



遠東發展有限公司
Far East Consortium International Limited
(Incorporated in the Cayman Islands with limited liability)
Stock Code: 035

Steadfast in Efforts Striving Forward

ENVIRONMENTAL, SOCIAL AND
GOVERNANCE REPORT 2025







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1. Introduction

1.1 ABOUT FEC

Far East Consortium International Limited ("FEC", "Far East Consortium", or "the Company", together with its subsidiaries, the "Group" or "We" or "Our", HKSE: 35) is a leading regional conglomerate with property development, property investment, hotel operations and management, car park operations and facilities management, gaming and related operations, and provision of mortgage services in Mainland China, Hong Kong, Malaysia, Singapore, Australia, New Zealand, the United Kingdom ("UK") and Continental Europe.

The Group was listed on the main board of the Hong Kong Stock Exchange (HKEX) in 1972. Established for over half a century, we have been recognised as one of Asia Pacific region's leading property developers.

Our regional knowledge and local expertise enable us to develop and deliver residences and communities that target Asia's rapidly expanding and affluent middle class while advancing our position as a premier hospitality group with a broad array of interests.

1.2 OUR DIVERSIFIED AND BALANCED PORTFOLIO OF BUSINESSES

Our business portfolio spans more than 30 cities in ten countries, which provides us with an array of opportunities to embody and contribute to environmental, social, and governance ("ESG") values and initiatives in communities across the globe.



1. Introduction

1.3 CHAIRMAN AND CHIEF EXECUTIVE OFFICER'S STATEMENT

I am pleased to present FEC's Sustainability Report for the 2025 financial year. This year reflects our continued commitment to sustainability and resilience, as we work to create long-term value for our investors, communities, partners, and shareholders.

Guided by our vision to inspire a more sustainable and liveable world, we remain focused on advancing our ESG priorities. We manage our environmental impact through initiatives such as GHG emissions tracking and clean energy adoption. We invest in our people through training and development, and we support our communities through partnerships with non-profit and educational organisations.

In FY2025, we made significant strides in advancing our ESG commitments, reinforcing resilience and long-term value creation for shareholders. We referenced the Task Force on Climate-Related Financial Disclosures (TCFD) framework to engage an independent professional party for a physical risk scenario analysis and stakeholder engagement workshop. This helped us identify material climate risks and opportunities relevant to our operations. We evaluated the operational and financial implications of these factors, embedding the findings into our risk management and strategic framework. These proactive steps ensure compliance with evolving regulations, enhance resilience against climate-related challenges, and position us to seize opportunities in the transition to a low-carbon economy.

We are also enhancing our monitoring processes and improving data capture by utilising a carbon reporting tool that leverages AI and data science. This tool streamlines data collection and analysis, providing detailed information on greenhouse gas emissions. This development significantly enhances our ability to analyse data more frequently, improve data collection efficiency, and enhance data granularity to support decision-making.

In September 2024, we successfully arranged our third sustainability-linked loan (SLL) facility, raising HK\$540 million. Secured by one of our hotels in Hong Kong, the proceeds are being utilised to meet our general working capital requirements. The facility is tied to several key sustainability performance indicators (KPIs). Upon achieving the sustainability KPIs outlined in the SLL agreement, we will be eligible for interest savings, which can be reinvested into our ESG initiatives and projects, further advancing our sustainability agenda. We anticipate the possibility of more upcoming SLL facilities in the future.

Through these collective efforts, we strive to create a lasting impact and inspire others to join us on the journey towards a more sustainable and resilient future.


David Chiu

Chairman and Chief Executive Officer



1. Introduction

1.4 FY2025 SUSTAINABILITY HIGHLIGHTS

 <p>Sustainability Strategy and Governance</p>	<ul style="list-style-type: none"> • Refreshed our materiality assessment and priority ESG topics in 2025 • Obtained a new SLL of HK\$540 million secured by one of our hotels in Hong Kong • Opened our new Dorsett Kai Tak Hotel and obtained the BEAM plus Gold certification
 <p>Managing Our Environmental Footprint</p>	<ul style="list-style-type: none"> • Undertook an updated climate-related risks and opportunities assessment aligned with the TCFD • Digitised our data collection process by using an AI platform • Received the EarthCheck Bronze Benchmark award for our two Dorsett UK hotels
 <p>Employer of Choice</p>	<ul style="list-style-type: none"> • Fostering young talents at FEC UK by offering part-time work placement for university students • Continued last year's success by holding our second "Positive Impacts Week". Through our efforts, we managed to divert 1,480 kg of waste from the landfills • Held the Dorsett Kai Tak recruitment day where we empowered local talents through community partnerships
 <p>Cultivating Community</p>	<ul style="list-style-type: none"> • Established the Dorsett Scholar Association • Signed a Memorandum of Understanding (MoU) with the Hong Kong Vocational Training Council (VTC) • Participated in The Community Chest Sports for Million initiatives and donated HK\$200,000 to support 19 social welfare member agencies • Held our first UK Dragon Boat Festival and raised over £7,000 for the Life Chances Campaign
 <p>Placemaking</p>	<ul style="list-style-type: none"> • Expanded wellness amenities, in-room fitness options, social engagement initiatives, and thoughtful touches such as welcome drinks – all reflecting its commitment to comfort, connection, and service excellence • Enhancing guest experience through technology by introducing Jasper, our 24-hour Guest Service Robot, which facilitates a fully paperless and contactless check-in process at our DHI hotel

1. Introduction

1.5 ABOUT THIS REPORT

1.5.1 Reporting period

In line with our commitment to transparency and disclosure, we are pleased to share the Group's ninth annual ESG Report, which follows our previous ESG Report published in July 2024. This report covers the Group's ESG strategies, management approach, progress, and highlights for the financial year ("FY") starting from 1 April 2024 and ending 31 March 2025 ("FY2025"), unless otherwise specified.

1.5.2 Reporting boundary

This report provides an overview of our sustainability performance for FY2025 and primarily focuses on the activities of our directly controlled operations across business segments, namely Property Development¹ ("Property Development"), Hotel Operations and Management² ("Hotel"), Car Park Operations and Facilities Management ("Car Park"), Gaming Operations ("Gaming"), and our Corporate and Regional offices ("Office").

FY2025 Reporting Boundary³

Property Development	Hong Kong	Sai Ying Pun Project	Planning stage
	Mainland China	Royal Riverside, Guangzhou	Completed
		King's Manor, Shanghai	Completed
		Royal Crest, Shanghai	Completed
		Underground Carpark (District 8), Shanghai	Completed
		Underground Carpark (District 16), Shanghai	Completed
		Land parcel no. E1B-01, Shanghai	Under Construction
	Singapore	Hyll on Holland ³	Completed
	UK	Aspen at Consort Place, London	Under construction
		Victoria Riverside, Manchester	Under construction
		Collyhurst Village phase 1, Manchester	Under construction
	Australia	640 Bourke Street, Melbourne	Planning stage
		West Side Place Stage 1, Melbourne	Completed
		West Side Place Stage 2, Melbourne	Completed
		Elizabeth Quay, Perth	Completed
		Perth Hub, Perth	Completed
		Dorsett Perth, Perth	Under construction
	Malaysia	Dorsett Place Waterfront Subang ⁴	Under construction

¹ Includes projects with over 50% shareholdings and excludes joint venture projects, leasing projects, raw land, and projects for which the selling stage was completed before FY2025. Environmental data includes properties under development with over 50% shareholdings.

² Includes our hotels located in mainland China, Hong Kong, Australia, Malaysia, the UK, and Singapore.

³ The Group has 80% interest in this development.

⁴ The Group has 50% interest in this development.

1. Introduction

Hotel Operations and Management⁵	Hong Kong	Cosmo Hotel Dorsett Kwun Tong Dorsett Mongkok Dorsett Tsuen Wan Dorsett Wanchai Dorsett Kai Tak Lan Kwai Fong Hotel @ Kau U Fong Silka Far East Silka Seaview Silka Tsuen Wan
	Mainland China	Dorsett Chengdu Dorsett Shanghai Dorsett Wuhan Lushan Resort
	Singapore	Dorsett Singapore
	UK	Dorsett Shepherds Bush Dao by Dorsett West London
	Australia	Ritz-Carlton Perth Ritz-Carlton Melbourne Dorsett Melbourne
	Malaysia	Dorsett Grand Subang Dorsett Grand Labuan Dorsett Kuala Lumpur Silka Maytower Kuala Lumpur J-Hotel by Dorsett
	Czech Republic	Hotel Savannah
	Germany	Hotel Kranichhöhe Hotel Columbus Hotel Freizeit Auefeld
	Austria	Hotel Donauwelle

⁵ Includes completed hotel properties with over 50% shareholdings.



1. Introduction

Car park Operations and Facilities Management	Australia	All car park sites
	UK	All car park sites
	Malaysia	All car park sites
Gaming Operations	Czech Republic	Palasino Furth im Wald Palasino Wullowitz Palasino Excalibur City
Corporate and Regional Offices	Hong Kong Mainland China (Guangzhou and Shanghai) United Kingdom (London and Manchester) Australia (Melbourne and Perth) Singapore Czech Republic Malta	

1.5.3 Reporting Framework

This report is prepared in accordance with the “comply or explain” provisions as well as some selected KPIs of the “recommended disclosures of the Environmental, Social, and Governance Reporting Guide (“ESG Guide”) contained in Appendix 27 of The Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited. The ESG Guide Content Index set out in Section 10 contains information on the extent to which the Company has applied the ESG guide and cross-references the relevant sections in this report.





This report is recommended to be read in conjunction with the Group’s Annual Report 2025 for further information on our business highlights, financial performance, and corporate governance practices. For the purposes of this report, “Hong Kong” shall mean Hong Kong Special Administrative Region of the People’s Republic of China and “Mainland China” shall mean the People’s Republic of China, excluding Hong Kong Special Administrative Region, Macau Special Administrative Region, and Taiwan.



1. Introduction

1.5.4 Reporting principles

The content of this report follows the ESG Guide reporting principles:

 <p>Materiality</p>	<p>We have focused on material ESG topics that impact our business growth and are important to our stakeholders. For more information, please refer to the section titled "Our Approach to ESG" (Section 3).</p>
 <p>Quantitative</p>	<p>We have stated information regarding the standards, methodologies, assumptions and/or calculation references and sources of key conversion factors used for KPIs wherever appropriate.</p>
 <p>Balance</p>	<p>We have disclosed information on an impartial basis to provide stakeholders with an objective picture of our overall ESG performance.</p>
 <p>Consistency</p>	<p>Quantitative KPIs are calculated according to consistent methodologies unless otherwise specified, to allow for a meaningful comparison of ESG performance over time. Reasons will be provided for any restating of information published in the Report.</p>

1.5.5 Feedback

The views and opinions of our stakeholders are crucial for the continuous improvement of our ESG performance and our business. Please contact us at ir@fecil.com.hk.

2. Awards and Accolades



- **FinanceAsia's 2025 Asia's Best Companies Poll**

- Best Small-cap Company in Hong Kong (Gold)



- **Hong Kong Investor Relations Association 11th IR Awards 2025**

- Best ESG (E)
- Best Investor Meeting
- Best Annual Report

- **East Week Outstanding Corporate Strategy Awards 2024**

- Outstanding Corporate Strategy Award



- **China Financial Market's China Financial Market Awards 2023**

- Excellence in Brand Value Award



- **The Institute of ESG & Benchmark's ESG Achievement Awards 2023/2024**

- Best Sustainable Vision Award – Merit
- Outstanding ESG Awards – Listed Company Gold Award



- **Corporate Governance Asia 14th Asian Excellence Award 2024**

- Asia's Best CEO: Mr. David Chiu, Chairman and Chief Executive Officer
- Asia's Best CFO: Mr. Boswell Cheung, Chief Financial Officer and Company Secretary
- Best Investor Relations Company

2. Awards and Accolades

HONG KONG

Dorsett Hospitality International

- Hong Kong Institute of Human Resource Management (HKIHRM) Excellence Awards 2024/2025
 - o Green Achievement Awards of Organisation Sub-category (Merit Award)



- 10 Years+ Caring Company Logo under "Caring Company Scheme" by the Hong Kong Council of Social Service



- Manpower Developer 2020-2027 by Employees Retraining Board



Dorsett Kwun Tong, Hong Kong

- Certificate of Appreciation of Hong Kong's Earth Hour 2025 by WWF



- Wastewi\$e Certificate by The Environmental Campaign Committee



- Energywi\$e Certificate by The Environmental Campaign Committee



- 10 Years+ Caring Company Logo under "Caring Company Scheme" by the Hong Kong Council of Social Service



2. Awards and Accolades

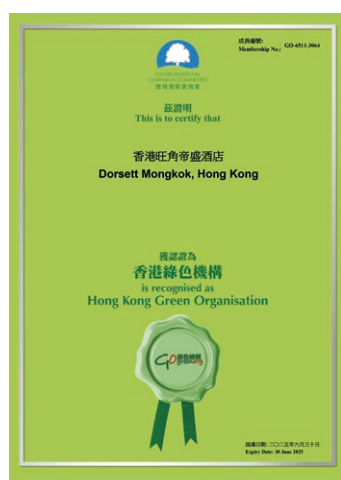
Dorsett Mongkok, Hong Kong

- EarthCheck Certificate Silver

- 10 Year+ Caring Company Logo under "Caring Company Scheme" by the Hong Kong Council of Social Service



- Recognised as Hong Kong Green Organisation (2023-2025) by Environmental Campaign Committee



- Certificate of Appreciation of Peach Blossom Trees Recycling Programme by The Environmental Protection Department



Dorsett Tsuen Wan, Hong Kong

- 5 Years+ Caring Company Logo under "Caring Company Scheme" by the Hong Kong Council of Social Service



- Certificate of Appreciation of Plastic Free Takeaway, Use Reusable Tableware Campaign



- Certification of Recognition of "Sustainable Living" ESG Realisation Campaign by WWF x HKCSS



- Supporter of Contact Lens Package Recycling Programme

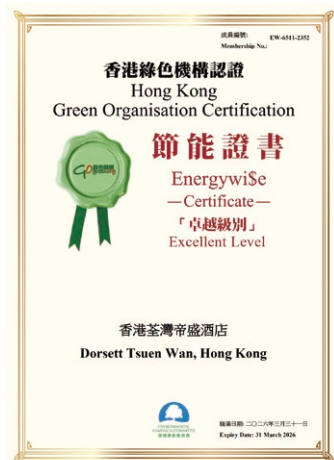


2. Awards and Accolades

- Participant of Hong Kong's Earth Hour 2025 by WWF



- Energywise Certificate (Excellent Level) by The Environmental Campaign Committee



- Participant of food collection of the Chinese New Year 2025 Campaign



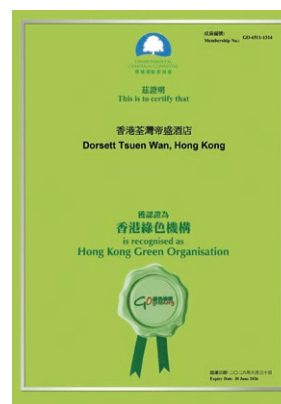
- Food Wise Eateries (Silver) by Environmental Protection Department



- Certificate of Appreciation of Green Pledge, Hong Kong Green Day 2024 by Green Council



- Hong Kong Green Organisation by The Environmental Campaign Committee



- Certificate of Appreciation of Peach Blossom Trees Recycling Programme by Environmental Protection Department



- Certificate of Appreciation under Breastfeeding Friendly Premises by UNICEF



2. Awards and Accolades

- Certificate of Appreciation under Breastfeeding Friendly Workplace by UNICEF



- Wastewi\$e Certificate (Excellent Level) by The Environmental Campaign Committee



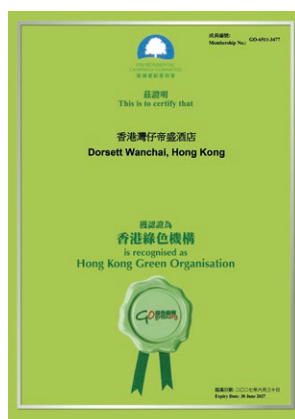
Dorsett Wanchai, Hong Kong

- EarthCheck Certificate Silver

- 10 Years+ Caring Company Logo under "Caring Company Scheme" by the Hong Kong Council of Social Service



- Hong Kong Green Organisation by The Environmental Campaign Committee



- Certificate of Appreciation of Peach Blossom Trees Recycling Programme by Environmental Protection Department



Cosmo Hotel Hong Kong

- EarthCheck Certificate Silver

- 10 Years+ Caring Company Logo under "Caring Company Scheme" by the Hong Kong Council of Social Service



2. Awards and Accolades

- Certificate of Appreciation of Peach Blossom Trees Recycling Programme by Environmental Protection Department



Silka Tsuen Wan, Hong Kong

- 5 Years+ Caring Company Logo under “Caring Company Scheme” by the Hong Kong Council of Social Service



- Energywise Certificate by The Environmental Campaign Committee



- Hong Kong Green Organisation Certification by The Environmental Campaign Committee



- Platinum Award of Charter on External Lighting by The Environment and Ecology Bureau



- Wastewi\$e Certificate by The Environmental Campaign Committee



Silka Far East, Hong Kong

- 5 Years+ Caring Company Logo under “Caring Company Scheme” by the Hong Kong Council of Social Service

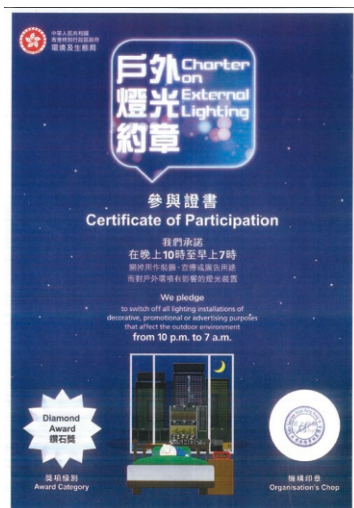


2. Awards and Accolades

- Certificate of Appreciation of Peach Blossom Trees Recycling Programme by Environmental Protection Department



- Diamond Award of Charter on External Lighting by The Environmental and Ecology Bureau



- Certificate of Appreciation of Hong Kong's Earth Hour 2025 by WWF



- Being a Signatory of Good Employer Charter 2024 by Labour Department



- Pledged for the Government's Energy Saving Charter 2024

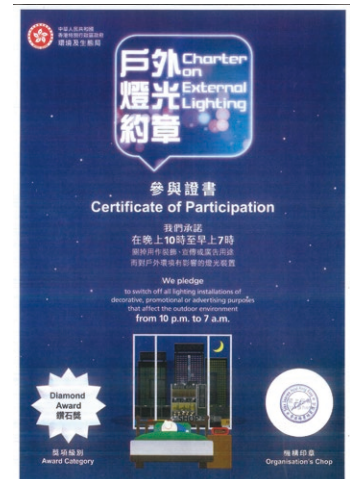


Silka Seaview, Hong Kong

- 5 Years+ Caring Company Logo under "Caring Company Scheme" by the Hong Kong Council of Social Service



- Diamond Award of Charter on External Lighting by The Environmental and Ecology Bureau



2. Awards and Accolades

- **Certificate of Appreciation of Hong Kong's Earth Hour 2025 by WWF**



- **Being a Signatory of Good Employer Charter 2024 by Labour Department**



- **Pledged for the Government's Energy Saving Charter 2024**



- **Certificate of Appreciation of Peach Blossom Trees Recycling Programme by Environmental Protection Department**



Lan Kwai Fong Hotel @ Kau U Fong

- **Certificate of Appreciation under Carbon Neutrality (Waste Reduction) Charter by Environmental Protection Department**



- **5 Years+ Caring Company Logo under "Caring Company Scheme" by the Hong Kong Council of Social Service**



2. Awards and Accolades

- Certificate of Commitment of Safe Community Pledge by Inter-Departmental Counter Terrorism Unit and Hong Kong Hotels Association



- Signed ESG Pledge by The Chinese Manufacturers' Association of Hong Kong and Hong Kong Brand Development Council



- Being a Signatory of Good Employer Charter 2024 by Labour Department



- Certificate of Appreciation of Peach Blossom Trees Recycling Programme by Environmental Protection Department



Dorsett Kai Tak

- Beam Plus (New Building) – Gold Certificate by Hong Kong Green Building Council

UNITED KINGDOM

Dorsett Shepherd Bush

- EarthCheck Bronze Benchmarked



Dao by Dorsett West London

- EarthCheck Bronze Benchmarked



3. Our Approach to ESG

3.1 SUSTAINABILITY STRATEGY

3.1.1 Our vision

We are committed to creating lasting economic, social, and environmental value through a sustainability strategy that drives meaningful impact and supports long-term resilience. Our approach is designed to lead progress within our industry while embedding sustainable development across all areas of our business. By actively engaging with our communities and the environment – underpinned by strong governance – we aim to generate shared value for all stakeholders. Our strategy is anchored in four core pillars:

1. Managing our environmental footprint
2. Employer of choice
3. Cultivating community
4. Placemaking

Each pillar encompasses targeted ESG objectives that guide our diverse business units in navigating a dynamic and evolving market landscape.

These pillars are closely aligned with the United Nations Sustainable Development Goals (SDGs), which inform our strategic direction and operational priorities. We are committed to advancing the SDGs across our value chain, with a particular focus on areas where we can make the greatest impact – such as climate action, biodiversity, and gender equality – while supporting the broader global agenda for sustainable development.

We continue to communicate across our business divisions to set internal KPIs and align actions with our sustainability strategy and vision. Continuous reviews and refinements of these indicators enable stakeholders to compare our relative performance outlines in our regular transparent sustainability reports.



3. Our Approach to ESG

Our sustainability strategy:

Our Vision

To be a role model that inspires this generation and beyond to create a more sustainable, livable world

Managing environmental footprint			Employer of choice			Cultivating community		Placemaking
Act responsibly through sustainable practices, behaviour and innovative technology			Provide an inclusive workplace for talents to thrive			Create positive impact in the communities in which we operate		Give our guests a safe, secure and engaging experience
Minimise waste in business	Climate action	Reduce water consumption	Promote health, safety & well-being	Employee engagement	Foster talent development	Create positive social impact	Sustainable procurement	Exceed guest expectations
Single-use plastic	Energy efficiency	Water reuse	Occupational health & safety	Talent attraction & retention	Training & development	Social inclusion	Responsible sourcing	Safety & security
Food waste	Green building				Succession planning	Arts & culture		Customer privacy
Construction waste	Construction materials	Water saving	Employee well-being	Leadership & culture	Diversity & inclusion	Volunteering	Supplier engagement	Wellness
						Youth & local development		Experience

6

CLEAN WATER AND SANITATION

7

AFFORDABLE AND CLEAN ENERGY

9

INDUSTRY, INNOVATION AND INFRASTRUCTURE

11

SUSTAINABLE CITIES AND COMMUNITIES

12

RESPONSIBLE CONSUMPTION AND PRODUCTION

13

CLIMATE ACTION

3

GOOD HEALTH AND WELL-BEING

4

QUALITY EDUCATION

5

GENDER EQUALITY

8

DECENT WORK AND ECONOMIC GROWTH

10

REDUCED INEQUALITIES

11

SUSTAINABLE CITIES AND COMMUNITIES

9

INDUSTRY, INNOVATION AND INFRASTRUCTURE

3

GOOD HEALTH AND WELL-BEING

9

INDUSTRY, INNOVATION AND INFRASTRUCTURE

3.2 SUSTAINABILITY GOVERNANCE

A strong and transparent governance framework is fundamental to the effective execution of our sustainability strategy. We adopt a top-down governance model to oversee ESG matters, ensuring alignment across all levels of the organisation. The Board of Directors plays a central role in shaping the Group's sustainability direction – approving strategic priorities, setting performance targets, and overseeing ESG disclosures.

