Complete at least one unique training for each employee once in three years 	More than 86% of employees have completed at least one unique training within three years

Core businesses have implemented a range of initiatives to attract, develop, and retain young talent across their global operations. The Ports division has introduced apprenticeship, internship, and traineeship programmes, complemented by career fairs, port visits, and incentive schemes to build a sustainable talent pipeline.

The Retail division invests in youth development through flagship programmes. "O+O Store Immersion" offers interns hands-on experience, soft skills training and reverse mentoring. In Asia, AS Watson's "Ambitious Star Programme" partners with Hang Seng University to equip students with professional skills, while the 1-Day Store Manager Experience Programme provides immersive in-store learning and mentoring. In Europe, Superdrug's and Savers' "Rise Up" apprenticeship programme has doubled in size over five

years, supporting over 5,000 apprentices with clear progression to store manager and retention incentives. Kruidvat's "Internships to the Max" delivers structured internships with fair compensation and guidance, with 40% leading to permanent roles.

Meanwhile, 3 Sweden's "3Talent" programme targets newly graduated master's students, offering a fast-track career development opportunity within the telecom industry. Participants gain exposure to 3's business model and culture, supported by mentorship from senior leaders.

Collectively, these initiatives reflect a strong commitment to nurturing future talent, enhancing employability, and building a diverse workforce across the ports, retail, and telecom sectors.

Retail



DATALAB PROGRAMME – TALENT DEVELOPMENT

Four trainees from the 2023 intake of the "DataLab Graduate Trainee Programme" successfully completed their 24-month journey in June 2025. Offering comprehensive rotations and structured training, the programme equips young professionals with hands-on experience and technical and analytical skills, positioning the team for future growth. Two graduates now support data science solutions, while the other two have

transitioned into commercial analytics, contributing to "GenAI" initiatives and broader analytics projects.

Building on this achievement, the division launched its third intake in 2025 to develop versatile talent aligned with evolving business needs and strengthen its talent pipeline for data science and commercial analytics.

Infrastructure



IDENTIFY TALENTS TO SUSTAIN COMPETITIVENESS

Collaborating with universities and technical institutions, the Infrastructure division offers campus hiring, internships, and apprenticeships, providing practical experience and mentorship to equip participants with industry-relevant skills and clear career progression.

- Northumbrian Water attracted over 1,400 applications for 24 roles in 2025 and has welcomed more than 100 apprentices since 2021, achieving a 96% retention rate.

- SA Power Networks admitted 38 apprentices, cadets, and graduates into pathway programmes, combining hands-on training with structured learning, and its engineering vacation programme bridges academic learning with real-world application.
- EDL inspires future engineers through STEM partnerships and supports early-career professionals via its "Young Professionals Network", fostering peer connections and volunteer engagement.

Telecommunications



CULTIVATING FUTURE-READY WORKFORCE

The Telecommunications division is proactively building a diverse, future-ready workforce.

In Italy, Wind Tre's OnStage internship programme, now in its 10th edition, offers six-month job rotations complemented by training in decision-making, emotional intelligence, and personal branding. Networking events like Welcome Day and Graduation Day ensure interns gain professional and personal growth, positioning them for future success.

Employee Engagement

The Group recognises that motivated employees are essential to achieving business excellence, leveraging their collective expertise to drive continuous improvement and innovation. The structured employee engagement framework ensures regular touchpoints throughout the year, anchored by biannual surveys that monitor trends and track employee sentiment over time. In addition, business units actively gather and analyse feedback from internal activities such as conferences and workshops, with insights shared to inform operational enhancements.

This comprehensive approach fosters a culture of continuous listening and responsiveness, ensuring that employee needs and concerns are addressed effectively. By integrating feedback into strategic planning, the Group strengthens long-term

development while promoting an inclusive and collaborative workplace environment.

The Infrastructure division has a structured performance management framework that promotes open, two-way dialogue and links compensation to both individual achievements and organisational goals. Annual team-based reviews provide meaningful feedback and support professional growth, reinforcing a culture of transparency and collaboration. To deepen engagement and understand employee perspectives, the division conducts regular surveys that inform initiatives aimed at inclusion, development, and long-term satisfaction. These insights drive programmes that strengthen retention and build resilience for future challenges.



CKI's International Family Day brings together more than 1,200 staff members and their families across the world.

Telecommunications



CONTINUOUS EMPLOYEE ENGAGEMENT AND DEVELOPMENT

Across the Telecommunications division, business units are strengthening employee engagement through structured feedback and open communication.

3 Denmark conducts quarterly satisfaction surveys to monitor engagement and workplace experience, using insights to drive targeted improvements via feedback sessions and workshops. **3** Sweden employs a comprehensive engagement model with quarterly surveys tied to engagement targets, followed by departmental meetings to identify actions. Employees benefit from bi-weekly one-on-one meetings, annual goal setting, and bi-annual reviews. To foster

collaboration, “buddy feedback” sessions twice a year provide peer input for both employees and managers.

In Italy, Wind Tre’s #Diciamolanostra Full Engagement Survey explores topics such as hybrid working and strategic involvement, with transparent results and actionable plans. Similarly, **3** Ireland runs annual engagement surveys and mid-year pulse checks, supported by its “Making Things Better” programme and quarterly employee forum meetings, ensuring that employee voices are well listened to and shape decision-making.

Retail



CONTINUOUS IMPROVEMENT OF EMPLOYEE ENGAGEMENT PRACTICES

The Retail division has strengthened employee engagement practices to promote openness, wellbeing, and continuous improvement. In Asia, the launch of the Employee Listening Toolkit in early 2025 marked a major shift. The Colleague Engagement Survey moved from a biennial to an annual cycle with a streamlined question set for greater relevance. Interactive reports are shared with People Partners and team leaders, who implement tailored action plans, including focus groups where needed.

In Europe, a formal engagement strategy supported by a comprehensive toolkit ensures consistency. All business units conduct annual surveys via WorkBuzz (except

Benelux and Savers, which use alternative tools), covering engagement, wellbeing, and demographics. Results are benchmarked across the division, and leaders receive training on dashboards and action planning. Initiatives such as Superdrug’s engagement branding, Savers’ listening groups and “Happy Score” pulse surveys, and Watsons Ukraine’s quarterly “Watsons Voice” meetings reinforce a strong feedback culture, ensuring that employee voices shape decisions. The Retail division also regularly conducts Net Promoter Scores surveys on globally important training programmes such as “I can do it”, “StepUp” and “Watsons beauty”. This gives an opportunity to see processes from various sides, improve the implementation process, and hear voices of the employees.

The Group communicates its sustainability achievements and progress through multiple channels, including the quarterly online journal *Sphere* and the monthly CKHH Group Sustainability Newsletter. These publications play a vital role in communicating and sharing initiatives and driving improvement plans in areas requiring attention. They also form part of sustainability trainings. A Sustainability Portal was also launched in 2025, making sustainability materials, such as best disclosure practices and climate-related policies more accessible to employees. This approach reflects best practices in sustainability, regular corporate reporting, transparency, and the use of digital formats to ensure stakeholders are kept informed. By leveraging these platforms, the Group ensures timely communication of progress and performance, reinforcing accountability and engagement across all levels.

The Ports division publishes the Sustainability Newsletter at least once annually to communicate key developments, strategic priorities, and performance highlights of the Hutchison Ports sustainability programme, including progress in decarbonisation and other material metrics. Complementing this, the Global HR Newsletter, issued biannually, provides updates on inclusion, wellbeing, employee engagement, and development initiatives across business units. In addition, employees participated in regular global sustainability webinars, with the July 2025 session focusing on the evolving CSRD reporting requirements. Together, these initiatives strengthen a culture of accountability and environmental stewardship, reinforcing alignment between employee values and the division's long-term sustainability goals.

Ongoing communication is delivered in the Retail division through *AS Watson Today*, the internal platform that regularly shares sustainability tips alongside updates on people initiatives, diversity, equity and inclusion, and wellbeing programmes. These frequent and accessible communications keep sustainability at the forefront for all employees, reinforcing awareness and engagement across the organisation. Wind Tre from the Telecommunications division strengthens sustainability awareness through a dedicated newsletter highlighting ESG-related activities introduced by various departments. This approach ensures that employees remain informed and connected to the company's sustainability goals.

Learning and Development

The Group's commitment to building a future-ready workforce is reflected in its comprehensive training and development strategy. Management teams actively review and update training programmes to address evolving market demands and future challenges. In 2025, the Group delivered over 340,000 training hours across a wide range of competencies, including sustainability regulations and ESG reporting standards, anti-bribery and anti-corruption practices, governance compliance, as well as essential leadership, negotiation, and other soft skills.

To strengthen management engagement in sustainability, specialised ESG sessions and strategic sustainability meetings are held at Working Group and Committee levels twice a year, focusing on market trends, regulatory developments and topics that could potentially impact the Group on sustainable development goals. This multi-tiered approach ensures that employees at all levels are equipped with the knowledge and skills required to navigate an increasingly complex business environment. By integrating technical expertise with leadership and compliance training, the Group empowers its workforce to drive innovation, uphold ethical standards, and deliver long-term success in a rapidly evolving global landscape.

Investment in Human Capital

The Group maintains a strategic focus on developing its human capital and future leaders, while retaining high-performing talent to drive business sustainability and resilience. Each division implements tailored leadership programmes that address specific needs across management levels, building a robust pipeline of future leaders.

Structured succession planning is conducted annually within all business units and regions to enable systematic evaluation of leadership capabilities and identification of development needs. Senior management plays an active role through direct leadership assessment, sponsoring targeted interventions, and aligning talent development with organisational objectives.

This approach is strengthened by a comprehensive performance management and reward framework that enhances engagement, retains top talent, and ensures equitable advancement opportunities. Succession planning incorporates ongoing talent reviews, personalised development plans, mentoring, and knowledge transfer mechanisms to ensure leadership readiness and business continuity. Through these initiatives, the Group cultivates a resilient leadership structure prepared to meet future challenges and support long-term success.

Retail



BUILDING LEADERSHIP CAPABILITY AND FUTURE TALENT

The Retail division places strong emphasis on leadership development, anchored by the Leadership Acceleration Programme (LAP), an 18-month journey designed to prepare high-potential talent for senior roles. LAP focuses on commercial acumen, transformational leadership, and strategic mindset. The programme integrates rigorous assessments such as WAVE and 360° feedback, experiential projects, group coaching, and learning pods to reinforce growth and accountability.

Watsons Türkiye delivers training on team management, feedback, and leadership using AI simulations. Superdrug's Aspire to Grow and Aspire to Develop offer six-month journeys combining leadership capability building, business projects, and strategic communication skills. Similarly, the Aspire Europe Leadership Development Programme provides a 10-month

experience with workshops, coaching, and 360° feedback.

Additional initiatives include Management Academies, Savers' Great Leaders workshops, and Fast Forward programmes for ambitious talent. These programmes collectively foster agility and ensure business continuity through structured talent pipelines.



Infrastructure



DEVELOPING A SKILLED WORKFORCE

The Infrastructure division underscores its role in developing the skilled workforce needed to address future challenges. SA Power Networks delivers a range of vocational education programmes to support skills development across the organisation. These programmes cover applied electrical engineering, project management, leadership and management, cybersecurity, and training and assessment, and are available to internal employees as well as participants

in the Network Project Officer Cadetship Programme. Training is delivered by registered training organisations over periods ranging from 12 to 48 months, leading to nationally accredited qualifications at Certificate III, Certificate IV, Diploma and Advanced Diploma levels. Through these programmes, SA Power Networks demonstrates its ongoing commitment to upskilling employees and building a capable, future-ready workforce.

Telecommunications



DEVELOPING FUTURE LEADERS ACROSS EUROPE

The Telecommunications division is committed to developing a strong leadership pipeline through targeted programmes that accelerate career growth and prepare employees for future responsibilities. **3** Denmark equips assistant store managers for leadership roles through dedicated courses, and there are trainee programmes for leadership and training consultant positions. **3** Sweden leverages its Performance Development model to assess performance and leadership potential, ensuring that high-potential employees receive growth opportunities. Programmes such as "Take Lead" provide structured leadership journeys, while "Level Up" offers individual coaching to accelerate readiness.

In Italy, Wind Tre's Future Leaders programme builds leadership capability through initiatives such as the "Jump & Stretch" training series, developed with leading universities. The latest edition engaged 34 young talents, with a new wave for 58 participants launched in late 2025. Complementing this, the New Generation Programme introduces graduates to corporate values, soft skills, and mentoring, while promoting digital learning with a focus on AI.

Upskilling and Reskilling

Recognising the transformative impact of emerging technologies on operations, such as big data, AI, and automation, the Group continues to implement targeted upskilling and reskilling initiatives to ensure that its workforce remains future-ready. This commitment to continuous learning is reinforced through financial support for professional development, including job-related qualifications and certifications, as outlined in the Group Employment Policy. Each business division offers tailored mentorship and development

programmes, creating a comprehensive learning ecosystem that blends practical experience with progressive skills enhancement.

By equipping employees with advanced technical and leadership capabilities, the Group enables them to evolve alongside changing business needs. Supporting skill development not only enhances organisational agility but also strengthens critical factors for success, such as employee motivation and retention, in an increasingly competitive and fast-changing work environment.



90 management trainees and interns from the Group's head office and business units attend the networking reception event.

Ports



BUILDING WORKFORCE CAPABILITY THROUGH TARGETED TRAINING

In the Ports division, professional training, technical workshops, and online learning platforms are in place across all business units. Comprehensive operations programmes ensure that employees are reskilled, licensed, and recertified across multiple terminals. Hutchison Ports UK also focused on developing green skills in plant electrification and systems integration.

Tailored training programmes remain a key priority. For example, business units in the UAE launched

a comprehensive operations talent development programme covering operational, safety, systems, and digital competencies. Digital capabilities were further strengthened through cybersecurity awareness and generative AI training: for example, the Hutchison Ports Global Cybersecurity Awareness Campaign, the "Talk 2025" campaign conducted at Hutchison Ports MITT in Myanmar, and participation by Hutchison Ports Pakistan in the AI-focused seminar CONNEX25.

Retail



BUILDING SKILLS AND LEADERSHIP IN THE RETAIL INDUSTRY

In 2025, the Retail division launched the AS Watson AI Academy, a company-wide initiative to embed an AI-enabled culture and equip employees with practical Generative AI skills. The Academy aims to boost productivity, creativity, and confidence while ensuring compliance and responsible practices. The programme includes three levels:

At Level 1, Foundation Skills are mandatory for all office and field teams, covering AI fundamentals, responsible use, Copilot essentials, prompting basics, and role-specific applications. Levels 2 and 3, which are scheduled to be

launched in 2026, will deliver advanced and strategic AI training.

Across Europe, capabilities have been strengthened through initiatives aligned with the "Fit for the Future" strategy, including Learning Rooms for essential skills, Learning at Work Week to foster collaboration, and the Digital Skills Toolkit to standardise digital capability. Business units complemented these efforts with tailored programmes such as Watsons Ukraine's StepUp, Superdrug's Retail Management Training for 150 colleagues, and six-month Aspire programmes for rising talent.

Telecommunications



DRIVING WORKFORCE AGILITY

The Telecommunications division is strengthening technical expertise, leadership capability, and adaptability to support business transformation and career growth.

3 Denmark supports all employees with the creation of 12-month development plans, complemented by "3Academy" evening courses for non-academic staff and monthly departmental training to maintain product and process knowledge. **3** Sweden drives customer-centric transformation through its Customer Excellence

Programme, upskilling 700 employees in new sales and service methodologies, while leadership programmes and the Project Network ensure consistent execution and growth. **3** Ireland embeds agile practices via Agile Learning Paths, bootcamps, and targeted sessions for Product Owners and Chapter Leads. Team coaching fosters collaboration and psychological safety, while an upcoming AI learning module will enhance digital literacy and future readiness.

Succession Planning

The systematic multi-tiered succession planning adopted by the Group ensures leadership continuity and organisational resilience. Core businesses conduct annual reviews of succession plans, building a comprehensive talent pipeline. These plans undergo rigorous evaluation and receive final approval from the Group's Senior Management to ensure alignment with strategic priorities. Divisions further strengthen this framework by extending succession planning to additional organisational layers, fostering greater depth and stability in leadership readiness. The process prioritises continuous review, proactive identification of critical roles, and the development of high-potential talent through personalised development plans and knowledge transfer mechanisms.

Across divisions, annual talent reviews identify high-potential employees for critical roles, supported by tailored development plans that include job rotations, cross-department exposure, coaching, and targeted training. The Ports division conducted systematic annual succession planning and talent review exercises across all business units to evaluate and monitor leadership readiness and bench strength. This is supported by development interventions and internal mobility frameworks to prepare successors and talent for key positions.

AS Watson Group Europe strengthens organisational capability through its organisational capability review, assessing performance, potential, and career aspirations to align talent with business strategy. Its flagship programme, "Runway", accelerates high-potential colleagues into senior roles via personalised learning journeys, executive coaching, and strategic business challenges, fostering agility and collaboration.

Getting Future-ready

The Group maintains a forward-looking approach to capability development, prioritising critical skillsets essential for future business success. The focus on enhancing critical thinking, problem-solving abilities, and self-management competencies aligns with global workforce requirements, as these skills are increasingly in demand for navigating complex business challenges and driving innovation. Through the human resources department's regular training offerings, employees receive continuous support to enhance their knowledge base and strengthen their professional capabilities, ensuring both individual excellence and organisational resilience. The emphasis on these foundational skills not only prepares employees to adapt to rapid technological change but also positions them to take on leadership roles and contribute to the Group's ongoing growth and competitive advantage.

Ports



NURTURING HIGH-POTENTIAL LEADERS

Hutchison Ports' Management Development Programme - South East Asia Division is an initiative designed to cultivate the next generation of high-potential leaders. Over the one-year journey, participants were encouraged to step out of their comfort zone and collaborate with colleagues from diverse cultures and backgrounds through a variety of classroom modules, virtual learning, cross-functional capstone projects, hands-on familiarisation at two terminals, as well as

career coaching and guidance. The programme equipped the division's future leaders with the necessary skills and insights to drive growth and innovative thinking in their business units. Embracing a growth mindset, the participants continued to apply their knowledge and accelerate their leadership and problem-solving capabilities to collaborate cross-culturally, contributing solid business outcomes for the Ports division.

Infrastructure



LEADERSHIP EXCELLENCE DEVELOPMENT PROGRAMME

Victoria Power Networks delivered diverse training programmes designed to strengthen communication, accountability, and team leadership skills, empowering employees to elevate workplace performance. Key courses included Coaching to Drive Performance, Crucial Conversations, Holding Each Other Accountable, Introduction to Leadership, Elevate Your Team from Good to Great, and Giving and Receiving Effective Feedback.

While most sessions were facilitated by the in-house training team, the flagship Leadership Excellence Programme was delivered in partnership with the Australian Institute of Management, bringing external expertise to complement internal capabilities. Offered multiple times throughout the year, these initiatives were completed by 99 employees, underscoring Victoria Power Networks' commitment to cultivating strong leadership and fostering a high-performance culture across the organisation.