Our ESG Steering Committee is responsible for driving the implementation of FEC's ESG policies and monitoring performance across the Group. Chaired by Ms. Winnie Chiu, Joint Managing Director and Executive Director of Far East Consortium and Chairperson and Executive Director of Dorsett Hospitality International, the Committee meets twice annually and reports directly to the Board. The Committee also oversees the allocation of an annual sustainability budget to support initiatives across the Dorsett Group.

3. Our Approach to ESG

To strengthen operational execution, we established three dedicated Taskforces in the past year, focused on our Hotel, Project, and Car Park divisions. These Taskforces, composed of representatives from global operations, meet biannually to identify risks, share best practices, and drive progress on sustainability goals. Guided by our ESG sub-committees, these forums promote cross-regional knowledge exchange while ensuring local accountability. They also play a key role in equipping employees with the training and tools needed to make informed, sustainable decisions that benefit both the environment and the communities we serve.

Our DHI and UK property development business have a sustainability policy in place to help the Group achieve its sustainability goals and ensure that our operations are conducted in an ethical manner. The core elements of our sustainability policy include:

- Ensuring compliance with local regulations in the jurisdictions in which we operate, and to foster integrity across our operations;
- Creating a positive impact on our communities;
- Managing our environmental footprint by committing to responsible procurement practices, reducing resource consumption, and minimising waste;
- Creating shared value throughout our operations for external and internal stakeholder;
- Ensuring a better future for the next generation; and
- Foster meaningful partnerships and collaborations to meet guest satisfaction and benefit our local communities.

To ensure that our policy remains relevant to DHI's operations, we may update the policy in response to changes in best practice, or on an annual basis. The policy is reviewed periodically by a dedicated committee who ensures the implementation of our sustainability initiatives. We communicate with our shareholders and investors on a regular basis regarding our sustainability activities, enabling them to make informed decisions about our business.

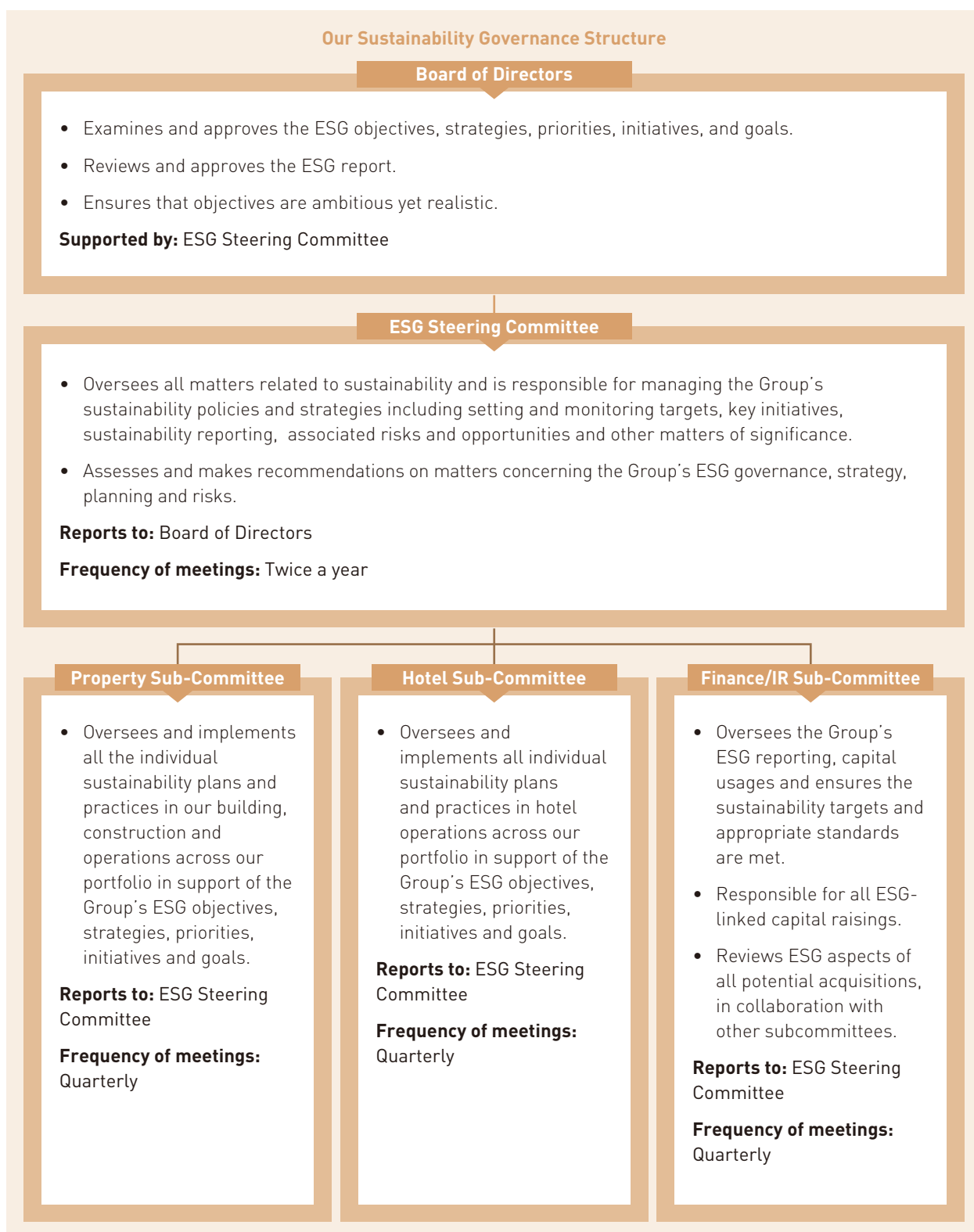
We have continued making progress towards adopting sustainable finance through SLLs and green loans. Further information on our approach to sustainable finance can be found in [Section 4].

Our climate governance

Following the successful completion of the first phase of our TCFD framework last year, we have now initiated the second phase, aimed at further strengthening our climate risk disclosure and governance. Asset-level considerations will be incorporated into our climate risk assessment process to better understand potential climate-related challenges. We anticipate the completion of this phase in FY2026, marking another key milestone in our commitment to sustainability and responsible risk management. Further details and insights on our approach to climate governance and risk management can be found in section 5.2.2.4 of this report.



3. Our Approach to ESG



3. Our Approach to ESG

3.2.1 Business ethics

The Group is committed to upholding the highest standards of business integrity, honesty, and transparency across all our operations. We strive to maintain exceptional operational standards, which are fundamental to building and nurturing trust with our customers, employees, and other stakeholders.

3.2.2 Governance policies

The Group adopts a zero-tolerance policy against any form of fraud or bribery, and we are committed to the prevention, deterrence, detection, and investigation of all forms of fraud and bribery.

Our Business Conduct (“our Code”) and Employee Handbook set out the professional and ethical standards that we expect our directors and employees to observe in all business dealings. Applying to the whole Group, every director and employee is required to adhere to our Code, including all applicable laws and regulations within the jurisdictions in which the Group operates. Additionally, all business partners are required to follow our Code by agreeing to any relevant provisions as outlined in their contracts.

In 2024, FEC UK engaged a third party to conduct a comprehensive review of its governance structures and to provide recommendations aimed at enhancing existing frameworks, policies, and international awareness. To facilitate a thorough understanding of our governance mechanisms and establish a benchmark, the third party administered a survey soliciting input from all UK employees. Following this, the third party conducted interviews with 20% of the workforce across all departments and levels to ensure a rigorous analysis. The survey and interviews concentrated on the following key areas:

- Internal understanding of governance
- Decision making
- Accountability and responsibility evaluating and managing risks
- Compliance with laws, regulations and industry standards
- FEC culture of ethics and integrity
- Consideration and consultation of staff



3. Our Approach to ESG

The results of the governance review led to the identification of three areas of improvement:

Areas for improvement	Action to date	Next steps
Internal understanding of governance	FEC UK has appointed an ISO specialist to support the business in gaining ISO9001 certification. Review of training providers.	Complete a review of all policies and ensure they are communicated effectively. Provide specific governance related training through our new platform. Launch our ESG SharePoint.
Evaluating and management corporate risks	Review our risk management processes. Implement a legal register tooling solution. Standardise risk registers.	Provide departmental specific training. Include the wider team in updates to risk registers, where appropriate.
Consideration and consultation of staff	Review of our team meeting frequency. Review mid-year review process.	Provide trainings to line manager to ensure team meetings are effective. Implement SharePoint and internal newsletters.

In FY2026, FEC UK will complete the action plan prior to initiating another review. This process aims to ensure that FEC UK attains the desired outcomes while identifying areas for further improvement and enhancement.

3.2.3 Communication and training

Upon joining the Group, all employees are required to participate in induction training. A critical aspect of this mandatory training is the review, acknowledgment, and acceptance of our Code of Conduct. This requirement applies to all employees and directors. At the Board of Directors level, we organise regular training sessions to keep our members updated on the latest sustainability topics. During FY2025, FEC hired a third-party consultant to conduct a series of knowledge sharing sessions for the Board of Directors. These centred on climate-related disclosure and the potential implications it may have for FEC. The purpose of the sessions was to equip the board with better knowledge to handle the management of climate-related risks and opportunities, as well as being prepared for the HKEX implementation of the Hong Kong Financial Reporting Standards ("HKFRS") sustainability disclosures standards.

Additionally, more specific and in-depth training is assigned to employees as necessitated by their roles and areas of responsibility. For example, relevant employees working in our gaming operations receive online anti-money laundering training according to internal procedures and principles. These courses outline all requirements for fulfilling gaming employee obligations under the Anti-money Laundering Act of the Czech Republic, held via webinars for greater accessibility.

Furthermore, we ensure that all employees working in our hotel operations are fully educated about anti-bribery and corruption, helping to ensure we maintain an ethical workplace. For example, in our Silka Tsuen Wan hotel in Hong Kong anti-corruption training on the Hong Kong Prevention of Bribery Ordinance is provided to all associates. In the UK, Dorsett Shepherds Bush and Dao by Dorsett West London invited a third party to conduct a corruption and fraud webinar to raise awareness and share knowledge regarding anti-corruption with our teams. Similarly, the Code of Conduct and Conflict of Interest training was provided by a third-party training in our Australia office to ensure all employees understand and abide by the two policies.

3. Our Approach to ESG

3.2.4 Whistle blowing

The Group encourages employees to report any suspected misconduct or malpractice across the organisation. This ensures and fosters business integrity. Our Code outlines clear procedures for reporting illegal or unethical behaviour and practices.

We handle all reported incidents confidentially and informants are safeguarded from any form of victimisation, such as unfair dismissal or any other unwarranted or retaliatory disciplinary actions.

3.2.5 Regulatory compliance

We recognise that any violation of laws and regulations will be detrimental to our operations, financial status, and reputation. Therefore, the Group adopts effective compliance management to reduce exposure to regulatory risks. We have set in place policies, guidelines, and practices for all applicable laws and regulations in our daily operations in accordance with the latest regulatory developments to ensure our operations uphold the highest standards of business integrity.

Our business is governed by the applicable laws and regulations of various regions, including but not limited to the Air Pollution Control Ordinance of Hong Kong, Noise Control Ordinance of Hong Kong, Waste Disposal Ordinance of Hong Kong, Employment Ordinance of Hong Kong, Occupational Safety and Health Ordinance of Hong Kong, Consumer Goods Safety Ordinance of Hong Kong, Building Ordinance of Hong Kong, Trade Marks Ordinance of Hong Kong and Personal Data (Privacy) Ordinance of Hong Kong, the Consumer Protection (Fair Trading) Act of Singapore, and Prevention of Bribery Ordinance of Hong Kong, as well as similar laws and regulations applicable to operations in other regions.

The Group has a zero-tolerance policy towards all forms of corruption, including bribery, extortion, money laundering, fraud, and theft. Our Code and Employee Handbook outline clear guidance in relation to conflicts of interest and political contributions and explicitly state that all Directors and employees are obligated to comply with relevant local laws and regulations. Additionally, all our business partners are required to follow our Code by agreeing to the relevant provisions as outlined in their contracts.

With respect to labour standards, we uphold to the principle of human rights and ensure it constitutes the basis of our businesses and operations. We have a Prevention of Child and Forced Labour Policy in place that prohibits any form of child or forced labour. During FY2025, we are not aware of any cases related to child or forced labour in our operations.

We are not aware of any non-compliance cases with the aforementioned laws and regulations for this reporting period; additionally, there were no concluded legal cases regarding corrupt practices brought against us or our employees. We will keep abreast of applicable laws and regulations in different regions that may significantly impact our business operations.



3. Our Approach to ESG

3.3 MATERIALITY

Understanding which sustainability topics are most material to the Group is extremely important in informing our sustainable development and management approaches. We conduct periodic materiality assessments and use the results to develop a proactive and responsive approach to our ESG strategy and reporting. Identifying material topics enables us to focus on the risks, opportunities, issues, and impacts that matter the most to our stakeholders and others within our sphere of influence.

We undertook a detailed materiality assessment in FY2025. Given the significant changes in global, regional, and local business dynamics since our previous materiality assessment in FY2020, it was essential to update our findings. The updated materiality assessment consisted in the following steps:

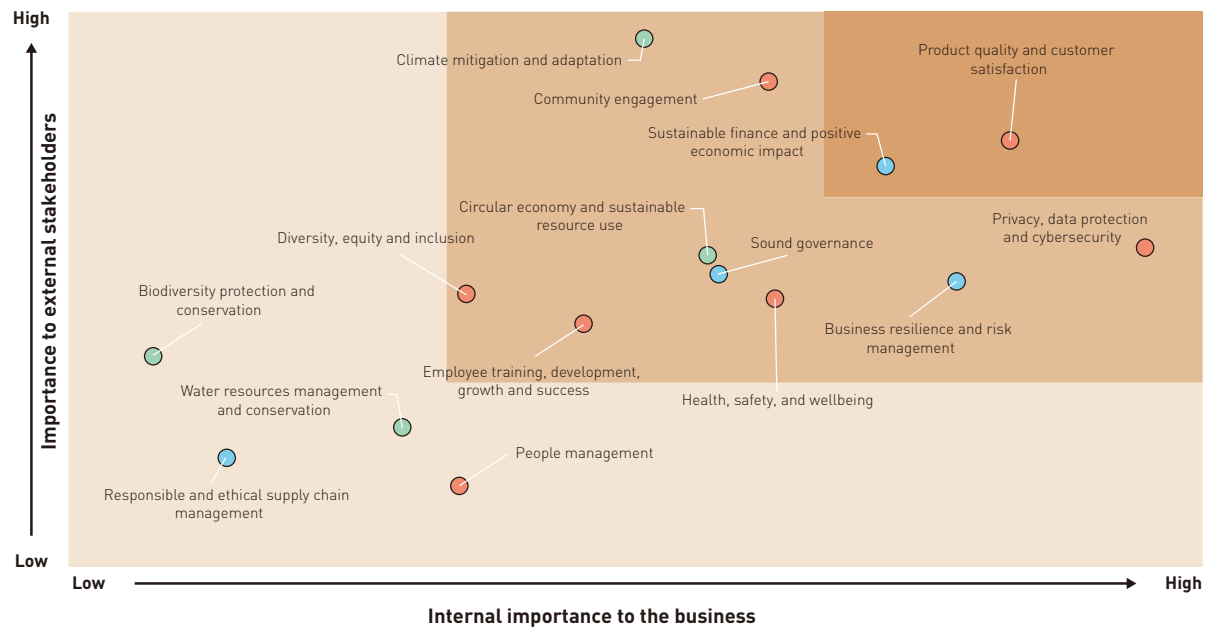
1. **Identifying material topics:** A list of potentially material topics to FEC was developed by conducting an in-depth review of over 20 reporting frameworks, ESG standards and industry peers. Examples of reporting frameworks considered in the review include the Global Reporting Initiatives (GRI), the SDGs, and the World Green Building Council. This extensive review resulted in an initial list of potentially material topics.
2. **Stakeholder engagements:** The stakeholder engagement consisted in interviewing FEC internal and external stakeholders, as well as issuing an internal survey across FEC, to gain a better insight as to which ESG topic are of highest priority to FEC from an impact materiality perspective. Interviewees and survey respondent were asked to rank the ESG topics on a scale of 1-5, as well as to provide additional information on their perception of which ESG topics FEC should focus its efforts on.
3. **Materiality analysis:** The results from the stakeholder engagement were aggregated to obtain an overall rating for each of the shortlisted ESG topics. Ratings were adjusted based on insights gathered from the interview, and a relevance weighting was applied, such that opinions from FEC's leadership and interviewees were given a higher priority in the aggregated score. Once aggregated the results were plotted on a chart to obtain an updated materiality matrix.

Outcomes of the FY2025 materiality assessment indicated that the Group's priorities have shifted in comparison to the FY2020 results. Notably, in FY2025 the Group's priorities are more closely linked to business resilience and risk management, sustainable finance and positive economic impact, and community engagement. Whilst privacy, data protection and cybersecurity, and product quality and customer satisfaction remain as important as in FY2020.



3. Our Approach to ESG




3.3.2 Materiality matrix



3. Our Approach to ESG

3.4 STAKEHOLDER ENGAGEMENT

To successfully realise our sustainable development objectives within our business operations, it is essential to acknowledge and respect the perspectives of our stakeholders. These insights are crucial for identifying and managing our material topics. Accordingly, we have established multiple communication channels to facilitate ongoing engagement with key FEC stakeholders. By fostering effective communication with those within our sphere of influence, we ensure that our sustainability strategy is guided by their concerns and expectations, while also identifying opportunities to enhance our sustainability performance.

 <p>Customers</p>	<p>Why we engage</p> <p>Feedback from customers helps us improve our products, services, and processes.</p>	<p>How we engage</p> <ul style="list-style-type: none"> • Social media • Customer service • Customer satisfaction surveys • Responses to customer enquiries
 <p>Employees</p>	<p>Why we engage</p> <p>Attraction, retention, and talent development are essential for the Company's long-term development. We actively seek and respond to employees' views, ideas, and concerns.</p>	<p>How we engage</p> <ul style="list-style-type: none"> • Associate inductions for new employees • Annual performance reviews • Staff surveys • Regular team building activities • Staff newsletters • Chat with Chairman and CEO • Annual dinner
 <p>Shareholders and investors</p>	<p>Why we engage</p> <p>Shareholder and investor outreach allows us to clearly communicate our ESG strategies and performance, helping them informed decisions regarding their investments. This communication also enables us to better understand their expectations.</p>	<p>How we engage</p> <ul style="list-style-type: none"> • Annual General Meeting • Annual and interim reports • Results briefings • Roadshows • Investor events • Investor newsletters

3. Our Approach to ESG

 <p>Suppliers and business partners</p>	<p>Why we engage</p> <p>Close cooperation with business partners throughout each stage of our relationship allows us to monitor their performance. This ensures the delivery of high-quality products and services.</p>	<p>How we engage</p> <ul style="list-style-type: none"> • Supplier screenings and assessments • Online surveys • Regular project meetings
 <p>Governments and regulators</p>	<p>Why we engage</p> <p>Laws and regulations can significantly impact our operations. Therefore, we maintain close communication with government agencies to ensure compliance with all relevant laws and regulations.</p>	<p>How we engage</p> <ul style="list-style-type: none"> • Statutory filings and announcements
 <p>Media</p>	<p>Why we engage</p> <p>Media is our primary method for increasing company exposure. Thus, it is necessary to ensure that media partners are well-informed of our performance.</p>	<p>How we engage</p> <ul style="list-style-type: none"> • Press conferences • Press releases • Media briefings • Media interviews
 <p>Community groups</p>	<p>Why we engage</p> <p>Active engagement with the local communities in which we operate enables us to understand their needs and create lasting benefits for society.</p>	<p>How we engage</p> <ul style="list-style-type: none"> • Partnerships for civic engagement • Donations • Volunteering

4. Sustainable Finance

In FY2022, we developed our Sustainable Finance Framework ("SFF") to align with our sustainability strategy and vision. The SFF outlines conditions under which the Group can undertake sustainable financing transactions to fund impactful projects and drive positive environmental and social outcomes. In the same year, we arranged for an external review of the SFF to obtain a second party opinion, providing investors with an independent assessment of our new framework and demonstrating that our sustainability objectives are aligned with best market practices and goals. For more information on our SFF, please refer to our website at https://www.fecil.com.hk/pdf/esg/Sustainable_Finance_Framework_20211116.pdf.

In 2023 financial year, we secured a five-year SLL for HK\$700 million with the Bank of Communications, the sole lender for this facility; and a three-year SLL for HK\$300 million with Cathay United Bank, the sole lender for this facility. Additionally, we secured a further green loan of HK\$600 million to finance the residential developed located in Sai Ying Pun.

In FY2025, the Group successfully arranged its third SLL facility, raising HK\$540 million for our Dorsett Mongkok hotel. The SLL was secured by one of the Group's hotels in Hong Kong and the proceeds are being utilised to meet the Group's general working capital requirements. This additional green facility further reinforces our ongoing commitment to integrating sustainability through all aspects of our operations.

With the four facilities and loans totalling HK\$2.1 billion secured, approximately 8.4% of FEC's total borrowing are linked to green financing as at 31 March 2025; we are committed to increasing this share in the near future.

As mandated by the Hong Kong Quality Assurance Agency (HKQAA), the sustainability KPIs in our SLL agreements include reducing the Group's energy consumption and increasing the average training hours of our employees. Our annual performance regarding these KPIs will be assessed by the HKQAA. Upon achieving these KPIs, the Group will be eligible for interest savings that can be reinvested into our ESG initiatives and projects, further advancing our sustainability agenda. For our Dorsett Mongkok SLL our KPIs are linked to the water consumption per guest room per night and the number of training hours provided to our staff on occupational health & safety.



5. Managing Our Environmental Footprint

5.1 MINIMISE BUSINESS WASTE

5.1.1 Challenges and opportunities

Given the breadth of our operations across multiple industries and regions, managing waste streams is inherently challenging. Despite this, we remain firmly committed to reducing waste generation across all business units. We continue to adopt innovative technologies and leverage existing infrastructure to improve waste handling and support our broader sustainability objectives.

Hotel operations account for a significant portion of our waste footprint, particularly in food waste, paper, glass, and single-use plastics. The increased reliance on disposable items for hygiene and sanitation during the COVID-19 pandemic has further underscored the urgency of addressing plastic waste. In response, we have introduced a range of sustainable practices over the past four years, including the adoption of reusable alternatives and the gradual phasing out of single-use products, as we work toward a low-waste operating model.

In our property development and office operations, we actively seek to reduce construction and operational waste through responsible procurement, efficient resource use, and improved waste segregation. These efforts not only reduce environmental impact but also contribute to operational efficiency and cost savings – reinforcing our commitment to responsible growth.

5.1.2 Commitment

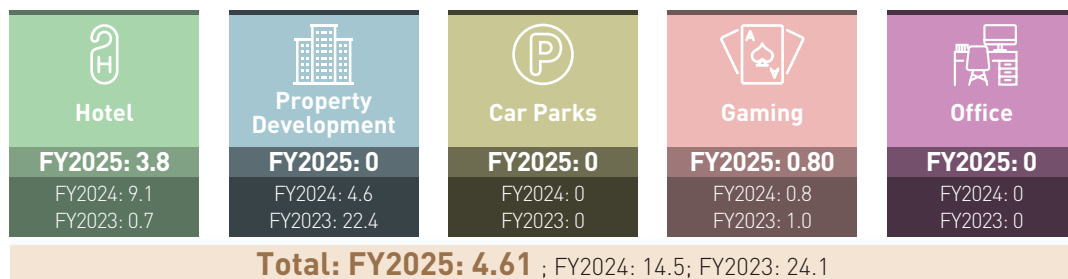
As a responsible corporate citizen, we are committed to minimising waste across all areas of our operations. The Group fully recognises the broader economic, social, and environmental implications of waste generation – both upstream and downstream. We actively encourage our suppliers, business partners, and customers to join us in advancing responsible environmental stewardship and contributing to a more sustainable value chain.

5.1.3 How we work

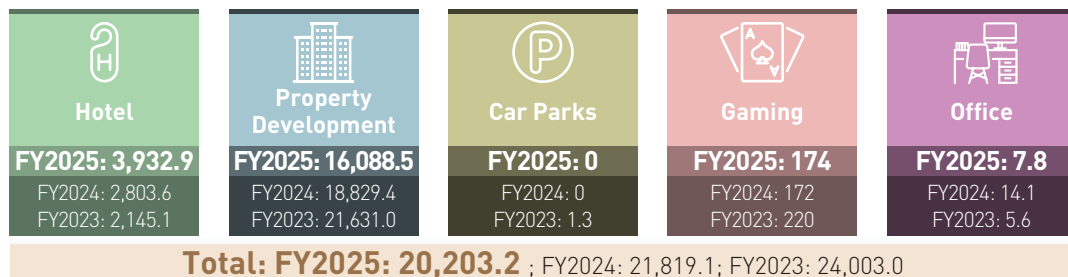
5.1.3.1 Waste data

We generate various types of wastes throughout our operations. This includes, commercial, construction, and demolition waste. In FY2025, we generated a total of 4.61 tonnes of hazardous waste and 20,203.2 tonnes of non-hazardous waste. Both hazardous and non-hazardous waste volumes have experienced a decrease.

Hazardous Waste Produced (tonnes)



Non-hazardous Waste Produced (tonnes)



5. Managing Our Environmental Footprint

5.1.3.2 Single-use plastic transition in hotel operations

Reducing single-use plastics remains a key environmental priority for the Group, as plastic pollution continues to pose a significant global challenge. The accumulation of plastic waste in landfills and natural ecosystems contributes to long-term environmental degradation. While single-use plastics are currently utilised across all areas of our business, our hotel operations represent both the largest source and the greatest opportunity for meaningful reduction.

We are actively working to reduce our reliance on disposable plastics, particularly within our hospitality division, by introducing practical and eco-friendly alternatives. These efforts are complemented by ongoing initiatives across other business units to identify scalable solutions that minimise plastic waste and support a circular economy.

Since September 2022, our Dorsett-branded hotels have discontinued the complimentary distribution of bottled water and installed 60 Urban Spring water refill stations across six properties. This initiative has prevented approximately 1.5 million plastic bottles from entering landfills. In parallel, our hotels in Hong Kong, Malaysia, and the United Kingdom have begun phasing out single-use plastic bathroom amenities. These have been replaced with 3-in-1 toiletries and refillable dispensers, significantly reducing packaging waste.

At Dorsett Wanchai, Dorsett Mongkok, and Cosmo Hotel in Hong Kong, guests are encouraged to collect bathroom amenities from vending machines using a green award card – an initiative that has proven effective in reducing unnecessary daily replacements and promoting more conscious consumption.



5.1.3.3 Food waste in hotel operations

Dorsett Tsuen Wan partners with Yindii

In FY2025, FEC formed a partnership with Yindii, a sustainability-focused food app that connects users with discounted “surprise bags” of surplus food from hotels, restaurants, cafés, and grocery stores. This collaboration aligns with our commitment to reducing food waste and promoting mindful consumption. By offering surplus food from our hotel through the Yindii platform, we are able to minimise waste while extending our hospitality to a broader community. This initiative reflects the Group’s ongoing efforts to embrace sustainable practices and contribute to a more environmentally responsible future.

5. Managing Our Environmental Footprint

5.1.3.4 General waste from hotel operations

To strengthen our waste reduction efforts, we have introduced a variety of initiatives across our properties. At Dorsett Chengdu, used guestroom soap is repurposed for cleaning, and biodegradable bin liners have replaced conventional garbage bags to reduce environmental impact. Dorsett Shepherds Bush and Dao by Dorsett West London have rolled out structured waste management programmes, supported by onboarding training to ensure proper segregation and collection for recycling or energy recovery. These properties, along with Dorsett Grand Subang, have also formed Green Teams – cross-departmental groups that meet monthly to drive sustainability initiatives and embed green practices into daily operations. Team members also visit waste facilities to verify that all waste is diverted from landfills through responsible processing.

5.1.3.5 Positive Impacts Week 2024

Positive Impacts Week at FEC UK

In FY2025, we continued our annual Positive Impacts Week (PIW). We held our PIW from the 3rd to the 7th of June in celebration of the World Environmental Day. The theme for this year was 'mindful living, mindful consumption'. We encouraged the teams to focus not only the physical waste we produce as part of our operations but also the ways in which we waste our energy. At FEC UK, each day during the PIW we had different topics, which included:

- **Mindful Monday:** We encouraged our teams to block out time for themselves and promoting the use of headspace and our corporate gym membership for their physical and mental wellbeing.
- **Trash Tuesday:** Hosting a litter pick event of the Lowry steps in Redbank and our annual step competition, we saw a total of 273,115 steps taken across the organisation.
- **Waste less Wednesday:** Encouraging our teams to avoid plastic wrapped products and say no to single use plastics.
- **Thankful Thursday:** Encouraging our staff to express their gratitude through a gratitude jar.
- **Festival Friday:** Hosting our inaugural Dragon Boat Festival to raise social awareness and money for the East End Community Foundation's (EECF's) life chances campaign.



5. Managing Our Environmental Footprint

Positive Impacts Week at DHI

At the DHI corporate office in Hong Kong, we organised a luncheon catered by NOSH, whose reusable container service aligns with our sustainability goals. We also encouraged colleagues to bring their own plates to further reduce plastic waste.

Throughout the week, we diverted over 1,480 kg of waste from landfills, including food waste, hotel towels, clothing, and plastic bottles. Globally, 1,645 individuals across our 25 hotels participated in this initiative.

We were pleased to see circular economy principles integrated into our hotel operations. For example, Dorsett Wanchai hosted a tea-tasting event featuring our co-developed sparkling tea, made with ingredients from our Group's garden, D20 Roots, in Sai Kung.

The PIW concluded with teams evaluated on their environmental impact, creativity, theme relevance, and social media engagement. All participating hotels contributed to promoting a greener lifestyle and raising eco-awareness. We're proud to highlight four hotels for their inspiring campaign initiatives during PIW.



Complimentary Sparkling Tea Tasting
at Dorsett Wanchai

5. Managing Our Environmental Footprint

Positive Impacts Week at DHI

- Dorsett Shanghai** – Making Green Cool: On Day one, the team promoted low-carbon commuting by encouraging cycling to work, setting an example for sustainable transport. They handed out reusable bags to pedestrians to support the BYOB (Bring Your Own Bag) initiative and reduce single-use plastics. Green booths were set up outside the hotel, offering eco-friendly products such as potted plants, reusable bottles, and sustainable lifestyle items to engage the community in greener living.
 
- Dorsett Wuhan** – Waste to Delights: On Day two, the team collected coffee grounds to create deodorising kits and soaps, given to guests as gifts for participating in our environmental programme. They also repurposed watermelon rinds into dishes and decorations. On the final day, they hosted an Eco Sphere DIY workshop, where participants created mini landscapes using used coffee cups.
 


Deodorising kit at Dorsett Wuhan

5. Managing Our Environmental Footprint

Positive Impacts Week at DHI

- Dorsett Singapore** – Food for Grace: The team managed to collect 120 kg of food over two weeks (15th – 28th May), providing 400 meals to beneficiaries. The items were delivered to Food Bank Singapore, and team members toured the facility. The hotel also supported Plastify, recycling 5.2 kg of plastic waste into 130 reusable coasters.



Our Singapore team donated food for Food Bank Singapore

- Dorsett Tsuen Wan** – Rewiring Recycle: The team initiated a campaign to recycle contact lens packaging with “Content Lens Easy”, collecting 500 blister packs and 500 outer foils. They repurposed the waste into chairs, tables, glasses, and masks. Additionally, they hosted an Eco-friendly umbrella bag workshop, where guests and staff turned old curtains, quilts, and spaghetti bags into practical umbrella bags.



Dorsett Tsuen Wan team participated in the Contact Lens Packaging Programme

5. Managing Our Environmental Footprint

5.1.3.6 Spreading festive cheers through waste management

Lai See Reuse and Recycling Programme

While we celebrate the festive spirit of Chinese New Year, we remain mindful of the environmental impact of distributing paper red packets. To mitigate this, our Hong Kong office has supported the Lai See Reuse and Recycle Programme by Greeners Action, a local NGO, for the fourth consecutive year. Collection boxes were placed at our offices and various residential and commercial properties to gather red envelopes in good condition. These envelopes are then processed and redistributed for the next Chinese New Year. This year, approximately 59 kg of red envelopes was collected and recycled through our partnership with the programme.



5. Managing Our Environmental Footprint

Recycling bins at our DHI facilities

As part of our ongoing commitment to sustainability, our hotels have begun enhancing in-room recycling practices. Dorsett Wanchai and Dorsett Kai Tak now provide dedicated recycling bins in each guestroom, making it easier for guests to separate recyclables during their stay. Housekeeping teams actively collect and manage these materials to ensure proper recycling. In addition, all our hotels have installed clearly labelled recycling bins in their lobbies, encouraging guests and visitors to participate in our waste reduction efforts. These initiatives reflect our dedication to promoting environmentally responsible lifestyle and reducing our environmental footprint across all properties.



2025 Peach blossom tree recycling programme

In FY2025, six of our Hong Kong hotels took part in the Peach Blossom Trees (PBTs) Recycling Programme organised by the Environmental Protection Department (EPD). The initiative promotes the recovery and recycling of yard waste within the community. Under the programme, collected PBTs are processed into recyclable materials such as bulking agents for composting and mulch for gardening, supporting circular resource use and sustainable landscaping practices.



5. Managing Our Environmental Footprint

5.1.3.7 Construction waste management in property development operations

As a responsible property developer, we recognise the challenges posed by construction waste from our development activities. To address this, we aim to reduce waste generation throughout our projects by setting targets and implementing effective planning, sourcing, and recycling measures.

Reducing construction waste

Shanghai Property Development

Our Shanghai developer constructs fully renovated apartments with basic fixtures, flooring, and cabinets installed by qualified contractors. This practice reduces the need for individual customer renovations, thereby lowering energy consumption and construction waste.

Singapore Hyll on Holland

Our Singapore developer sources prefabricated bathroom units (PBU) for the Hyll on Holland project. These units are manufactured off-site in a controlled environment, helping manage waste and minimise environmental impact.

Additionally, the project employs innovative precast construction techniques, with offsite pre-manufacturing of concrete components like walls and columns. This approach reduces construction waste and shortens building time.

We also seek recycling opportunities throughout the construction process, using system formworks for slabs, beams, and walls, and plastic formworks instead of timber and plywood to maximise recyclability.

Aligning certified green practices

We strive to align our planning and construction activities with the latest sustainable practices to minimise our environmental impact. This includes adhering to the Green Guide, which provides comprehensive information on sustainable manufacturing practices. For our Victoria Riverside development in Manchester, we require architects to use eco-friendly construction materials during planning and design phases. These materials are sustainably sourced, such as Forest Stewardship Council ("FSC") certified timber products, and comply with Convention on International Trade in Endangered Species and Wild Fauna and Flora ("CITES") guidelines.



5. Managing Our Environmental Footprint

5.2 ENERGY AND GHG EMISSIONS

5.2.1 Challenges and opportunities

Indirect greenhouse gas (GHG) emissions – primarily from purchased electricity used in our hotel operations – represent the largest share of our overall emissions footprint. To address this, we continue to implement energy efficiency measures and transition towards greener energy sources, supported by the deployment of energy management systems across our properties.

Air conditioning, lighting, and ventilation remain the most energy-intensive areas within our operations and are key focus points for our emissions reduction strategy. We are actively developing and adopting innovative solutions to reduce energy consumption while maintaining the high standards of comfort and service expected by our guests.

In April 2024, our ESG and Sustainability Manager for FEC UK represented the Group at the UK Real Estate Investment & Infrastructure Forum (UKREiIF). During the event, she shared insights into our sustainability approach and discussed how the real estate sector can avoid greenwashing while progressing towards net zero. The forum brought together thousands of professionals from across the UK's built environment sector, spanning both public and private stakeholders.

5.2.2 Commitment

As an environmentally responsible business, we are committed to mitigating the impacts of our activities by implementing modern technological solutions and pursuing all opportunities for a sustainable future.

In addition to ensuring compliance with all applicable laws and regulations, we explicitly outline our stance on environmental protection, sustainable resource use, and climate risk management in our Emissions Management Policy and Environmental and Natural Resource Management Policy. These commitments include:

- Aligning with the World Green Building Council and government policies to reduce emissions;
- Engaging with stakeholders and encourage best practice behaviour regarding emissions management;
- Encouraging sustainability and responsibility among all staff within the Group as well as associated contractors and workers in our operations;
- Ensuring compliance with relevant local and international environmental laws and regulations, constantly reaching beyond the standards for compliance;
- Reducing and minimising GHG emissions within our control and encouraging similar action within our sphere of influence; Exploring the potential of renewable energy for all our new property developments; and
- Addressing the implications of our changing climate to our business activities when making management decisions.

5. Managing Our Environmental Footprint

Carbon reduction roadmap

We have been actively evaluating our long-term climate commitments. As a key initial step, we worked with a leading sustainability consultancy to complete a comprehensive GHG inventory for FY2022. This baseline now guides our efforts to strengthen the transparency and structure of our carbon accounting practices.

We have modelled near- and long-term targets for Scope 1, 2, and 3 emissions, and identified key gaps to address in order to meet our 2050 goal. Our targets are designed to be credible, measurable, and auditable. We will continue to drive progress through dedicated taskforces, regular performance reviews, and ongoing refinement of our targets in line with business developments.

5.2.2.1 GHG emissions

We continue to regularly review our carbon footprint, performing detailed calculations of the scope 1, 2, and 3 GHG emissions of our operations in accordance with applicable international and local guidelines. In FY2025 the Group's GHG emissions generated 50,083.05 tonnes of carbon dioxide equivalent ("tCO₂e"). Our primary sources of emissions was energy consumption through electricity and heating (scope 2 emissions), which represent approximately 72% of our total GHG emissions.

In FY2025, we advanced our carbon management and monitoring capabilities by adopting a carbon reporting tool powered by AI and data science. This tool streamlines the collection and analysis of GHG emissions data, enabling more frequent and detailed reporting. By improving data accuracy, efficiency, and granularity, the tool enhances our ability to make informed, data-driven decisions in support of our sustainability goals.

5.2.2.2 Energy efficiency

We have implemented a broad suite of energy efficiency measures to reduce consumption and lower our carbon footprint. In addition to embedding green building principles into project design, we continue to explore renewable energy integration and identify further energy-saving opportunities through ongoing energy audits. Additionally, several of our DHI hotels in Hong Kong have been awarded the Hong Kong Green Organisation Energywi\$e certificate, demonstrating our excellence and continued efforts in managing our energy consumption and promoting energy conservation.

One of our sustainable finance KPIs is linked to our energy consumption intensity. As per the KPI, we are committed to achieving an intensity of 28 kWh/sqft by 2027, a decrease of 5 kWh/sqft compared to our 2023 goal of 33 kWh/sqft.



5. Managing Our Environmental Footprint

Reducing our energy consumption

As a Group, we are committed to conserving energy through various means, including enhancing energy systems, upgrading outdated equipment, and promoting sustainable energy usage habits among our employees and customers.

In our hotel operations, guests contribute to our energy conservation efforts by using our slot key-card system, which disconnects the electricity supply of guestrooms when the room card is removed, saving energy without the need for multiple switches. Our engineering teams continually explore energy-saving opportunities, such as maintaining fan coil units to optimise air conditioner and chiller systems and replacing outdated lights with energy-efficient LED lamps.

Dorsett Kai Tak uses chilled water from the district cooling system for air-conditioning, which is estimated to be 30% more efficient than conventional systems. Additionally, direct current (DC) intelligent fan coil units are installed in the project's hotel guestrooms, expected to save over 20% more energy than traditional units. We have also installed LED lights in the project's internal site offices to further reduce energy consumption.

As part of our commitment to SLLs, we have set specific KPIs. For Silka Seaview, we aim to achieve a maximum energy consumption of 32 kWh/sqft by the end of 2024, and 30 kWh/sqft by the end of 2025. To achieve this, we have initiated a building retrofit project at Silka Seaview, which includes the replacement of chiller pipes and insulation works across all guest floors to enhance the performance of the air-conditioning system. The project was completed in September 2024. These goals help focus our sustainability efforts, ensuring positive impacts for our internal and external stakeholder.

Silka Seaview KPI progress

2024	2025	2026	2027
			
Target: 32 kWh/sqft	Target: 30 kWh/sqft	Target: 29 kWh/sqft	Target: 28 kWh/sqft

Raising awareness on energy saving

Enhancing energy efficiency alone is insufficient to meet our targets without encouraging sustainable behaviour among our guests and employees. To address this, our hotel operations have proactively joined several energy conservation programmes to promote eco-friendly activities and energy usage practices.

Our Hong Kong hotels

In FY2024, Silka Seaview and Silka Far East participated in the "Energy Saving Charter" and "Charter on External Lighting" programmes organised by the Hong Kong Environment Bureau. These programmes nurture energy-saving habits in our employees, encouraging practices such as maintaining an indoor air temperature between 24-26°C during summer, switching off electrical appliances when not in use, and turning off decorative and promotional lighting affecting the outdoor environment from 11pm to 7am daily.

In FY2025, all of our Hong Kong hotels joined "Earth Hour 2024", inviting guests to switch off lights and promote energy saving habits.

5. Managing Our Environmental Footprint

Dorsett Shepherd Bush

At Dorsett Shepherds Bush, we appointed an “Energy Champion” to oversee energy efficiency improvements. These include using rooftop solar panels to reduce reliance on fossil fuel-powered grid electricity, a comprehensive chiller refurbishment, and adding a combined heat and power (CHP) cogeneration unit to produce electricity and heat for the hotel. Future plans include implementing a smart energy dashboard for greater control over energy use. These initiatives are estimated to save over £13,000 annually while reducing emissions and environmental impact.

Dao by Dorsett West London

A notable achievement in FY2025 was the installation of a multi-stage electric boiler at Dao by Dorsett West London. This high-efficiency system has enabled the property to operate independently from Dorsett, while also providing surplus capacity to support the potential expansion of its entertainment facilities.

Key targets and progress in our hotel operations

At our Dorsett Shepherds Bush and Dao by Dorsett West London we have a five-year energy plan to upgrade and install modern energy reduction systems. This supports our overarching energy management and energy consumption reduction target. In FY2025, we successfully installed solar panels and a CHP unit as well as making good progress towards the implementation of an energy management dashboard.

Key target and progress in our property development operations



Business Unit

Hyll on Holland in Singapore

Target

Set 12 internal targets to minimise our electricity consumption

Progress

We have successfully implemented the targets to minimise our electricity consumption.

5.2.2.3 Green building & design

Green building certification

As a leading regional conglomerate in property development, we strive to obtain green building certifications for our projects whenever possible. These certifications demonstrate our commitment to environmental performance and sustainability, enabling us to construct environmentally friendly, modern, and attractive buildings for our customers. By adhering to green certification standards, we also create economic opportunities, as the high standards of environmental and social practices enhance the asset value of our properties.

5. Managing Our Environmental Footprint

In FY2025, our Dorsett Hotels in the UK, including Dorsett Shepherds Bush and Dao by Dorsett West London, received the Bronze Benchmarked certificate from EarthCheck. This certification underscores our long-term sustainability commitments. Our hotels underwent benchmarking and performance tracking in the following categories:

- Energy use
- Water use
- Carbon emissions
- Chemicals
- Community and employee impact
- Paper use
- Waste

Through this review, Dorsett Shepherds Bush and Dao by Dorsett West London were recognised as regional leaders in waste and carbon emissions management.

Our newly opened Dorsett Kai Tak in Hong Kong was awarded the prestigious BEAM Plus Gold Certification by the Hong Kong Green Building Council. The hotel features over 30% greenery and various green initiatives that enhance cooling efficiency and reduce energy consumption, aligning with our sustainability objectives and commitment to social responsibility. Notable green features include refillable water taps in each premium suite, significantly reducing reliance on single-use plastic bottles. This initiative is supported by water well stations on every guest floor and glass water bottles in all rooms, encouraging responsible hydration and waste minimisation. Additionally, Dorsett Kai Tak maintains a green rooftop garden, where seasonal herbs and ingredients are cultivated for use in our kitchen and rooftop skybar. This initiative promotes hyper-local sourcing, reduces our carbon footprint, and enhances the freshness and flavour of our dishes and drinks.