Telecommunications



BUILDING A FUTURE-READY WORKFORCE

In 2025, 3 Sweden launched a company-wide competence strategy to ensure that the organisation is equipped with the right capabilities to deliver on long-term business ambitions. Central to this strategy is a core skills framework focused on key areas, such as Leadership, Sales & Service, and Culture, Business Acumen & Ways of Working. Working closely with each business area, 3 Sweden defines role-specific competencies aligned with strategic priorities and future needs, ensuring development efforts remain targeted and relevant. To make learning accessible and engaging,

3 Sweden has introduced a new digital learning platform hosting structured learning journeys linked to the core skill areas. Specialised programmes strengthening critical capabilities across the organisation are introduced, including the following:

- Customer Excellence Programme
- Onboarding and Preboarding
- Leadership Basics
- Project Management
- Personal Development Training Programme
- Development Programme for Informal Leaders



3 Sweden office at Stockholm.

INCLUSION AND DIVERSITY

The Group's operations are grounded in principles of inclusivity and diversity, reflected in policies and programmes that promote a workforce representative of the communities we serve. This commitment goes beyond policy implementation, with regular employee engagement initiatives conducted at least once a year across divisions, creating open channels for feedback and dialogue. Management actively reviews engagement findings and adapts policies to strengthen an inclusive workplace culture.

The approach aligns with leading practices, embedding diversity and inclusion into core businesses' operations, supporting employee resource groups, and implementing measurable accountability mechanisms to track progress and drive continuous improvement. Through these efforts, the Group fosters a culture where every employee feels valued, respected, and empowered to contribute to sustainable business success. This topic on inclusion and diversity is linked to other material topics in the Group Sustainability Framework, such as [Labour and Human Rights](#) and [Social Inclusion](#).

Zero Tolerance for Discrimination

The Group upholds equal opportunities through a robust framework anchored in its [Human Rights Policy](#) and [Code of Conduct](#). The zero-tolerance approach covers all forms of discrimination, including race, colour, national or social origin, ethnicity, religion, age, disability, sex, sexual orientation, gender, political affiliation, and other legally protected statuses. Any reported violations are addressed promptly and thoroughly under the [Whistleblowing Policy](#), ensuring accountability and maintaining workplace integrity. This commitment aligns with leading equal opportunity practices, embedding anti-discrimination principles into employment policies, providing accessible reporting mechanisms, and delivering regular awareness training for employees at all levels.

Strength in Diversity

The Group is committed to embracing diverse perspectives and reflecting the diversity of its stakeholders and the communities it serves within its workforce. This principle is embedded in the business philosophy and operational practices.

Reinforcing its ongoing commitment to diversity and inclusion, the Group formalised the [Workforce Diversity Policy](#). This policy sets out the Group's inclusivity and diversity principles across all spectrums of employment, including recruitment and selection, professional development and training, compensation and benefits, performance evaluation, and career progression. Guided by the policy, the Group's Sustainability Committee reviews progress on embedding diversity and inclusion across the Group's workplace, culture, strategy and processes at its half yearly meetings, and submits its recommendations to the Board for consideration and approval.

Meanwhile, core businesses has implement tailored inclusion and diversity programmes, including training, networking, mentoring,

and senior-level sponsorships to support equitable opportunities. Senior management actively oversees diversity performance metrics, regularly reviewing workforce composition to ensure balanced representation across all organisational levels. This approach emphasises the integration of diversity and inclusion into core business strategies, establishing clear accountability mechanisms, and leveraging data-driven insights to track progress and drive continuous improvement.

3 Hong Kong introduced a [Workforce Diversity Policy](#) in 2025. Meanwhile, 3 Ireland's Inclusion and Belonging Strategy underpins its clear action plan for 2024 – 2026, reflecting its commitment to creating a workplace where every individual feels valued, respected, and supported. The business unit focuses on addressing the diverse needs of its people and fostering a culture of inclusion, belonging, and respect.

The Ports division is committed to fostering a diverse and inclusive workplace where employment decisions are based solely on job requirements, qualifications, and performance. All business units uphold the principle of equal opportunity regardless of race, religion, age, disability, gender, or any other protected characteristic. Executive teams actively champion diversity and inclusion objectives, monitoring progress towards equitable representation across roles and leadership levels. Professional development and promotion decisions are guided by merit, competence, and transparent evaluation criteria. These measures reinforce the division's commitment to embedding diversity and inclusion within its governance framework and advancing a fair, respectful, and sustainable workplace.

To strengthen awareness and participation in diversity and inclusion, the Infrastructure division delivers regular training programmes designed to deepen understanding of diversity principles, encourage inclusive behaviours, and promote cultural competence across teams.

Ports

EMPOWERING TALENTS FROM DIVERSE BACKGROUNDS

Hutchison Ports Head Office and Hutchison Ports HIT continued their support as a dedicated employer for local NGOs CareER and Kely Support Group. Through these collaborative platforms, Hutchison Ports Head Office and Hutchison Ports HIT actively provide internship opportunities and mentorship programmes for individuals from underrepresented communities, such as persons with disabilities, those with special educational needs (SEN) and ethnic minorities. In 2025, the Ports division supported seven cadets through the programmes, empowering them with practical skills, professional guidance, and confidence to thrive in the workplace.

Along with the initiative, inclusive recruitment workshops were organised for managers to focus on practical techniques and communication skills essential in hiring and onboarding diverse talent. An employee-wide “Bridge to Inclusion” event cultivated the importance of diversity and community support, fostering awareness and understanding among all staff, and demonstrating organisational commitment to building an inclusive environment for everyone.

Summary of diversity efforts at the Ports division in 2025

Business units in the UAE	<ul style="list-style-type: none"> • 40% of new hires were specifically aligned with diversity, equity and inclusion objectives • Two awareness sessions have been organised for all supervisory levels
Hutchison Ports UK	<ul style="list-style-type: none"> • 100% of employees completed the Prevention of Sexual Harassment training in 2025; all new employees completed additional mandatory training on Banter vs Bullying & Harassment and The Importance of Equality, Diversity & Inclusion and Dignity at Work



Hutchison Ports HIT joins the CareER Corporate Inclusive Sports Challenge.

Retail



DRIVING INCLUSIVE RECRUITMENT AND ACCOUNTABILITY

The Retail division's equal opportunity strategy prioritises inclusive hiring and bias-free practices, ensuring fair access to opportunities for all candidates. A dedicated recruitment toolkit is utilised to provide practical guidance for inclusive recruitment, including to eliminate bias from talent attraction to onboarding, continuous training for recruiters and hiring managers on inclusive practices and ensures a positive, transparent, and respectful candidate experience for all applicants. In parallel, sustainability KPIs are embedded into leadership performance evaluations, covering environmental impact, social responsibility, and governance. These measures reinforce accountability, strengthen the employer brand, and align business growth with ESG commitments in creating a workplace that champions inclusion, transparency, and long-term resilience.

Watsons Türkiye demonstrated inclusive recruitment through age-focused initiatives, implementing targeted branding and outreach to attract older workers returning to the workforce, ensuring diverse representation across all age groups. Similarly, Superdrug and Savers collaborated with the Centre for Ageing Better to develop recruitment campaigns that encourage applications from older workers. Both business units are recognised as Disability Confident Level 2 Employers in the UK, implementing targeted recruitment and support for candidates with disabilities, including accessible recruitment processes and adaptive work arrangements.

Telecommunications



PROMOTING INCLUSION ACROSS GENERATIONS

To promote an open and inclusive culture, Wind Tre actively encourages dialogue, collaboration and feedback among employees from different generations. Since 2022, the company has run "Generations 4 Inclusion", its first initiative fully dedicated to cross-generational teamwork on diversity and inclusion. The programme addresses key topics such as gender equality, age and life stages, parenthood and caregiving, disability, LGBTQ+ inclusion, and the use of inclusive language and behaviours.

Building on this foundation, Wind Tre introduced the Alliance for Balance programme in 2025 to further advance gender equality. This development and training initiative targets 100 executives at CEO-2 and CEO-3 levels, equipping them with tools and insights to foster balanced leadership. The programme will continue into 2026, reinforcing Wind Tre's long-term commitment to creating a workplace where diversity and inclusion thrive.

Gender Balancing

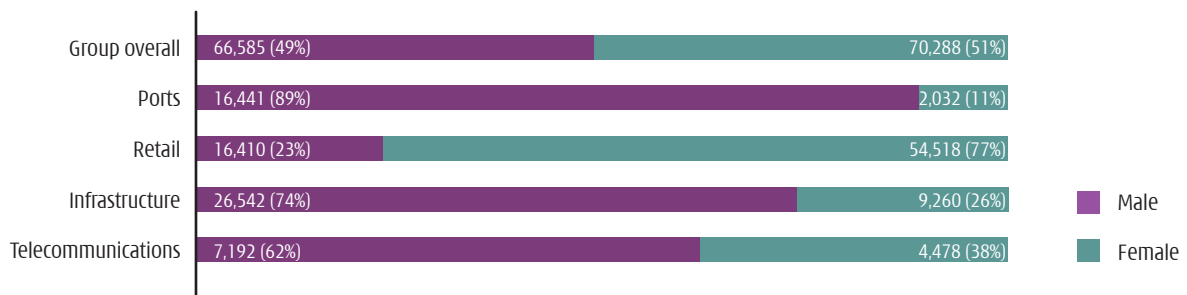
Despite ongoing efforts, the Group's core businesses continue to face structural challenges in achieving gender balance, particularly in traditionally male-dominated sectors such as Ports and Infrastructure, where entrenched stereotypes persist. To address these barriers, the Group has implemented targeted measures, including anonymising job applications and diversifying recruitment channels, demonstrating its commitment to reshaping workforce demographics and fostering greater gender equity.

The Group continues to review and refine these approaches to ensure steady progress towards more equitable representation

across all business divisions. Wind Tre from the Telecommunications division has maintained the Equal Salary Certification, an independent global standard confirming pay equity for women and men performing the same work, for three consecutive years since 2022, highlighting its dedication to fairness and transparency in compensation. **3** Ireland continues to track and report on the gender balance across the employee life cycle, including new hires, progression, development, and engagement. The company also tracks its pay, recruitment, and promotion decisions through a gender diversity lens.

Core business employment breakdown in 2025 (full-time)

By gender



CELEBRATING INTERNATIONAL WOMEN'S DAY WORLDWIDE

The Retail division has been supporting the UN Women Empowerment Principles since 2024 and is committed to empowering women to feel confident and inspiring them to become their best selves. This commitment is brought to life on the International Women's Day, when business units worldwide celebrate women's empowerment through diverse initiatives that foster inclusivity and encourage women to shine.

In Asia, Watsons Hong Kong amplifies inspiring narratives from women of different backgrounds on social media, encouraging others to embrace their beauty and confidence. Watsons Singapore has created

a platform for authentic stories of strength, self-care, and transformation, empowering women to take charge of their health, beauty, and personal goals. Meanwhile, in Europe, Superdrug and Savers hosted a Gender Equality Network event, inviting speakers to share their experiences of thriving in male-dominated industries. These sessions sparked meaningful discussions and fresh ideas on advancing gender equality. Additionally, ICI PARIS XL invited women to enjoy complimentary makeup services and share their empowering stories through video interviews, creating a space for confidence and connection.

Retail



SUPPORTING WOMEN AT EVERY CAREER STAGE

Watsons Ukraine has implemented a comprehensive diversity, equity, and inclusion programme designed to support women throughout their career journey. The programme consists of two complementary components that create a structured and responsive environment for women at work and ensure that they have a smooth transition and sustained career progression at critical stages.

In 2025, Watsons Ukraine hosted impactful events such as a Women's Leadership webinar and a month-long campaign on women's health awareness. These initiatives equip women with leadership skills, health knowledge, and peer support networks essential for career advancement and wellbeing.

Infrastructure



DIVERSITY AND INCLUSION TARGET

Business units	Diversity & inclusion targets	Status
SA Power Networks	<ul style="list-style-type: none"> 23% female representation by 2025 and 40% by 2035 	In 2025, SA Power Networks achieved 22.3% female representation
United Energy	<ul style="list-style-type: none"> 27% female employment across the workforce by 2026 15% women in management roles by 2026 	Achieved Achieved
Victoria Power Networks	<ul style="list-style-type: none"> 25% female workforce by 2026 22% female in management roles by 2026 Achieve 75% for Inclusion and Diversity index outcomes in the employee opinion survey by 2026 	On track Achieved Achieved
AGIG	<ul style="list-style-type: none"> 40% female representation in workforce by 2027 40% female representation in our senior leader's category by 2030 	On track
Northern Gas Networks	<ul style="list-style-type: none"> 40% female representation at senior management level by 2031 	On track
United Energy	<ul style="list-style-type: none"> Achieve 75% for Inclusion and Diversity index outcomes in the employee opinion survey by 2026 	Achieved

Telecommunications



EMPOWERING WOMEN IN TECH

3 Ireland continues to champion gender inclusion through its STEM Scholarship Partnership with Trinity College Dublin, supporting women pursuing science, technology, engineering, and mathematics degrees. Since its launch in 2022, the programme has committed to funding 25 scholarships over five years, each valued at €20,000 across a four-year degree. To date, 16 scholarships have been awarded across three cohorts. The partnership also funds two Trinity Access Teacher Fellows for three years under the Pathways to STEM Programme, encouraging higher-level mathematics in disadvantaged schools. Scholars benefit from mentoring and career support from **3** Ireland, creating pathways to rewarding STEM careers.

Meanwhile, **3** Sweden drives similar efforts to attract and retain female tech talent through collaborations with Women in Tech Sweden and Tjejer Kodar (Girls Coding). Initiatives include podcast participation and events showcasing inclusive workplaces, inspiring more women to pursue technology careers.



Eight awardees received the STEM Scholarships.

HEALTH, SAFETY AND WELLBEING




The Group is committed to meeting or exceeding all applicable health and safety laws, regulatory standards, and industry best practices. The Group [Health and Safety Policy](#) establishes corporate safety standards that define minimum requirements across all workplaces and facilities. This framework ensures consistent implementation of safety protocols and protections, safeguarding employees across the Group's diverse operations and reinforcing dedication to a safe and healthy work environment.

Creating a Culture of Safety

The Group's core businesses have established governance structures for health and safety, forming the foundation of comprehensive safety management systems. These systems clearly define responsibilities for senior management and safety personnel, ensuring accountability at all levels. Key components include coordinated emergency response planning and rigorous record-keeping procedures, which enable systematic oversight and continuous improvement of workplace safety performance. This structured approach reinforces the Group's commitment to maintaining safe, compliant, and resilient operations across its diverse business portfolio.

For example, in the Telecommunications division, Wind Tre applies a comprehensive safety management system across all activities, ensuring compliance with regulatory obligations and ensuring workplace health and safety. Recognised as a fundamental element of its development model, the system addresses risks related to industrial operations and service provision, through the identification of hazards, risk assessment and implementation of prevention and protection measures.

ISO 45001 certified business units

 <p>Ports</p>	<ul style="list-style-type: none"> • Hutchison Ports Ajman • Hutchison Ports BEST • Hutchison Ports FCP • Hutchison Ports Head office • Hutchison Ports HIT • Hutchison Ports KICT • Hutchison Ports Sohar • Hutchison Ports UK
 <p>Retail</p>	<ul style="list-style-type: none"> • AS Watsons Industries (Hong Kong, HuangPu, Foshan)
 <p>Infrastructure</p>	<ul style="list-style-type: none"> • HK Electric • UK Power Networks • UK Renewables Energy Group • SA Power Networks • Victoria Power Networks • AVR • Alliance Construction Materials • Reliance Home Comfort • Anderson Asphalt • Wales & West Utilities • Seabank Power • Phoenix Energy • EnviroNZ • Green Island Cement
 <p>Telecommunications</p>	<ul style="list-style-type: none"> • Hutchison Telecommunications Hong Kong Holdings Limited (HTHKH), including 3 Hong Kong • Wind Tre

SAFETY STANDARDS ACROSS THE PORTS DIVISION

Across the Ports Division, the Hutchison Ports Group Safety Committee (SAFCOM) oversees workplace safety and the implementation of the safety management system. Chaired by the Ports division's group operations director, SAFCOM includes members from key functions and regional representatives. Its responsibilities include identifying risks, monitoring mitigation measures, and developing and updating safety-related policies, standards, and procedures.

The safety management system is underpinned by the Ports division safety policy, which commits to providing a safe working environment. The policy outlines key principles, including conducting regular terminal assessments and adopting preventative measures to reduce safety risks. Serving as the link between SAFCOM's overarching strategies and day-to-day operations at terminal level, the policy also ensures alignment and consistency. All business units in the Ports division are required to implement the safety policy, reinforcing a unified approach to health and safety.



Hutchison Ports Pakistan hosts training activities on the World Day for Safety and Health at Work.

Infrastructure 

COMMITMENT TO SAFETY EXCELLENCE

A strong safety culture has been established in the Infrastructure division, as demonstrated by the safety targets in the following table.

Business units	Safety targets	Status
Victoria Power Networks	Zero fatalities by 2026	On track
UK Power Networks	Commitment to engage with the public on safety issues, focusing on those who are at highest risk of injury from contact with its networks by engaging with 300,000 people per year during RIIO-ED2 ⁽¹⁾ (vs. 250,000 people per year during RIIO-ED1) ⁽¹⁾	Engaged with over 1.37 million people through corporate website, school visits, and other interactions with young people and the public in 2024/2025

Telecommunications 

BUILDING A SAFER WORKPLACE

In 3 Hong Kong, the ISO 45001:2018 Occupational Health and Safety Management System has been established at designated locations to ensure systematic oversight and continuous improvement.

Similarly, 3 Denmark operates a legally mandated health and safety committee, comprising management and employee representatives for each safety area. Its responsibilities include:

- Advising on health and safety policies and integrating them into management practices
- Planning and coordinating health and safety work at a strategic level
- Reviewing workplace risk assessments and investigating incidents
- Ensuring training and communication of safety procedures
- Coordinating between health and safety groups and the committee

(1) RIIO-ED1 and RIIO-ED2 are the price control plans for electricity distribution developed by the UK Office of Gas and Electricity Market. RIIO-ED1 covers period from 2015 to 2023, and RIIO-ED2 covers period from 2023-2028.

Engaging workers on health and safety topics through training is essential to fostering a zero-harm culture. In line with the Group [Health and Safety Policy](#), all divisions provide employees and contractors with job-specific guidelines and training to ensure safe work practices. Employees are encouraged to actively support the Group's safety performance by adhering to health and safety policies and only undertaking tasks for which they are trained, competent, and medically and physically fit. This approach reinforces accountability and promotes a safe and resilient workplace.

Every year, the Retail division delivers comprehensive compliance training across all business units and offices. These programmes

cover a range of health and safety topics and ensure adherence to legislation and regulations applicable to retail stores, distribution centres, and office environments. Across the Ports division, health and safety training is conducted once or twice annually to ensure compliance and operational safety. For example, Hutchison Ports Alexandria in Egypt provides annual training for both employees and contractors, including induction programmes and management-led safety walks. Meanwhile, Hutchison Ports SITV in Vietnam offers training on emergency response, business continuity, firefighting, and specialised topics such as crane operation and working at height.