Jin Bo Law Skybar at Dorsett Kai Tak

We continue to advocate for green building development. Our commitment to integrating environmental considerations is outlined in our Product Responsibility Policy, which covers all stages of our projects, including planning, design, construction, operation, and maintenance.

5. Managing Our Environmental Footprint

Green building

Properties with green certifications

- Astoria Crest, Hong Kong
- Aspen Crest, Hong Kong
- Marin Point, Hong Kong
- The Pavilia Forest, Hong Kong
- Mount Arcadia, Hong Kong
- The Towers at Elizabeth Quay, Perth
- Perth Hub, Perth
- 640 Bourke Street, Melbourne
- The Star Residences (Tower 1), Gold Coast
- Dorsett Wanchai, Hong Kong
- Dorsett Mongkok, Hong Kong
- Cosmo Hotel, Hong Kong
- Dorsett Kai Tak, Hong Kong
- Ritz-Carlton Melbourne
- Ritz-Carlton Perth
- Dorsett Melbourne
- Dorsett Shepherds Bush
- Dao by Dorsett West London

Properties targeting green certification

- Sai Ying Pun Project, Hong Kong
- Ho Chung Project, Hong Kong
- West Side Place (Towers 1 to 4), Melbourne
- The Star Residences (Tower 2), Gold Coast
- Queen's Wharf Residences (Towers 4 to 6), Brisbane



5. Managing Our Environmental Footprint

Supporting the energy transition

We proactively seek to install on-site renewable energy generating equipment throughout our operations around the world to reduce our carbon footprint and save on operational costs, as well as supporting the energy transition to a greener energy grid.

In FY2025, we installed electric vehicles (EV) chargers in the parking area of our Dorsett Singapore Hotel to support our guests who use EV.

Furthermore, we have an 18kWp solar panels systems installed at our Dorsett Shepherds Bush and Dao by Dorsett West London. Similarly, our gaming operations in the Czech Republic have installed a 485kWp photovoltaic power system across casinos and integrated resorts. These projects generate electricity on-site without relying on a fossil fuel-powered grid, which supports our efforts in reducing our carbon footprint, as well as achieving a positive return on investment.

We continue to explore the adoption of other renewable energy facilities across our business operations, including but not limited to wind power and sustainable district cooling systems for our property development projects in the future.

5.2.2.4 Climate change risk management

In FY2025, we made progress on our efforts to identify, measure, and manage our climate-related risks by completing an end-to-end climate-related risks and opportunities assessment in alignment with the TCFD recommendations. This assessment enabled us to assess the resilience of our strategy and business operations against potential climate-related physical and transition risks, as well as preparing for more stringent regulation by the Hong Kong stock exchange. Our TCFD statement is included in Appendix I.

Governance

Climate-related issues are governed through our established sustainability governance structure, where the ESG Steering Committee is responsible for the oversight of all matters relating to sustainability, including the management of the Group's climate-related risks and opportunities.

Supported by sub-committees comprising senior management from various business functions, the ESG Steering Committee reports updates on the Group's climate developments and performance to the Board of Directors twice a year. The ESG Steering Committee seeks the Board of Director's approval before making any decisions or entering into any commitments regarding climate-related issues.

In FY2025, information regarding the latest climate-related trends and climate change scenario analysis were presented at our Board meeting to inform and upskill the Board and the committee on the potential impacts and implications of climate change on our business operations and the Company's strategy.

Strategy

In FY2025, we engaged an independent consultant to undertake a detailed assessment of climate-related risks and opportunities across our core operations. This included comprehensive market research to identify potential climate impacts on our property development, hotel, and car park businesses in key geographies. We conducted scenario analysis and facilitated stakeholder workshops with business unit representatives to assess and prioritise material climate risks and opportunities. These exercises enabled us to evaluate both the likelihood and potential significance of the identified impacts. Details on the scenarios used for this assessment can be found in *Appendix I: Climate change risk management supplementary information*.



5. Managing Our Environmental Footprint

Our physical risk exposure

The physical scenario analysis revealed an overall increase in risk levels across most climate-related hazards within FEC's portfolio, with the exception of drought. Under both best-case and worst-case scenarios, all physical risk types remain within a below-medium-high risk threshold. Rising temperatures emerged as the most significant physical hazard, with our Hong Kong assets showing the highest exposure. This is attributed to the concentration of climate hazards and elevated risk levels in that region. Supplementary information on the physical climate hazards affecting our assets can be found in *Appendix I: Climate change risk management supplementary information*.

Impacts of climate-related risks and opportunities to our business operations

To assess the effectiveness of our current resilience measures and identify areas for improvement, we conducted a preliminary evaluation of the operational and financial impacts of the prioritised physical and transition risks, as well as climate-related opportunities. This assessment supports our ability to mitigate and adapt to emerging climate risks, while also enabling us to proactively identify and leverage potential opportunities. A detailed summary of the estimated impacts and corresponding mitigation measures is provided in *Appendix I: Climate change risk management supplementary information*.

Enhancing our long-term resilience

We are currently developing a climate transition plan to strengthen the Group's long-term resilience. Informed by our climate risk and opportunity assessment, the plan will adopt a phased approach to enhance climate risk management, improve operational efficiency, and deepen stakeholder engagement on climate action.

To support the implementation of this plan and other resilience measures, we continue to leverage our SFF. Aligned with our sustainability strategy, the framework enables us to access sustainable financing for projects that deliver positive environmental and social outcomes. In FY2025, we deployed HK\$1.6 billion in sustainability-linked loan proceeds to fund energy efficiency upgrades, infrastructure improvements, and enhanced employee training.



5. Managing Our Environmental Footprint

Risk Management

Our commitment to sustainability is underscored by the integration of climate-related risks and opportunities into our enterprise risk management framework. This forward-looking approach enables us to anticipate and respond to the evolving impacts of climate change through targeted mitigation and adaptation measures.

Looking ahead, we will continue to strengthen our climate risk and opportunity management system. This includes advancing to more granular, asset-level assessments and quantifying the financial implications of material climate-related risks and opportunities across our operations.

Metrics and targets

To mitigate our impact on climate change, we are committed to reducing our carbon footprint and gaining a deeper understanding of our environmental impact. This involves actively monitoring and measuring GHG emissions, disclosing our carbon footprint, and taking steps to reduce and minimise emissions within our control. Additionally, we are exploring the potential of utilising renewable energy in all our new property developments to further reduce our environmental impact and contribute to a more sustainable future.

5.3 REDUCE WATER CONSUMPTION

5.3.1 Challenges and opportunities

As a global environmental and social corporate citizen, we recognise the challenges related to water abundance, quality, and stress. Although our business activities do not directly impact water resources, we are committed to minimising our consumption to prevent the unnecessary waste of this vital resource.

5.3.2 Commitment

We recognise that preserving natural resources is crucial for addressing global sustainability challenges. Water conservation is integral to our business strategy, and we implement modern, effective industry practices to minimise water use. By introducing various water management initiatives, we enhance our brand image, reduce operating costs, and contribute to our overarching goal of minimising our environmental footprint.

5.3.3 How we work

5.3.3.1 Water consumption

In FY2025, the Group's operations consumed 899,399 m³ of water. We will continue our efforts to implement responsible water stewardship across our businesses by pursuing water-related innovation to improve our water use efficiency. Water consumption has decreased, primarily due to the completion of several property development over the past year.

Water Consumption by segment (m³)

Hotel	Property Development	Car Parks	Gaming	Office
FY2025: 856,755	FY2025: 29,712	FY2025: 2,750	FY2025: 8,184	FY2025: 1,998
FY2024: 947,132 FY2023: 652,634	FY2024: 45,380 FY2023: 51,331	FY2024: 601 FY2023: 10,699	FY2024: 9,288 FY2023: 20,769	FY2024: 2,310 FY2023: 2,130
Total: FY2025: 899,399 ; FY2024: 1,004,111; FY2023: 737,564				

5. Managing Our Environmental Footprint

5.3.3.2 Water use efficiency

Across the Group's operations, we have introduced water-saving measures, including installing water-efficient features and optimising water management procedures to enhance our water use efficiency.

Water saving features in hotel operations

To improve and maintain water use efficiency, all water fittings in Dorsett Singapore are certified under the Water Efficiency Labelling Scheme (WELS) managed by the Singapore Public Utility Board. Dorsett Chengdu and J-Hotel by Dorsett conduct regular maintenance inspections on water-related facilities to detect leaks early and prevent water wastage.

Several of our hotels have upgraded water appliances in guestrooms to discreetly reduce water consumption. These include faucet aerators in water basins, which maintain high water pressure with less water by adding air to the stream. We have also installed low and dual flush toilets in guest bathrooms to use less water per flush and replaced old shower heads with water-saving options featuring adjustable flow rates, giving guests greater control over their water usage.

Kitchens and restaurants significantly contribute to water usage in our hotel operations. To minimise this impact, kitchen staff are regularly reminded to avoid thawing frozen food with running water by planning and defrosting in the refrigerator. Dishwashers are operated with full loads whenever possible to reduce water usage.

Laundry services, one of the most water-consuming practices in the hotel industry, are addressed by requiring hotels to run in-house laundry machines with full loads only. At our Lushan Resort in China, scheduled timeslots are provided for employees to change uniforms, conserving water by avoiding separate batch washing.

Water Wise Initiative for Commercial Buildings in Hong Kong

Two of our hotels, Dorsett Tsuen Wan and Dorsett Wanchai in Hong Kong, have participated in the Water Wise Initiative for Commercial Buildings, led by The University of Hong Kong (HKU), since April 2024. This program is designed to enhance water efficiency and management within commercial properties by leveraging digital technology.

The HKU Water Centre, commissioned by the Water Supplies Department, aspires to become the focal point on water technology and water policy research that has direct policy relevance for Hong Kong. The Water Wise Initiative plays a crucial role in digitalising water meter data, enabling commercial building managers to monitor consumption trends, detect leaks promptly, and identify high-usage activities.

As part of the study conducted at our hotels, assessments were carried out to check for water leakage and benchmark our Water Efficiency Index (WEI) against industry standards. Following the investigation, recommendations were provided, including regular reviews of the WEI, troubleshooting through daily meter readings, setting long-term targets and implementing a comprehensive water conservation plan.

5. Managing Our Environmental Footprint

5.3.3.3 Wastewater treatment in hotel operations

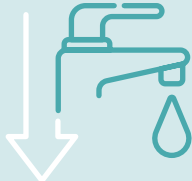
Waste oil treatment in Silka Seaview and Silka Far East

Silka Seaview and Silka Far East in Hong Kong implement proper wastewater treatment to comply with local environmental regulations and mitigate adverse impacts. All hotel kitchens are equipped with oil separation tanks to filter waste oil, ensuring water discharge meets local quality standards. Specialists regularly drain waste oil from these tanks to prevent overflow and ensure compliance with local regulations.

5.3.3.4 Rainwater reuse

Utilising captured rainwater instead of mains water offers a simple yet effective way for our hotels to reduce water usage. Dorsett Grand Labuan in Malaysia has established a rainwater catchment system to collect and reuse rainwater for irrigating its vegetable garden. Similarly, Dorsett Shepherds Bush and Dao by Dorsett West London have installed rain barrels on their roofs to harvest rainwater. These barrels undergo regular maintenance checks, and the stored rainwater is used to water plants at the front and rear of the hotels.

5.3.3.5 Key target and progress in property and development in operations

	Business Unit Hyll on Holland in Singapore	Targets Reduce water usage by 0.75 m ³ /m ² GFA	Status This target has been achieved in FY2025.
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6. Employer of Choice

6.1 PROMOTE HEALTH, SAFETY, AND WELL-BEING

6.1.1 Challenges and opportunities

The Group is committed to protecting our employees from potential workplace hazards inherent in our business operations. It is crucial for us to mitigate our employees' exposure to safety risks that could result in injuries, illnesses, or even fatalities. To manage and eliminate these risks, we implement robust safety measures that align with industry standards and comply with applicable laws and regulations across all aspects of our business.

6.1.2 Commitment




















Our steadfast commitment to providing a safe and secure working environment and promoting a culture of individual responsibility for workplace health and safety is unwavering. To this end, we have implemented measures to minimise the adverse health and safety impacts of our operations. Our Employee Health and Safety Policy highlights the health and safety commitments of our senior management, which include the following fundamental principles:

- Provide adequate and appropriate resources to implement this policy;
- Educate and train employees regarding their responsibilities and duties;
- Meet or exceed all applicable laws and regulations;
- Implement measures to monitor performance and achieve significant and continuous improvement. Comments from employees are considered an important part of the review process; and
- Ensure that performance is well-communicated to all interested stakeholders.

6. Employer of Choice

6.1.3 How we work

6.1.3.1 Employee profile

By segment	By employment type	By gender	By employee category	By age group	By region
 Hotel 2,455	 Full-time 3,113	 Male 1,873	 Senior management 164	 30 or below ~30 910	 Hong Kong 853
 Car Park 260	 Part-time 447	 Female 1,687	 Middle management 562	 31-40 31-40 898	 Mainland China 511
 Gaming 423			 General staff 2,834	 41-50 41-50 908	 Singapore: 73 Malaysia: 143 Australia: 802
 Office 422				 50 or above 50+ 844	 United Kingdom: 491 Czech Republic: 520 Germany: 119 Austria: 42 Malta: 6

6.1.3.2 Health and safety management

We comply with all certification standards and legal regulations related to health and safety in the countries where we operate. The Group is dedicated to providing a safe working environment for our employees and stakeholders. Health and Safety Committees are established across our operations to oversee and manage health and safety matters, ensuring adequate measures are in place to protect everyone's well-being. Additionally, we conduct mandatory health and safety training sessions to enhance our employees' awareness and practices in their daily operations.

6. Employer of Choice

Occupational Health and Safety (OH&S) Management & Health and Safety Committee

 <p>Hotel</p>	<p>We are dedicated to ensuring a safe workplace for our employees and minimising health and safety risks associated with our operations, as outlined in our Employee Health and Safety Policy. Health and Safety Committees have been set up in Dorsett Kwun Tong, Dorsett Tsuen Wan, Silka Tsuen Wan, Dorsett Shepherds Bush, and Dao by Dorsett West London to maintain a secure working environment and address any health and safety concerns arising from our operations.</p> <p>Similarly, Dorsett Singapore has established a Work Safety and Health Committee, managed by a Safety and Security Manager. This committee convenes bi-monthly to discuss potential safety hazards, fire safety and prevention, health and safety risks, and any incidents that may have occurred, among other topics.</p>
 <p>Property development</p>	<p>We have achieved ISO45001 certification for Occupational Health and Safety (OH&S) Systems for both our Kai Tak Development project in Hong Kong and the Hyll on Holland project in Singapore. This certification ensures that we uphold high health and safety standards in our property development initiatives. At the Hyll on Holland project in Singapore, management review meetings are conducted regularly to discuss health risks between our OH&S department and executive management.</p>
 <p>Car parks</p>	<p>All our car park operations have achieved ISO45001:2018 certification, ensuring a safe workplace free from occupational hazards and enhancing our OH&S performance.</p> <p>Monthly meetings are conducted with the CEO, National Customer Service Manager, Operations Manager, and HR Director to review incident documentation and address any identified health risks.</p>
 <p>Gaming</p>	<p>In the Czech Republic, our gaming operations adhere to all applicable health and safety laws and policies in line with European Union regulations. The Director of Administration and Facilities oversees the management of our OH&S system, which encompasses all gaming operations. Additionally, the Administration Department at each site is tasked with monitoring and communicating OH&S rules and requirements to relevant parties.</p>

6. Employer of Choice

Health and safety initiatives

 <p>Hotel</p>	<p>To effectively address risks and prioritise the safety of our employees and guests, we utilise multiple channels to communicate health and safety concerns within our hotel operations. These channels include town hall meetings, departmental meetings, and health and safety meetings. We conduct regular fire drills and safety training programmes to enhance our employees' awareness of health and safety.</p> <p>At Dorsett Kwun Tong and Dorsett Grand Subang, employees receive in-house training from professionals to help them recognise and respond appropriately to cardiac, breathing, and first aid emergencies. Dorsett Kwun Tong also provides regular refresher training to ensure all employees maintain up to date first aid knowledge. Additionally, Lushan Resort offers training on production safety to uphold a safe and secure work environment.</p> <p>To strengthen workplace safety and emergency preparedness, the Human Resources Department at Dorsett Grand Labuan arranged a Basic Occupational First Aid Training. Eight employees from various departments successfully completed the programme and passed the certification exam, equipping them with essential skills to respond effectively to medical emergencies.</p>
 <p>Property development</p>	<p>To ensure our contractors uphold high safety standards, our property development operations in Shanghai include clear contractual obligations for suppliers and contractors to comply with China's national laws and regulations, including those related to OH&S. In Singapore, we produce monthly performance reports for contractors, evaluating safety risks and raising OH&S awareness.</p> <p>Ensuring the safety of our construction workers is paramount. To foster a safety-first culture, our Singapore operations conduct safety induction courses for all new workers, staff, and visitors. These courses emphasise the importance of safety at our sites and familiarise new workers with construction activities and safety procedures. We have also implemented a buddy system for new workers to help prevent incidents throughout the year. Additionally, to keep workers updated on OH&S knowledge, our sites organise mass toolbox meetings where workers and management can discuss safety issues, identify hazards, and review safe working practices.</p>
 <p>Gaming</p>	<p>Our gaming operations have introduced an online platform for health and safety training, including fire safety. This platform features a final test with a scoring system, requiring employees who do not pass to retake the training. We have mandated that all new hires complete this training, and all employees must retake it every two years to refresh and enhance their health and safety knowledge.</p>

6. Employer of Choice

6.1.3.3 Health and safety assessment

 <p>Hotel</p>	<p>At Dorsett Shepherds Bush and Dao by Dorsett West London, regular independent health and safety inspections and full building audits are conducted to identify any inconsistencies in our health and safety protocols. These comprehensive inspection reports highlight areas that require attention, enabling us to implement corrective actions when necessary and continuously improve workplace safety.</p> <p>At our DHI facilities we implement comprehensive safety protocols, conduct ongoing risk assessments, and provide regular training to minimise workplace hazards. Over the past year, we have audited eight hotels to ensure work safety training has been effectively conducted, reinforcing our dedication to a secure and sustainable workplace.</p>
 <p>Property development</p>	<p>At our Hyll on Holland project in Singapore, we conduct internal and external audits of our environmental, health, and safety system every six months to identify gaps and ensure regulatory compliance. Additionally, a health and safety auditor has been appointed to oversee the quality and adherence of our OH&S system.</p> <p>Our UK operations comply with all Construction and Design Management (CDM) regulations. We conduct monthly health and safety inspections at our sites, generating detailed reports on their performance.</p>
 <p>Gaming</p>	<p>Our gaming operations employ external consultants to perform quarterly audits across the business, ensuring adherence to all established rules and procedures. These audits are crucial for prioritising the safety of our employees and customers, thereby maintaining a secure working environment.</p>

6.1.3.4 Employee well-being initiatives

Our employees are essential to our sustainable and successful business operations, and we implement various well-being initiatives to support our valued workforce. To attract and retain top talent, we provide competitive compensation packages across our organisation and offer additional incentives to qualified employees based on their contributions to business growth.

In FY2025, our Lan Kwai Fong @ Kau U Fong hotel in Hong Kong signed and joined the Good Employer Charter. We ensure our commitment to the charter by promoting work-life balance and care for our employees, as well as providing employee benefits that are better than that of the legal statutory requirements. Additionally, we continue to support the wellbeing of our employees through:

6. Employer of Choice

Flexible working hours

We have implemented flexible work arrangements to help employees balance personal and professional responsibilities. At Dorsett Singapore, clear guidelines on staggered working hours and work-from-home options help employees avoid peak-hour traffic. Similar arrangements are available at Dorsett Shepherds Bush and Dao by Dorsett West London, allowing staff to manage family commitments while maintaining high service standards.

Wellness spaces

In March 2025, a new Game Corner featuring a PlayStation 5 was introduced at our headquarters of Hong Kong Dorsett Hotels. This dedicated leisure space was designed to promote employee wellbeing and foster stronger team bonding through shared recreational activities.

Leave policies

To promote well-being and a healthy work-life balance, we offer a comprehensive set of paid leave entitlements across the Group, including birthday, maternity, paternity, marriage, and compassionate leave. Since 2022, our hotels have adopted a five-day work week, which is still uncommon in the hospitality industry. At Dorsett Grand Subang, Muslim employees are entitled to 50 days of pilgrimage leave with half pay, with the option to accumulate annual leave for this purpose. Our London and Manchester offices have enhanced their leave policies by offering 26 weeks of paid adoption leave for primary adopters and four weeks for secondary adopters, supporting new working parents.

Wellness and mental health

We recognise that healthy employees are more engaged, motivated, and productive. To promote a culture of well-being, we organise various healthcare initiatives across the Group. In our Hong Kong and Shanghai offices, all staff receive an annual physical check-up subsidy from our corporate office. To foster a cohesive and supportive workplace, we provide lunch and refreshments regularly in our Hong Kong office. These team lunches enhance communication and promote cross-functional collaboration. Additionally, we regularly monitor air quality in our offices and perform necessary maintenance to ensure it meets required standards.

FEC UK and Wellbeing month

The wellbeing of our staff is a top priority. In FY2025, FEC UK held its annual Wellbeing Month, featuring events aimed at building camaraderie and positively impacting employees' lives and health. These events included a calligraphy workshop, chair massages, free gym trials, and a community wall. By encouraging our staff to stay active, we achieved the following results:

- In May 2024, six members of our Manchester team participated in the Manchester 10km run, raising £1,000 for the BEAT charity.
- Two teams in London participated in the JLL triathlon, with proceeds going to WWF.
- Three team members took part in the Manchester 5km MoRun, raising awareness about men's mental health, stress, and the benefits of staying active.



6. Employer of Choice

6.2 EMPLOYEE ENGAGEMENT

6.2.1 Challenges and opportunities

Our employees are essential to the success of the Group. We have a diverse team of approximately 3,560 individuals worldwide, representing various cultural backgrounds. To cultivate an inclusive and engaging work environment, we are dedicated to encouraging and considering honest feedback from our staff, which helps us understand their needs and concerns about the workplace.

6.2.2 Commitment

We strive to create a work environment that fosters employee engagement and promotes a culture of continuous improvement through open, two-way communication. We encourage our employees to freely share their comments and opinions with their direct managers, department heads, or human resources departments by establishing clear and effective communication channels.

6.2.3 How we work

6.2.3.1 Open communication with employees

We are committed to fostering a positive and friendly workplace that promotes open communication. This is essential for building trust and enhancing the productivity of our employees.