Infrastructure



ENSURING OPERATIONAL SAFETY THROUGH ONGOING COMPETENCY

Safety is a core value across the Infrastructure division, with each business unit implementing tailored measures to protect employees, contractors, and communities.

HK Electric is committed to upholding its safety performance standards through mandatory safety training. For example, at its Lamma Power Station, natural gas safety training is provided to all employees involved in electricity generation operations, as well as any related contractors. The ongoing safety programme ensures that all staff possess the appropriate level of natural gas safety knowledge aligned with their roles and responsibilities. Through this necessary initiative, HK Electric maintains a strong safety culture and high standards of operational safety across its operations.



Staff at HK Electric conduct drills to simulate emergency response to flooding.

Telecommunications



BUILDING A CULTURE OF SAFETY THROUGH CONTINUOUS TRAINING

At Wind Tre, training needs are regularly assessed by the prevention and protection service, covering both new and refresher courses. Requirements for course type, duration, and frequency follow Italy's State-Regions Agreement on workplace safety training, which mandates structured safety training based on risk levels. Authorised providers deliver tailored sessions, with hours varying by course complexity.

In 3 Austria, employee training is guided by the Employee Protection Act and related regulations. Employees receive comprehensive information on workplace risks and preventative measures, complemented by role-specific instruction. Training promotes the development of occupational safety at company level and is delivered annually. To enhance effectiveness, sessions often involve interdisciplinary teams, ensuring that complex topics are addressed from multiple perspectives and adapted to the needs of different target groups.

Ports



Retail



ENSURING SAFETY FOR EMPLOYEES IN CHALLENGING TIMES

Watsons Ukraine, part of the Retail division, continues to serve the local community despite the ongoing cross border conflict. During this challenging period, the local team has maintained uninterrupted services to the community while ensuring that employees and suppliers are not only safe, but are being paid fairly and on time. Providing a safe and stable working environment remains a key priority, and particular attention is being paid to the challenging working conditions such as power outages, heating disruptions, and the need to seek shelter during air raid alerts. To support staff safety and operational continuity, air raid shelters have been made available and backup generators have been installed at selected stores, particularly in cases where such support is not provided by landlords or shopping mall operators. These measures are supported by emergency preparedness procedures established in line with the Civil Protection Code of Ukraine and ISO 45001 standards, which include:

- Conducting risk assessments and identifying potential emergencies
- Implementing notification and evacuation plans, including designated routes and assembly points
- Providing instructions for personnel, including action protocols and contact details of responsible staff
- Delivering regular training and conducting drills for employees and contractors
- Maintaining response resources such as firefighting equipment, first aid kits, and emergency supplies

In addition, in view of the current military situation in the Middle East, regional management within the Ports division has been maintaining regular communication with employees at terminals across the region. Evacuation plans and support from International SOS are also in place to safeguard employee safety.

Safety Risk Management and Mitigation

The Group recognises that effective risk management is critical to maintaining a safe and secure workplace. Core businesses conduct regular internal and external risk assessments across all operations to identify potential hazards, evaluate associated risks,

and implement robust control measures to mitigate or eliminate them. This proactive approach ensures compliance, enhances safety awareness, and protects the wellbeing of employees and stakeholders.

Telecommunications



STRUCTURED, DATA-DRIVEN SAFETY RISK MANAGEMENT

Wind Tre applies a comprehensive safety management system across all activities, ensuring compliance with regulatory obligations and workplace health and safety. Risk assessment is a highly complex, ongoing process that identifies and analyses potential hazards that could compromise employee health and safety and defines preventative measures to reduce or eliminate risks. The analysis considers multiple factors, including job specifics, workplace infrastructure, equipment used, and human factors, and uses numerical matrices to determine the likelihood of harmful events. Once risks and probabilities are assessed, Wind Tre implements targeted intervention programmes such as:

- Training and awareness campaigns
- Mandatory use of personal protective equipment
- Development and implementation of emergency plans and preventive procedures
- Periodic health surveillance for all employees

All risk assessment and mitigation policies are documented in the company's risk assessment records, ensuring transparency and continuous improvement.

Holistic Wellbeing

Productivity is closely linked to employee wellbeing, and the Group has implemented a range of measures to support a healthy workforce. A holistic healthcare management approach is promoted across all divisions, ensuring that physical and mental wellness are integral to workplace practices. Mental health remains a key focus area and is incorporated into the broader occupational health and safety framework as part of the Group's wellbeing management plan. These initiatives reinforce the Group's commitment to creating a safe, supportive, and resilient work environment.

In 2025, the Ports division advanced its wellbeing and inclusion culture through a series of global BEWELL initiatives. Global BEWELL Month, themed "BEWELL, Be Inspired", engaged over 8,000 employees worldwide and generated more than 1,000 wellness stories across regions. The division also marked key global observances, including International Women's Day, the World Day for Safety and Health at Work, and World Mental Health Day, reinforcing its commitment to a healthy and inclusive workplace. Launched in July 2025, the BEWELL Circle – the division's first global wellbeing network – connected wellbeing champions from business units to lead initiatives such as the inspirational coffee chat and building trust and empathy sessions, fostering a strong culture of holistic wellbeing.

Ports **BEWELL CAMPAIGN: PROMOTING MENTAL WELLBEING**

The Ports division's BEWELL campaign fosters its commitment to holistic employee wellbeing, covering physical, social, mental, emotional, and financial dimensions.

Physical and Social Wellbeing

Hutchison Ports Gdynia's award-winning ONE Terminal RUN, Hutchison Ports HIT's CareER RunnERthon, Port Athletic Race in Hutchison Ports LCT in Mexico and Harbour Obstacle Run in Hutchison Ports ECT Rotterdam all shared the same purpose: to keep employees active, strengthen teamwork, and engage local communities.

**Mental Wellbeing**

Hutchison Ports HIT and Hutchison Ports UK have expanded mental health support with "Mental Health First Aider" programmes, while other multiple terminals have also offered employee assistance programmes with confidential counselling and referral services for personal or work-related challenges.

**Emotional Wellbeing**

Hutchison Ports Yantian's mandala painting experience and Hutchison Ports Busan's self-portrait art exhibition offer creative outlets that helped employees manage stress, express emotions, and build greater self-awareness.

**Financial Wellbeing**

Hutchison Ports Mexico's "Finanzas en Parejas" webinar and Freeport's motivational seminar provided employees with practical tools for budgeting, joint planning, and everyday financial decision-making.



Retail 

PRIORITISING HOLISTIC WELLBEING

The Retail division reinforces its commitment to employee wellbeing through a comprehensive wellbeing toolkit covering physical, emotional, social and mental health.

- **Physical Wellbeing:** In 2025, a Chinese medicine consultation service was introduced, alongside wellness day activities such as vision screening, eye-care seminars, and workshops on meridian yoga, pain management, aromatherapy, and nutrition. Flexible work arrangements during adverse weather are in place to ensure employees safety and comfort.
- **Emotional Wellbeing:** Creative workshops like alcohol ink painting and tie-dye experiences are organised to provide stress relief for staff.
- **Social Wellbeing:** Interactive sessions, including coffee grounds planting and soap-making workshops, fostered team bonding and community spirit.
- **Mental Health Support:** The “Employee Assistance Programme”, organised in partnership with the Hong Kong Family Welfare Society, offers confidential counselling and a 24-hour care hotline, ensuring round-the-clock emotional support for employees and their families.

Infrastructure 

PRIORITISING EMPLOYEE WELLBEING

From mental health support and physical care to promoting healthy lifestyle choices, each business unit in the Infrastructure division invests in programmes that enable employees to thrive personally and professionally.

EDL launched the “Fitness Passport” programme in Australia in Q3 2025, providing employees and their families with discounted access to gyms, pools and fitness facilities nationwide. Open to all EDL employees, this initiative improves employees’ accessibility to physical activity at a reduced cost, supporting their health and fostering a more engaged workforce.

Wellington Electricity’s comprehensive wellness policy supports employee wellbeing by providing life and income protection, as well as life and terminal illness insurance, as part of the remuneration package for all permanent employees. The policy also includes a range of preventative health and support services, including free flu vaccinations, monthly health checks, and access to the company’s employee assistance programme. In addition, employees are eligible for reimbursement of health and fitness-related memberships or purchases. This ongoing programme ensures that all employees have access to resources that promote holistic health, financial security and overall wellbeing.

Telecommunications



SUPPORTING EMPLOYEE WELLBEING ACROSS ALL DIMENSIONS

In 2025, Wind Tre reinforced its commitment to a healthy, supportive workplace through initiatives addressing all dimensions of employee wellbeing.

Physical Wellbeing

The "Doomore" programme combines fitness and social connection with online pilates and yoga sessions. In partnership with local gym centres, employees have access over 2,100 fitness facilities nationwide via monthly subscriptions. The Rome office has also introduced changing rooms for employees exercising during breaks.

Social Wellbeing

The "Al tuo fianco" service offers consultancy to help employees and families navigate public and private

services. In 2025, Wind Tre piloted "LianeCare", a free platform connecting employees with qualified caregivers, babysitters, and housekeepers, alongside psycho-educational courses.

Psychological Wellbeing

The "Welfare Comete" counselling service provides professional psychological support for anxiety and personal crises, with the first consultation fee covered by the company.

Economic Wellbeing

Wind Tre offers discounts for employees through direct agreements and platforms such as Vip District, corporate benefits, and Ennevolte, easing financial burdens for employees.

Telecommunications



PRIORITISING MENTAL HEALTH AND WELLBEING

As part of 3 Ireland's four wellbeing pillars: Mental, Physical, Social, and Financial, it prioritises early intervention for mental health issues to enhance employee wellbeing and prevent serious issues. Key initiatives include:

- Raising awareness of available mental health resources
- Equipping managers with mental health skills, with 53% of managers completing in-person training
- Deploying "Mental Health First Aiders"
- Hosting awareness sessions
- Launching "Moments that Matter", a proposition designed to support colleagues, managers, and teams during key life moments

Contractor Safety

The Group seeks to collaborate with partners, contractors, and suppliers who share its commitment to employee wellbeing. To uphold these values, the Group has established a [Supplier Code of Conduct](#) designed to promote the safety of non-employee workers. This includes integrating contractor safety into tendering and selection processes, workplace policies, operation guidelines, and training programmes. Business units monitor contractor safety performance and actively involve contractors in dedicated health and safety forums, ensuring consistent standards across the extended workforce.

AVR of the Infrastructure division has strengthened contractor safety protocols through an updated health and safety plan, which clearly outlines policies, procedures, and rules. Contractors are now integrated into AVR's incident registration system "Ultimo", enabling direct reporting of accidents, near misses, and incidents with transparent follow-up actions. To further embed safety awareness, AVR is rolling out new safety instructions, examinations, and regular contractor safety meetings to maintain communication, assess performance, and identify improvement areas.

Telecommunications



STRENGTHENING CONTRACTOR SAFETY THROUGH INTEGRATED STANDARDS AND MONITORING

The Telecommunications division prioritises contractor health and safety as part of its commitment to responsible operations. Wind Tre enforces strict contractual standards, requiring SA8000 certification to ensure safe working conditions. Contractors must provide training and personal protective equipment to the workers before work begins. Compliance is monitored through audits, progress reviews, and inspections. Non-compliant suppliers are removed from the register, reinforcing accountability.

3 Sweden adopts a holistic approach integrating employee and contractor safety. Mandatory Code of Conduct training includes health and safety provisions, supported by security awareness programmes. Under the administrative regulations, contractors must prepare a work-environment plan and conduct a risk analysis prior to starting work, with risk assessments and safety checklists that ensure hazards are identified and mitigated proactively.

Ports



CONTRACTOR SAFETY AND MANDATORY MANAGEMENT MEASURES

The Ports division enforces a global standard operating procedure for contractor safety, covering pre-contract evaluations, competence checks, permits to work, monitoring, incident reporting, and training. Business units at the Ports division conduct periodic reviews to ensure compliance. For example, Hutchison Ports Alexandria in Egypt includes a safety annex in purchase orders to be acknowledged and signed by contractor before work begins.

Hutchison Ports Pakistan adopts strict monitoring mechanisms, such as issuing violation tickets for non-compliance and tracking performance through monthly reports and safety KPIs. Hutchison Ports Thailand emphasises proactive risk management via contractor screening, safety plan reviews, and verification of licences and insurance.

COMMUNITY INVESTMENT

As a multinational conglomerate operating across multiple regions, the Group recognises the importance of sharing resources and contributing to the needs of local communities. The Group implements a comprehensive strategy to communicate and engage with diverse community partners, including local authorities, non-profits, schools and other educational organisations. It is committed to identifying critical issues where support is most needed and providing targeted assistance to maximise positive impact for the needy. Guided by its [Human Rights Policy](#), the Group proactively engages, listens and learns from the perspectives of the local communities in which it operates, fostering collaboration and strengthening relationships to ensure that its efforts align with social needs and aspirations.

Community engagement and investment initiatives undertaken by the Group's core businesses are linked with other material topics in the Group Sustainability Framework, including:

- [Social Inclusion](#)
- [Biodiversity Protection](#)
- [Circular Economy](#)
- [Learning and Development](#)

Addressing the Challenges of Today

Today's world faces mounting environmental challenges, from accelerating climate change to biodiversity loss and land degradation. Businesses and governments are under increasing pressure to move beyond compliance and embrace solutions that restore nature, mitigate climate risks, and empower local communities.

Hutchison Ports TNG in Mexico advances biodiversity protection through monthly beach clean-ups, waterway restoration, species relocation, and reforestation within its operations. For the Infrastructure division, the Royal Forest Department and

RATCH Group drive community-led forest conservation in Thailand, through the "Love the Forest and Community" initiative. AS Watson Group supports global reforestation and afforestation via its carbon offset programme with ClimatePartner, funding tree planting in Indonesia and the Chinese Mainland. Beyond restoring forests in Rimba Raya, Indonesia, the initiative now combats desertification in Dingxi, Chinese Mainland by planting drought-resistant native trees. These projects enhance climate resilience, restore degraded land, and promote community empowerment by creating local employment. Further examples of the Group's commitment to community care are presented below.



The Ports division regularly organises beach clean-ups activities.

Ports



GO BEYOND GO GREEN

In 2025, Hutchison Ports elevated its sustainability efforts with the global "Go Beyond Go Green" campaign, promoting environmental protection and education through a circular economy approach. Terminals collected local plastic waste to create "R" products, such as Go Green pins and recycled coral cookie tags for WWF-HK's Marine Life Centre, symbolising waste-to-resource transformation.

Across 33 ports in 18 countries, the campaign delivered 144 activities, including tree planting, beach clean-ups,

eco-tours, and educational workshops. These efforts planted 8,090 trees and engaged 4,432 students, reinforcing the division's commitment to sustainability. Highlights include Hutchison Ports Pakistan's wellness-themed nature walks, Hutchison Ports Thailand's sustainability lecture for university students, and the essay competition on innovative environmental solutions co-organised by Hutchison Ports FCP in the Bahamas. In Hong Kong, Hutchison Ports HIT organised visits to Mai Po Nature Reserve, promoting biodiversity awareness among employees and families.

Infrastructure



INVESTING IN COMMUNITIES FOR A SUSTAINABLE FUTURE

Across all business units, the Infrastructure division focuses on promoting education, environmental protection, and energy safety, while encouraging employees to actively participate in volunteer activities. The Phoenix Community Fund from Phoenix Energy supports local charities and NGOs to reduce social isolation, promote inclusion, and advance equality. In 2024, the fund backed eight diverse projects across its licensed area, addressing critical social challenges and fostering stronger, more resilient communities.

Victoria Power Networks' Powercor selected Adair Street, opposite Maldon Hospital, for a new 100kw/290kwh community battery. Jointly funded with the Australian

government, the ground-mounted system can store excess rooftop solar and supply up to 50 nearby homes for up to three hours during peak demand, with an aim to improving reliability and reducing emissions.

Northumbrian Water is investing in initiatives that promote water efficiency and long-term service resilience. Its outreach van, Sandy, staffed by engagement ambassadors, promotes smart meters (over 105,000 installed locally) and advises customers on efficiency and billing support. The company is also investing £56 million in a major reservoir project to supply treated water to more than 250,000 customers across Wearside and South Tyneside.

Targeted Community Contributions

The Group is committed to creating meaningful and positive impacts in local communities through tailored community investment programmes that reflect local contexts and engagement objectives. These programmes encompass corporate donations, fundraising initiatives, and structured volunteering opportunities. A key priority is employee involvement: the Group actively seeks input from staff on the selection of causes and

organisations to support, fostering a sense of ownership and motivation to contribute. This participatory approach ensures that community investment activities align with both the Group's core values and the specific needs of local communities, while strengthening employees' connection to the places where they live and work.

Li Ka Shing Foundation



Retail



Telecommunications



LEND A HELPING HAND – THE TAI PO TRAGIC FIRE

On 26 November 2025, a five-alarm fire devastated Wang Fuk Court in Tai Po, Hong Kong, affecting seven residential towers. In response, the Li Ka Shing Foundation pledged HK\$30 million for immediate relief and HK\$50 million for long-term recovery, while continuing support for injured first responders through its Disciplinary Services Fund.

AS Watson Group mobilised its Hong Kong retail brands, including Watsons Hong Kong, PARKnSHOP Hong Kong, FORTRESS, and Watsons Water to deliver 30,000 essential

items, set up 11 Care Service Stations, deploy pharmacists on-site, and donate HK\$1 million worth of home appliances plus 10,000 household goods for families moving into transitional housing.

3 Hong Kong extended 3Shop hours, offered free SIM cards and phone rentals, waived fees, and provided 5G broadband for affected customers, schools, and temporary shelters. It also supported legal aid and promoted mental health hotlines via free SMS.



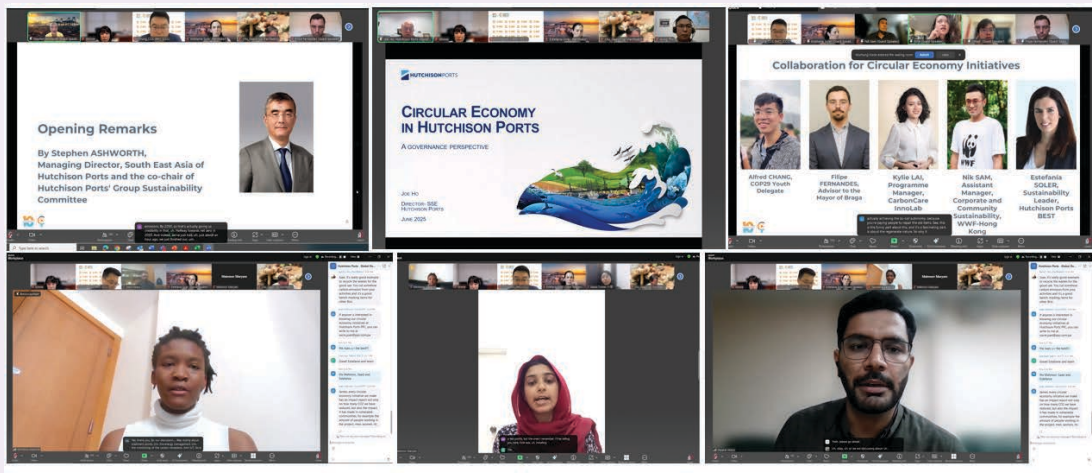
The Group provided timely support to victims of the tragic incident in Tai Po, Hong Kong.



GLOBAL DOCK SCHOOL

In June 2025, Hutchison Ports hosted its inaugural "Global Dock School Environmental Webinar", engaging students and staff from 19 countries. The event focused on the "Circular Economy in Ports and Sustainable Supply Chain Management" and provided expert insights from Hutchison Ports, WWF Hong Kong, CarbonCare InnoLab, a EU urban design advisor, and COP29 delegates.

The webinar included a dynamic panel discussion, interactive Q&A, and group sessions where participants exchanged ideas, shared local challenges, and explored actionable strategies for climate action. By connecting youth with industry leaders and fostering knowledge exchange, the initiative strengthened global networks and inspired meaningful steps towards sustainability.



Online training offered by Dock School from the Ports division.



Retail



NURTURING YOUTH SPORTS TALENT

AS Watson Group continues to nurture athletic talent and promote youth sports through two flagship initiatives:

Watsons Athletic Club (WAC): For over three decades, WAC has been a cornerstone in developing local track and field athletes. Its Annual Challenge is one of Hong Kong's premier athletics events, fostering youth participation, talent discovery, and exchange among athletes, many of whom progress to represent Team Hong Kong.



Hong Kong Student Sports Awards (HKSSA):

Launched in 2005, HKSSA is Hong Kong's only award recognising one outstanding sports talent from every local school. To mark its 20th anniversary, HKSSA introduced a Physical Fitness Mobile Truck offering fitness tests and personalised reports, and organised a five-day sports exchange tour in Malaysia, inspiring future sports leaders.

Over 20 years, HKSSA has honoured **17,400** student athletes with the representation of nearly **90%** of local schools, and it has set a new record of school participation in 2025, commending in total 993 awardees.

Infrastructure



SUPPORTING CHILDREN AND FAMILIES

The Infrastructure division is committed to creating meaningful social impact by supporting children and families in the communities it serves. Park'N Fly's staff volunteers packed snack bags for Ronald McDonald House, offering ready-to-eat essentials and comfort to families with children receiving hospital care. The team also returned for a second consecutive year to the Daily Bread Food Bank, sorting and packing non-perishable

items for citywide distribution. These efforts respond to sustained demand for food support since the pandemic.

At the well-attended Technique Day in Arnhem, Netherlands, AVR employees engaged children and parents in learning about waste-to-energy processes. Children operated AVR's interactive technical Lego installation, simulating real-world energy conversion. This hands-on experience sparked curiosity about engineering and sustainability.

Telecommunications



STRENGTHENING TIES BETWEEN BUSINESS AND COMMUNITY

Hutchison Telecommunications Hong Kong (HTHK) remains committed to creating positive social impact by supporting the community across multiple dimensions, from arts and culture to cyber safety and digital inclusion. Through a diverse range of programmes and

partnerships, the company continues to address evolving societal needs, enhance connectivity for vulnerable groups and contribute to a safer, more inclusive digital environment.

Focus areas	Activities
Cultural	Supported the Hong Kong Chinese Orchestra's "A showcase of Parent-Child Works of Cheng Kwok Kong" and "Realms" concerts with a cash donation to strengthen the company's ties with the arts and culture sectors
	HTHK continued as the official Partner of Art Basel Hong Kong 2025, providing dedicated 5G mobile broadband and a smart people-counting solution, ensuring seamless connectivity for exhibitors and visitors at the premier international art fair
Cybersecurity	Helped combat phone scams by offering customers aged 60 or above a free Incoming Calls Management Pack to block scam and nuisance calls
	Helped the Hong Kong Police by delivering anti-scam SMS messages free of charge on a quarterly basis throughout the year
Digital Inclusion	Supported senior citizens through the Lo-Yau-Kee Monthly Service Plans Sponsorship Programme and catered to the communication needs of vulnerable groups at the Tung Wah Group of Hospitals CEASE Crisis Centre with provision of one-year free service plans
	In May 2025, HTHK participated in the Business-School Partnership Programme, organised by the Hong Kong General Chamber of Commerce, for the seventh consecutive year



As part of the Business school partnership programme, management trainees at HTHK share their insights with students.



HTHK continues to support the Art Basel Hong Kong 2025 with upgraded 5G solutions.

Retail



GIVE A SMILE

Since 2018, AS Watson has partnered with Operation Smile to provide corrective surgeries for children with cleft conditions worldwide through the "Give a Smile" campaign. These efforts not only improve the physical wellbeing of the children but also enhance their mental health and social integration, giving them the chance to thrive in their communities.



In 2025, AS Watson surpassed its target of providing 10,000 free surgeries ahead of schedule. Building on this milestone, AS Watson has set a new goal of delivering 15,000 surgeries by 2030, reaffirming its commitment to creating brighter futures for the next generation.



AS Watson and Operation Smile host the "Give a Smile" medical mission in Guizhou, China.

Telecommunications



HUTCH LANKA'S NETWORK SUPPORT AND COMMUNITY ASSISTANCE DURING CYCLONE DITWAH

In November 2025, cyclone Ditwah caused major disruption across Sri Lanka, affecting many communities and essential infrastructure. During this period, Hutch Lanka leveraged on its digital resources and focused on maintaining network operations to support emergency communication needs across the country. Relief measures were provided such as free calls, SMS and data for all subscribers, uninterrupted enterprise services, and

quick activation for new users through its eSIM platform. Beyond network services, Hutch Lanka also set up solar-powered charging stations in shelters and areas without electricity, ensuring stable energy sources for affected communities. Following the catastrophic flooding, Hutch Lanka pledged LKR 60 million to the nation "Rebuild Sri Lanka" initiative to support recovery efforts.



Industries

watsons
water

Watsons

AS Watson Industries' Foshan Smart Factory

APPENDIX 1: ENVIRONMENTAL AND SOCIAL PERFORMANCE INDICATORS

Environmental KPIs ⁽¹⁾	Unit	Ports and Related Services			Retail ⁽²⁾			
		2023	2024	2025	2023	2024	2025	
GHG emissions								
Total scope 1 + 2 GHG emissions (location-based)	tonne CO ₂ e	661,573	675,535	669,977	599,161	550,159	522,546	
Total scope 1 + 2 GHG emissions (market-based)	tonne CO ₂ e	593,031	599,125	580,315	484,827	138,007	133,644	
Scope 1 GHG emissions	tonne CO ₂ e	363,356	365,334	356,545	116,984	87,581	101,164	
Scope 2 GHG emissions (location-based)	tonne CO ₂ e	298,217	310,201	313,432	482,178	462,578	421,382	
Scope 2 GHG emissions (market-based)	tonne CO ₂ e	229,675	233,791	223,770	367,844	50,426	32,480	
Total scope 1 + 2 GHG emissions (location-based) intensity	tonne CO ₂ e/revenue HK\$'000	0.016	0.015	0.014	0.004	0.004	0.004	
Total scope 1 + 2 GHG emissions (market-based) intensity	tonne CO ₂ e/revenue HK\$'000	0.014	0.013	0.012	0.004	0.001	0.001	
Scope 1 GHG emissions intensity	tonne CO ₂ e/revenue HK\$'000	0.009	0.008	0.007	0.001	0.001	0.001	
Scope 2 GHG emissions (location-based) intensity	tonne CO ₂ e/revenue HK\$'000	0.007	0.007	0.006	0.004	0.003	0.003	
Scope 2 GHG emissions (market-based) intensity	tonne CO ₂ e/revenue HK\$'000	0.006	0.005	0.005	0.003	0.000	0.000	
Scope 3 GHG emissions ⁽⁶⁾	tonne CO ₂ e	781,610	792,130	855,848	9,884,634	7,409,330	8,432,549⁽⁴⁾	
Category 1 - Purchased goods and services	tonne CO ₂ e	376,532	359,144	377,669	1,877,086	4,925,475	5,842,959	
Category 2 - Capital goods	tonne CO ₂ e	38,889	40,476	84,469	15,057	4,763	31,011	
Category 3 - Fuel- and energy-related activities	tonne CO ₂ e	195,342	219,492	223,790	117,264	48,806	115,448	
Category 11 - Use of sold products	tonne CO ₂ e	0	0	0	5,265,985	447,601	394,520⁽⁵⁾	
Category 12 - End-of-Life Treatment of Sold Products	tonne CO ₂ e	0	0	0	295,132	706,827	712,383	
Category 15 - Investments	tonne CO ₂ e	115,704	119,786	116,801	846,854	676,216	807,698	
Other Scope 3 Categories	tonne CO ₂ e	55,143	53,232	53,119	1,467,256	599,642	528,532	

	Infrastructure			Telecommunications ^(B)			Total		
	2023	2024	2025	2023	2024	2025	2023	2024	2025
	8,210,274	7,796,646	7,426,247	638,107	538,623	353,342	10,109,115	9,560,964	8,971,112
	7,655,236	7,193,286	6,844,395	425,961	412,795	282,879	9,159,055	8,343,213	7,841,233
	7,038,127	6,552,043	6,263,500	18,307	17,609	13,246	7,536,773	7,022,566	6,734,455
	1,172,147	1,244,603	1,162,747	619,800	521,015	339,096	2,572,342	2,538,397	2,236,657
	617,109	641,243	580,896	407,654	395,187	269,632	1,622,282	1,320,646	1,106,778
	0.164	0.151	0.134	0.007	0.006	0.005	0.033	0.030	0.028
	0.153	0.140	0.124	0.005	0.005	0.004	0.029	0.026	0.024
	0.141	0.127	0.113	0.000	0.000	0.000	0.024	0.022	0.021
	0.023	0.024	0.021	0.007	0.006	0.005	0.008	0.008	0.007
	0.012	0.012	0.010	0.005	0.005	0.004	0.005	0.004	0.003
	1,327,805	1,594,392	1,548,649	1,298,002	1,224,109	854,920	13,292,051	11,019,961	11,691,966
	414,347	476,334	420,710	672,394	668,189	435,715	3,340,359	6,429,142	7,077,053
	136,066	171,350	159,828	305,179	262,266	198,931	495,191	478,855	474,239
	339,091	447,791	447,359	130,409	114,944	84,111	782,106	831,033	870,708
	0	19,974	35,299	80,737	84,445	51,817	5,346,722	552,020	481,636
	134	73	135	1,525	1,082	720	296,790	707,982	713,238
	0	0	0	43,809	43,930	44,652	1,006,367	839,932	969,151
	438,167	478,870	485,317	63,949	49,253	38,974	2,024,515	1,180,997	1,105,942

Environmental KPIs ⁽¹⁾	Unit	Ports and Related Services			Retail ⁽²⁾			
		2023	2024	2025	2023	2024	2025	
Use of energy								
Total energy consumption	kWh'000	2,217,998	2,358,860	2,290,777	1,192,691	1,099,298	1,128,200	
Total direct energy consumption	kWh'000	1,495,380	1,557,454	1,478,880	343,301	281,028	301,154	
Gasoline/Petrol	kWh'000	8,063	7,729	7,791	453	441	2,557⁽⁷⁾	
Diesel	kWh'000	1,368,692	1,417,698	1,333,126	264,954	210,859	230,618	
Natural gas	kWh'000	49,640	59,637	70,634	57,500	52,099	43,462	
Towngas	kWh'000	0	0	0	16,357	13,993	17,033⁽⁹⁾	
Gas (exclude towngas and natural gas)	kWh'000	7,192	7,443	7,192	2,074	2,273	2,052	
Other fuels	kWh'000	59,664	59,418	53,623	0	0	0	
Geothermal	kWh'000	0	0	0	0	0	0	
Wind	kWh'000	0	0	0	0	0	0	
Solar	kWh'000	2,128	5,529	6,514	962	1,364	5,431	
Hydro	kWh'000	0	0	0	0	0	0	
Biomass	kWh'000	0	0	0	0	0	0	
Other renewables	kWh'000	0	0	0	0	0	0	
Sale of energy	kWh'000	0	0	0	0	0	0	
Total indirect energy consumption	kWh'000	722,618	801,406	811,897	849,391	818,270	827,046	
Electricity	kWh'000	716,691	800,410	810,892	849,391	818,270	827,046	
Heating	kWh'000	927	995	1,006	0	0	0	

	Infrastructure			Telecommunications ⁽³⁾			Total		
	2023	2024	2025	2023	2024	2025	2023	2024	2025
	19,053,390	19,438,825	17,073,546	2,088,836	2,113,281	1,553,081	24,552,915	25,010,263	22,045,604
	18,483,249	18,837,461	16,478,777	58,336	54,014	44,378	20,380,265	20,729,957	18,303,189
	46,598	49,306	63,858⁽⁷⁾	6,120	9,436	12,984	61,234	66,912	87,191
	420,125	413,836	411,487	44,725	37,642	26,012	2,099,496	2,080,035	2,001,244
	10,483,957	11,156,761	9,129,340⁽⁸⁾	6,621	5,758	4,213	10,597,719	11,274,254	9,247,648
	0	0	0	0	0	0	16,357	13,993	17,033
	1,073	1,034	1,352	0	0	0	10,339	10,751	10,596
	10,868,325	10,305,178	10,039,547	0	0	0	10,927,989	10,364,596	10,093,170
	0	0	0	0	0	0	0	0	0
	5,540	6,129	8,219	0	0	0	5,540	6,129	8,219
	2,586	3,173	5,498	870	1,178	1,169	6,547	11,244	18,612
	848	587	206	0	0	0	848	587	206
	4,084,719	3,950,905	3,583,399	0	0	0	4,084,719	3,950,905	3,583,399
	63,846	65,781	64,648	0	0	0	63,846	65,781	64,648
	7,494,368	7,115,229	6,828,776	0	0	0	7,494,368	7,115,229	6,828,776
	570,141	601,364	594,769	2,030,500	2,059,267	1,508,703	4,172,650	4,280,306	3,742,415
	568,435	599,542	592,810	2,024,149	2,056,067	1,502,749⁽¹⁰⁾	4,163,665	4,274,289	3,733,497
	1,706	1,822	1,959	5,965	2,069	3,741	8,598	4,887	6,705

Environmental KPIs ⁽¹⁾	Unit	Ports and Related Services			Retail ⁽²⁾			
		2023	2024	2025	2023	2024	2025	
Cooling	kWh'000	0	0	0	0	0	0	
Steam	kWh'000	0	0	0	0	0	0	
Renewable energy purchased	kWh'000	163,415	211,000	266,956	257,153	723,407	757,952	
% renewable energy purchased	%	23%	26%	33%	30%	88%	92%	
Total energy consumption intensity	kWh/revenue HK\$'000	54	52	47	9	8	8	
Total direct energy consumption intensity	kWh/revenue HK\$'000	36	35	31	3	2	2	
Total indirect energy consumption intensity	kWh/revenue HK\$'000	18	18	17	6	6	6	
Air emissions								
NO _x emissions	tonne	1,682	1,706	1,597	354	278	305	
SO _x emissions	tonne	4	4	4	0	0	0	
Particulate matter emissions	tonne	163	164	153	37	29	32	
Waste produced								
Total hazardous waste produced	tonne	3,300	3,034	3,059	1,920	1,178	954	
Total hazardous waste produced intensity	tonne/revenue HK\$'000	0.000	0.000	0.000	0.000	0.000	0.000	
Total non-hazardous waste produced	tonne	32,545	21,367	16,687	149,398	150,111	160,657	
Total non-hazardous waste produced intensity	tonne/revenue HK\$'000	0.001	0.000	0.000	0.001	0.001	0.001	
Total waste recycled	tonne	9,602	11,954	8,855	141,077	138,601	153,229	
Recycled material usage	tonne	0	0	0	4,080	3,524	3,524	

	Infrastructure			Telecommunications ⁽³⁾			Total		
	2023	2024	2025	2023	2024	2025	2023	2024	2025
	0	0	0	386	1,131	2,214	386	1,131	2,214
	0	0	0	0	0	0	0	0	0
	174,671	179,348	177,610	762,162	1,211,543	885,249 ⁽¹⁰⁾	1,357,401	2,325,297	2,087,767
	31%	30%	30%	38%	59%	59%	33%	54%	56%
	381	377	308	24	24	21	79	78	68
	370	366	298	1	1	1	66	65	56
	11	12	11	23	24	20	13	13	11
	8,199	8,554	7,196	47	40	27	10,282	10,578	9,125
	875	1,026	860	0	0	0	880	1,030	864
	256	280	245	2	2	1	458	475	430
	23,971	31,547	46,596 ⁽¹¹⁾	356	563	318	29,546	36,322	50,927
	0.000	0.001	0.001	0.000	0.000	0.000	0.000	0.000	0.000
	407,886	470,301	541,807 ⁽¹²⁾	2,579	6,635	1,761	592,409	648,415	720,912
	0.008	0.009	0.010	0.000	0.000	0.000	0.002	0.002	0.002
	370,892	359,791	411,710	2,134	6,244	1,786	523,705	516,590	575,580
	1,576,556	1,409,435	1,653,764 ⁽¹²⁾	0	0	0	1,580,636	1,412,959	1,657,288

Environmental KPIs ⁽¹⁾	Unit	Ports and Related Services			Retail ⁽²⁾			
		2023	2024	2025	2023	2024	2025	
Use of water								
Total water consumption	'000 m ³	1,350	1,337	1,465	1,571	2,006	3,197	
Total water withdrawal	'000 m ³	1,350	1,337	1,465	1,571	2,006	3,197	
Surface water	'000 m ³	0	0	0	0	0	0	
Groundwater	'000 m ³	2	3	2	0	0	0	
Seawater	'000 m ³	0	0	0	0	0	0	
Produced water	'000 m ³	0	0	0	0	0	0	
Third-party water	'000 m ³	1,348	1,334	1,463	1,571	2,006	3,197	
Other sources	'000 m ³	0	0	0	0	0	0	
Total water discharged	'000 m ³	0	0	0	0	0	0	
Surface water	'000 m ³	0	0	0	0	0	0	
Groundwater	'000 m ³	0	0	0	0	0	0	
Seawater	'000 m ³	0	0	0	0	0	0	
Produced water	'000 m ³	0	0	0	0	0	0	
Third-party water	'000 m ³	0	0	0	0	0	0	
Other sources	'000 m ³	0	0	0	0	0	0	
Water consumption intensity	m ³ /revenue HK\$'000	0.033	0.030	0.030	0.012	0.015	0.022	
Water withdrawal from areas with water stress	'000 m ³	204	204	226	0	0	0	
Water withdrawal from freshwater sources	'000 m ³	0	0	0	0	0	0	
Water recycled	'000 m ³	3	5	5	0	0	99	