In FY2025, our FEC UK teams came together with the aim of developing mission, vision and values. The teams took part in interactive workshops where they got to know each other better and start the process of setting a positive and forward-looking vision for our future. The workshops were led by external professional consultants who facilitated a safe and vibrant space for our employees to be their full selves and openly communicate and share their ideas about the future outlook of the business.

6.3 FOSTER TALENT AND DEVELOPMENT

6.3.1 Challenges and opportunities

Sustainable business growth depends on our ability to attract talent and offer diverse development opportunities continually. To support our staff's ongoing career advancement and maintain a highly skilled workforce across our business portfolio, it is crucial to provide all employees with access to relevant training programmes.

Training and development are vital components of the employee experience, offering numerous opportunities for acquiring specific skills for both professional and personal growth. Without sufficient professional training, staff productivity, motivation, and satisfaction may decline, leading to challenges in attracting and retaining talent. Increased employee turnover can be costly and disruptive to the Group's operations.



6. Employer of Choice

6.3.2 Commitment

We are committed to being an exceptional employer that prioritises the development of our employees, ensuring all staff are well-qualified and trained for their roles. As outlined in the Group's Training and Development Policy, we provide training programmes designed to enhance job performance and help employees reach their full potential. Our training initiatives are tailored to the specific business units and roles of our employees. The primary objectives of these programmes are to:



Enhance employee skills and knowledge



Boost operational efficiency and productivity



Develop the potential of our employees, benefiting both the individual and the company

6.3.3 How we work

6.3.3.1 Training and development

In FY2025 we provided 43,045 hours of training hours to our employees across the business. Furthermore, throughout the business we implement initiatives to support the development of our staff, these include:

Talent Development Roadmap 2.0

In July 2020, our hotel division launched the "Talent Development Roadmap 2.0," an enhanced training programme designed to promote lifelong learning and strengthen the Group's learning culture. This roadmap comprises ten learning blocks, each focusing on specific subjects to support and guide our employees' career growth. Throughout their careers, employees will acquire essential industry knowledge, including ESG, enterprise risk management, health and safety, brand philosophies, cybersecurity, cultural diversity, and inclusion, through these ten diverse learning blocks. The ten learning blocks of the Talent Development Roadmap 2.0 are:



6. Employer of Choice

Fostering young talents at FEC UK

At FEC UK, we are dedicated to investing in youth and nurturing young talent. We offer university students work placements to support their career development through hands-on training. Our Victoria Riverside team in Manchester has greatly benefited from these placements. The students have demonstrated exceptional commitment and enthusiasm, seamlessly integrating into our team and becoming valuable members of our team. Initially aimed at supporting young people pursuing careers in construction, we have realised mutual benefits from this initiative.

Huzefa Skindar, a student of Design, Planning and Surveying (DPS), was placed with the CR (U.K.) project team, working alongside the operations team on site. His exemplary work ethic, passion for learning, and tenacity led to his employment with CR (U.K.) over the summer months. Upon returning to college for the autumn term, Huzefa will continue to work with us part-time as a Trainee Quantity Surveyor. His outstanding efforts have been recognised by Hopwood, awarding him the T Level Student of the Year for DPS.



Joshua Naylor, who completed his T Level in Building Services at Hopwood, was placed with Briggs & Forrester, a supply chain partner at Victoria Riverside. This MEP company provided optimal support for his training. Joshua's commendable behaviour and attitude earned him the Hopwood Hall T Level Student of the Year for Building Services and the Overall T Level Student of the Year. He is now employed on-site by Briggs and plans to start an apprenticeship with them in September.



6. Employer of Choice

6.3.3.2 Succession planning

We implement succession planning across all business units to ensure employees at various levels receive tailored development programmes. Our focus is on preparing eligible employees for future leadership roles through comprehensive initiatives.

At Lushan Resort and Dorsett Chengdu, we have developed personalised plans and detailed training programmes for potential successors, ensuring key positions are always covered. Each year, department managers at Dorsett Wuhan are evaluated to confirm the completion of their succession training and action plans. In the UK, our offices have devised an annual succession planning resource strategy that aligns with organisational goals for the forthcoming year.

6.3.3.3 Talent review and retention

Talent review process

Our Talent Review Process is integral to our succession planning efforts, enabling us to identify exceptional associates as potential successors for key roles. This systematic review assesses employee engagement, skills, and career goals, highlighting high-performing individuals within each group. Insights from this review assist managers in crafting personalised development plans to foster continuous team growth. We closely monitor talented employees to track their progress and ensure alignment with their personal development plans.

Employee recognition

We deeply value our employees' contributions and consistently recognise those who excel in their roles. At Lushan Resort, we offer cash incentives to high-performing employees to recognise and motivate their excellent work. In our Hong Kong office, we celebrate long-term dedication with the "Ten-year Working Golden Prize," honouring employees who have dedicated a decade of service to the company.

Referral by existing associates

We actively promote employee referrals as a cost-effective and efficient recruitment strategy across the Group. At Silka Maytower in Malaysia, Dorsett Shepherds Bush, and Dao by Dorsett West London in the UK, associates receive monetary rewards when their referred candidates successfully complete a three-month probation period. Similarly, Dorsett Kwun Tong in Hong Kong offers cash incentives to referrers once the new hire passes their probation. These referral programmes attract high-quality candidates and reward our current employees, creating a mutually beneficial situation.

Dorsett Kai Tak Recruitment Day: Empowering Local Talent Through Community Partnership

In FY2025, DHI partnered with the DAB Kowloon City Office to host a successful recruitment day ahead of the opening of our flagship, Dorsett Kai Tak, in September 2024. The event, attended by over 60 applicants, prioritised hiring Kowloon City residents for roles across front office, security, engineering, and housekeeping, with training provided for those new to hospitality.

The Hon. Dr. Starry Lee Wai-King, GBS, JP, and Ms. Winnie Chiu, BBS, JP, Chairperson and Executive Director of DHI, shared reflections on the event's role in contributing to Kowloon City's economic development and supporting talent cultivation within Hong Kong's hospitality sector. Ms. Chiu noted that by encouraging skills development, the initiative aligns with Dorsett's broader commitment to nurturing future talent and supporting community growth through education.



6. Employer of Choice

6.4 DIVERSITY AND INCLUSION

6.4.1 Foster a culture of inclusion

The Group is committed to fostering workplace diversity and ensuring equal opportunities in recruitment, career advancement, and benefits. Our Code and Employee Handbook clearly communicate our zero-tolerance policy towards workplace harassment, ensuring employees are not subjected to discrimination based on gender, age, ethnicity, nationality, marital status, religion, or any other personal characteristic. To promote an inclusive culture, all staff must complete an annual self-declaration to confirm compliance with our Code and relevant policies.

In the UK, our Equality and Diversity Policy integrates principles of equality and diversity into daily practices, policies, and procedures, emphasising fair treatment based on merit. This policy values the diverse contributions of employees from various backgrounds. At The Ritz Carlton in Perth, Australia, we employ talent from over 36 countries, demonstrating our commitment to equal opportunity. Our hiring practices focus on candidates' suitability for the role.

In Malaysia, Dorsett Grand Subang supports workforce diversity by hiring deaf and hard-of-hearing employees in their stewarding department. Dorsett Singapore has explored hiring people with disabilities (PwD) through our social outreach programme, empowering them with gainful employment and independence.

Disability Confident Accreditation

Since 2020, our UK office has participated in the Disability Confident scheme, underscoring our dedication to fostering diversity, inclusion, and accessibility by welcoming skilled individuals with disabilities into our workforce.

Grievance mechanism

To promote transparency and trust, we have an established grievance mechanism allowing employees to report concerns to their supervisors, managers, or the HR department. This mechanism, along with our policies, ensures effective management and resolution of grievances, fostering a diverse and inclusive workplace.

6.4.1.1 Cultivating diverse talent

The Group remains steadfast in its commitment to achieving gender equality within the workforce, particularly in our hotel management and property development sectors. As of 31 March 2025, women make up 47% of our total workforce, with this figure rising to 50% within our hotel operations.

Retirement benefits

We acknowledge that retirement is a significant personal milestone. Employees nearing retirement bring a wealth of experience and valuable skills to our organisation. Our hotel operations adhere to a corporate guideline that offers the option to rehire associates approaching retirement age, in accordance with local regulations.



7. Cultivating Community

7.1 CREATE POSITIVE SOCIAL IMPACTS

7.1.1 Challenges and opportunities

We are committed to responsible corporate citizenship and continuously seek ways to contribute to the communities in which we operate. As a leading regional conglomerate, we aim to forge meaningful connections with local communities, collaborating to build a more sustainable and equitable future for all.

7.1.2 Commitment

FEC is dedicated to creating a positive social impact and giving back to our local communities. With a focus on hospitality and real estate, we recognise our responsibility to engage with and establish meaningful, long-term partnerships by listening to and addressing community needs. Our Community Investment and Donation Policy prioritises four key areas to enable our diverse businesses to effectively contribute to their respective communities:



Youth Education and Development

Our continued support for youth education and development aims to equip future leaders with the necessary knowledge and skills to address complex challenges while promoting sustainable development.



Community Wellness

By supporting initiatives that address the needs of underprivileged communities, we strive to enhance the wellness and quality of life in the communities we serve.



Arts and Culture

We are proud of our heritage and support activities that promote the growth and appreciation of the arts, enhancing the wellbeing of our communities.



Environment

Our support extends to a broad spectrum of environmental initiatives and endeavours to enhance public comprehension and consciousness regarding environmental concerns such as air quality, water consumption, and the preservation of natural resources.

Collyhurst Community Construction Centre

In the UK, FEC has collaborated with Manchester City Council (MCC) and other partners to launch Collyhurst's first construction skills centre on Southchurch Parade. This newly established centre offers individuals aspiring to enter the construction industry the opportunity to participate in a four-week course. Hosted by training providers, the course covers industry insights, working practices, and strategies for securing construction-related employment. Students will have the chance to take their exam to obtain a CSCS card and work towards employment and further education, all while receiving support from industry professionals.

7. Cultivating Community

D20 Roots project

Supported by FEC, DHI and government research funding, the D20 Roots project has been running from April 2022 to March 2025. Hosted by the Chinese Medicine and Culture Research Centre (CMCRC), the initiative has made notable progress in sustainability, biodiversity, applied research, student engagement, and cultural promotion.

Through the cultivation of medicinal plants on donated farmland, the project has grown from preserving over 20 conservation species to cultivating around 100 species using sustainable practices. This effort enhances local biodiversity and supports our environmental protection goals.

Beyond ecological impact, the initiative promotes traditional Chinese medicine through community outreach and educational programs with local schools, reinforcing the Group's commitment to health, wellness, and cultural heritage.

As part of the research, three flavours of sparkling herbal tea were developed and piloted in Dorsett hotels before being introduced to local supermarkets. Additionally, two publications were released during the project period.



NWEW 2024 UK Partnership

DHI returned as the lead sponsor for National Women's Enterprise Week (NWEW) 2024 in London, collaborating with female entrepreneurs for a week of empowering panels and networking opportunities. The event celebrated innovation and leadership, reinforcing our dedication to supporting women in business.

This year's Women's Launch Lab received 110 applications, from which 10 outstanding entrepreneurs were chosen to present their ideas to a distinguished panel of judges, including our ESG Steering Committee Chairlady Ms. Winnie Chiu, BBS, JP former First Lady Akshata Murty, NWEW founder Alison Cork MBE, and entrepreneur and CEO of Poly Auction Hong Kong Sabrina Ho. We congratulate the two winning founders: Beatrice Larkin, whose sustainable luxury textiles highlight British craftsmanship, and Jenny Wordsworth, founder of the science-backed fertility brand OVUM. Each received £5,000 in funding from Dorsett Hospitality International to support their business growth.

7. Cultivating Community

Amelia Peckham, founder of Cool Crutches and last year's inaugural Women's Launch Lab winner, utilised her investment from DHI to revamp the brand's website and e-commerce channels. Following the relaunch, Cool Crutches experienced a 43% increase in sales from October to December 2023 compared to the previous quarter. We look forward to seeing the rest of our NWEW alumni achieve similar success using the skills they've gained through the Women's Launch Lab and NWEW.



7.1.3 How we work

We continue to empower our employees to contribute meaningfully to the communities in which we operate. For example, in Australia, our Community Commitment Policy supports charitable initiatives that reflect the Group's values. To encourage active participation, employees are granted one day of paid leave annually to engage in volunteer work.

7.1.3.1 Enhancing community wellness

Adidas Wellness Club

Dorsett Kai Tak partnered with global activewear brand Adidas to host the Adidas Wellness Club on 8 March 2025, marking a significant milestone in our efforts to promote health, wellness, and social responsibility within the Kai Tak community. Held at our hotel, the event welcomed over 100 local participants to engage in professionally led wellness classes, including yoga and strength training, aimed at encouraging holistic wellbeing. This initiative reinforced our commitment to educating the public on the importance of physical health and mental balance, especially in the context of fast-paced urban living.

The collaboration also supported charitable causes, with a portion of proceeds and merchandise sales directed towards local youth wellness programmes, amplifying the long-term social impact of the event. In line with our environmental objectives, the event adopted sustainable practices throughout its planning and execution, including the use of reusable materials, minimised packaging waste, and the promotion of environmentally responsible behaviours amongst attendees, reinforcing our stance on eco-conscious operations.

7. Cultivating Community

Partnering with a globally influential brand like Adidas allowed Dorsett Kai Tak to leverage shared values around wellness, community building, and sustainability, furthering our role as a responsible corporate citizen. This activation serves as a model for future partnerships that integrate community education, environmental awareness, and social giving under a unified platform.



DHI Sports for Millions

In March 2025, volunteers from DHI participated in the Sports for Millions event organised by The Community Chest of Hong Kong at the Disciplined Services Sports and Recreation Club in Hong Kong. As both a title sponsor and a team participation sponsor, we proudly donated HK\$200,000 to support this initiative. The day featured engaging sports competitions and team-building activities aimed at promoting a healthy lifestyle and fostering team spirit. These funds will benefit 19 social welfare member agencies, enabling them to provide essential services and developmental projects for youths. This support will help young people build healthy lives, overcome challenges, and develop a strong sense of self-responsibility. We extend our gratitude to everyone who organised, participated in, and supported this event. We look forward to participating in similar events in FY2026 and continuing to make a positive impact.

Kai Tak Sports Initiative (KTSI) Treadmill Charity Challenge Corp 50km

As part of our continued commitment to community wellbeing and employee engagement, our team proudly participated in the recent Charity Treadmill Challenge held in Tsuen Wan. The event brought together colleagues in a shared effort to support a meaningful cause, reflecting the Group's values of teamwork, perseverance, and social responsibility. We are pleased to share that our team achieved third place in the 50km category – an accomplishment that underscores the dedication and collaborative spirit of our participants. This initiative not only promoted physical wellness but also strengthened our connection to the wider community through purposeful action.



7. Cultivating Community

7.1.3.2 Youth education and development

We remain committed to investing in the development of young talent across the communities in which we operate. Through a range of initiatives – including internships, mentorship programmes, and partnerships with educational institutions – we continue to provide meaningful opportunities for youth to gain practical experience and build essential skills. These efforts reflect our belief in empowering the next generation to thrive, while contributing to the long-term resilience and inclusivity of the communities we serve.

Memorandum of Understanding (MOU) signing with HK VTC to enhance vocational education

On 22 January 2025, DHI and the VTC signed a Memorandum of Understanding (MoU) to enhance vocational education. Leveraging DHI's extensive hospitality industry experience, this collaboration aims to offer students practical insights, hands-on training, valuable learning, and career opportunities. We are proud to be the first hospitality group to partner with VTC in this endeavour to cultivate local talent.

DHI has supported VTC through innovative approaches that adapt to social and economic changes, providing scholarships, industry visits, internships, and job opportunities to foster student development. This ongoing collaboration reflects our core value of investing in positive impacts and has been instrumental in aligning VTC's curriculum with industry needs and market changes, ensuring students remain competent in the ever-changing job market.

The memorandum of understanding was signed at a ceremony held at a Dorsett property in Hong Kong, symbolising the beginning of a strengthened partnership between the two organisations. The event was attended by senior representatives from both sides, marking a significant step forward in collaborative efforts.

We are dedicated to nurturing the next generation of hospitality professionals and positively impacting the industry. This collaboration will provide valuable learning opportunities for VTC students and inject new vitality into the hospitality sector, cultivating more professional talent for Hong Kong, the Greater Bay Area, and beyond.



7. Cultivating Community

Dorsett Scholar Association Formation

To support the hundreds of Dorsett scholarship recipients in furthering their life dreams, we have established the Dorsett Scholars Association and held its inaugural gathering on 5 January 2025, at Dorsett Kai Tak, attended by our ESG Steering Committee Chairlady Ms. Winnie Chiu, BBS, JP, and Dorsett executives. We welcomed 17 scholars and friends from Wu Yee Sun College, the Chinese University of Hong Kong, and VTC, celebrating our community and the connections we share as we embark on this new journey together.



The Dorsett Scholars Association aims to unite our alumni community as a powerful collective, dedicated to addressing the needs and aspirations of our alumni as they embark on their careers. We strive to support alumni at every stage of their lives by fostering a cycle of knowledge sharing and tracking their journeys, thereby creating a network that empowers each member. We extend heartfelt thanks to everyone who joined us for this memorable occasion and look forward to inviting more alumni to join and participate in engaging events that will strengthen our connections and foster a thriving alumni community.

Wu Yee Sun College Scholarship

Since 2017, DHI has supported a scholarship programme in collaboration with Wu Yee Sun College at The Chinese University of Hong Kong, offering the Dorsett Admission Scholarship for Hospitality and Real Estate Freshmen and the Dorsett Young Entrepreneur Scholarship.

In the 2023/2024 academic year, three student-led projects were selected under the Young Entrepreneur Scholarship, including "Rice Fort", which developed sustainable prototypes such as chairs and tables using rice husk. We are pleased to continue supporting innovative and environmentally conscious initiatives. As of September 2024, a total of 93 students have been awarded scholarships through this programme.

YES Day London

In collaboration with the East End Community Foundation (EECF), we hosted a youth employability services day at our London office. The event welcomed 30 students from across East London. Throughout the day, our esteemed delivery partners shared their expertise with the young attendees. The morning session featured a Dragons' Den-style challenge, where students brainstormed how AI could enhance the built environment.

Working in teams, they developed pitches based on scenario prompts and presented their ideas to our judges. The afternoon was dedicated to mock interview preparation, CV workshops, and sessions focused on recognising their unique strengths. The students provided positive feedback, indicating increased confidence and optimism about their future employment prospects.

7. Cultivating Community

7.1.3.3 Promoting arts & cultural events

UK Dragon boat festival

In June, FEC UK held its first-ever Dragon Boat Festival at the Docklands Sailing and Water Centre club, set against the backdrop of our Consort Place development. This event brought together FEC and its valued partners for a day of competition and fundraising for the EECF's Life Chances Campaign.

The festival attracted 300 attendees from 18 different organisations. The total expenditure for this event with VCSEs exceeded £20,000, while over £7,000 was raised for the Life Chances Campaign. As a founding patron of the campaign, FEC is immensely proud to continue supporting EECF throughout phase 1. The day also served as a valuable opportunity to raise awareness about the campaign and encourage our supply chain to contribute where possible.

FEC UK National Day of Play

During the summer, FEC collaborated with the MCC and several other partners and supply chain members to coordinate the National Day of Play event. On the day, we hosted an arts-based workshop featuring pottery painting, bird box creation, and a VR digging experience. The event involved contributions from FEC, MCC, BAM, MFT, Vinci, Atkins Realis, and 12 volunteers, who collectively dedicated 72 hours of volunteer time.

FEC UK Collyhurst Paint Jam

On December 15th, FEC UK and Found organized an Art Jam in Collyhurst, revitalising the shutters on Southchurch Parade and adding a splash of colour to the community. Five artists joined us and mentored three students from MCA, whose artwork was selected for one of the shutters, on how to use spray paint and create a piece of art that resonated with them as residents.

Each shutter's design was inspired by Collyhurst, following workshops with MCA and older community members. We enjoyed delicious food prepared by Kylie's Kitchen, with Kylie herself ensuring we stayed warm with a constant supply of hot drinks.



7. Cultivating Community

Dorsett Kwun Tong Christmas event – YMCA Meaningful Christmas Tree

The “Meaningful Christmas Tree 100” initiative brought together children and staff to craft a festive tree using upcycled materials provided by the YMCA. Designed to inspire creativity and environmental responsibility, the activity offered a fun and educational platform to promote sustainability during the holiday season, while strengthening community bonds through shared participation.



7.1.3.4 Affordable housing

As a leading private residential developer in the UK, we recognise the importance of affordable housing in supporting inclusive communities and addressing local housing needs. At Consort Place in London, we have delivered 80 affordable apartments and 15 socially rented homes within the 34-storey West Tower, now available to residents of the Tower Hamlets community. In Manchester, construction has commenced on Collyhurst Phase 1, spanning Collyhurst Village and South Collyhurst.

These developments will provide 130 affordable homes alongside 144 units for open market sale. At Victoria Riverside, we are also progressing the construction of 128 shared ownership homes, with the first phase scheduled for completion in 2025. These projects form part of the broader Victoria North masterplan – a long-term partnership between FEC and Manchester City Council – to deliver 15,000 new homes across North Manchester over the next two decades.

7. Cultivating Community

7.2 SUSTAINABLE PROCUREMENT

7.2.1 Challenges and opportunities

As a regional conglomerate with a diverse operational footprint, the Group recognises its responsibility to promote sustainable practices across its supply chain. With over 5,140 suppliers engaged across our business segments, we are committed to fostering responsible procurement by sharing best practices and embedding sustainability principles throughout our sourcing activities. We actively collaborate with our vendors to enhance transparency, efficiency, and resilience within our supply chain, supporting the transition towards more sustainable and ethical industry standards.

7.2.2 Commitment

Our Procurement and Supply Chain Management Policy sets a clear benchmark for ethical conduct and sustainable sourcing across the Group. More than a procedural guide, it reflects our belief that responsible procurement is a shared responsibility – one that extends beyond compliance to active collaboration. We consider our suppliers and contractors not just service providers, but essential partners in delivering on our ESG commitments. Their actions directly shape the environmental and social footprint of our projects, and as such, we hold them to the same standards we apply to ourselves. This Policy is embedded across all business units and corporate functions, ensuring that every procurement decision reinforces our values and contributes to a more resilient, transparent, and sustainable supply chain.

7.2.3 How we work

7.2.3.1 Responsible sourcing

The Group remains committed to embedding responsible sourcing practices across all business units, with a strong emphasis on environmental stewardship, social responsibility, and wellness. In our property development division, we continue to influence contractors and sub-contractors by requiring alignment with our sustainability principles. Last year, we introduced the Dorsett Sustainability Policy and Procurement Guideline, which sets out clear expectations for suppliers to consider environmental impact, community wellbeing, and ethical sourcing in their operations.

These guidelines promote the use of durable, low-impact materials, prioritise local sourcing to reduce carbon emissions, and encourage the adoption of circular economy principles. By selecting products that are responsibly manufactured and certified – such as FSC-certified paper, cage-free eggs, and compostable amenities – we not only reduce waste and operational costs but also enhance the guest experience and meet growing consumer demand for sustainable hospitality.

In line with these expectations, our hotels are encouraged to strengthen their sustainability programmes, focusing on waste reduction, supplier engagement, and the transition to eco-friendly alternatives. Notably, our Hong Kong office has partnered with Lever Foundation to support animal welfare by committing to sourcing only cage-free eggs by 2030 – further demonstrating our dedication to building a more ethical and transparent supply chain.



7. Cultivating Community

7.2.3.2 Supplier management

To ensure our suppliers operate in line with the Group's sustainability values, we conduct regular assessments to monitor their environmental, social, and operational performance. At Lushan Resort in Mainland China, suppliers are evaluated on a 100-point scale based on product quality and service delivery. Those scoring 80 or above are recognised for strong performance, while those scoring between 70 and 79 are invited to engage in improvement discussions. Suppliers scoring below 60 are subject to replacement if corrective actions are not taken. In Singapore, our property development operations conduct monthly Environment, Health, and Safety (EHS) performance reviews for all contractors, reinforcing accountability and continuous improvement.

Considerate Constructors Scheme

In the United Kingdom, our property development business continues to engage only with contractors registered under the Considerate Constructors Scheme. This industry-recognised initiative promotes responsible construction practices through a Code of Considerate Practice, which focuses on three core areas: respecting the community, caring for the environment, and valuing the workforce. Participating contractors are regularly audited and assessed to ensure they exceed statutory requirements. This alignment supports our commitment to raising industry standards and delivering positive outcomes for local communities and the environment.

New Tender Process for FEC UK

Last year, FEC UK introduced a new tender process to further embed ESG principles into procurement. This framework ensures that all current and prospective partners understand and support the Group's social value priorities, which are grounded in our four sustainability pillars. The process encourages suppliers to identify tangible ways to contribute to local economic development, environmental stewardship, and community wellbeing. By aligning procurement with our long-term vision, we aim to foster a more inclusive, transparent, and impact-driven supply chain.



8. Placemaking

8.1 EXCEED GUEST EXPECTATIONS

8.1.1 Challenges and opportunities

Customer satisfaction is fundamental to the success of our business and remains one of our highest priorities across all operations. As a Group with a diverse portfolio of business operations, we recognise that delivering exceptional service is not only a competitive advantage – it is a core part of our identity.

We are committed to consistently exceeding guest expectations by embedding quality, care, and sustainability into every touchpoint of the customer journey. This includes rigorous and ongoing reviews of our hygiene protocols, service standards, and wellbeing safeguards for both guests and employees. As global travel continues to recover, we are actively responding to the growing demand for responsible hospitality by integrating sustainable practices into our operations – ensuring that our guests experience not only comfort and safety, but also a sense of purpose and trust in the values we uphold.

8.1.2 Commitment

The Group is committed to delivering sincere, high-quality service that prioritises the wellbeing and satisfaction of our customers. Our Product Responsibility Policy provides a clear framework for ensuring accountability and integrity across all aspects of our operations. It outlines the standards we uphold to protect our customers, employees, and communities, while reinforcing our commitment to transparency and continuous improvement. The core principles of this policy include:

- Create and maintain good relationships with our customers and communities;
- Embed sustainability in all aspects of our operations;
- Constantly improve our business by encouraging, accepting, and addressing comments and feedback from customers;
- Provide professional, responsible, and responsive service to our customers;
- Protect the health and safety of our customers, employees, and suppliers;
- Mitigate risks during the construction and operation stages of our business;
- Comply with all applicable legal requirements relating to the collection, holding, processing, disclosure, and use of personal data; and
- Protect the interests of our customers through enhancing the transparency of our sales activities



8. Placemaking

8.1.3 How we work

8.1.3.1 Hygiene, safety and security

Maintaining good indoor air quality

To ensure a safe and healthy indoor environment for our guests and staff, our hotels have adopted advanced air purification technologies, including the use of Momax Robust Smart IoT UV-C HEPA Air Purifiers. These systems support optimal air quality by filtering airborne particles and neutralising pathogens. Regular maintenance is conducted to clean and replace filters, ensuring consistent performance and reliability. In addition, selected properties – such as Dorsett Chengdu – engage third-party specialists to carry out annual inspections of centralised ventilation systems, reinforcing our commitment to high indoor air quality standards across our portfolio.

Implementing CCTV monitoring systems

To ensure the safety and security of our guests, employees, and assets, we have a comprehensive surveillance system in place across our operations. In our hotel portfolio, CCTV monitoring systems are installed throughout all premises and are actively monitored 24/7 by dedicated security personnel. These teams also conduct routine patrols to maintain a secure environment. Our safety protocols extend to the monitoring of critical infrastructure, including electricity and lift systems, gas and fuel supplies, fire alarms, water systems, and anti-flooding measures.

In our car park operations, we utilise the “Care Assist” surveillance platform, which integrates all CCTV feeds into a centralised system. This enables real-time monitoring and incident tracking across all facilities, enhancing both operational oversight and customer safety.

Our gaming operations are similarly protected by a centralised 24-hour security system, ensuring a safe and secure environment for all our staff and clients.

8.1.3.2 Customer privacy

Privacy policies

The Group upholds strict data privacy and security standards across all operations. All employees are required to comply with our Code of Conduct, which mandates the protection of proprietary and personal information encountered during the course of their work. Personal data collected through our operations is stored on encrypted servers with regular backups, ensuring resilience against unauthorised access, accidental loss, or data breaches.

As part of our global footprint, we adhere to all applicable data protection regulations. In Europe, we comply with the General Data Protection Regulation (GDPR), which requires clear communication with customers regarding the purpose and use of their personal data. In the United Kingdom, we follow the Data Protection Act 2018, ensuring the lawful, fair, and transparent handling of personal information.

Across our hotel, car park, and gaming operations, client data is managed under strict internal policies. Guests are required to acknowledge our Personal Information Collection Statement, which outlines how their data will be used, with the option to opt out of marketing communications. These safeguards reflect our commitment to maintaining the trust of our customers and protecting their privacy at every stage of engagement.



8. Placemaking

Cybersecurity

The Group has implemented robust digital infrastructure and cybersecurity protocols to safeguard our people, assets, and reputation. Across our hotel operations, we deploy advanced firewalls and end-to-end protection software to defend against cyber threats. These systems are subject to regular inspections and updates to ensure optimal performance and resilience.

Our gaming operations follow similarly stringent cybersecurity standards. All team members are introduced to our Computer, Internet, and Email Usage Policy during onboarding, which outlines secure practices for accessing public networks and managing IT credentials. Two-factor authentication is being progressively rolled out across mobile devices at DHI, and crisis response protocols are in place for all core gaming systems. In recognition of these efforts, our gaming operations were awarded the ISO/IEC 27001 Information Security Management System (ISMS) certification in October 2022, underscoring our commitment to data protection and operational security.

In the UK, our offices are advancing cloud-based backup solutions to synchronise critical data with external repositories. This initiative strengthens business continuity planning and enhances our ability to recover systems swiftly in the event of a disruption, further reinforcing the Group's information security framework.

Employee cybersecurity training

We recognise that a strong cybersecurity culture begins with informed and vigilant employees. To that end, we deliver targeted training programmes across our operations to ensure staff are equipped with the knowledge and tools to uphold our digital security standards. Cybersecurity awareness is embedded into our organisational culture, with an emphasis on individual responsibility at every level of the business.

Hotel employees receive regular training on data privacy and cyber risk mitigation, helping them identify and respond to potential threats. In FY2025, our UK offices completed a specialised cyber awareness programme delivered by a leading cybersecurity provider. Through an interactive online platform, employees engaged with mandatory training modules covering common digital threats, safe online practices, and data protection protocols.

In Hong Kong, front office staff at Dorsett Kwun Tong received focused training on personal data protection, reinforcing our commitment to safeguarding guest information. Within our gaming operations, we have established structured onboarding procedures to familiarise new team members with the General Data Protection Regulation (GDPR) and our internal cybersecurity policies, ensuring compliance and operational integrity from day one.



8. Placemaking

8.1.3.3 Wellness

We are committed to creating a safe, welcoming, and enriching environment for our hotel guests, with a strong focus on physical and mental wellbeing. Across our properties, we offer a range of wellness-focused amenities and experiences designed to support relaxation, rejuvenation, and connection.

Caring for the physical and mental wellness of our hotel guests

Our hotels continue to expand wellness offerings that promote both physical activity and mental balance. At Dorsett Tsuen Wan in Hong Kong, guests have access to a 24-hour gym, supporting active lifestyles throughout their stay. At Dao by Dorsett West London, in-room fitness options – including the availability of exercise bikes – allow guests to maintain their routines in comfort and privacy.

To foster social connection and a sense of community, our Dorsett Wine Hour – hosted at Dorsett Wanchai, Dorsett Mongkok, and Cosmo Hotel – offers guests a relaxed setting to enjoy music, light refreshments, and informal networking. This initiative has been well received, enhancing the guest experience through meaningful engagement.

As part of our ongoing efforts to elevate the guest experience, we offer a complimentary welcome drink upon arrival at our Dorsett Grand Labuan. This thoughtful gesture not only provides a refreshing start to each stay but also reflects our commitment to warm hospitality and attention to detail. Whether guests are arriving after a long journey or simply beginning a weekend retreat, the welcome drink serves as a moment of comfort and relaxation, setting a positive tone for the rest of their visit. It is one of the many ways we aim to create a memorable and enjoyable environment that aligns with our values of service excellence and guest wellbeing.

Offering plant-based meal alternatives for hotel guests

As part of our broader sustainability strategy, we continue to promote plant-based dining options across our hotel restaurants. These offerings not only support environmental goals by reducing our carbon footprint, but also cater to the growing demand for healthy, inclusive, and ethical food choices.

At Lan Kwai Fong Hotel @ Kau U Fong in Hong Kong, guests can choose from approximately 20 daily vegetarian specials, including local “Hong Kong-style” and gluten-free options. In the UK, Dorsett Shepherds Bush and Dao by Dorsett West London offer a wide selection of plant-based breakfast items, ranging from fresh fruit to vegetarian alternatives of traditional favourites – demonstrating our commitment to sustainable hospitality through thoughtful, guest-centric dining experiences.



8. Placemaking

8.1.3.4 Experience

Enhancing guest experience through technology

At Dorsett Wanchai, a proudly EarthCheck Silver-certified hotel, we continue to integrate smart technology to enrich the guest experience while advancing our sustainability objectives. One of our key innovations is Jasper, our 24-hour Guest Service Robot, which facilitates a fully paperless and contactless check-in process. This seamless registration experience not only enhances convenience for guests but also supports our commitment to reducing environmental impact. By combining hospitality with intelligent automation, Dorsett Wanchai exemplifies how technology can drive both operational efficiency and sustainable guest engagement.



Customer satisfaction

Customer satisfaction remains a key performance priority across all our business segments. We actively gather and analyse guest and client feedback to continuously enhance the quality of our services and experiences. In our hotel operations, we use a variety of channels – including in-room surveys, social media platforms, and online review aggregators – to collect feedback. These insights are consolidated into a Global Review Index, which serves as a benchmark for guest satisfaction and online reputation. This index is monitored regularly to ensure timely responses and service improvements.

In our property management business, we maintain a strong focus on customer engagement. In Australia, annual surveys provide valuable insights into resident needs and expectations. In Manchester, our customer charter – aligned with the National House Building Council standards – guides our approach to service delivery. In Singapore, we have implemented a structured feedback protocol to respond to public and neighbour concerns within 24 hours, ensuring prompt resolution and community trust.

Our car park operations also maintain dedicated feedback channels. Car park users benefit from a 24-hour online support system, with a task manager assigned to monitor and address all customer concerns. In gaming, a dedicated mobile application streamlines the feedback process, enhancing responsiveness and guest satisfaction. The marketing team manages all customer complaints, escalating them to the appropriate branch or headquarters within 24 hours. Guests are notified within 36 hours that their concerns are being addressed, with a formal response issued within 14 days. In FY2025, we received 1,568 product and service-related complaints, all of which were promptly investigated and resolved in line with our commitment to service excellence.

Across all hotel properties, our front office teams are trained to resolve guest concerns swiftly and effectively. Incident reports are filed for all complaints, with follow-up actions documented to ensure accountability and service recovery. Online feedback is treated with equal importance, and we proactively reach out to guests to address any issues raised on public platforms.

8. Placemaking

Meeting accessibility needs in property development

We are committed to fostering inclusive environments across our developments. Accessibility features are integrated into the design of our properties to ensure ease of use for all individuals. In Hong Kong, hotels such as Dorsett Wanchai are equipped with wheelchair ramps and other barrier-free features. Our newly developed Dorsett Kai Tak Hotel includes rooms designed to meet full accessibility standards, reinforcing our commitment to universal design.

Promoting safer gambling measures

We take a proactive approach to promoting responsible gaming across our venues. Customers are provided with tools to manage their gaming behaviour, including the ability to set self-imposed limits on visit frequency, spending, and account access. These measures are part of a broader responsible gaming programme designed to ensure fair, transparent, and informed participation.

All guests undergo age and identity verification upon entry, and our frontline staff are trained to identify signs of gambling-related harm. Support is offered to individuals in need, including assistance with voluntary self-exclusion. We also collaborate with non-profit organisations and regulatory bodies to strengthen our responsible gaming framework.

Internally, we maintain a strict policy prohibiting employees from participating in gaming activities on our premises. All gaming staff receive mandatory training on responsible gaming practices during onboarding, with regular refresher sessions to reinforce awareness. These efforts have helped cultivate a strong culture of responsibility and care within our gaming operations.



9. Appendix I: Climate Change Risk Management Supplementary Information

The climate scenarios used in our assessment align with the Paris Agreement and reflect leading international and sector-specific practices in real estate and hospitality. For both physical and transition risks and opportunities, we adopted a dual-scenario approach – modelling best-case and worst-case pathways. This enabled us to assess a broader range of potential future outcomes and strengthen the resilience of our current and forward-looking climate strategy.

Scenario type	Description
Physical Risk Scenarios	<p>IPCC SSP1-2.6 – limit warming to 2°C A low GHG emissions scenario features CO₂ emissions declining to net zero around or after 2050, followed by varying levels of net negative CO₂ emissions.</p> <p>IPCC SSP5-8.5 – exceed warming of 4°C A very high GHG emissions scenario has CO₂ emissions roughly doubling from current levels by 2050. This is a pessimistic scenario portraying the conditions where physical risks are the most severe, to assess our resilience and exposure to extreme climate change.</p>
Transition Risk Scenarios*	<p>NGFS Net Zero 2050 – limit warming to 1.5°C Global warming is limited to 1.5°C through stringent climate policies and innovation, and around 2050, global net zero CO₂ emissions will be achieved.</p> <p>NGFS Current Policies – exceed warming of 3°C Only current implemented policies are preserved, leading to low transition risks to assess impacts in business-as-usual settings.</p> <p>* Note: The transition risk scenarios were leveraged in the qualitative assessment process to evaluate the potential impacts to our key businesses. Moving forward we will enhance our assessment approach by further adopting qualitative methodologies to assess the transition risk exposures to our key portfolio.</p>
Time Horizons*	<ul style="list-style-type: none"> • Short-term: 2030 • Medium-term: 2050 • Long-term: 2100 <p>* Note: The time horizons adopted for the assessment align with the Paris Agreement, the Task Force on Climate-related Financial Disclosures recommendations, as well as our planning horizons used for strategic decision-making.</p>
Scope of Operations Analysed	<ul style="list-style-type: none"> • Key assets owned and managed by the Group across Hong Kong, Mainland China, Singapore, Malaysia, the United Kingdom, and Australia. • These assets include headquarters and operating offices, and other properties related to our property development and investment, hotel and carpark businesses.
Assumptions	Our analysis, conducted in 2024, involved forecasting the frequency and magnitude of hazards. It assumed that our current asset locations will remain unchanged over the time horizon. Additionally, potential impacts of insurance coverage or asset-specific mitigation measures are not factored in this assessment.

9. Appendix I: Climate Change Risk Management Supplementary Information

The table below presents the results of our physical climate risk scenario analysis in the form of a heatmap. Cells coloured in orange and red indicate medium high to high risk levels. Whereas cells in green and yellow indicate low to medium risk levels.

Hazard	Region	Inherent Risk	SSP1-2.6 (Best-Case)			SSP5-8.5 (Worst-Case)		
			Year 2030	Year 2050	Year 2100	Year 2030	Year 2050	Year 2100
Rainfall flood	Australia	●●	●●	●●	●●	●●	●●	●●
	Hong Kong	●●	●●	●●	●●●	●●●	●●●	●●●
	Malaysia	●●	●●	●●	●●	●●	●●	●●
	Mainland China	●	●	●	●	●●	●●	●●
	Singapore	●	●	●	●	●●	●●	●●
	United Kingdom	●●	●●	●●	●●	●●	●●	●●
River flood	Australia	●●	●●	●●	●●	●●	●●	●●
	Hong Kong	●	●	●	●	●	●	●
	Malaysia	●	●	●	●	●	●	●
	Mainland China	●●	●●	●●	●●	●●	●●	●●●
	Singapore	●	●	●	●	●	●	●
	United Kingdom	●	●	●	●	●	●	●
Tropical cyclone	Australia	●●	●●	●●	●●	●●	●●	●●
	Hong Kong	●●●	●●●	●●●	●●●	●●●	●●●	●●●●
	Malaysia	●	●	●	●	●	●	●
	Mainland China	●●	●●	●●	●●	●●	●●	●●
	Singapore	●	●	●	●	●	●	●●
	United Kingdom	●	●	●	●	●	●	●●
Drought	Australia	●●	●●	●●	●●	●●	●●	●●●
	Hong Kong	●●	●●	●	●	●	●	●
	Malaysia	●	●	●	●	●	●	●
	Mainland China	●●	●●	●	●	●	●	●
	Singapore	●●	●	●	●	●●	●	●●
	United Kingdom	●	●	●	●	●●	●	●
Sea level rise	Australia	●	●	●	●	●	●	●●
	Hong Kong	●	●●	●●	●●	●●	●●	●●●
	Malaysia	●	●	●	●●	●	●●	●●
	Mainland China	●	●●	●●	●●●	●●	●●	●●●
	Singapore	●	●	●	●	●	●	●
	United Kingdom	●	●	●	●●●	●	●	●●●
Rising temperature	Australia	●●●	●●●	●●●	●●●	●●●	●●●	●●●
	Hong Kong	●●●	●●●	●●●	●●●	●●●	●●●	●●●●
	Malaysia	●●●	●●●	●●●	●●●	●●●	●●●	●●●
	Mainland China	●●●	●●●	●●●	●●●	●●●	●●●	●●●●
	Singapore	●●●	●●●	●●●	●●●	●●●	●●●	●●●
	United Kingdom	●	●	●	●	●●	●●	●●

Legend ● Low ●● Medium ●●● Medium high ●●●● High ●●●●● Very high

9. Appendix I: Climate Change Risk Management Supplementary Information

The table below provides a description of the business implications as well as the financial impacts and the appropriate adaptation and mitigation measures in place for each of our material physical and transition climate risks and opportunities.