	Infrastructure			Telecommunications ⁽³⁾			Total		
	2023	2024	2025	2023	2024	2025	2023	2024	2025
	107,228	78,319	74,922	80	7	7	110,229	81,669	79,591
	646,890	582,202	555,616	80	97	96	649,891	585,642	560,374
	265,584	229,010	196,865⁽¹³⁾	18	25	51	265,602	229,035	196,916
	14,740	14,367	14,288	3	3	6	14,746	14,373	14,296
	362,053	334,081	325,437	0	0	0	362,053	334,081	325,437
	0	0	0	0	0	0	0	0	0
	4,066	4,349	18,540	59	68	39	7,043	7,757	23,239
	447	395	486	0	0	0	447	395	486
	539,662	503,883	480,694	0	89	89	539,662	502,972	480,783
	148,536	133,293	124,430	0	25	51	148,536	133,318	124,481
	0	0	0	0	0	0	0	0	0
	390,204	366,916	353,272	0	0	0	390,204	366,916	353,272
	0	0	0	0	0	0	0	0	0
	518	3,282	2,564	0	64	38	518	3,346	2,602
	404	392	428	0	0	0	404	392	428
	2,146	1,521	1,353	0.001	0.000	0.000	0.355	0.255	0.245
	0	0	0	0	0	0	204	204	226
	231,305	289,863	184,266⁽¹⁴⁾	0	0	0	231,305	289,863	184,266
	130,337	171,229	1,805⁽¹⁴⁾	0	0	0	130,340	171,234	1,908

Environmental KPIs ⁽¹⁾	Unit	Ports and Related Services			Retail ⁽²⁾			
		2023	2024	2025	2023	2024	2025	
Packaging material								
Total packaging material used for finished products	tonne	0	0	0	121,310	124,169	138,697	
Plastic	tonne	0	0	0	32,223	30,327	27,770	
Paper	tonne	0	0	0	76,533	78,896	92,405⁽¹⁵⁾	
Metal	tonne	0	0	0	6,638	8,392	9,286	
Glass	tonne	0	0	0	2,832	2,851	3,341	
Other packaging material	tonne	0	0	0	3,083	3,703	5,895	
Packaging material intensity	tonne / total products(a) or tonne / tonne of products(b)	N/A	N/A	N/A	0.083 ^a	0.081 ^a	0.123^a	

	Infrastructure			Telecommunications ^(B)			Total		
	2023	2024	2025	2023	2024	2025	2023	2024	2025
	2,193	1,943	1,797	484	543	172	123,986	126,656	140,665
	4	5	5	115	107	29	32,343	30,438	27,804
	2,189	1,938	1,792	362	431	142	79,085	81,265	94,339
	0	0	0	0	0	0	6,638	8,392	9,286
	0	0	0	0	0	0	2,832	2,851	3,341
	0	0	0	6	6	1	3,089	3,709	5,895
	0.863 ^b	0.821 ^b	0.719^b	0.006 ^a	0.007 ^a	0.004^a	N/A	N/A	N/A

Social KPIs ⁽¹⁾		Ports and Related Services			Retail		
		2023	2024	2025	2023	2024	2025
Number of employees							
Total		22,396	22,601	22,584	127,701	130,522	132,881
By employment type	Full-time	18,616	18,438	18,473	71,864	73,120	70,928
	Part-time	3,780	4,163	4,111	55,837	57,402	61,953
Number of full-time employees							
By gender	Male	16,633	16,445	16,441	16,748	16,982	16,410
	Female	1,983	1,993	2,032	55,116	56,138	54,518
By employee category	Manager grade or above	706	685	690	3,057	3,109	3,090
	General staff	17,910	17,753	17,783	68,807	70,011	67,838
By age group	Under 30	2,067	2,061	2,169	25,914	26,085	25,043
	30-49	11,282	11,004	10,928	40,101	40,777	39,717
	50 or above	5,267	5,373	5,376	5,849	6,258	6,168
By geographical region	Hong Kong	1,627	1,493	1,453	6,982	6,879	6,822
	Chinese Mainland	2,178	2,180	2,216	21,058	19,834	16,780
	Europe	5,371	2,485	2,472	16,428	10,123	10,170
	Canada	0	0	0	0	0	0
	Asia, Australia and Others	9,440	12,280	12,332	27,396	36,284	37,156
Turnover rate for full-time employees							
Overall		10%	7%	7%	33%	32%	32%
By gender	Male	10%	6%	7%	27%	27%	29%
	Female	10%	9%	6%	35%	33%	33%
By age group	Under 30	12%	11%	11%	57%	56%	54%
	30-49	9%	5%	6%	20%	19%	21%
	50 or above	10%	8%	9%	18%	16%	19%
By geographical region	Hong Kong	16%	15%	14%	24%	18%	17%
	Chinese Mainland	4%	3%	1%	22%	24%	28%
	Europe	5%	5%	8%	39%	36%	45%
	Canada	0%	0%	0%	0%	0%	0%
	Asia, Australia and Others	13%	7%	7%	40%	38%	34%
Work-related fatalities							
Number of work-related fatalities		5	2	4⁽²⁾	1	0	0
By employee type	Full-time employees	0	0	1	1	0	0
	Contractors	5	2	3	0	0	0
Rate of work-related fatalities (full time employees)		0.000%	0.000%	0.005%	0.001%	0.000%	0.000%
Lost days due to work injury							
Number of lost days due to work injury (employees)		6,872	5,848	5,697	15,484	16,359	14,353
Number of lost time injury incidents (employees)		418	325	347	497	557	474

	Infrastructure			Telecommunications			Total		
	2023	2024	2025	2023	2024	2025	2023	2024	2025
	35,745	37,063	38,320	18,318	18,201	13,491	204,160	208,387	207,276
	33,282	34,497	35,802	15,218	15,240	11,670	138,980	141,295	136,873
	2,463	2,566	2,518	3,100	2,961	1,821	65,180	67,092	70,403
	24,855	25,678	26,542	9,505	9,593	7,192	67,741	68,698	66,585
	8,427	8,819	9,260	5,713	5,647	4,478	71,239	72,597	70,288
	4,014	4,158	4,869	2,091	1,202	732	9,868	9,154	9,381
	29,268	30,339	30,933	13,127	14,038	10,938	129,112	132,141	127,492
	4,977	4,937	5,077	2,562	2,402	1,637	35,520	35,485	33,926
	17,802	18,716	19,605	8,482	8,175	5,414	77,667	78,672	75,664
	10,503	10,844	11,120	4,174	4,663	4,619	25,793	27,138	27,283
	2,571	2,632	2,578	1,085	1,020	1,019	12,265	12,024	11,872
	1,649	1,598	1,549	96	85	83	24,981	23,697	20,628
	18,838	19,523	20,353	13,254	10,013	10,023	53,891	42,144	43,018
	2,634	2,663	2,828	0	0	0	2,634	2,663	2,828
	7,590	8,081	8,494	783	4,122	545	45,209	60,767	58,527
	9%	9%	8%	16%	15%	12%	22%	21%	21%
	9%	9%	9%	16%	15%	12%	15%	14%	14%
	8%	9%	7%	17%	14%	11%	29%	28%	28%
	13%	13%	11%	43%	41%	33%	47%	46%	44%
	8%	8%	7%	13%	12%	10%	15%	13%	14%
	9%	10%	9%	6%	6%	5%	11%	10%	11%
	15%	10%	9%	33%	31%	24%	22%	17%	16%
	4%	7%	10%	17%	20%	13%	20%	21%	24%
	4%	4%	4%	14%	9%	12%	17%	14%	16%
	33%	28%	25%	0%	0%	0%	33%	28%	25%
	12%	15%	11%	35%	33%	5%	29%	28%	24%
	2	0	0	0	0	0	8	2	4
	1	0	0	0	0	0	2	0	1
	1	0	0	0	0	0	6	2	3
	0.003%	0.000%	0.000%	0.000%	0.000%	0.000%	0.001%	0.000%	0.001%
	3,893	7,071	5,770	239	1,378	1,325	26,488	30,656	27,144
	168	166	182	13	36	30	1,096	1,084	1,033

Social KPIs ⁽¹⁾		Ports and Related Services			Retail		
		2023	2024	2025	2023	2024	2025
Percentage of full-time employees who received training							
Overall		69%	73%	71%	85%	87%	87%
Percentage of full-time employees who received training among total trained full-time employees							
By gender	Male	89%	89%	88%	22%	22%	22%
	Female	11%	11%	12%	78%	78%	78%
By employee category	Manager grade or above	3%	4%	4%	4%	4%	4%
	General staff	97%	96%	96%	96%	96%	96%
Average hours of training completed by full-time employees							
Overall		18.1	17.3	21.5	21.1	22.0	18.9
By gender	Male	18.1	17.3	21.2	16.5	18.1	15.2
	Female	17.6	17.3	24.4	22.4	23.2	19.9
By employee category	Manager grade or above	16.6	13.5	14.5	15.1	22.0	22.9
	General staff	18.1	17.5	21.8	21.3	22.0	18.7
Number of suppliers							
Total		15,018	15,558	15,298	19,410	19,751	22,183
By geographical region	Hong Kong	2,496	2,540	1,753	2,738	2,303	2,358
	Chinese Mainland	1,953	2,138	2,031	2,483	2,475	1,783
	Europe	3,701	3,585	3,898	4,978	4,911	6,489
	Canada	15	17	14	109	113	105
	Asia, Australia and Others	6,853	7,278	7,602	9,102	9,949	11,448
Percentage of total products sold or shipped subject to recalls for safety and health reasons							
Percentage of total products sold or shipped subject to recalls for safety and health reasons		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Number of complaints received							
Products related		0	0	0	3,789	8,760	5,325
Services related		950	864	1,050	151,397	296,809	13,993
Number of employees who received training on anti-corruptive/ethics and integrity							
Total		5,776	6,018	6,415	68,268	62,639	73,955
By employment type	Full-time	4,983	5,619	5,953	45,927	47,655	47,917
	Part-time	793	399	462	22,341	14,984	26,038
Percentage of full time employees who received training on anti-corruptive and integrity		24%	29%	30%	48%	50%	51%
Number of training hours on anti-corruptive/ethics and integrity completed by employees							
Total		11,356	8,282	8,044	51,270	45,310	56,511
By employment type	Full-time	10,519	7,884	7,482	43,922	40,914	48,785
	Part-time	837	398	562	7,349	4,397	7,727

Infrastructure			Telecommunications			Total		
2023	2024	2025	2023	2024	2025	2023	2024	2025
86%	86%	82%	86%	78%	80%	83%	84%	83%
75%	75%	76%	63%	61%	63%	45%	44%	44%
25%	25%	24%	37%	39%	37%	55%	56%	56%
12%	11%	13%	11%	8%	5%	6%	6%	6%
88%	89%	87%	89%	92%	95%	94%	94%	94%
29.5	30.3	28.9	27.0	17.7	24.2	23.1	22.9	21.9
34.5	34.8	33.5	27.1	18.1	24.1	24.7	23.9	24.5
14.4	16.9	15.3	26.9	17.1	24.4	21.8	22.0	19.8
22.2	19.3	15.9	12.3	18.5	18.4	17.4	19.6	18.3
30.4	31.7	30.9	29.3	17.7	24.6	23.5	23.1	22.2
30,090	32,523	36,285	27,691	29,167	23,314	92,209	96,999	97,080
2,647	2,801	3,011	416	358	503	8,297	8,002	7,625
734	796	695	343	349	213	5,513	5,758	4,722
11,154	11,420	15,156⁽³⁾	11,465	12,821	12,697	31,298	32,737	38,240
2,527	3,447	4,318	21	25	22	2,672	3,602	4,459
13,028	14,059	13,105	15,446	15,614	9,879⁽⁴⁾	44,429	46,900	42,034
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
16,408	10,564	4,355	35,686	40,069	6,201⁽⁵⁾	55,883	59,393	15,881
281,383	243,172	134,693	912,108	1,265,560	761,729⁽⁶⁾	1,345,838	1,806,495	911,465
21,245	27,392	30,083	10,283	11,743	4,458	105,572	107,792	114,911
19,928	25,312	27,976	7,886	8,975	3,868	78,724	87,561	85,714
1,317	2,080	2,107	2,397	2,768	590	26,848	20,231	29,197
55%	67%	72%	45%	51%	29%	46%	50%	52%
21,872	35,085	35,597	14,379	13,366	6,575	98,877	102,043	106,727
20,746	32,570	33,400	10,996	10,521	5,807	86,182	91,888	95,473
1,127	2,516	2,197	3,384	2,846	768	12,696	10,156	11,254

Environmental Data

Notes:

- (1) CKHH only includes data in the report that was confirmed by end of March 2026. If significant changes occur after preparation of this report, they will be updated in the following year's publication. Any discrepancies between (i) totals provided and the sum of the numbers presented; and (ii) percentages provided and the associated numbers throughout the Report are due to rounding.
- (2) The Retail division has enhanced its Scope 3 and air emissions calculation methodology.
- (3) Emissions decreased in the Telecommunications division due to the divestment of **3** UK and Vietnamobile.
- (4) The increase in emissions is due to the Retail division's increase in business activity.
- (5) Use of sold products category emissions decreased in the Retail division due to enhancements to its calculation methodology.
- (6) Scope 3 emissions were calculated with the best available data which will be updated during 2026 as calculation processes continue to be enhanced.
- (7) Gasoline/Petrol consumption in the Infrastructure division increased due to the resumption of operations at the AVR waste to energy plant. In addition, the Retail division's consumption increased due to enhancements to its reporting methodology.
- (8) Natural gas consumption decreased in the Infrastructure division due to operation variations.
- (9) The increase in Towngas consumption is due to increased business activities in the Retail division.
- (10) The decrease in consumption of electricity and renewable electricity purchased is due to the divestment of **3** UK.
- (11) Total hazardous waste produced increased in the Infrastructure division due to the resumption of its AVR waste to energy plant operations.
- (12) Non-hazardous waste, waste recycled and recycled material usage increased due to operational variations within the Infrastructure division.
- (13) Surface water withdrawal decreased due to operational variations within the Infrastructure division.
- (14) Water withdrawal from freshwater sources and water recycled decreased due to enhancements to the calculation methodology within the Infrastructure division.
- (15) Paper packaging material usage increased due to higher business activity within the Retail division.

Social Data

Notes:

- (1) CKHH only includes data in the report that were confirmed by end of March 2026. If significant changes occur after preparation of this report, they will be updated in the following year's publication. Any discrepancies between (i) totals provided and the sum of the numbers presented; and (ii) percentages provided and the associated numbers throughout the Report are due to rounding.
- (2) In 2025, four fatal incidents occurred across Hutchison Ports assets, namely Hutchison Ports Thailand, Hutchison Ports Pakistan, Hutchison Ports SITV (SITV), and Hutchison Ports KICT (KICT). At Hutchison Ports Thailand, the fatality occurred as a result of an equipment maintenance-related incident involving an uncontrolled tyre rim fracture. At Hutchison Ports Pakistan, the fatality was caused by a traffic-related incident involving a reversing truck within the terminal. At SITV, the fatality resulted from a fall during hopper operations associated with unauthorised access to a truck bed. At KICT, the fatality occurred due to a container handling incident during yard shuffling operations.
- (3) Number of suppliers in Europe increased in the Infrastructure division due to enhancements made to their data collection methodology.
- (4) Number of suppliers in Asia, Australia and Others decreased in the Telecommunications division following the divestment of Vietnamobile.
- (5) Product-related complaints decreased in the Telecommunications division following the divestment of 3 UK.
- (6) Service-related complaints decreased in the Telecommunications division following the divestment of 3 UK and a decrease in complaints received from Wind Tre's operations. In addition, the decrease in complaints was also attributed to the Retail division's enhancement in its classification methodology.

APPENDIX 2: GHG ACCOUNTING METHODOLOGY

The methodology is developed with the basis on the following standards:

- The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)
- The Greenhouse Gas Protocol: Scope 2 Guidance
- The Greenhouse Gas Protocol: Corporate Value Chain (Scope 3) Standard

With Reference to the GHG Protocol, the Group follows the principle of Relevance, Completeness, Consistency, Transparency, Accuracy to ensure that the reported information represents a faithful, true, and fair account of a company's GHG emissions.

Relevance	Ensure the GHG inventory appropriately reflects the GHG emissions of the company and serves the decision-making needs of users – both internal and external to the company.
Completeness	Account for and report on all GHG emission sources and activities within the chosen inventory boundary. Disclose and justify any specific exclusions.
Consistency	Use consistent methodologies to allow for meaningful comparisons of emissions over time. Transparently document any changes to the data, inventory boundary, methods, or any other relevant factors in the time series.
Transparency	Address all relevant issues in a factual and coherent manner, based on a clear audit trail. Disclose any relevant assumptions and make appropriate references to the accounting and calculation methodologies and data sources used.
Accuracy	Ensure that the quantification of GHG emissions is systematically neither over nor under actual emissions, as far as can be judged, and that uncertainties are reduced as far as practicable. Achieve sufficient accuracy to enable users to make decisions with reasonable assurance as to the integrity of the reported information.

This methodology is reviewed and maintained annually to ensure that it remains robust and aligned to industry standards. During the reporting period, there is no structural change to the GHG accounting approach, inputs, and assumptions of the Group.

On a fiscal year basis (1st January to 31st December), the Group consolidates its scope 1, 2 and 3 emissions of the four divisions (Ports, Infrastructure, Retail, Telecommunications). The Group's emission inventory comprises carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs) and sulphur hexafluoride (SF₆), standardised in carbon dioxide equivalents (tCO₂e) using the Intergovernmental Panel on Climate Change (IPCC) Fifth Assessment Report (AR5) GWP values on a 100-year period (GWP100).

Organisational boundary of the Group is determined using operational control approach, which considers emission sources that the Group has authority to mitigate by implementing operation policies and measures. All relevant GHG emissions sources within CKHH's organisational boundaries are identified and quantified.

The Group also reports on the intensity of Scope 1 and 2 emissions. The denominator is derived by the annual revenue of the four divisions in thousand Hong Kong dollars.

Scope 1 & 2 emissions

Scope 1 emissions

Description	Scope 1 emissions include fuel consumption from operational activities (stationary sources), transportation (mobile sources), use of refrigerants, and emissions from the combustion of industrial waste in the infrastructure division's waste-to-energy operations. Additionally, several divisions within the Group generate their own renewable energy. As the associated emissions from these renewable sources are negligible, they are assumed to be zero in the current calculations.
Methodology	Scope 1 emissions are calculated by multiplying activity data with the corresponding emission factors.
Source of emission factor	<ul style="list-style-type: none"> • GWP values adopted from IPCC AR5 • Emission factors published by United Kingdom Department for Environment, Food and Rural Affairs (DEFRA) • Emission factors published by the US Environmental Protection Agency (USEPA)

Scope 2 emissions

Description	Scope 2 emissions cover indirect GHG emissions that are generated from the purchased energy consumed by the Group, including electricity, purchased steam, heat and cooling. The Group reported both location-based and market-based emissions.
Methodology	<p>Location-based method calculates the average electricity or heat emissions based on the geographical location and reflects the emissions intensity of the electricity grid(s) from which electricity is purchased or acquired.</p> <p>Market-based method calculates based on electricity choices, such as renewable energy certificates and power purchase agreements made by business units, such as their electricity supplier or product, where applicable under regulation. During the year, the Group purchased renewable electricity through RECs, this is deemed to be close-to-zero emission.</p>
Source of emission factor	<ul style="list-style-type: none"> • International Energy Agency (IEA) electricity grid mix emission factors • DEFRA GHG Conversion Factors for Company Reporting • Emission factors published by USEPA • HKEX ESG Guide on Environmental KPIs

Scope 3 emissions

Scope 3 refers to all indirect GHG emissions that occur across a company's value chain. As the Group operates through four distinct divisions, each with its own value chain characteristics, the relevance and calculation of Scope 3 categories vary accordingly. As a result, each division develops tailored methodologies to assess and manage these emissions. The following provides an overview on the relevance of Scope 3 emission categories and calculation approaches.

Scope 3 emission categories and applicability					
Category	Relevance to the Group	P	I	R	T
1 Purchase goods and services	Upstream emissions from the production of products and services purchased or acquired by the Group's division	✓	✓	✓	✓
2 Capital goods	Upstream emissions associated with the production of capital goods purchased or acquired by the Group's division	✓	✓	✓	✓
3 Fuel- and energy-related activities	Category 3 includes the upstream emissions relating to the production of fuels and electricity consumed by the Group's division	✓	✓	✓	✓
4 Upstream transportation and distribution	Third-party transportation and distribution services purchased by the Group's division	✓	✓	✓	✓
5 Waste generated in operations	Emissions from third-party disposal and treatment of waste generated in the Group's division owned or controlled operations	✓	✓	✓	✓
6 Business travel	Emissions from the transportation of employees for business-related activities in vehicles owned or operated by third parties	✓	✓	✓	✓
7 Employee commuting	Emissions arising from the transportation of employees between their homes and their worksites	✓	✓	✓	✓
8 Upstream leased assets	Emissions associated with the operation of property or assets that are leased from a third-party proprietor		✓		✓
9 Downstream transportation and distribution	Emissions from distribution of electricity and gas to customers, in the Infrastructure division		✓		
10 Processing of sold products	Emissions from the processing of landfill gases in the gas distribution business of the Infrastructure division		✓		
11 Use of sold products	Emissions from the use of goods and services sold to end users		✓	✓	✓
12 End-of-life treatment of sold products	Waste disposal and treatment of the products sold at the end of their life		✓	✓	✓
13 Downstream leased assets	Emissions resulting from assets leased to other entities from UK Rails in the Infrastructure division, which operates leases of regional, commuter and high-speed passenger trains		✓		
14 Franchises	Emissions from the operation of franchises at CKHGT operating companies				✓
15 Investments	Emissions associated with investment by the Group's division	✓		✓	✓

P: Ports I: Infrastructure R: Retail T: Telecoms

Category	Source of Activity Data
1 Purchase goods and services	<ul style="list-style-type: none"> • Spend data • primary and proxy data from suppliers
2 Capital goods	<ul style="list-style-type: none"> • Spend data
3 Fuel- and energy related activities	<ul style="list-style-type: none"> • Fuel usage data
4 Upstream transportation and distribution	<ul style="list-style-type: none"> • Product unit • Spend data
5 Waste generated in operations	<ul style="list-style-type: none"> • Waste type and handling method • Waste volume
6 Business travel	<ul style="list-style-type: none"> • Spend data • Data of business travel
7 Employee commuting	<ul style="list-style-type: none"> • Distance of employee commuting • Travelling method
8 Upstream leased assets	<ul style="list-style-type: none"> • Electricity and natural gas consumption
9 Downstream transportation and distribution	<ul style="list-style-type: none"> • Spend data
10 Processing of sold products	<ul style="list-style-type: none"> • Spend data
11 Use of sold products	<ul style="list-style-type: none"> • Volume of purchased units
12 End-of-life treatment of sold products	<ul style="list-style-type: none"> • Volume of purchased units
13 Downstream leased assets	<ul style="list-style-type: none"> • Mileage, fuel and energy data • Estimated consumption rates
14 Franchises	<ul style="list-style-type: none"> • Energy consumptions of third-party stores
15 Investments	<ul style="list-style-type: none"> • Revenue of investment according to equity share

GHG Target Setting

The Group has established a Group-wide commitment to reduce Scope 1 and 2 emissions by 50% by 2035 from a 2020 baseline. Additionally, the Group is committed to the long-term pursuit of net-zero carbon emissions across its value chain by 2050 and to phase out coal-fired power generation globally by 2035. The Group's core businesses have also set separate reduction targets. The targets for the Ports, Retail, and Telecommunications divisions and some business units in the Infrastructure division have been validated by the SBTi.

Baseline

CKHH emission performance is tracked relative to a 2020 baseline year. To ensure meaningful comparison of emission data over time, the Group considers baseline as it reviews its reporting boundary annually. If a structural change of the Group results in over 10% of emission at our baseline year, re-baselining practice would be carried out and reported.

Assurance

In line with best practices of climate disclosure, the Group continuously improves its data quality through comprehensive GHG accounting procedures. The Retail, Infrastructure and Telecommunications divisions of the Group had conducted assurance on their GHG data, which covers the majority of the Group's emissions.

APPENDIX 3: CONTENT INDEX FOR SUSTAINABILITY REPORTING

		Relevant Page	Remarks and External References
Mandatory Disclosure Requirements (MDR)			
MDR 13 Governance Structure	A statement from the board containing the following elements: (i) a disclosure of the board's oversight of ESG issues; (ii) the board's ESG management approach and strategy, including the process used to evaluate, prioritise and manage material ESG-related issues (including risks to the issuer's businesses); (iii) how the board reviews progress made against ESG-related goals and targets with an explanation of how they relate to the issuer's businesses.	Materiality p.7 Integrated Governance Structure p.12-14	<ul style="list-style-type: none"> • Sustainability Committee • Corporate Governance Report in CKHH 2025 Annual Report
MDR 14 Reporting Principles	The ESG report should disclose: (i) the process to identify and the criteria for the selection of material ESG factors; (ii) if a stakeholder engagement is conducted, a description of significant stakeholders identified, and the process and results of the issuer's stakeholder engagement.	Reporting What Matters p.7 Materiality p.7	
	Information on the standards, methodologies, assumptions and/ or calculation tools used, and source of conversion factors used, for the reporting of emissions/energy consumption (where applicable) should be disclosed.	Appendix 2: GHG Accounting Methodology p.178	
	The issuer should disclose in the ESG report any changes to the methods or KPIs used, or any other relevant factors affecting a meaningful comparison		No changes were made to the Group's methods and KPIs used in 2025
MDR 15 Reporting Boundary	A narrative explaining the reporting boundaries of the ESG report and describing the process used to identify which entities or operations are included in the ESG report. If there is a change in the scope, the issuer should explain the difference and reason for the change.	Reporting Scope p.6 Reporting Frameworks p.9	




		Relevant Page	Remarks and External References
"Comply or explain" Provisions			
A. Environmental			
Aspect A1: Emissions			
General Disclosure	Information on: a) the policies; and b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.	Environmental Management System p.82-85	<ul style="list-style-type: none"> • Sustainability Policy • Environmental Policy • Biodiversity Policy <p>The Group is not aware of any incidents of non-compliance with laws and regulations that may have a significant impact on the Group concerning air and GHG emissions, discharges into water and land, and generation of hazardous and non-hazardous waste during the year</p>
KPI A1.1	The types of emissions and respective emissions data.	Appendix 1: Environmental and Social Performance Indicators p.164 -177	
KPI A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Appendix 1: Environmental and Social Performance Indicators p.164 -177	
KPI A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Appendix 1: Environmental and Social Performance Indicators p.164 -177	
KPI A1.5	Description of emission target(s) set and steps taken to achieve them.	The Decarbonisation Pathway p.42-45 Decarbonisation p.86-89	
KPI A1.6	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	Circular Economy p.101-108	
Aspect A2: Use of Resources			
General Disclosure	Policies on the efficient use of resources, including energy, water and other raw materials.	Environmental Management System p.82-83	<ul style="list-style-type: none"> • Sustainability Policy • Environmental Policy • Biodiversity Policy
KPI A2.1	Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility).	Appendix 1: Environmental and Social Performance Indicators p.164 -177	
KPI A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility).	Appendix 1: Environmental and Social Performance Indicators p.164 -177	
KPI A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them.	Decarbonisation p.86-97	
KPI A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	Water Stewardship p.111-117	

		Relevant Page	Remarks and External References
KPI A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	Appendix 1: Environmental and Social Performance Indicators p.164 -177	
Aspect A3: The Environment and Natural Resources			
General Disclosure	Policies on minimising the issuer's significant impacts on the environment and natural resources.	Environmental Management System p.82-83	<ul style="list-style-type: none"> • Sustainability Policy • Environmental Policy • Biodiversity Policy
KPI A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	Environmental Management System p.82-83	
B. Social			
Aspect B1: Employment			
General Disclosure	Information on: <ol style="list-style-type: none"> the policies; and compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare. 	Employer Of Choice p.126	<ul style="list-style-type: none"> • Code of Conduct • Board Diversity Policy • Workforce Diversity Policy • Human Rights Policy <p>The Group is not aware of any incidents of non-compliance with laws and regulations that may have a significant impact on the Group concerning compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare during the year</p>
KPI B1.1	Total workforce by gender, employment type (for example, full- or part-time), age group and geographical region.	Appendix 1: Environmental and Social Performance Indicators p.164 -177	
KPI B1.2	Employee turnover rate by gender, age group and geographical region.	Appendix 1: Environmental and Social Performance Indicators p.164 -177	
Aspect B2: Health and Safety			
General Disclosure	Information on: <ol style="list-style-type: none"> the policies; and compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards. 	Health, Safety and Wellbeing p.141-155	<ul style="list-style-type: none"> • Health and Safety Policy • Supplier Code of Conduct <p>The Group is not aware of any incidents of non-compliance with laws and regulations that may have a significant impact on the Group concerning providing a safe working environment and protecting employees from occupational hazards during the year</p>
KPI B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	Appendix 1: Environmental and Social Performance Indicators p.164 -177	

		Relevant Page	Remarks and External References
KPI B2.2	Lost days due to work injury.	Appendix 1: Environmental and Social Performance Indicators p.164 -177	
KPI B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored.	Health, Safety and Wellbeing p.146-155	
Aspect B3: Development and Training			
General Disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	Employer Of Choice p.133-139	Training and development are addressed in the Group Employment Policy. Each division is responsible for designing and delivering its own training programmes to meet specific business needs. All business units are encouraged to maintain proper records of training activities, including attendance and evaluations, to assess the effectiveness of their training efforts
KPI B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	Appendix 1: Environmental and Social Performance Indicators p.164 -177	
KPI B3.2	The average training hours completed per employee by gender and employee category.	Appendix 1: Environmental and Social Performance Indicators p.164 -177	
Aspect B4: Labour Standards			
General Disclosure	Information on: a) the policies; and b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.	Labour and Human Rights p.38-39	<ul style="list-style-type: none"> • Human Rights Policy • Supplier Code of Conduct • Modern Slavery and Human Trafficking Statement <p>The Group is not aware of any incidents of non-compliance with laws and regulations that may have a significant impact on the Group concerning preventing child and forced labour during the year</p>
KPI B4.1	Description of measures to review employment practices to avoid child and forced labour.	Labour and Human Rights p.38-39	
KPI B4.2	Description of steps taken to eliminate such practices when discovered.	Labour and Human Rights p.38-39	



		Relevant Page	Remarks and External References
Operating Practices			
Aspect B5: Supply Chain Management			
General Disclosure	Policies on managing environmental and social risks of the supply chain.	Supply Chain Responsibility p.34-37	<ul style="list-style-type: none"> • Human Rights Policy • Supplier Code of Conduct • Modern Slavery and Human Trafficking Statement
KPI B5.1	Number of suppliers by geographical region.	Appendix 1: Environmental and Social Performance Indicators p.164 -177	
KPI B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.	Supply Chain Responsibility p.34-37	
KPI B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	Supply Chain Responsibility p.34-37	
KPI B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	Supply Chain Responsibility p.34-37 Sustainable Product Choices p.74-79	
Aspect B6: Product Responsibility			
General Disclosure	Information on: a) the policies; and b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	Service Excellence p.67-71 Digital Responsibility and Information Security p.21-30 Responsible Use of Artificial Intelligence p.31-33	<ul style="list-style-type: none"> • Code of Conduct • Policy on Personal Data Governance • Information Security Policy • Supplier Code of Conduct <p>Policies are developed at divisions and business units to uphold product responsibility across operations</p> <p>The Group is not aware of any incidents of non-compliance with laws and regulations that may have a significant impact on the Group concerning health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress during the year</p>
KPI B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	Appendix 1: Environmental and Social Performance Indicators p.164 -177	
KPI B6.2	Number of products and service related complaints received and how they are dealt with.	Appendix 1: Environmental and Social Performance Indicators p.164 -177 Service Excellence p.67-71	


		Relevant Page	Remarks and External References
KPI B6.3	Description of practices relating to observing and protecting intellectual property rights.		<p>Under the Group's Code of Conduct, Group assets include information, resources, materials, supplies, funds, property (such as intellectual property (IP), software, hardware, and facilities), as well as employees' time and expertise. Employees are expected to safeguard these assets by avoiding carelessness and ensuring compliance during operation</p> <p>To address AI-related risks to intellectual property, the Policy on Reasonable and Ethical Procurement, Implementation and Use of Artificial Intelligence requires divisions to conduct IP assessments for both the inputs to and outputs generated by AI systems. The policy also ensures that IP ownership is clearly defined, appropriate licences are in place for each use case, and that AI-generated outputs do not infringe the intellectual property rights of third parties</p>
KPI B6.4	Description of quality assurance process and recall procedures.	Service Excellence p.67-71	
KPI B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored.	Digital Responsibility and Information Security p.21-30 Responsible Use of Artificial Intelligence p.30-34	
Aspect B7: Anti-corruption			
General Disclosure	Information on: a) the policies; and b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.	Internal Control Framework p.17-20	<ul style="list-style-type: none"> • Code of Conduct • Anti-Fraud and Anti-Bribery Policy • Policy on Appointment of Third Party Representatives <p>The Group is not aware of any incidents of non-compliance with laws and regulations that may have a significant impact on the Group concerning bribery, extortion, fraud and money laundering during the year</p>
KPI B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.		There were no concluded legal cases regarding corrupt practices brought against the Group or its employees that had a significant impact on the Group in the reporting period

		Relevant Page	Remarks and External References
KPI B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.	Internal Control Framework p.17-20	<ul style="list-style-type: none"> • Whistleblowing Policy 
KPI B7.3	Description of anti-corruption training provided to directors and staff.	Internal Control Framework p.17-20 Appendix 1: Environmental and Social Performance Indicators p.164 -177	
Community			
Aspect B8: Community Investment			
General Disclosure	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	Social Inclusion p.72-73 Community Investment p.156-163	<ul style="list-style-type: none"> • Sustainability Policy  • Anti-Fraud and Anti-Bribery Policy  <p>It is the general policy of the Group not to make any form of donation to political associations or individual politicians. Employees must not use any funds or assets of the Group for contributions to any political party or candidate for public office. In addition, no Employee may make any political contribution as a representative of the Group or create the impression that he or she is acting as a representative of the Group</p>
KPI B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	Social Inclusion p.72-73 Community Investment p.156-163	
KPI B8.2	Resources contributed (e.g. money or time) to the focus area.	Community Investment p.156-163	Donations to charitable organisations by the Company during the year amounted to approximately HK\$0.7 million

Climate Disclosure Requirements

The Group has prepared its report in alignment with the IFRS S2 standard and the climate-related disclosure requirements under the HKEX ESG Guide. It is also working to further enhance its reporting for more comprehensive and transparent disclosure. Please see also the divisions' standalone reports for industry-specific views on climate-related matters and further information.

Core Content	Section	Remarks and External References
Obligation		
Paragraph 17		
An issuer must disclose its Scope 1 greenhouse gas emissions and Scope 2 greenhouse gas emissions pursuant to paragraphs 28(a), 28(b) and 29 on a mandatory basis.	Appendix 1: Environmental and Social Performance Indicators	
Governance		
Paragraph 19		
An issuer shall disclose information about:		
<p>(a) The governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) responsible for oversight of climate-related risks and opportunities. Specifically, the issuer shall identify that body(s) or individual(s) and disclose information about:</p> <p>(i) how the body(s) or individual(s) determines whether appropriate skills and competencies are available or will be developed to oversee strategies designed to respond to climate-related risks and opportunities;</p> <p>(ii) how and how often the body(s) or individual(s) is informed about climate-related risks and opportunities;</p> <p>(iii) how the body(s) or individual(s) takes into account climate-related risks and opportunities when overseeing the issuer's strategy, its decisions on major transactions, and its risk management processes and related policies, including whether the body(s) or individual(s) has considered trade-offs associated with those risks and opportunities;</p> <p>(iv) how the body(s) or individual(s) oversees the setting of, and monitors progress towards, targets related to climate-related risks and opportunities (see Paragraphs 37 to 40), including whether and how related performance metrics are included in remuneration policies (see Paragraph 35); and</p>	<p>Integrated Governance Framework</p> <p>Sustainability Performance- linked Appraisal</p> <p>Climate Transition and Resilient Business</p>	<ul style="list-style-type: none"> • CKHH Sustainability Policy  • CKHH Environmental Policy 
<p>(b) Management's role in the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities, including information about:</p> <p>(i) whether the role is delegated to a specific management-level position or management-level committee and how oversight is exercised over that position or committee; and</p> <p>(ii) whether management uses controls and procedures to support the oversight of climate-related risks and opportunities and, if so, how these controls and procedures are integrated with other internal functions.</p>	Climate Transition and Resilient Business	

Core Content	Section	Remarks and External References
Strategy		
Climate-related Risks and Opportunities		
Paragraph 20		
An issuer shall disclose information to enable an understanding of climate-related risks and opportunities that could reasonably be expected to affect the issuer's cash flows, its access to finance or cost of capital over the short, medium or long term. Specifically, the issuer shall:		
<ul style="list-style-type: none"> (a) describe climate-related risks and opportunities that could reasonably be expected to affect cash flows, its access to finance or cost of capital over the short, medium or long term; (b) explain, for each climate-related risk the issuer has identified, whether the issuer considers the risk to be a climate-related physical risk or climate-related transition risk; (c) specify, for each climate-related risk and opportunity the issuer has identified, over which time horizons – short, medium or long term – the effects of each climate-related risk and opportunity could reasonably be expected to occur; and (d) explain how the issuer defines 'short term', 'medium term' and 'long term' and these definitions are linked to the planning horizons used by the issuer for strategic decision-making. 	Climate Transition and Resilient Business Sustainable investing	CKHH Sustainability Finance Framework 
Business Model and Value Chain		
Paragraph 21		
An issuer shall disclose information that enables an understanding of the current and anticipated effects of climate-related risks and opportunities on the issuer's business model and value chain. Specifically, the issuer shall disclose:		
<ul style="list-style-type: none"> (a) a description of the current and anticipated effects of climate-related risks and opportunities on the issuer's business model and value chain; and (b) a description of where in the issuer's business model and value chain climate-related risks and opportunities are concentrated (for example, geographical areas, facilities and types of assets). 	Climate Transition and Resilient Business Physical Risks and Opportunities	
Strategy and Decision-making		
Paragraph 22		
An issuer shall disclose information that enables an understanding of the effects of climate-related risks and opportunities on its strategy and decision-making. Specifically, the issuer shall disclose:		
<ul style="list-style-type: none"> (a) information about how the issuer has responded to, and plans to respond to, climate-related risks and opportunities in its strategy and decision-making, including how the issuer plans to achieve any climate-related targets it has set and any targets it is required to meet by law or regulation. Specifically, the issuer shall disclose information about: <ul style="list-style-type: none"> (i) current and anticipated changes to the issuer's business model, including its resource allocation, to address climate-related risks and opportunities; (ii) current and anticipated adaptation and mitigation efforts (whether direct or indirect); (iii) any climate-related transition plan the issuer has (including information about key assumptions used in developing its transition plan, and dependencies on which the issuer's transition plan relies), or an appropriate negative statement where the issuer does not have a climate-related transition plan; (iv) how the issuer plans to achieve any climate-related targets (including any greenhouse gas emissions targets (in any)), described in accordance with paragraphs 37 to 40; and 	The Decarbonisation Pathway Climate Transition and Resilient Business Decarbonisation	