Risk/ Opportunity Type	Material Risk/ Opportunity	Business Implications	Financial Impacts	Our Response
Physical – Acute	Rainfall flood	General Implications – Medium term <ul style="list-style-type: none"> Increased possibility for damage to property and assets More business disruptions (e.g., delayed in property development projects, inaccessibility of hotels, temporary closures of car parks due to flooding, etc.) 	General Implications – Medium term <ul style="list-style-type: none"> Increased capital expenditure for the installation of climate-resilient features against floods and typhoons Long term <ul style="list-style-type: none"> Asset value at risk of dropping due to increased risk exposure to floods and typhoons Reduced revenue due to suspension of operation Property Development – Long term <ul style="list-style-type: none"> Increased operational costs due to delays in delivering property development projects and more frequent maintenance associated with physical damage to property and assets 	Incorporation of climate change in decision-making The implications of a changing climate are integrated into our business decision making process. Formulation of an emergency response plan Our property development contractors have developed an emergency response plan for severe storms. This plan outlines a full site lockdown procedure, with all vulnerable materials removed to prevent damage to equipment, buildings, and the general public. After the extreme weather event, the site will be fully inspected, followed by cleanup operations to ensure workplace safety before construction activity resumes. Integration of climate-resilient designs Rainwater attenuation systems have been installed where possible within our Manchester property developments, reducing the impacts of rainfall and flooding. Similarly, we have implemented several measures to mitigate the risks of flooding for our Mount Arcadia project located at the foot of a mountain in Hong Kong. A continuous concrete slope drain has been constructed to channel stormwater into a designated drainage point, preventing site flooding. Additionally, a sump pit has been built at the basement levels of our property to collect and store excess surface runoff from large storm events. These pre-emptive measures help protect the site from the adverse effects of extreme weather.
	River flood			
	Tropical cyclone			
	Drought	General Implications – Medium term <ul style="list-style-type: none"> Shortage of water supply, which may lead to business disruptions 	Hotel Operations – Short term <ul style="list-style-type: none"> Increased costs for installation of water-efficient technologies, more frequent water system inspections, and alternative water sources Medium term <ul style="list-style-type: none"> Reduced revenue due to suspension of business operations 	
Physical – Chronic	Sea level rise	Hotel Operations – Medium term <ul style="list-style-type: none"> Increased possibility of damage to property and assets in low-lying or coastal areas Long term <ul style="list-style-type: none"> Increased possibility for relocation of assets 	Hotel Operations – Medium term <ul style="list-style-type: none"> Increased capital expenditure for installation of climate-resilient features or relocation of assets Increased possibility for stranded assets, hence increased asset value at risk 	
	Rising temperature	General Implications – Medium term <ul style="list-style-type: none"> Higher demand for cooling, resulting in increased possibility for the adoption of heat insulation design and increased electricity consumption Lower demand for heating, resulting in lower natural gas consumption for heating systems Property development – Long term <ul style="list-style-type: none"> Increased possibility for delays in delivering property development projects due to lower labour productivity Increased health hazards for employees working outdoors 	Hotel Operations – Short term <ul style="list-style-type: none"> Changes in operational costs due to higher electricity and lower natural gas consumption, and delays in delivering property development projects Medium to long term <ul style="list-style-type: none"> Increased capital expenditure for the adoption of heat insulation design 	

9. Appendix I: Climate Change Risk Management Supplementary Information

Risk/ Opportunity Type	Material Risk/ Opportunity	Business Implications	Financial Impacts	Our Response
Transition – Policy and Legal	Introduction of carbon pricing	<p>General Implications – Short term</p> <ul style="list-style-type: none"> – Increased demand for recruiting carbon pricing experts or training – Increased demand for the adoption of energy-efficient technologies and carbon offsets <p>Property Development – Medium term</p> <ul style="list-style-type: none"> – Reduced overall feasibility of smaller-scale property development projects as they often have tighter budgets and may find it challenging to absorb additional expenses – Increased demand for investment in lower-carbon materials 	<p>General Implications – Medium term</p> <ul style="list-style-type: none"> – Increased operational costs for recruiting experts or providing training – Change in carbon cost <p>Property Development – Short term</p> <ul style="list-style-type: none"> – Increased capital or operational expenditures for property development projects, potentially resulting in lowered profitability – Increased capital expenditure due to the higher cost of carbon intensive construction materials (e.g., conventional cement) 	<p>ESG data management</p> <p>A dedicated working group has been established to facilitate the implementation of a comprehensive ESG data management solution. This will streamline our ESG data collection, analysis and monitoring process, strengthening our ability to respond to evolving carbon pricing regulations.</p> <p>Carbon footprint analysis and goals setting</p> <p>We have conducted a detailed analysis of our carbon footprint, which informs us of our net-zero planning and the setting of reduction targets. New goals have also been set to decrease our exposure to carbon pricing mechanisms, such as by investing in on-site solar panel installations across our facilities.</p> <p>ESG integrated procurement strategy</p> <p>We have developed and implemented a sustainable procurement strategy for our building operations, which includes engaging an energy consultant to advise on and procure renewable energy solutions for our building projects. Nevertheless, ESG considerations are incorporated into the tendering process of our property development projects in the United Kingdom, aiming to further reduce the greenhouse gas emissions from our purchased goods and services.</p>

9. Appendix I: Climate Change Risk Management Supplementary Information

Risk/ Opportunity Type	Material Risk/ Opportunity	Business Implications	Financial Impacts	Our Response
Transition – Reputation	Stigmatisation of sector	General Implications – Medium term <ul style="list-style-type: none"> Increased possibility for supply chain disruptions due to difficulty in securing partners and suppliers Increased possibility for reputational risk if a robust climate strategy was not in place Property development – Short term <ul style="list-style-type: none"> More stringent regulatory compliance for obtaining permits and approvals 	General Implications – Medium term <ul style="list-style-type: none"> Increased operational costs for onboarding new partners and suppliers as well as implementing measures to fulfil escalating regulatory compliance Reduced profitability due to increased capital expenditure associated with difficulties in accessing green funding and higher interest rates on financing Decreased revenue due to fewer business opportunities caused by a negative reputation 	ESG and climate-related communication with stakeholders We maintain an open and transparent communication with our stakeholders. Through regular ESG reporting, supplier collaborations, and client engagements, we continually share updates on our climate-related targets, initiatives, and achievements.
	Growing public demand for decarbonisation efforts	General Implications – Short term <ul style="list-style-type: none"> Increased demand for recruiting decarbonisation experts or training Higher needs in developing internal policies and practices on decarbonisation Medium term <ul style="list-style-type: none"> Increased possibility for reputational risk due to unmet public expectations and falling behind competitors Increased investment in lower-carbon options (e.g., green building, eco-friendly hotel packages, etc.) 	General Implications – Medium term <ul style="list-style-type: none"> Decreased revenue due to fewer business opportunities caused by a negative reputation Increased capital expenditure and operating expenses when investing more in lower-carbon options, recruiting experts and providing more training 	Decarbonisation commitment We have been developing our decarbonisation roadmap. The first phase was the introduction of a carbon accounting platform which is allowing us to make data led decisions whilst identifying 'hotspot' areas of emissions. We hope to formulate our decarbonisation plan, outlining the milestones and efforts required for achieving our decarbonisation target by working with external experts within the next financial year. Standardising operational processes We have aligned our operational processes to support the achievement of our sustainability goals. This includes thorough reviews and updates to our legal, procurement, and contractor selection policies and procedures. The next step will be to set our decarbonisation targets and develop our decarbonisation plan. Research on decarbonisation strategies Extensive market research has been conducted to better understand the evolving expectations of our key stakeholders. Moreover, we have partnered with leading academic institutions to undertake industry-focused research on sustainability initiatives and best practices within the hotel sector.

9. Appendix I: Climate Change Risk Management Supplementary Information

Risk/ Opportunity Type	Material Risk/ Opportunity	Business Implications	Financial Impacts	Our Response
Policy and Legal	Enhanced public disclosure requirements	General Implications – Short term <ul style="list-style-type: none"> Improved information sharing in the market, enabling more frequent comparison and benchmarking against industry peers Enhanced operational efficiency due to the development of a consistent disclosure standard by regulators Improved ESG rating due to enhanced ESG information transparency, which would then increase the possibility for new business opportunities and strengthen customer loyalty 	General Implications – Short term <ul style="list-style-type: none"> Increased revenue if more business opportunities arise due to improved performance in ESG rating Increased capital expenditure and operating costs due to investment in measures to fulfil the tightened disclosure requirements 	Ongoing monitoring of regulation updates We closely keep track of the evolving disclosure requirements from international and local authorities and ensure internal stakeholders are fully aware of the updates. For example, trainings were provided to the Board and relevant departments on the latest requirements of the HKEX ESG Reporting Code during the reporting period.
Market	A shift in consumer/investor preferences toward sustainable options	General implications – Short term <ul style="list-style-type: none"> Increased demand for developing sustainable products and services Change in the Group's sustainability commitment, investment strategies and portfolio allocations to align with market preferences Increased partnership opportunities with leading research institutions or other parties to co-develop innovative technologies and sustainable solutions Medium term <ul style="list-style-type: none"> Enhanced credibility when the Group is perceived as a sustainable leader 	General implications – Short term <ul style="list-style-type: none"> Projected green premium or revenue per available room of sustainable products and services Reduced operating costs due to lower financing costs from increased access to green financing 	Sustainable capability building Sustainability training is provided to our employees at all levels to raise their awareness as well as facilitate further integration of ESG principles into our daily operations and service offerings. During the reporting period, training on climate risks and opportunities was provided to our Board members and operational teams from our key businesses. Development of sustainability solutions We proactively search for collaboration opportunities to enhance the sustainability performance of our operations. For example, Dorsett Hospitality International, our hotel operations subsidiary, has launched EcoValue+ and Green Vending Machines, allowing guests to opt out of housekeeping during their stay. In recognition of their sustainable preference, customers will receive a HK\$20 Green Rewards to spend on our hotel vending machines. Additionally, we have developed a new brand, Dao, to cater for the demand for a more sustainable lifestyle hotel.

9. Appendix I: Climate Change Risk Management Supplementary Information

Risk/ Opportunity Type	Material Risk/ Opportunity	Business Implications	Financial Impacts	Our Response
Policy and Legal	Enhanced regulations on building codes and building energy efficiency	<p>Property development – Short term</p> <ul style="list-style-type: none"> Enhanced building energy efficiency and reduced non-compliance risk through the adoption of technologies or practices as required by the tightened regulations Increased opportunity for internalising technical skillsets on building energy efficiency <p>Medium term</p> <ul style="list-style-type: none"> Enhanced credibility when the Group has strong energy efficiency performance 	<p>Property development – Medium term</p> <ul style="list-style-type: none"> Reduced operating expenses because of higher building energy efficiency Increased accessibility to government grants and other financial incentives for energy-efficient measures in new buildings 	<p>Ongoing monitoring of regulation updates</p> <p>We continuously monitor the emerging regulations on the built environment, including the upcoming amendments to the Buildings Energy Efficiency Ordinance (Cap. 610) in Hong Kong. The updates would be communicated across the Group through taskforces, green teams, training and internal SharePoint sites.</p> <p>Adoption of energy efficiency technologies</p> <p>At our Dorsett Shepherds Bush Hotel, we have installed solar panels and a Combined Heat and Power system. Meanwhile, we are looking to continue upgrading our energy efficiency across our global operations. Our Kai Tak Development incorporates chilled water supplied from the District Cooling System for the project's air-conditioning, which is estimated to be 30% more efficient than conventional air-cooling systems. Additionally, direct current intelligent fan coil units are installed in the project's hotel guestrooms, which are expected to save 20% more energy than traditional fan coil units. We have also installed LED lights in the project's internal site offices, further reducing energy consumption.</p> <p>Leveraging sustainable finance instruments for retrofitting projects</p> <p>As part of our foray into SLLs, we have committed to upholding a set of KPIs. One of these is directly linked to the energy consumption of Silka Seaview in Hong Kong: we are committed to achieving a maximum consumption of 32 kWh/sqft by the end of 2024, and 30 kWh/sqft in 2025.</p>

10. Appendix II: Performance Data Summary

10.1 ENVIRONMENTAL PERFORMANCE

Metric	Unit	2023	Hotel 2024	2025	Property Development 2023	2024	2025	Carpark 2023	2024	2025	Gaming 2023	2024	2025	Office 2023	2024	2025	Total 2023	2024	2025
Environmental																			
Air emissions																			
NO _x emissions	kg	26.30	65.29	351.19	7.90	-	-	6.40	38.17	-	60.70	54.61	44.55	18.50	80.17	4.42	119.80	238.23	400.17
SO _x emissions	kg	3.70	1.04	0.84	5.80	3.80	3.43	0.10	0.72	-	0.90	0.88	0.75	0.30	0.10	0.07	10.80	6.54	5.09
PM emissions	kg	1.50	5.76	32.93	0.60	-	-	0.50	2.81	-	4.50	4.02	3.28	1.40	6.47	0.33	8.50	19.07	36.53
Energy consumption																			
Total energy consumption	MWh	71,802.00	93,898.06	89,732.90	14,791.10	7,743.01	3,785.62	4,885.40	2,999.94	1,704.21	7,955.70	5,251.56	5,509.16	844.90	1,152.05	674.34	100,279.10	111,044.61	101,406.24
Direct energy consumption	MWh	15,857.30	19,807.68	15,790.22	11,875.60	2,528.80	2,296.20	83.20	477.64	75.07	3,783.70	2,139.59	1,982.19	257.20	302.46	161.10	31,857.00	25,256.17	20,304.78
Petrol	MWh	182.70	336.25	186.60	-	-	-	83.20	407.40	-	19.80	18.87	124.46	118.10	271.12	145.43	403.80	1,033.64	456.49
Diesel	MWh	2,143.10	127.56	157.27	3,862.70	2,528.80	2,280.53	-	70.24	-	581.10	554.36	361.03	107.00	-	-	6,693.90	3,280.95	2,798.83
LPG	MWh	-	-	-	33.50	-	15.67	-	-	-	282.40	201.68	215.13	32.10	31.34	15.67	348.00	233.02	246.47
Fuel oil	MWh	-	-	-	-	-	-	-	-	75.07	224.60	171.93	171.93	-	-	-	224.60	171.93	247.00
Natural gas	MWh	9,324.70	14,405.58	10,687.26	-	-	-	-	-	-	2,675.80	1,192.75	1,109.64	-	-	-	12,000.50	15,598.33	11,796.90
Towngas	MWh	3,448.90	4,623.55	4,428.76	-	-	-	-	-	-	-	-	-	-	-	-	3,448.90	4,623.55	4,428.76
Others	MWh	757.90	314.74	330.33	7,979.40	-	-	-	-	-	-	-	-	-	-	-	8,737.30	314.74	330.33
Indirect energy consumption	MWh	55,944.70	74,090.37	73,942.68	2,915.50	5,214.21	1,489.42	4,802.20	2,522.30	1,629.13	4,172.00	3,111.97	3,526.97	587.70	849.59	513.24	68,422.10	85,788.45	81,101.46
Electricity	MWh	55,917.70	67,692.31	71,750.01	2,915.50	5,214.21	1,489.42	4,802.20	2,522.30	1,629.13	4,172.00	3,080.47	2,945.02	587.70	849.59	513.24	68,395.10	79,358.89	78,326.84
Heating	MWh	-	6,315.37	2,137.51	-	-	-	-	-	-	-	-	-	-	-	-	-	6,315.37	2,137.51
Renewable electricity generated and consumed onsite	MWh	27.00	82.69	55.16	-	-	-	-	-	-	-	31.50	581.95	-	-	-	27.00	114.19	637.11
Total energy consumption intensity		0.05	0.04	0.04	0.02	0.01	0.004	0.05	0.03	0.02	0.23	0.11	0.14	12.30	19.11	8.06			
		MWh/room nights			MWh/square metres GFA completed			MWh/car park bays			MWh/thousand euros			MWh/thousand square feet					
Greenhouse gas emissions																			
Total GHG emissions	tCO ₂ e	37,964.00	43,805.33	38,473.89	4,320.10	5,097.35	8,605.36	3,122.20	1,457.06	1,083.43	2,608.10	1,968.22	1,742.83	535.10	357.32	177.54	48,549.50	52,885.27	50,083.05
Scope 1 emissions	tCO ₂ e	3,513.00	5,216.78	5,013.92	3,036.10	3,761.54	8,089.98	22.90	129.73	21.23	618.30	646.69	479.42	66.60	82.25	42.54	7,456.90	9,897.00	13,647.09
Scope 2 emissions	tCO ₂ e	34,303.00	38,315.21	33,219.63	1,275.10	1,331.11	507.99	3,051.80	1,527.33	1,062.20	1,789.80	1,321.52	1,263.41	350.50	275.07	135.00	40,770.20	42,770.24	36,188.23
Scope 3 emissions	tCO ₂ e	148.00	213.34	240.34	8.90	4.70	7.39	47.50	-	-	-	-	-	118.00	154.26	138.72	322.40	372.29	380.21
Total GHG intensity		0.03	0.02	0.02	7.00	4.60	8.52	0.03	0.02	0.01	0.08	0.04	0.04	7.80	5.93	2.12			
		tCO ₂ e/room nights			tCO ₂ e/thousand square metres GFA completed			tCO ₂ e/car park bays			tCO ₂ e/thousand euros			tCO ₂ e/thousand square feet					
Water consumption																			
Total consumption	m ³	652,634.00	947,132.65	856,755.06	51,331.10	45,380.08	29,712.00	10,698.90	601.00	2,750.00	20,769.00	9,288.00	8,184.00	2,130.60	2,310.00	1,998.00	737,563.60	1,004,711.73	899,399.06
Total water intensity		0.50	-	-	0.08	-	-	0.11	0.01	0.03	0.60	0.19	0.21	0.03	0.04	0.02			
		m ³ /room nights			m ³ /square metres GFA completed			m ³ /car park bays			m ³ /thousand euros			m ³ /square feet					
Waste Production																			
Hazardous waste produced	tonnes	0.70	9.14	3.80	22.40	4.55	-	-	-	-	1.00	0.80	0.80	-	0.00	0.00	24.10	14.49	4.61
Non-hazardous waste produced	tonnes	2,145.10	2,803.56	3,932.85	21,631.00	18,829.40	16,088.53	1.30	-	-	220.00	172.00	174.00	5.60	14.11	7.83	24,003.00	21,819.06	20,203.20
Commercial waste	tonnes	2,145.10	2,803.56	3,917.85	4,763.60	2,649.00	5,254.40	1.30	-	-	220.00	172.00	174.00	5.60	14.11	7.83	7,135.60	5,638.67	9,354.07
Construction & demolition waste	tonnes	-	-	15.00	16,867.40	16,180.40	10,834.13	-	-	-	-	-	-	-	-	-	16,867.40	16,180.40	10,849.13
Non-hazardous waste recycled or reused	tonnes	1,065.80	1,209.91	2,120.48	5,504.10	7,121.79	4,449.83	-	-	-	20.00	19.30	20.20	4.10	3.63	4.25	6,594.00	8,354.62	6,594.76
Paper	tonnes	627.70	765.87	1,315.79	6.00	2.13	16.08	-	-	-	9.00	8.00	9.70	3.90	3.29	4.07	646.60	779.29	1,345.64
Plastics	tonnes	280.80	15.05	207.79	1.00	1.00	41.73	-	-	-	4.00	2.80	3.20	0.10	0.13	0.15	285.90	18.98	252.87
Metal	tonnes	0.60	3.94	13.81	735.90	-	407.56	-	-	-	-	-	-	0.10	0.00	0.01	736.60	3.94	421.38
Glass	tonnes	0.30	20.37	-	-	-	-	-	-	-	6.00	7.70	7.30	-	0.01	0.01	6.30	28.07	7.31
Food waste	tonnes	102.40	122.04	116.93	-	-	-	-	-	-	-	-	-	-	0.00	0.01	102.40	122.04	116.94
Construction & demolition waste for reuse	tonnes	-	-	-	4,651.80	4,484.66	203.31	-	-	-	-	-	-	-	-	-	4,651.80	4,484.66	203.31
Mixed recyclables	tonnes	54.00	282.64	466.16	109.40	2,634.00	3,781.15	-	-	-	1.00	0.80	-	-	0.19	0.00	164.40	2,917.63	4,247.32
Hazardous waste intensity		0.50000	4.33269	1.82640	0.04000	0.00411	-	-	-	-	0.03000	0.01620	0.02018	-	0.00003	0.00002			
		tonne/million room nights			tonne/thousand square metres GFA completed			tonne/car park bays			tonne/million euros			tonne/thousand square feet					
Non-hazardous waste intensity		1.63	1.33	1.89	0.04	0.02	-	0.13	-	-	6.30	3.48	4.39	0.10	0.23	0.09			
		tonne/thousand room nights			tonne/square metres GFA completed			tonne/thousand car park bays			tonne/million euros			tonne/thousand square feet					

10. Appendix II: Performance Data Summary

1. The methodology used to calculate the FY2025 environmental KPIs is in line with FY2024, which includes the use of the latest available emission factors with reference to the Greenhouse Gas Protocol, IEA's Energy Statistics Manual, US EPA's Emission Factors for Greenhouse Gas Inventories, and Environmental Protection Department and the Electrical and Mechanical Services Department's Guidelines to Account for and Report on Greenhouse Gas Emissions and Removals for Buildings (Commercial, Residential or Institutional Purposes) in Hong Kong (2010 Edition) and HKEX's "How to prepare an ESG Report – Appendix 2: Reporting Guidance on Environmental KPIs".
2. Air emissions are generated from petrol and diesel fuel combustion in stationary and mobile sources.
3. NO_x emissions have increased due to a significant rise in vehicle travel distances associated with hotel operations.
4. Includes car park bays that are owned or managed by the Group only.
5. The total energy consumption includes direct and indirect energy consumption, and the consumption of renewable electricity generated and consumed onsite.
6. Include compressed natural gas, petroleum coke, acetylene and other coal gas.
7. The reported energy consumption in the car park has significantly decreased, primarily due to the unavailability of data.
8. Global Warming Potential (GWP) values are referenced from the IPCC Sixth Assessment Report and the UK Department for Environment Food and Rural Affairs.
9. GHG emission calculations comprise carbon dioxide, methane, nitrous oxide and hydrofluorocarbons.
10. Scope 1 emissions include direct emissions from combustion of fuel in stationary and mobile sources and fugitive releases from equipment and systems.
11. Scope 2 emissions include energy indirect emissions from the generation of purchased electricity, purchased town gas (for hotel operations in Hong Kong) and heating.
12. Heating energy consumption in hotel operations across Australia has decreased significantly.
13. Scope 3 emissions include other indirect emissions from methane gas generation at landfill in Hong Kong due to disposal of paper waste, GHG emissions due to electricity used for fresh water and sewage processing in Hong Kong, and GHG emissions from business travel by employees.
14. Calculation of the total GHG intensity covers Scope 1, Scope 2, and Scope 3 emissions.
15. Refer to the production of waste from operational activities, which includes waste that are reused, recycled, landfilled, or processed by other waste management methods.
16. Include construction hazardous waste (e.g. hazardous concrete, bricks, tiles and asbestos), fluorescent tubes, painting, solvents and battery.
17. Include general waste, food waste, painting, cardboard and metal.
18. The reported volume of hazardous waste has significantly decreased, primarily due to the unavailability of data from several assets.



10. Appendix II: Performance Data Summary

10.2 SOCIAL PERFORMANCE

Metric	Unit	Hotel			Carpark			Gaming			Office			Total		
		2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025
Social																
Employment																
Total Workforce		1,782	2,441	2,455	366	343	260	459	414	423	365	413	422	2,972	3,611	3,560
By gender																
Male	Number	951	1,229	1,220	295	277	215	209	209	204	197	230	234	1,652	1,945	1,873
Female	Number	831	1,212	1,235	71	66	45	250	205	219	168	183	188	1,320	1,666	1,687
By region																
Hong Kong	Number	573	595	710	-	-	-	-	-	-	143	142	143	716	737	853
Mainland China	Number	460	508	487	-	-	-	-	-	-	27	26	24	487	534	511
Singapore	Number	58	63	64	-	-	-	-	-	-	11	11	9	69	74	73
UK	Number	61	56	-	86	106	57	-	-	-	72	77	86	219	239	143
Australia	Number	190	532	536	232	190	152	-	-	-	75	108	114	497	830	802
Malaysia	Number	440	461	440	48	47	51	-	-	-	-	-	-	488	508	491
Czech Republic	Number	-	55	57	-	-	-	459	414	423	37	37	40	496	506	520
Germany	Number	-	131	119	-	-	-	-	-	-	-	-	-	-	131	119
Austria	Number	-	40	42	-	-	-	-	-	-	-	-	-	-	40	42
Malta	Number	-	-	-	-	-	-	-	-	-	-	12	6	-	12	6
By age group																
30 or below	Number	375	663	698	75	78	55	124	99	100	43	53	57	617	893	910
31-40	Number	444	581	571	92	71	52	157	148	145	130	141	130	823	941	898
41-50	Number	515	619	615	88	84	71	107	97	96	98	116	126	808	916	908
51 or above	Number	448	578	571	111	110	82	71	70	82	94	103	109	724	861	844
By employee category																
Senior management																
Male	Number	40	58	49	8	14	6	6	6	6	32	35	32	86	113	93
Female	Number	37	49	48	3	3	3	2	1	1	22	19	19	64	72	71
Middle management																
Male	Number	218	264	237	10	20	17	20	20	21	45	62	65	293	366	340
Female	Number	145	182	157	5	7	4	5	4	3	39	46	58	194	239	222
General staff																
Male	Number	693	907	934	277	243	192	183	183	177	120	133	137	1,273	1,466	1,440
Female	Number	649	981	1,030	63	56	38	243	200	215	107	118	111	1,062	1,355	1,394
By employee type																
Full-time	Number	1,669	2,130	2,184	197	289	168	406	355	356	355	392	405	2,627	3,166	3,113
Part-time	Number	113	311	271	169	54	92	53	59	67	10	21	17	345	445	447

10. Appendix II: Performance Data Summary

Metric	Unit	Hotel			Carpark			Gaming			Office			Total		
		2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025
New employees		354	874	744	118	101	9	140	99	93	127	129	164	739	1,203	1,010
By gender																
Male	Number	197	425	381	89	77	8	48	51	37	65	77	89	399	630	515
Female	Number	157	449	363	29	24	1	92	48	56	62	52	75	340	573	495
By region																
Hong Kong	Number	156	170	237	-	-	-	-	-	-	53	55	59	209	225	296
Mainland China	Number	45	112	63	-	-	-	-	-	-	7	1	-	52	113	63
Singapore	Number	33	33	23	-	-	-	-	-	-	2	1	1	35	34	24
UK	Number	45	34	-	38	31	-	-	-	-	20	17	38	103	82	38
Australia	Number	8	389	213	67	64	4	-	-	-	37	50	55	112	503	272
Malaysia	Number	67	53	110	13	6	5	-	-	-	-	-	-	80	59	115
Czech Republic	Number	-	20	14	-	-	-	140	99	93	8	3	5	148	122	112
Germany	Number	-	38	30	-	-	-	-	-	-	-	-	-	-	38	30
Austria	Number	-	25	54	-	-	-	-	-	-	-	-	-	-	25	54
Malta	Number	-	-	-	-	-	-	-	-	-	-	2	6	-	2	6
By age group																
30 or below	Number	123	413	348	42	39	6	52	47	47	26	28	45	243	527	446
31-40	Number	79	210	150	33	22	3	43	24	23	41	36	48	196	292	224
41-50	Number	84	145	143	16	17	-	25	19	9	31	39	42	156	220	194
51 or above	Number	68	106	103	27	23	-	20	9	14	29	26	29	144	164	146
Employee turnover rate		24.7	28.8	35.1	42.1	32.1	30.8	24.8	21.5	17.7	26.0	21.5	31.5	27.0	25.6	26.0
By gender																
Male	Percentage (%)	24.50	26.69	34.51	38.00	27.44	30.70	19.10	17.70	18.63	23.40	23.91	28.21	26.10	25.50	26.48
Female	Percentage (%)	24.90	25.50	35.63	59.20	51.52	31.11	29.60	25.37	16.89	29.20	18.58	35.64	28.20	25.75	25.43
By region																
Hong Kong	Percentage (%)	31.10	26.55	30.56	-	-	-	-	-	-	35.70	21.13	39.16	32.00	28.90	24.97
Mainland China	Percentage (%)	18.30	27.17	25.26	-	-	-	-	-	-	18.50	11.54	8.33	18.30	26.03	27.20
Singapore	Percentage (%)	101.70	46.03	31.25	-	-	-	-	-	-	-	27.27	22.22	85.50	40.54	41.10
UK	Percentage (%)	59.00	71.43	-	-	12.26	92.98	-	-	-	12.50	23.38	33.72	20.50	29.29	48.95
Australia	Percentage (%)	5.30	29.51	61.38	65.10	48.42	13.82	-	-	-	37.30	27.78	22.81	38.00	36.02	37.28
Malaysia	Percentage (%)	16.60	14.97	22.05	6.30	10.64	11.76	-	-	-	-	-	-	15.60	14.57	15.07
Czech Republic	Percentage (%)	-	41.82	49.12	-	-	-	24.80	-	-	5.40	8.11	5.00	23.40	22.73	22.12
Germany	Percentage (%)	-	41.22	60.50	-	-	-	-	-	-	-	-	-	-	41.22	45.38
Austria	Percentage (%)	-	42.50	154.76	-	-	-	-	-	-	-	-	-	-	42.50	40.48
Malta	Percentage (%)	-	-	-	-	-	-	-	-	-	-	16.67	266.67	-	16.67	33.33
By age group																
30 or below	Percentage (%)	33.30	20.21	27.65	64.00	23.08	23.64	27.40	15.15	15.00	55.80	22.64	19.30	37.40	37.63	36.92
31-40	Percentage (%)	27.50	15.49	16.64	54.30	25.35	21.15	24.80	7.43	9.66	25.40	13.48	16.15	29.60	26.04	27.28
41-50	Percentage (%)	20.80	8.08	11.06	25.00	26.19	18.31	18.70	10.31	6.25	20.40	11.21	11.90	20.90	20.20	20.37
51 or above	Percentage (%)	19.20	9.34	11.38	30.60	16.36	35.37	29.60	1.43	3.66	19.10	10.68	17.43	22.00	18.47	18.84

10. Appendix II: Performance Data Summary

		Hotel			Carpark			Gaming			Office			Total		
Metric	Unit	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025
Health & safety																
Work-related fatalities	Number	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Work-related fatalities rate	Percentage (%)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Work-related injuries	Number	21	27	42	1	-	-	5	8	4	3	-	1	30	35	47
Work-related injuries rate	Percentage (%)	0.01	0.01	0.02	0.27	-	-	1.09	0.02	0.01	0.82	-	0.00	1.01	0.28	0.28
Lost days due to work-related injury	Days	256.00	361.00	935.80	-	-	-	111.00	177.50	142.30	248.00	-	3.00	615.00	538.50	1,081.10
Learning & development																
Average training hours per employees	Hours	19.7	15.9	10.1	-	0.0	0.4	9.8	11.7	9.2	5.9	7.3	11.8	14.1	11.9	12.1
By gender																
Male	Hours	18.2	13.1	8.4	-	0.0	0.5	11.9	13.5	9.9	5.9	6.8	12.4	12.7	10.6	11.0
Female	Hours	21.5	-	-	-	0.0	-	8.1	10.0	8.5	5.9	8.0	11.0	15.8	13.5	13.4
By region																
Hong Kong	Hours	5.7	6.1	5.8	-	-	-	-	-	-	2.3	6.5	4.4	5.0	6.2	5.4
Mainland China	Hours	20.5	15.4	10.2	-	-	-	-	-	-	8.0	8.3	9.0	19.8	15.0	15.7
Singapore	Hours	18.7	7.4	6.7	-	-	-	-	-	-	-	-	-	15.7	6.3	6.4
UK	Hours	173.3	1.0	-	-	0.0	2.0	-	-	-	2.3	2.8	29.0	49.0	1.1	1.9
Australia	Hours	13.7	34.5	24.8	-	0.0	-	-	-	-	1.6	2.0	1.9	5.5	22.4	23.2
Malaysia	Hours	18.5	5.7	1.9	-	0.0	-	-	-	-	-	-	-	16.7	5.2	5.4
Czech Republic	Hours	-	14.4	8.1	-	-	-	9.8	11.7	9.2	36.1	36.1	28.2	11.8	13.8	13.4
Germany	Hours	-	8.4	5.0	-	-	-	-	-	-	-	-	-	-	8.4	9.2
Austria	Hours	-	8.9	4.6	-	-	-	-	-	-	-	-	-	-	8.9	8.5
Malta	Hours	-	-	-	-	-	-	-	-	-	-	10.5	46.8	-	10.5	21.0
By employee category																
Senior management	Hours	21.8	42.2	16.5	-	0.3	0.9	36.0	36.6	30.9	5.2	8.7	14.9	15.0	28.4	32.0
Middle management	Hours	19.3	20.0	14.1	-	0.1	0.4	39.8	38.7	44.5	7.4	8.6	7.5	17.7	17.8	19.2
General staff	Hours	19.7	11.5	9.0	-	0.0	0.4	7.6	9.6	6.7	5.6	6.5	13.2	13.3	44.7	48.2
Percentage of employee who received trainings																
		77.60	94.22	80.45	-	2.33	5.38	94.30	100.00	101.18	40.80	50.85	56.40	66.10	75.30	76.38
By gender																
Male	Percentage (%)	72.20	83.16	75.57	-	2.17	6.51	97.60	100.00	108.82	37.10	50.00	54.27	58.40	69.51	72.18
Female	Percentage (%)	83.60	87.87	85.26	-	3.03	-	91.60	100.00	94.06	45.20	51.91	59.04	75.80	82.05	81.03
By region																
Hong Kong	Percentage (%)	83.80	75.80	81.97	-	-	-	-	-	-	32.20	47.18	49.65	73.50	70.28	60.73
Mainland China	Percentage (%)	100.90	98.62	99.18	-	-	-	-	-	-	11.10	11.54	12.50	95.90	94.38	98.63
Singapore	Percentage (%)	100.00	100.00	71.88	-	-	-	-	-	-	-	-	-	84.10	85.14	86.30
UK	Percentage (%)	100.00	100.00	-	-	2.83	24.56	-	-	-	27.80	-	18.60	37.00	24.69	41.26
Australia	Percentage (%)	100.00	94.74	89.37	-	2.63	-	-	-	-	57.30	84.26	77.19	46.90	72.29	74.81
Malaysia	Percentage (%)	29.30	62.04	35.91	-	-	-	-	-	-	-	-	-	26.40	56.30	58.25
Czech Republic	Percentage (%)	-	100.00	126.32	-	-	-	94.30	100.00	101.18	100.00	100.00	97.50	94.80	100.00	97.31
Germany	Percentage (%)	-	100.00	100.00	-	-	-	-	-	-	-	-	-	-	100.00	110.08
Austria	Percentage (%)	-	100.00	85.71	-	-	-	-	-	-	-	-	-	-	100.00	95.24
Malta	Percentage (%)	-	-	-	-	-	-	-	-	-	-	100.00	350.00	-	100.00	200.00
By employee category																
Senior management	Percentage (%)	72.70	84.11	106.19	-	17.65	11.11	100.00	100.00	100.00	50.00	51.85	66.67	60.70	69.19	78.05
Middle management	Percentage (%)	73.60	76.91	77.16	-	66.67	33.33	100.00	2,400.00	5,000.00	29.80	326.32	436.84	65.10	71.24	76.69
General staff	Percentage (%)	78.90	87.61	79.84	-	1.00	5.22	93.90	100.00	94.64	42.70	47.81	48.79	66.60	46.93	46.72

10. Appendix II: Performance Data Summary

		Hotel			Carpark			Gaming			Office			Total		
Metric	Unit	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025
Percentage of employee receiving regular appraisal																
Percentage (%)		90.90	79.64	91.98	10.70	9.91	6.54	97.80	100.00	101.18	85.80	68.28	90.52	81.40	69.07	70.06
Customer Relationship																
Products and service related																
complaints received	Number	2,073	1,539	1,568	7,816	-	-	-	-	-	168	77	-	10,057	1,616	1,568
Community Investment																
Donation amount		-	136,204	122,420	-	-	-	-	-	283,405	-	2,781,939	1,861,208	13,959,742	2,918,143	2,267,034
Arts & culture	HK\$	-	39,680	4,975	-	-	-	-	-	2,455	-	520,450	1,111,000	-	560,130	1,118,430
Environment	HK\$	-	1,328	4,311	-	-	-	-	-	125,788	-	305,415	29,000	-	306,743	159,099
Community wellness	HK\$	-	38,217	98,439	-	-	-	-	-	22,329	-	1,813,536	1,458,261	-	1,851,753	1,579,029
Youth education & development	HK\$	-	21,349	1,250	-	-	-	-	-	3,363	-	25,319	215,947	-	46,669	220,560
Others	HK\$	-	35,630	13,446	-	-	-	-	-	129,470	-	117,218	84,000	-	152,848	226,916
No. of volunteers		867	335	556	-	-	-	16	18	-	58	114	98	941	467	654
Arts & culture	Number	-	22	100	-	-	-	-	-	-	2	4	1	2	26	101
Environment	Number	34	74	196	-	-	-	1	-	-	1	8	5	36	82	201
Community wellness	Number	818	156	122	-	-	-	8	10	-	37	68	70	863	234	192
Youth education & development	Number	11	24	26	-	-	-	5	-	-	10	22	19	26	46	45
Others	Number	4	59	112	-	-	-	2	8	-	8	12	3	14	79	115
Volunteering hours		1,091	2,055	1,150	-	-	-	476	82	-	473	541	-	2,040	2,678	1,150
Arts & culture	Hours	-	72	3	-	-	-	-	-	-	9	20	-	9	92	3
Environment	Hours	62	1,179	276	-	-	-	5	-	-	180	202	-	247	1,381	276
Community wellness	Hours	977	500	516	-	-	-	60	60	-	122	152	-	1,159	712	516
Youth education & development	Hours	34	81	60	-	-	-	86	-	-	128	123	-	248	204	60
Others	Hours	18	223	295	-	-	-	325	22	-	34	44	-	377	289	295
Supply Chain																
Number of suppliers by geographical region																
		2,373	1,010	1,162	884	1,331	2,204	252	-	495	4,207	1,512	1,279	7,716	3,853	5,140
Hong Kong	Number	-	240	536	-	-	-	-	-	-	1,533	33	35	1,533	273	571
Mainland China	Number	318	372	234	-	-	-	-	-	-	1,037	36	28	1,355	408	262
Singapore	Number	62	262	265	-	-	-	-	-	-	401	-	2	463	262	267
Asia (excluding Hong Kong, Mainland China and Singapore)																
	Number	1,685	80	86	16	229	184	-	-	-	-	424	2	1,701	733	272
United Kingdom	Number	55	23	3	78	112	129	7	-	-	761	6	264	901	141	396
Europe	Number	3	5	5	3	3	3	245	-	495	246	763	515	497	771	1,018
Australia	Number	250	28	27	785	983	1,885	-	-	-	227	250	422	1,262	1,261	2,334
North America	Number	-	-	5	2	4	3	-	-	-	1	-	4	3	4	12
Other region	Number	-	-	1	-	-	-	-	-	-	1	-	7	1	-	8

10. Appendix II: Performance Data Summary

19. The social performance table only includes social data within the scope of ESG reporting. The total number of employees within the scope of ESG reporting is 3,560 as of 31 March 2025.
20. The data includes full-time and part-time employees.
21. For Office, it includes employees of head office and regional offices, excluding Car Park office. For Car Park, it includes employees of Car Park office and Car Park sites.
22. Senior management refers to C-suites, general managers of regional offices and hotels, members of executive committees, department heads of FEC head office and Dorsett Group and directors. For gaming operations, it refers to casino managers and assistant casino managers.
23. Middle management refers to managers of departments, regional offices and hotels other than senior management. For gaming operations, it refers to floor managers, pit bosses and heads of department.
24. General staff refers to colleagues other than senior management and middle management.
25. Employee turnover rate refers to the total percentage of employees who left the company in the year. It is calculated as "Total number of employees who left the company during the Reporting Period divided by total number of employees as of the end of Reporting Period and then multiplied by 100%".
26. The rate of work-related fatalities is calculated as "Total number of fatalities as a result of work-related injury divided by the numbers of employees (per 100 employees)".
27. The rate of work-related injuries is calculated as "Total number of recordable work-related injuries divided number of employees (per 100 employees)".
28. The average training hours per employee is calculated as "Total number of training hours provided to employees during the Reporting Period divided by total number of employees as of the Reporting Period".
29. The number of trained employees, training hours and employees receiving regular appraisal include employees who left the Group during the reporting period, hence the percentage of trained employees and the percentage of employees receiving regular appraisal may exceed 100%.
30. The percentage of employees trained is calculated as "Total number of trained employees divided by the total number of employees as of the end of Reporting Period and then multiplied by 100%".
31. Exchange rate of 1 Chinese Yuan Renminbi = 1.08 Hong Kong Dollar; 1 Singapore Dollar = 5.79 Hong Kong Dollar; 1 British Pound = 9.95 Hong Kong Dollar; 1 Australian Dollar = 4.98 Hong Kong Dollar; 1 US Dollar = 7.79 Hong Kong Dollar; 1 Euro = 8.43 Hong Kong Dollar; 1 Malaysian Ringgit = 1.70 Hong Kong Dollar; 1 Czech Koruna = 0.34 Hong Kong Dollar; 1 New Zealand Dollar = 4.55 Hong Kong Dollar; 1 Hungarian forint = 0.02 Hong Kong Dollar used.



11. Appendix III: HKEX Content Index

Mandatory Disclosure Requirements		Sections/Remarks
Governance Structure	<p>A statement from the board containing the following elements:</p> <ul style="list-style-type: none"> (i) a disclosure of the board's oversight of ESG issues; (ii) the board's ESG management approach and strategy, including the process used to evaluate, prioritise and manage material ESG-related issues (including risks to the issuer's businesses); and (iii) how the board reviews progress made against ESG-related goals and targets with an explanation of how they relate to the issuer's businesses. 	<p>1.3 Chairman and Chief Executive Officer's Statement</p> <p>3.2 Sustainability Governance</p>
Reporting Principles – Materiality	<p>The ESG report should disclose:</p> <ul style="list-style-type: none"> (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. 	<p>1.5.4 Reporting Principles</p> <p>3.3 Materiality</p> <p>3.4 Stakeholder Engagement</p>
Reporting Principles – Quantitative	Information on the standards, methodologies, assumptions and/or calculation tools used, and source of conversion factors used, for the reporting of emissions/energy consumption (where applicable) should be disclosed.	<p>1.5.4 Reporting Principles</p> <p>10. Performance Data Summary</p>
Reporting Principles – Consistency	The issuer should disclose in the ESG report any changes to the methods or KPIs used, or any other relevant factors affecting a meaningful comparison.	<p>1.5.4 Reporting Principles</p> <p>10. Performance Data Summary</p>
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.	1.5.2 Reporting Boundary

11. Appendix III: HKEX Content Index

Subject Areas, Aspects, General Disclosures and KPIs		Sections/Remarks
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.	3.1 Sustainability Strategy 3.2.5 Regulatory Compliance 5. Managing Our Environmental Footprint
KPI A1.1	The types of emissions and respective emissions data.	10. Performance Data Summary
KPI A1.2	Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	5.2 Energy and GHG Emissions 10. Performance Data Summary
KPI A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	5.1 Minimising Business Waste 10. Performance Data Summary
KPI A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	5.1 Minimising Business Waste 10. Performance Data Summary
KPI A1.5	Description of emissions target(s) set, and steps taken to achieve them.	5.2 Energy and GHG Emissions
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.	5.1 Minimising Business Waste
Aspect A2: Use of resources		
General Disclosure	Policies on the efficient use of resources, including energy, water and other raw materials.	3.1 Sustainability Strategy 5. Managing Our Environmental Footprint
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).	10. Performance Data Summary
KPI A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility).	5.3 Reducing Water Consumption 10. Performance Data Summary
KPI A2.3	Description of energy use efficiency target(s) set, and steps taken to achieve them.	5.2 Energy and GHG Emissions
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.	5.3 Reducing Water Consumption
KPI A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	The use of packaging materials for finished products is not material to our core business.

11. Appendix III: HKEX Content Index

Subject Areas, Aspects, General Disclosures and KPIs		Sections/Remarks
Aspect A3: The Environment and Natural Resources		
General Disclosure	Policies on minimising the issuer's significant impacts on the environment and natural resources.	3.1 Sustainability Strategy 5. Managing Our Environmental Footprint
KPI A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	5. Managing Our Environmental Footprint
Aspect A4: Climate Change		
General Disclosure	Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer.	3.1 Sustainability Strategy 5.2 Energy and GHG Emissions 5.2.3.4 Climate change risk management
KPI A4.1	Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.	5.2 Energy and GHG Emissions 5.2.3.4 Climate change risk management
B. Social		
Aspect B1: Employment		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	3.1 Sustainability Strategy 3.2.5 Regulatory Compliance 6. Employer of Choice
KPI B1.1	Total workforce by gender, employment type (for example, full- or part-time), age group and geographical region.	6.1 Promote Health, Safety, And Well-Being 10. Performance Data Summary
KPI B1.2	Employee turnover rate by gender, age group and geographical region.	10. Performance Data Summary

11. Appendix III: HKEX Content Index

Subject Areas, Aspects, General Disclosures and KPIs		Sections/Remarks
Aspect B2: Health and Safety		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	3.1 Sustainability Strategy 3.2.5 Regulatory Compliance 6.1 Promote Health, Safety, And Well-Being
KPI B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	6.1 Promote Health, Safety, And Well-Being 10. Performance Data Summary
KPI B2.2	Lost days due to work injury.	10. Performance Data Summary
KPI B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored.	6.1 Promote Health, Safety, And Well-Being
Aspect B3: Development and Training		
General Disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	3.1 Sustainability Strategy 6.3 Fostering Talent and Development
KPI B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	10. Performance Data Summary
KPI B3.2	The average training hours completed per employee by gender and employee category.	10. Performance Data Summary
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.	3.2.5 Regulatory Compliance
KPI B4.1	Description of measures to review employment practices to avoid child and forced labour.	3.2.5 Regulatory Compliance
KPI B4.2	Description of steps taken to eliminate such practices when discovered.	3.2.5 Regulatory Compliance



11. Appendix III: HKEX Content Index

Subject Areas, Aspects, General Disclosures and KPIs		Sections/Remarks
Aspect B5: Supply Chain Management		
General Disclosure	Policies on managing environmental and social risks of the supply chain.	3.1 Sustainability Strategy 7.2 Sustainable Procurement
KPI B5.1	Number of suppliers by geographical region.	10. Performance Data Summary
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.	7.2 Sustainable Procurement
KPI B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	7.2 Sustainable Procurement
KPI B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	7.2 Sustainable Procurement
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.	3.1 Sustainability Strategy 3.2.5 Regulatory Compliance 8. Placemaking
KPI B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	There were no recalls in FY2025 that have had a significant impact on our operations.
KPI B6.2	Number of products and service-related complaints received and how they are dealt with.	8. Placemaking
KPI B6.3	Description of practices relating to observing and protecting intellectual property rights.	The Group is committed to protecting intellectual property rights and copyright and complying with all relevant regulatory requirements. Our Employee Handbook sets out the Group's position and provides clear guidelines to ensure intellectual property rights and copyright rules are observed.
KPI B6.4	Description of quality assurance process and recall procedures.	8. Placemaking
KPI B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored.	8. Placemaking

11. Appendix III: HKEX Content Index

Subject Areas, Aspects, General Disclosures and KPIs		Sections/Remarks
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.	3.2 Sustainability Governance
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.	3.2.5 Regulatory compliance
KPI B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.	3.2.4 Whistle-blowing measures
KPI B7.3	Description of anti-corruption training provided to directors and staff.	3.2.3 Communication and training
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.	7.1 Creating Positive Social Impacts
KPI B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	7.1 Creating Positive Social Impacts
KPI B8.2	Resources contributed (e.g. money or time) to the focus area.	7.1 Creating Positive Social Impacts 10. Performance Data Summary



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