Core Content	Section	Remarks and External References
(b) information about how the issuer is resourcing, and plans to resource, the activities disclosed in accordance with paragraph 22(a).	Sustainable Investing	
Paragraph 23		
An issuer shall disclose information about the progress of plans disclosed in previous reporting periods in accordance with paragraph 22(a).	The Decarbonisation Pathway Decarbonisation	
Financial Position, Financial Performance and Cash Flows		
Paragraph 24 – Current financial effect		
An issuer shall disclose qualitative and quantitative information about:		
(a) how climate-related risks and opportunities have affected its financial position, financial performance and cash flows for the reporting period; and	Climate Transition and Resilient Business Sustainable Investing	The Group currently provides qualitative disclosures and is in progress to prepare quantitative physical and transition risk assessments in future reports
(b) the climate-related risks and opportunities identified in paragraph 24(a) for which there is a significant risk of a material adjustment within the next annual reporting period to the carrying amounts of assets and liabilities reported in the related financial statements.	Climate Transition and Resilient Business	The Group does not foresee a significant risks or material adjustment to its assets and liabilities
Paragraph 25 – Anticipated financial effect		
The issuer shall provide qualitative and quantitative disclosures about:		
(a) how the issuer expects its financial position to change over the short, medium and long term, given its strategy to manage climate-related risks and opportunities, taking into consideration: (i) its investment and disposal plans; and (ii) its planned sources of funding to implement its strategy; and	Climate Transition and Resilient Business Sustainable Investing	
(b) how the issuer expects its financial performance and cash flows to change over the short, medium and long term, given its strategy to manage climate-related risks and opportunities.	Climate Transition and Resilient Business	Please see our response to paragraph 24

Core Content	Section	Remarks and External References
Climate Resilience		
Paragraph 26		
<p>An issuer shall disclose information that enables an understanding of the resilience of the issuer's strategy and business model to climate-related changes, developments and uncertainties, taking into consideration the issuer's identified climate-related risks and opportunities. An issuer shall use climate-related scenario analysis to assess its climate resilience using an approach that is commensurate with an issuer's circumstances. In providing quantitative information, the issuer may disclose a single amount or a range. Specifically, the issuer shall disclose:</p>		
<p>(a) the issuer's assessment of its climate resilience as at the reporting date, which shall enable an understanding of:</p> <ul style="list-style-type: none"> (i) the implications, if any, of the issuer's assessment for its strategy and business model, including how the issuer would need to respond to the effects identified in the climate-related scenario analysis; (ii) the significant areas of uncertainty considered in the issuer's assessment of its climate resilience; and (iii) the issuer's capacity to adjust, or adapt its strategy and business model to climate change over the short, medium or long term; 	<p>The Decarbonisation Pathway</p> <p>Climate Transition and Resilient Business</p> <p>Decarbonisation</p>	<p>The Group-level assessment draws on divisional climate-scenario and impact, risks and opportunity assessments. Due to diverse business contexts, divisions use different scenario methodologies and risk tools, resulting in potential inconsistencies in how risks are defined and estimated. To enhance future disclosures, the Group is developing consistent approaches to strengthen its assessment capabilities</p>
<p>(b) how and when the climate-related scenario analysis was carried out, including:</p> <ul style="list-style-type: none"> (i) information about the inputs used, including: <ul style="list-style-type: none"> (1) which climate-related scenarios the issuer used for the analysis and the sources of such scenarios; (2) whether the analysis included a diverse range of climate-related scenarios; (3) whether the climate-related scenarios used for the analysis are associated with climate-related transition risks or climate-related physical risks; (4) whether the issuer used, among its scenarios, a climate-related scenario aligned with the latest international agreement on climate change; (5) why the issuer decided that its chosen climate-related scenarios are relevant to assessing its resilience to climate-related changes, developments or uncertainties; (6) time horizons the issuer used in the analysis; and (7) what scope of operations the issuer used in the analysis (for example, the operation, locations and business units used in the analysis); (ii) the key assumptions the issuer made in the analysis; and (iii) the reporting period in which the climate-related scenario analysis was carried out. 	<p>Climate Transition and Resilient Business</p>	<p>Scenario analyses were carried out in the Group's divisions to assess physical risks, transition risks and opportunities, with different methodologies and assumptions relevant to their operational contexts, typically aligning with the widely accepted global climate scenarios</p> <p>These scenario analyses were conducted at different periods and were revisited in 2025 to be incorporated into the Group's climate-related risks and opportunities</p>

Core Content	Section	Remarks and External References
Risk Management		
Paragraph 27		
An issuer shall disclose information about:		
(a) the processes and related policies it uses to identify, assess, prioritise and monitor climate-related risks, including information about: <ul style="list-style-type: none"> (i) the inputs and parameters the issuer uses (for example, information about data sources and the scope of operations covered in the processes); (ii) whether and how the issuer uses climate-related scenario analysis to inform its identification of climate-related risks; (iii) how the issuer assesses the nature, likelihood and magnitude of the effects of those risks (for example, whether the issuer considers qualitative factors, quantitative thresholds or other criteria); (iv) whether and how the issuer prioritises climate-related risks relative to other types of risks; (v) how the issuer monitors climate-related risks; and (vi) whether and how the issuer has changed the processes it uses compared with the previous reporting period; 	Climate Transition and Resilient Business	Scenario analyses were carried out in the Group's divisions, with different methodologies, assumptions relevant to their operational contexts, typically aligning with the widely accepted global climate scenarios These scenario analyses were conducted at different periods and were revisited in 2025 to be incorporated into the Group's climate-related risks and opportunities
(b) the processes the issuer uses to identify, assess, prioritise and monitor climate-related opportunities (including information about whether and how the issuer uses climate-related scenario analysis to inform its identification of climate-related opportunities); and	Climate Transition and Resilient Business	
(c) the extent to which, and how, the processes for identifying, assessing, prioritising and monitoring climate-related risks and opportunities are integrated into and inform the issuer's overall risk management process.	Climate Transition and Resilient Business	
Metrics and Targets		
Greenhouse Gas Emissions		
Paragraph 28		
An issuer shall disclose its absolute gross greenhouse gas emissions generated during the reporting period, expressed as metric tons of CO ₂ equivalent, classified as:		
(a) Scope 1 greenhouse gas emissions; (b) Scope 2 greenhouse gas emissions; and (c) Scope 3 greenhouse gas emission.	Appendix 1: Environmental and Social Performance Indicators	
Paragraph 29		
An issuer shall:		
(a) measure its greenhouse gas emissions in accordance with the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004) unless required by a jurisdictional authority or another exchange on which the issuer is listed to use a different method for measuring greenhouse gas emissions;	Appendix 2: GHG Accounting Methodology	
(b) disclose the approach it uses to measure its greenhouse gas emissions including: <ul style="list-style-type: none"> (i) the measurement approach, inputs and assumptions the issuer uses to measure its greenhouse gas emissions; (ii) the reason why the issuer has chosen the measurement approach, inputs and assumptions it uses to measure its greenhouse gas emissions; and (iii) any changes the issuer made to the measurement approach, inputs and assumptions during the reporting period and the reasons for those changes; 	Appendix 2: GHG Accounting Methodology	No changes were made to the Group's GHG accounting approach, inputs and assumptions in 2025

Core Content	Section	Remarks and External References
(c) for Scope 2 greenhouse gas emissions disclosed in accordance with paragraph 28(b), disclose its location-based Scope 2 greenhouse gas emissions, and provide information about any contractual instruments that is necessary to enable an understanding of the issuer's Scope 2 greenhouse gas emissions; and	Appendix 1: Environmental and Social Performance Indicators Appendix 2: GHG Accounting Methodology	The Group discloses both location-based and market-based scope 2 GHG emissions data
(d) for Scope 3 greenhouse gas emissions disclosed in accordance with paragraph 28(c), disclose the categories included within the issuer's measure of Scope 3 greenhouse gas emissions, in accordance with the Scope 3 categories described in the Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (2011).	Appendix 2: GHG Accounting Methodology	
Climate-related Transition Risks		
Paragraph 30		
An issuer shall disclose the amount and percentage of assets or business activities vulnerable to climate-related transition risks.		The Group is strengthening its assessment processes and is progressing to develop consistent and comparable quantification methodologies
Climate-related Physical Risks		
Paragraph 31		
An issuer shall disclose the amount and percentage of assets or business activities vulnerable to climate-related physical risks.		Please see our response to paragraph 30
Climate-related opportunities		
Paragraph 32		
An issuer shall disclose the amount and percentage of assets or business activities aligned with climate-related opportunities.		Please see our response to paragraph 30
Capital Deployment		
Paragraph 33		
An issuer shall disclose the amount of capital expenditure, financing or investment deployed towards climate-related risks and opportunities.	Sustainable Investing	

Core Content	Section	Remarks and External References
Internal Carbon Prices		
Paragraph 34		
<p>An issuer shall disclose:</p> <p>(a) an explanation of whether and how the issuer is applying a carbon price in decision-making (for example, investment decisions, transfer pricing, and scenario analysis); and</p> <p>(b) the price of each metric tonne of greenhouse gas emissions the issuer uses to assess the costs of its greenhouse gas emissions;</p> <p>or an appropriate negative statement that the issuer does not apply a carbon price in decision-making.</p>		Carbon pricing is not incorporated in the Group's decision-making process in 2025
Remuneration		
Paragraph 35		
An issuer shall disclose whether and how climate-related considerations are factored into remuneration policy, or an appropriate negative statement.	Sustainability Performance-linked Appraisal	
Industry-based Metrics		
Paragraph 36		
An issuer is encouraged to disclose industry-based metrics that are associated with one or more particular business models, activities or other common features that characterise participation in an industry. In determining the industry-based metrics that the issuer discloses, an issuer is encouraged to refer to and consider the applicability of the industry-based metrics associated with disclosure topics described in the IFRS S2 Industry-based Guidance on implementing Climate-related Disclosures and other industry-based disclosure requirements prescribed under other international ESG reporting frameworks.		Industry-based metrics are further detailed in each division's standalone sustainability report. Meanwhile, the Group also discloses with reference to major international ESG reporting frameworks
Climate-related Targets		
Paragraph 37		
An issuer shall disclose (a) the quantitative and qualitative climate-related targets the issuer has set to monitor progress towards achieving its strategic goals, and (b) any targets the issuer is required to meet by law or regulation, including any greenhouse gas emissions targets. For each target, the issuer shall disclose:		
<p>(a) the metric used to set the target;</p> <p>(b) the objective of the target (for example, mitigation, adaptation or conformance with science-based initiatives);</p> <p>(c) the part of the issuer to which the target applies (for example, whether the target applies to the issuer in its entirety or only a part of the issuer, such as a specific business unit or geographic region);</p> <p>(d) the period over which the target applies;</p> <p>(e) the base period from which progress is measured;</p> <p>(f) milestones or interim targets (if any);</p> <p>(g) if the target is quantitative, whether the target is an absolute target or an intensity target; and</p> <p>(h) how the latest international agreement on climate change, including jurisdictional commitments that arise from that agreement, has informed the target.</p>	<p>The Decarbonisation Pathway</p> <p>Decarbonisation</p>	

Core Content	Section	Remarks and External References
Paragraph 38		
An issuer shall disclose information about its approach to setting and reviewing each target, and how it monitors progress against each target, including:		
(a) whether the target and the methodology for setting the target has been validated by a third party; (b) the issuer's processes for reviewing the target; (c) the metrics used to monitor progress towards reaching the target; and (d) any revisions to the target and an explanation for those revisions.	The Decarbonisation Pathway Decarbonisation	
Paragraph 39		
An issuer shall disclose information about its performance against each climate-related target and an analysis of trends or changes in the issuer's performance.	Decarbonisation	
Paragraph 40		
For each greenhouse gas emissions target disclosed in accordance with paragraphs 37 to 39, an issuer shall disclose:		
(a) which greenhouse gases are covered by the target; (b) whether Scope 1, Scope 2 or Scope 3 greenhouse gas emissions are covered by the target; (c) whether the target is a gross greenhouse gas emissions target or a net greenhouse gas emissions target. If the issuer discloses a net greenhouse gas emissions target, the issuer is also required to separately disclose its associated gross greenhouse gas emissions target; (d) whether the target was derived using a sectoral decarbonisation approach; and (e) the issuer's planned use of carbon credits to offset greenhouse gas emissions to achieve any net greenhouse gas emissions target. In explaining its planned use of carbon credits, the issuer shall disclose: (i) the extent to which, and how, achieving any net greenhouse gas emissions target relies on the use of carbon credits; (ii) which third-party scheme(s) will verify or certify the carbon credits; (iii) the type of carbon credit, including whether the underlying offset will be nature-based or based on technological carbon removals, and whether the underlying offset is achieved through carbon reduction or removal; and (iv) any other factors necessary to enable an understanding of the credibility and integrity of the carbon credits the issuer plans to use (for example, assumptions regarding the permanence of the carbon offset).	The Decarbonisation Pathway Decarbonisation	The Group did not use carbon credits to offset its emission in 2025
Applicability of Cross-industry Metrics and Industry-based Metrics		
Paragraph 41		
In preparing disclosures to meet the requirements in paragraphs 21 to 26 and 37 to 38, an issuer shall refer to and consider the applicability of cross-industry metrics (see paragraphs 28 to 35) and (ii) industry-based metrics (see paragraph 36).		Industry-based metrics are further detailed in each division's standalone sustainability report. Meanwhile, the Group also discloses with reference to major international ESG reporting frameworks

GRI Content Index

The Group has reported the information cited in this GRI content index

Topics	GRI reference	Disclosure Title	References and remarks
GRI 2: General Disclosure 2021			
The organisation and its reporting practices	2-1	Legal name	CK Hutchison Holdings Limited
		Nature of ownership and legal form	CK Hutchison Holdings Limited is a limited liability company, incorporated in the Cayman Islands. The shares of the Company are listed on HKEX
		Location of its headquarter	Hong Kong
		Countries of operations	<ul style="list-style-type: none"> About CKHH
	2-2	All its entities included in sustainability report	<ul style="list-style-type: none"> About the Report Appendix 5: Full list of Reported Business Units
		Explain the approach used for consolidating the information from multiple entities	<ul style="list-style-type: none"> About the Report
	2-3	Reporting period and frequency	<ul style="list-style-type: none"> About the Report
		Publication date of the report	17 April 2026
		Contact point for questions about the report or reported information	sustainability@ckh.com.hk
	2-4	Re-statement of information made from previous reporting	<ul style="list-style-type: none"> Appendix 1: Environmental and Social Performance Indicators
2-5	External assurance	The Retail, Infrastructure, and Telecommunications divisions undertake annual external assurance of its GHG emissions data as part of the established reporting practices. While the Ports division has not yet sought external assurance, it has noted that external verification may be considered in future reporting cycles	
Activities and workers	2-6	Activities, value chain and other business relationships	<ul style="list-style-type: none"> About CKHH
	2-7	Employees	<ul style="list-style-type: none"> Appendix 1: Environmental and Social Performance Indicators
	2-8	Workers who are not employees	<ul style="list-style-type: none"> Contractor Safety
Governance	2-9	Governance structure and composition	<ul style="list-style-type: none"> Integrated Governance Structure Please see also the CKHH 2025 Annual Report
	2-10	Nomination and selection process of highest governance body	<ul style="list-style-type: none"> Integrated Governance Structure Please see also the CKHH 2025 Annual Report
	2-11	Chair of highest governance body	<ul style="list-style-type: none"> Director Nomination Policy Please see also the CKHH 2025 Annual Report
	2-12	Roles of highest governance body in overseeing the management of impacts	<ul style="list-style-type: none"> Integrated Governance Structure Please see also the CKHH 2025 Annual Report
	2-13	Delegation of responsibility for managing impacts	<ul style="list-style-type: none"> Integrated Governance Structure Please see also the CKHH 2025 Annual Report
	2-14	Role of the highest governance body in sustainability reporting	<ul style="list-style-type: none"> Integrated Governance Structure Please see also the CKHH 2025 Annual Report
	2-15	Conflict of interest	Please see also the CKHH 2025 Annual Report
	2-16	Communication of critical concerns	<ul style="list-style-type: none"> Internal Control Framework Please see also the CKHH 2025 Annual Report

Topics	GRI reference	Disclosure Title	References and remarks
	2-17	Collective knowledge of the highest government body	<ul style="list-style-type: none"> Integrated Governance Structure Please see also the CKHH 2025 Annual Report
	2-18	Evaluation of the performance of the highest governance body	<ul style="list-style-type: none"> Integrated Governance Structure Please see also the CKHH 2025 Annual Report
	2-19	Remuneration policies	<ul style="list-style-type: none"> Remuneration Committee Please see also the CKHH 2025 Annual Report
	2-20	Process to determine remuneration	<ul style="list-style-type: none"> Remuneration Committee Please see also the CKHH 2025 Annual Report
Strategy, policies and practices	2-22	Statement on sustainable development strategy from most senior executive	<ul style="list-style-type: none"> 2025 Sustainability Report Chairman Statement Please see also the CKHH 2025 Annual Report
	2-23	Policy commitment	<ul style="list-style-type: none"> Internal Control Framework
	2-24	Embedding policy commitments	<ul style="list-style-type: none"> Internal Control Framework
	2-25	Processes to remediation of negative impacts	<ul style="list-style-type: none"> Internal Control Framework
	2-26	Mechanism for seeking advice and raise concerns	<ul style="list-style-type: none"> Stakeholder Engagement
	2-27	Non-compliance to law and regulations in the reporting period	<ul style="list-style-type: none"> Appendix 3: Content Index for Sustainability Reporting The Group is not aware of non-compliance to applicable law and regulations in the reporting period
Stakeholder engagement	2-29	Approach to stakeholder engagement	<ul style="list-style-type: none"> Stakeholder Engagement
	2-30	Collective bargaining agreement	<ul style="list-style-type: none"> Labour and Human Rights
GRI 3: Material Topics 2021			
Disclosure on material topics	3-1	Process to determine material topics	<ul style="list-style-type: none"> Materiality
	3-2	List of material topics	<ul style="list-style-type: none"> Materiality
	3-3	Management of material topics	<ul style="list-style-type: none"> Materiality
GRI 201 Economic performance 2016			
Economic performance	201-2	Risk and opportunities posted by climate change	<ul style="list-style-type: none"> Climate Transition and Resilient Business
	201-3	Benefit plan and retirement plan	<ul style="list-style-type: none"> Responsible Employment Practices
GRI 205 Anti-corruption 2016			
Anti-corruption	205-1	Operations assessed for risks related to corruption	<ul style="list-style-type: none"> Internal Control Framework
	205-2	Communications, training about anticorruption policy and procedure	<ul style="list-style-type: none"> Internal Control Framework
	205-3	Confirmed incidents and actions taken	The Group is not aware of confirmed incidents related to corruption and fraud
GRI 301 Materials 2016			
Materials	301-2	Recycled input material used	<ul style="list-style-type: none"> Appendix 1: Environmental and Social Performance Indicators
	301-3	Reclaimed products and their packaging material	<ul style="list-style-type: none"> Appendix 1: Environmental and Social Performance Indicators
GRI 302 Energy 2016			
Energy	302-1	Energy consumption within the organization	<ul style="list-style-type: none"> Appendix 1: Environmental and Social Performance Indicators
	302-3	Energy intensity	<ul style="list-style-type: none"> Appendix 1: Environmental and Social Performance Indicators
	302-4	Reduction of energy consumption	<ul style="list-style-type: none"> Appendix 1: Environmental and Social Performance Indicators

Topics	GRI reference	Disclosure Title	References and remarks
GRI 303 Water & Effluent 2018			
Water and effluents	303-1	Interactions with water as a shared resources	• Water Stewardship
	303-2	Management of water discharge impacts	• Water Stewardship
	303-3	Water withdrawal	• Appendix 1: Environmental and Social Performance Indicators
	303-4	Water discharge	• Appendix 1: Environmental and Social Performance Indicators
	303-5	Water consumption	• Appendix 1: Environmental and Social Performance Indicators
GRI 305 Emissions 2016			
Emissions	305-1	Direct (Scope 1) GHG emissions	• Appendix 1: Environmental and Social Performance Indicators
	305-2	Other indirect (Scope 2) GHG emissions	• Appendix 1: Environmental and Social Performance Indicators
	305-3	Other indirect (Scope 3) GHG emissions	• Appendix 1: Environmental and Social Performance Indicators
	305-4	GHG emission intensity	• Appendix 1: Environmental and Social Performance Indicators
	305-5	Reduction of GHG emissions	• Decarbonisation • Appendix 1: Environmental and Social Performance Indicators
GRI 306 Waste 2020			
Waste	306-1	Waste generated and significant waste-related impacts	• Circular Economy
	306-2	Managing significant waste-related impacts	• Circular Economy
	306-3	Waste generated	• Appendix 1: Environmental and Social Performance Indicators
	306-4	Waste diverted from disposal	• Appendix 1: Environmental and Social Performance Indicators
	306-5	Waste directed to disposal	• Appendix 1: Environmental and Social Performance Indicators
GRI 308 Suppliers environmental assessment 2016			
Suppliers environmental assessment	308-1	New suppliers screened using environmental criteria	• Supply Chain Responsibility • Sustainable Product Choice
	308-2	Negative environmental impacts in supply chain and actions taken	• Supply Chain Responsibility • Sustainable Product Choice
GRI 401 Employment 2016			
Employment	401-1	New employees hired and employees turnover	• Appendix 1: Environmental and Social Performance Indicators
	401-3	Parental leave	• Labour and Human Rights
GRI 403 Occupational Health and Safety 2018			
Occupational health and safety	403-1	OSH management system	• Health, Safety and Wellbeing
	403-2	Risk and hazard identification process and accident investigation	• Safety Risk Management and Mitigation
	403-3	Occupational health service function	• Health, Safety and Wellbeing

Topics	GRI reference	Disclosure Title	References and remarks
	403-4	Workers participation, consultation and communications on OSH	• Health, Safety and Wellbeing
	403-5	OSH training	• Health, Safety and Wellbeing
	403-6	Promotion of worker health	• Health, Safety and Wellbeing
	403-7	Prevention and mitigation of OSH impacts	• Health, Safety and Wellbeing
	403-8	Workers covered by OSH management system	• Health, Safety and Wellbeing
	403-9	Work related injuries	• Appendix 1: Environmental and Social Performance Indicators
GRI 404 Training and Education 2016			
Training and education	404-1	Average hours of training per employee per year	• Appendix 1: Environmental and Social Performance Indicators
	404-2	Programs for upgrading employees skills and transition assistance programs	• Learning and Development • Investment in Human Capital
	404-3	Percentage of employees received regular performance and career development review	The salary and benefit levels of the Group's employees are kept at a competitive level and employees are rewarded on a performance related basis within the general framework of the Group's salary and bonus system, which is reviewed annually
GRI 405 Diversity and Equal Opportunity 2016			
Diversity and equal opportunity	405-1	Diversity of governance body and employees	• Inclusion and Diversity
GRI 413 Local Communities 2016			
Local community	413-1	Operations with local community engagement, impact assessment and development program	• Social Inclusion
	413-2	Operations with significant actual or potential negative impacts on local community	• Biodiversity Protection • Community Investment
GRI 416 Customer Health and Safety 2016			
Customer health and safety	416-2	Incident of non-compliance concerning the health and safety impacts of products and services	• The Group is not aware of non-compliance concerning the health and safety impacts of products and services
GRI 417 Marketing and Labelling 2016			
Marketing and labelling	417-1	Requirements for product and service information and labelling	• Code of Conduct
	417-2	Incident of non-compliance concerning products and services information and labelling	The Group is not aware of non-compliance concerning products and services information and labelling
	417-3	Incident of non-compliance concerning marketing communications	The Group is not aware of non-compliance concerning marketing communications

APPENDIX 4: SUSTAINABILITY-RELATED AWARDS AND RECOGNITION

CKHH Group			
Governance		Silver Award in "General" Category	2025 HKMA Best Annual Reports Awards
		Bronze Award for Innovative Achievement in Science or Technology: "AI Upskilling: Fostering Innovation and Significant Efficiency Improvements"	2025 Asia-Pacific Stevie Awards
		Bronze Award for Innovative Use of Technology in Human Resources: "AI Upskilling for Broad Efficiency Improvements"	2025 Asia-Pacific Stevie Awards
		Bronze Award for Innovation in Technology Management, Planning & Implementation: "AI Upskilling for Broad Efficiency Improvements"	2025 Asia-Pacific Stevie Awards
Ports			
Governance	Hutchison Port Holdings Limited	Platinum tier in the Cyber Security Staff Awareness Recognition Scheme	HKIRC and ISACA China Hong Kong Chapter
	Hutchison Port Holdings Limited	<ul style="list-style-type: none"> Silver for Chairman's Letter/Presentation Bronze for Cover/Home Page Honors for Design/Graphics 	ARC Awards International
	Hutchison Port Holdings Trust	Attained Top 5 in below award categories: <ul style="list-style-type: none"> Most Organised Investor Relations Best Senior Management IR Support Strongest Adherence to Corporate Governance Best Strategic CSR 	Alpha Southeast Asia - 15th Annual Institutional Investor Awards for Corporates
	Hutchison Ports Yantian	The 2025 Leading Enterprise For ESG Practice In China Logistics Industry	China Shipping Gazette
Sustainability Business Model and Innovation	Hutchison Ports Yantian	Global Operational Efficiency Excellence Award	COSCO Shipping Holdings CO., Ltd.
Environmental	Hutchison Ports Head Office	WWF-HK Award	World Wild Fund for Nature Hong Kong
	Hutchison Ports HIT	Gold Seal for Contribution to Sustainable Facility - Promote Environmental Protection of Green and Sustainability Contribution Awards 2025	Hong Kong Quality Assurance Agency (HKQAA)
	Hutchison Ports Yantian	Intelligent and Green Partnership Award	COSCO Shipping Holdings CO., Ltd.
Social	Hutchison Ports HIT	Partner Employer Award 2025	Hong Kong General Chamber of Small and Medium Business
	Hutchison Port Holdings Limited & Hutchison Ports HIT	Double Star Certificate under the Tsuen Wan and Kwai Tsing District Caring Elders Award Scheme 2024-25	Social Welfare Department

Retail			
Governance	AS Watson Group	PRCA Asia Pacific Awards 2025 - CSR and Sustainability Award	PRCA Asia Pacific Awards (PRCA)
	AS Watson Group	Asia-Pacific Innovative Lawyers Awards - Sustainability and Impact - Highly Commended	Financial Times Live
	AS Watson Group	Privacy-Friendly Awards - Outstanding Gold Award	The Office of the Privacy Commissioner for Personal Data
	AS Watson Group	Best Practice Showcase Award - Gold Award	InspiringHK Sports Foundation
	AS Watson Group	Standard Chartered Corporate Achievement Awards - Sustainable Corporate Category - Leadership Award	Standard Chartered
	Watsons Hong Kong	Sustainability Initiative of the Year - Hong Kong	Retail Asia
	Watsons Türkiye	Retail Sun Awards - Sustainability Achievement Award	Soysal
Sustainability Business Model and Innovation	AS Watson Group	Ranked 52nd in Global Powers of Retailing	Deloitte
	AS Watson Group	Marketing Excellence Awards - Excellence in Retail Marketing - Silver (MoneyBack)	Marketing Magazine
	Watsons International	Monde Selection Quality Awards - Diet & Health - Grand Gold Award	Monde Selection
	Watsons International	Monde Selection Quality Awards - Cosmetic - Gold Award	Monde Selection
	Watsons International	Global Green Beauty Awards - Best All Green Brand - Gold	Arquette Media
	Watsons Singapore	Retail Asia Awards - O2O Customer Experience of the Year	Retail Asia
Environmental	Watsons International	Hong Kong Green and Sustainability Contribution Awards - Gold Pioneer for Contribution to Sustainable Design - Promote Resource Reduction	Hong Kong Quality Assurance Agency
	AS Watson Industries	Hong Kong Green Organisation Certification - Energywise Certificate - Excellent Level	Environmental Campaign Committee
	AS Watson Industries	Hong Kong Green Organisation Certification - Wastewise Certificate - Excellent Level	Environmental Campaign Committee
	Watsons Thailand	Central Pattana in the Better Futures Project 2025 - Top Engaged Brand in Energy Efficiency Program	Central Pattana
	Watsons Indonesia	Certificate of Green Achievement - Indonesia	Greenhope
	Watsons Water	Certificate of Appreciation, Packaging Reduction Charter	Environmental Protection Department
Social	AS Watson Group	Silver, Digital Accessibility Recognition Scheme	Hong Kong Internet Registration
	AS Watson Group	Best Companies to Work for in Asia - Platinum Harmonia Award	HR Asia
	AS Watson Group	PR Awards Asia-Pacific 2025 - Public Awareness Campaign - Bronze	Campaign Asia
	AS Watson Group	Social Enterprise Supporter Award	Fullness Social Enterprises Society
	AS Watson Group	Jockey Club Age-friendly City Partner (2025)	The Hong Kong Jockey Club Charities Trust
	Watsons Türkiye	Great Place To Work Certification - Türkiye	Great Place To Work

Infrastructure			
Governance	Power Assets	<ul style="list-style-type: none"> • Hong Kong Business Sustainability Index - Ranked 5th • Global Business Sustainability Index - Ranked 5th • Greater China Business Sustainability Report 2024 - Ranked 5th 	Centre for Business Sustainability, CUHK Business School
	Power Assets	HKICPA's 2025 Best Corporate Governance and ESG Award (Large Market Capitalization Category) - Special Mentions	Hong Kong Institute of Certified Public Accountants
	HK Electric	ESG Excellence Model Awards	Outstanding ESG Enterprises Recognition Scheme 2025 by Sing Tao & PolyU
	HK Electric	Prestigious ESG Accomplishment of the Year	Outstanding ESG Enterprises Recognition Scheme 2025 by Sing Tao & PolyU
	HK Electric	Privacy-Friendly Award 2025 (Gold)	Office of the Privacy Commissioner for Personal Data
	SA Power Networks	Sustainability Impact Award	Schneider Electric Sustainability Impact Awards
Sustainability Business Model and Innovation	SA Power Networks	Best Energy Project (Starlink and secure service edge & Protection of users and faster response)	2025 iTnews Benchmark Award
	UK Power Networks	number one in the Institute of Customer Services' Customer Satisfaction Index <ul style="list-style-type: none"> • Capacity to Innovate • Inspirational Leadership • Quality of Management • Ability to Attract, Develop & Retain Top Talent • Long-term Value Potential 	Institute of Customer Services
Environment	UK Power Networks	Gold Award and Environment Award	City of London Corporation's Considerate Contractor Streetworks Scheme Awards
	UK Power Networks	Data Centre Energy Solution of the Year	Data Centre Review Excellence Awards 2025
Social	HK Electric	The 24th Hong Kong Occupational Safety and Health Award - OSH Report Award - Gold Award	Occupational Safety & Health Council
	HK Electric	Heart Caring Organization Award 2024-2025 - Outstanding Organization Award	Occupational Safety and Health Council
	UK Power Networks	#2 in UK's 15 Best Big Companies to Work For	Best Companies
	UK Power Networks	Best Employee Engagement Strategy	UK Institute of Customer Service
	UK Power Networks	Best Healthcare and Wellbeing Benefits - Large Employer	Employee Benefits Awards 2025

Telecommunications			
Governance	CK Hutchison Group Telecommunications	Silver Medal in the EcoVadis Sustainability Ratings, ranking in the 93rd percentile	EcoVadis
	Hutchison Telecommunications Hong Kong	4th Environmental, Social and Governance Awards - ESG Grand Award	Master-Insight.com and the Research Centre for ESG at The Hang Seng University of Hong Kong
	Hutchison Telecommunications Hong Kong	Hong Kong Corporate Governance and ESG Excellence Award - Award of Excellence in ESG (Others & GEM Companies)	The Chamber of Hong Kong Listed Companies and the Centre for Corporate Governance and Financial Policy, Hong Kong Baptist University
	Hutchison Telecommunications Hong Kong	TVB ESG Awards - ESG Special Recognition Award	Television Broadcasts Limited
Sustainability Business Model and Innovation	3 Ireland	Ireland's Best Network	Opensignal
Environmental	CK Hutchison Group Telecommunications	A- rating on climate change	CDP
	Hutchison Telecommunications Hong Kong	Hong Kong Green Organisation Certification - Engergywi\$e Certificate - Good Level	Environmental Campaign Committee
	Hutchison Telecommunications Hong Kong	Hong Kong Green Organisation Certification - Wastewi\$e Certificate - Excellent Level	Environmental Campaign Committee
Social	Hutchison Telecommunications Hong Kong	Digital Accessibility Recognition Scheme - Triple Gold Award - Elderly-Friendly Award	Hong Kong Internet Registration Corporation Limited and Digital Policy Office
	Hutch Lanka	Sri Lanka Best Employer Brand Awards 2025	World Federation of HR Professionals
	Hutch Lanka	The Great HR Award 2025	Chartered Institute of Personnel Management, Sri Lanka
	3 Austria	Diversity Leaders Award	Minerva Award 2025
	3 Ireland	Excellence in Health & Wellbeing	Chambers Ireland Sustainable Business Impact Awards
	3 Ireland	Best Workplace Diversity Strategy	HR Leadership and Management Awards
	3 Sweden	Grand Prix - Employer Brand of the Year	Magnet Awards
	3 Sweden	Most Attractive Employer in the Tech Industry in Sweden	The Swedish Career Companies
	3 Sweden	Sweden's fourth best workplace	Great Place to Work
	Wind Tre	Blue Green Economy Award 2025 (Special Mention for its Borghi Connessi project)	Associational For Human - Community
	Wind Tre	Italy Best Employer	Statista e Corriere della Sera
Wind Tre	Diversity Leaders	Financial Time & Statista	

APPENDIX 5: FULL LIST OF REPORTED BUSINESS UNITS

The following list relates to the full list of entities, incorporated within the boundary of the Sustainability Report.

Ports

Hongkong United Dockyards	Hutchison Ports Gdynia	Hutchison Ports SITV
Hutchison Ports Ajman	Hutchison Ports Gwangyang	Hutchison Ports Sohar
Hutchison Ports Alexandria	Hutchison Ports Head office	Hutchison Ports Stockholm
Hutchison Ports Amsterdam	Hutchison Ports HIT	Hutchison Ports Sydney
Hutchison Ports BEST	Hutchison Ports ICARE	Hutchison Ports Thailand
Hutchison Ports Brisbane	Hutchison Ports KICT	Hutchison Ports TILH
Hutchison Ports Busan	Hutchison Ports LCMT	Hutchison Ports TIMSA
Hutchison Ports Delta II	Hutchison Ports LCT	Hutchison Ports TNG
Hutchison Ports ECT Rotterdam	Hutchison Ports MITT	Hutchison Ports UAQ
Hutchison Ports ECV	Hutchison Ports Pakistan	Hutchison Ports UK
Hutchison Ports EIT	Hutchison Ports PPC	Hutchison Ports Yantian
Hutchison Ports FCP	Hutchison Ports RAK	

Retail

AS Watson Industries (China)	Kruidvat	Watsons Malaysia
AS Watson Industries (HK)	PARKnSHOP Hong Kong	Watsons Philippines
AS Watson Group Europe	Savers	Watsons Singapore
AS Watson Head Office	Superdrug	Watsons Taiwan
Drogas Latvia	The Perfume Shop	Watsons Thailand
Drogas Lithuania	Trekpleister	Watsons Türkiye
FORTRESS	Watsons China	Watsons Ukraine
ICI PARIS XL Belux	Watsons Hong Kong	Watsons Vietnam
ICI PARIS XL Netherlands	Watsons Indonesia	Watsons Wine

Infrastructure

Alliance Construction Materials	Energy Developments Limited ("EDL")	Seabank Power
Anderson Asphalt	EnviroNZ	Shen-Shan Highway (Eastern Section), Shantou Bay Bridge and Panyu Beidou Bridge
Australian Energy Operations	Green Island Cement	UK Power Networks
Australian Gas Infrastructure Group ("AGIG"), including Australian Gas Networks, Dampier Bunbury Pipeline and Multinet Gas	ista	UK Rails
Canadian Midstream Assets	Northern Gas Networks	UK Renewables Energy Group
Canadian Power	Northumbrian Water	United Energy
Dutch Enviro Energy (owner of AVR- Afvalverwerking B.V. ("AVR"))	Park'N Fly	Victoria Power Networks
	Phoenix Energy	Wales & West Utilities
	Power Assets	Wellington Electricity
	Reliance Home Comfort	
	SA Power Networks	

Telecommunications

3 Austria	3 Ireland	Wind Tre
3 Denmark	3 Sweden	
Hutchison Telecommunications Hong Kong Holdings Limited ("HTHKH"), including 3 Hong Kong and 3 Macau	Hutch Lanka	



長江和記實業有限公司
CK HUTCHISON HOLDINGS LIMITED

48th Floor, Cheung Kong Center, 2 Queen's Road Central, Hong Kong

Telephone: +852 2128 1188

Facsimile: +852 2128 1705

www.ckh.com.hk

